

Influence of Need Deficiency on Adjustment: A Study of Police Personnel

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Human society all over the world has changed beyond recognition. Scientific inventions and technological developments have brought about tremendous changes in the matter of crime, law and order, security, diplomacy and politics. Not only this the attitudes of general public regarding policing have been changing. The expectation of the public from the police on police functioning has insecurity of public about their life and property, their knowledge about day to day crime events in the society, the depiction about crime situation in different mass media, the proliferation of new enactments, entrusting the police with additional responsibilities of enforcing such laws etc. It is also a fact that police's performance is not up to mark. By keeping in mind these facts, the present study was planned to see the impact of need deficiency on adjustment. For the present study was planned to see the impact of need personnel (N=200) was collected from Aligarh District. Two scales namely need deficiency, developed by Porter, and Mohsin-Shamshad adjustment inventory were used. In order to meet the objectives of the present study, the data were analyzed by applying multiple regression analysis. The results reveal the fact that total need deficiency influencing health adjustment of the police personnel. Social need influencing health and emotional adjustment whereas autonomy need putting its impact on home, social adjustment of police personnel.

Keywords: Adjustment, Need deficiency, Autonomy, Job hierarchy, Motivation, Emotion, Self-Actualization.

The term 'police' broadly connote the purposeful maintenance of public order and protection of civilians and property from the hazards of public accidents and the commission of unlawful acts. It specially applies to the body of civil officers charged with maintaining public order and safety and enforcing law, including the prevention and detection of crime. These powers are not only substantial but, to the large extent, these are also discretionary. Discretionary in the sense that on more occasions than not, it is upto the individual police officer to decide by insighting whether to 'arrest an offender in a particular case' or whether to 'use force against a mob of agitators. These powers are discretionary because no penal or procedural law can prescribe exhaustively.

India got independence in 1947 and became a sovereign democratic Republic on January 26th 1950. Since the independence the country has made rapid progress in many spheres but it has been observed that there has been continuous unfortunate decline in the sphere of law enforcement, which in its turn had impaired good governance and weakened out democratic polity. There may be hundred of reasons but most prevalent cause is related to non-modification of Indian Police Act. Indian Police is still governed by the Police Act of 1861 which was passed by the British rulers on the recommendation of the Police Commission of 1860. The colonial structure left behind by the British continues, and repeated demands from several corners and quarters to reform and restructure the

police organization so as to free it from political stranglehold and bureaucratic clutches have been stonewalled by vested interest. As a result, its performance and roles are always questionable.

The second reason may related with the close eyes of academicians. As compared to other organizations, police organization is less studied empirically. By keeping in mind, the present study was conducted on police personnel to understand their need patterns and its impact on their home, health, social, and emotional adjustment. Due to one or another reasons mental illness, drug addiction, alcoholism, suicides and other psychological problems become so common that the prevention of serious mal-adjustment is urgently required. The police personnel suffer from worries, irritability, disturbed inter-personal, intra-personal relationship, worries over home, health and so on. Hence, mental illness is not confined to people admitted in hospitals, mental asylums; it also reaches to home, society and it can be found at the work place. Thus, it is common concern for the behavioural scientists in general that the problem of adjustment is of immense importance for all of us and there is general feeling that police personnel must be helped in developing good home, health, social, and emotional adjustment. Lehner and Kube (1955) have rightly pointed out that "we would not expect to cross the desert in a boat or the ocean in an automobile.

In the present study adjustment has been taken as dependent variable. Basically the concept of adjustment was biological and originally it was termed adaptation. The term adaptation has been replaced by adjustment which now stands for psychological survival in which the social scientists are more interested (Lazarus, 1961). The term adjustment has been described in many ways by different psychologists, biologists, mental hygienists and other behavioural scientists. Generally it has been argued that the concept

of adjustment is a mere fiction, as people have always failed in giving a standard definition of adjustment, partly because of its many meanings, and partly because the criteria against which adjustment could be evaluated are not well defined; further the boundaries between adjustment and maladjustment are never water-tight. In simple term adjustment refers the extent to which an object fits the purpose for which it is intended. Hence, adjustment is taken to be a process and not as a condition (Symonds, 1946; Madigen, 1962; Coleman, 1960).

During the process of adjustment, an individual is confronted with factors i.e. environmental demands, and needs and motives to be satisfied. There is always a conflict between these two forces which call forth adjustive process. And that behaviour has been considered adjustive behaviour which makes a comprise between these two forces and help the individual achieving harmonious, stable, and satisfying relationship with his environment. Madigen (1962) says "if the conflicts are solved to satisfy the individuals' needs within the tenets approved by the society, the individual is considered adjusted.

In the present piece of research endeavour, job related need deficiency has been taken as independent variable. Motivation plays an important role in all spheres of human life. It has its impact in work situation too. It is empirically evident that performance is proportionally related to motivation. It means that high motivation leads to high performance and low motivation leads to low performance. It is also expected that those who are well adjustment may show motivation and those who are maladjusted will show low motivation Viteles (1962) has rightly pointed out that human motivation, indeed, can not be overlooked as behind every human activity there are some motives that act as motivating force resulting behaviour. The human being has a multiple

of needs that must be reasonably satisfied if he is to enjoy his day-to-day living and that is why various theories, models have been proposed to understand the need patterns of human being.

Adjustment has been studied in relation to anxiety (Khan; 1989); anxiety and conflict (Verma & Upadhyaya; 1983), cognitive differentiation, sex variance and rural- urban environment (Shamshad & Sulaiman, 1994), effect of intelligence an adjustment (Shamshad, 1996). Martin and associates (2005) conducted a study on the role of psychological climat in facilitating employee's adjustment during organizational change. Saathoff & Buckman (1990) evaluated police officers which revealed that the most common primary diagnosis was adjustment disorder followed by substance abuse and personality disorder. Adjustment has been studied in relation to anxiety, work alienation, ego strength, social deprivation, creativity, motives, intelligence, depression, marital discard etc. but not directly in relation to need deficiency of police personnel (Alam, 2007).

The first and only one independent variable of present study is need deficiency. Human motivation from the very beginning of the onset of the term has been considered as a very intricate phenomenon that could hardly be understood by having simple and plain observation. But, in spite of complexity in understanding the human need deficiencies, people have always been interested in this phenomenon because need deficiency gives rise to human behaviour directly/ indirectly or consciously unconsciously or either desirable or undesirable in the given context with the pioneering work of Taylor. The human being has a multiple of needs that must be satisfied if he is to enjoy his day-to-day living.

A large number of studies have been conducted on the phenomenon of motivation but police personnel have been rarely studied in this context. Leonard et al. pointed out that

individuals are intrinsically motivated when they view their tasks as enjoyable. As long as individuals enjoy their tasks, they are continuously motivated to perform works. The police personnel who are exposed to violent situations and are sometimes assaulted by suspects may be less likely to enjoy their jobs. Job motivation has been studied in relation to job levels. Individuals who have higher rank in job hierarchy are likely to be more motivated and satisfied as complained to those who occupy lower levels. Many researches have pointed out the significance of job hierarchy of motivation of employees, (Porter, 1961, 1962; Porter & Lawler, 1968). John (1991) pointed out motivation arises with position level in general but motivation at managerial level increases with job level. Contrary to the above studies there is one study conducted by Marju (1990) who reported no influence of job level on job motivation but she founded that if job levels are combined with other variables such as special training and promotion earned, then it combined effect leads to motivation. Alam and Ansari (1993) found job tenure having no influence on job motivation. Hillman, Rosengren and Smith (2004) carried out a study on emotional and motivated behaviour: postural adjustments to affective picture viewing and found out that sex difference for postural responses to unpleasant picture, an effect not found for pleasant and neutral picture contexts. Brown (2006) conducted a research study and the result suggested no correlation between leaders' use of emotional intelligence and the motivational behaviour of employees.

Studies on need deficiencies and its related facets have argued that need deficiencies researches have been done on varied sample in relation to numerous factors but it is imperative to mention here that almost non of the researches especially in Indian context have undertaken need deficiencies study to adjustment of police personnel.

Therefore, need deficiencies study undertaken in the present investigation in relation to adjustment of police personnel is of significant value because filling the void of knowledge in this area, the need deficiencies influencing adjustment having identified might be properly manage to improve quality of life, family, social, emotional, personal and moreover employees productive efficiency.

Objectives:

In the recent past, the security forces have been criticizing by the public on its role and functioning. On the other hand almost daily we come a cross that police personnel commit suicide or gun down their seniors, juniors a fellows and many are indulge in substance abuse. Violanti (1996) pointed out that police officers kill themselves at the rate of six time greater than in the general population, and police officers kill themselves at a rate 8.3 times greater than those who die at the hands of criminals. The objective of the present research is to see influence of job related need deficiency on adjustment among police officers. We know that police personnel are the key players to maintain

peace and harmony in the society but the efficient working is most likely to dependent on their adjustment especially as a function of adequate control over their need deficiency.

Method

Sample:

A sample of 200 male police personnel was randomly drawn from Aligarh district. The sampling was purposive in nature. The age range varies from 28-59 yrs with an average age is 45.39 yrs. The average experience is 20.82 yrs. All are graduate and having more than 4 dependents.

Tools

To measure need deficiency among police personnel, the scale developed by Porter (1965) was used. There are five dimensions of the scale. The second measure which has been applied to measure adjustment in Mohsin and Husain (1987). There are four dimensions of the inventory. There are one hundred and twenty four items. Both scales have been reported highly reliable and valid.

Results and Discussion

Table 1. Correlations among Dimensions of Need Deficiency and Home Adjustment of Police Personnel.

Variables	2	3	4	5	6	7	8	9	10	11
1. Physical need	.438**	.614**	.491**	.298**	.780**	-.374**	-.229**	0.061	-0.136	-.235**
2. Social need	—	.578**	.442**	.327**	.755**	-.422**	-.280**	-0.092	-.223**	-.349**
3. Esteem need		—	.563**	.432**	.888**	-.393**	-.270**	-0.107	-.178**	-.327**
4. Autonomy need			—	.362**	.757**	-.157*	-.141*	-.155*	-.148**	-.204**
5. Self actualization				—	.534**	-.190**	-.148*	0.098	-0.008	-0.088
6. Overall need					—	-.424**	-.292**	-0.076	-.202**	-.342**
7. Home Adjustment						—	.722**	0.103	.480**	.793**
8. Health Adjustment							—	.157*	.569**	.825**
9. Social Adjustment								—	.363**	.546**
10. Emotional adjustment									—	.798**
11. Overall Adjustment										—

** p< 0.01

* p<0.05

Table1 shows the overall picture of the variables studied on police personnel. All the dimensions of need deficiency showed

significant but negative correlation with home adjustment ($r = -.424$, $P < .01$) of police personnel.

Table 2. Stepwise Multiple Regression Predicting Home Adjustment from Need Deficiencies of Police Personnel.

Predictors	R	R ²	R ² Change	Beta	t	F
Total Motivation	0.424	0.18	0.18	-0.424	6.591**	43.44**
Total Motivation and Autonomy	0.493	0.243	0.063	0.385	4.060**	31.65**

** p< 0.01 *p<0.05

Table -2, reveals that the overall need deficiencies emerged as the most dominant predictor that influence the on one of the facets of adjustment viz. home adjustment of the police personnel. The coefficient of determination R = .424 was found significant and R² = .18 which accounted for 18.00 % variation in home adjustment of police personnel. In the second model overall need deficiencies along with autonomy accounted for 24.30% variation and alone autonomy accounted for 6.30% variation in the dependent variable. The values of F=31.659 and F=43.442 are statistically found significant beyond .01 level of confidence. The result clearly emphasizes that overall need deficiency and one of its dimensions viz. autonomy are found to be significant predictors of home adjustment as the corresponding t -values t=7.543 and t=4.060 respectively are statistically significant (P < .01 level of confidence).

It is matter of fact that home and job situations can't be separated. When people

join their work place they carry on with them to home events which have their reflection in their professional tasks or responsibilities, the same way when people come back to their home they carry on their work related issues and problems to their home, hence both are highly interlinked. It is also interesting to mention the fact that what privileges are enjoyed by job incumbents especially police personnel, are also enjoyed or taken granted by their family members. However, it can be said that home-adjustment in the function of the extent of the fulfillment of needs by the dependents of home, hence, it becomes true for the police personnel. Keeping in view this fact, police personnel also experience in the same in their life in general. As the findings speak to the fact that police personnel's need deficiency is most likely to create adjustment problem at home. It is also fact that everyone wants autonomy. But in case of police personnel, due to hierarchy they don't feel free to take their own decisions.

Table 3. Stepwise Multiple Regression Predicting Health Adjustment from Need Deficiencies of Police Personnel.

Predictors	R	R ²	R ² Change	Beta	t	F
Overall Motivation	.292	.085	.085.	-.292	4.29**	18.39**

** p< 0.01 *p<0.05

There is significant but inverse relationship between overall need deficiencies and health adjustment (r = -.292, P < .01) of police personnel (cf. Table – 1). Here overall motivation emerged the predictor of health adjustment of the incumbents. The coefficient of determination R² = .085 accounted for 8.50 % variation in the dependent variable viz. health adjustment of

police personnel (Table -3). It is very much clear that need deficiency as a whole emerged to predict health adjustment. The value of F (18.399) and t (4.29) are statistically found significant far beyond .01 level of confidence. In view of the above finding it is clear that need deficiency as a whole is significant predictor of health adjustment of police personnel as it is hard

fact that they can not be separated from work situation. They have the feeling that they did not get ample opportunity to participate in goal settings, less importance to independent thinking, and least facilities to solve their health related problems. It is also a reality

that the police personnel do not have set working hours. They always ready for duties and that is why the police personnel experience in the problem of health adjustment.

Table 4. Stepwise Multiple Regression Predicting Social Adjustment from Need Deficiencies of Police Personnel.

Predictors	R	R ²	R ² Change	Beta	t	F
Autonomy	.155	.024	.024	-.15	2.20*	4.87*
Autonomy and Self actualization	.227	.051	.027	.17	2.38**	5.33**

** p< 0.01 *p<0.05

So far as social adjustment is concerned, it is evident from Table-4 that the coefficient of correlation between autonomy and social adjustment (R= .155, P< .05) and in second model coefficient of correlation between autonomy along with self and social adjustment (R = .277, P< .01). Autonomy emerged as weak predictor which accounted for 2.4% variation in the social adjustment of police personnel. In the second step autonomy along with self actualization become the another predictor of social adjustment that accounted for 5.10 % variation in the dependent variable and self actualization alone accounted for 2.70% in social adjustment of police personnel. The F-values (F=4.87, P < .05 & F= 5.33, P< .01)

for autonomy and self actualization need and their obtained t- values are (t= 2.20, P <.05 and t= 2.38, P < .01) respectively found statistically significant. Everybody wants to develop upward and actualize himself. Due to strict job hierarchy the police personnel can not take decisions on their own. There may be political pressures and other reasons for that. If these are not adequately and sufficiently present in one's job then most likely these may inversely influence the fulfillment of influencing social adjustment of all especially, here for the group of the police personnel. The police personnel are experiencing the deficiencies of these above needs and hence, their social adjustment is influenced.

Table 5. Stepwise Multiple Regression Predicting Emotional Adjustment from Need Deficiencies of Police Personnel.

Predictors	R	R ²	R ² Change	Beta	t	F
Social needs	.223	.050	.050	-.223	3.213**	10.32**

** p< 0.01 *p<0.05

There is inverse relationship between social need and emotional adjustment r = -.223, P < .01(cf. Table-1). It is evident from Table-5, coefficient of correlation R = .223 and coefficient of determination (R² = .05) accounted for 5.00% variation in the emotional adjustment of police personnel. The covariance showed (F=10.321, P < .01) that confirm the social need as the predictor of emotional adjustment. It is clear from result

that social need deficiency significantly influencing emotional adjustment (t = 3.213, P < .01). Emotional adjustment usually is found to get disturbed when then is feeling and experience of lack of need fulfillment. If needs are adequately satisfied or fulfilled then emotional adjustment is high. The police personnel have the feeling of social neglected as they busy in their various assignments and get less opportunity to interact in various

social activities. The roles, functions, and nature of duties of police personnel are different than other professionals. Sometimes, even they do not get opportunity

to share in their family functions, then absence of avenues for the fulfillment of this need affects emotional adjustment of police personnel.

Table 6. Stepwise Multiple Regression Predicting Overall Adjustment from Need Deficiencies of Police Personnel.

Predictors	R	R ²	R ² Change	Beta	t	F
Social	.349	.122	.122	-.34	5.24**	27.51**
Social and Esteem	.381	.145	.023	-.18	2.32*	16.76**

** p< 0.01 *p<0.05

In the light of obtained result (Table-6) it seems quite logical that two facets of need deficiency emerged significant predictors of overall adjustment to police personnel in any situation has its won significance. Social need accounted for 12.2% variation alone in the overall adjustment. In the second step social need along with esteem need accounted for 14.5% variation while esteem need alone accounted for 2.30% variation in the overall adjustment of police personnel. The result may be due to shortage of time, as they are unable to pay full attention to their family. In most of the cases they spent longer period away from family as they have transferable jobs, and other daily assignments. Sometimes they humiliated by their seniors or higher officials. They are always being criticized by public too. But in spite of all these old conditions they try to adjust themselves because of some other tangible and intangible.

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Received: August 10, 2008

Revision received: November 30, 2008

Accepted: December 07, 2008

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International Association of Applied Psychology

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