

## Relationship between Emotional Intelligence and Psychological Well Being of Male Police Personnel

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Emotional control is an important part of occupational identity both in terms of the public's expectation and demands of their job. In many ways, police officers' integrity is considered to rest with the "suppression of affect". So, in this context emotional intelligence skill, such as above-average communication skills, reactions appropriate to the presenting situation, and the ability to resolve conflicts satisfactorily can be listed as desirable characteristics in police personnel. Keeping the above things in view it was felt necessary to study the relationship between emotional intelligence and psychological well being of police personnel. Male police personnel were selected as they constitute the major portion of our police organization. The sample (N=200) for the present study was taken from Jammu and Kashmir police. Results revealed that male police personnel are well placed in terms of both emotional intelligence and psychological well being. Furthermore, high positive correlation was found between emotional intelligence and psychological well being.

**Keywords:** Psychological well being, Work commitment, Environmental mastery, Self acceptance, Emotional intelligence.

The word police is derived from Latin word 'politia' which literally stands for the condition of a 'polis' or state. In the past it meant a system of governance or administration (police state) but now it indicates an organized body of civil officers engaged in the preservation of law and order, detection of crime and enforcement of laws. The Oxford Dictionary defines the term as a system of official organization whose job is to make people obey the law and to prevent and solve crime. According to the Encyclopedia International, police are agents charged with enforcing the law and maintaining order.

Alternative names for police force include constabulary, gendarmerie, police department, police service, crime prevention, protective services, law enforcement agency or Garda Síochána, and members can be police officers, troopers, sheriffs, constables, rangers, peace officers or Garda. Russian

police and police of the Soviet-era Eastern Europe are (or were) called militsiya. As police are often in conflict with individuals, slang terms are numerous e.g., *pond police*, as they are called in Kashmir valley. Many slang terms for police officers are decades or centuries old with lost etymology.

Emotional intelligence is the ability to perceive emotions, to assess and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional intellectual growth. According to Goleman (1998) "emotional intelligence" refers to the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions, well in ourselves and in our relationships. Ryback cited in Wolmarans (2001) describes "emotional intelligence" as the ability to use our

awareness and sensitivity to discern the feelings underlying interpersonal communication, and to resist the temptation to respond impulsively and thoughtlessly, but instead to act from receptivity, authenticity and candour. The current definition of emotional intelligence is “the ability to process emotional information, particularly as it involves the perception, assimilation, understanding, and management of emotion” (Mayer and Cobb, 2000). Various models have been proposed to understand the concept, these are: the emotional intelligence ability model by Mayer and Salovey (1997); (Brackett & Salovey, 2004), Bar-On’s Emotional-Social Intelligence (ESI) model (1997; Bar-On, 2006), and the emotional competencies model focused on the workplace (Goleman, 1998).

Psychological well being in simple terms can be understood as the state of being well, happy or prosperous, welfare. Psychological well being is a subjective term means different thing to different people. Psychological well-being is constructed out of three components: (1) Life-satisfaction (2) Positive affect and (3) low Negative affect, the judgments of psychological well-being are irreducibly subjective and that the meaning and content of the term are seen to fluctuate, depending on who is using it and why it is being used. Myers and Diener (1995) in their paper entitled “Who is happy?” define high psychological well-being as frequent positive affect, infrequent negative affect and a global sense of satisfaction with life. Based on the above discussion an operational definition of psychological well-being may include the following: Firstly it may be understood as a scientific sounding term for what people usually mean by happiness. Secondly, it refers to what people think and feel about themselves i.e., the cognitive and affective conclusions they reach when they evaluate their existence. Thirdly, it involves the individual’s entire condition i.e., social, and spiritual aspects of

one’s existence, and fourthly psychological well being is a relative state of affairs—relative to the situation as well as to the values of the particular culture one belongs to, such as the traditional “Indianness” of avoiding extreme and maintaining equilibrium, of having good health and practicing self control, self-realization and dissolution of the self.

Policing, a service-oriented profession, is charged with a critical role in sustaining law and order in an ever-changing and diverse environment. The success of police organizations depends for a large part on police personnel’s personality characteristics and well being. Trait emotional intelligence skills, such as above-average communication skills, reactions appropriate to the presenting situation, and the ability to resolve conflicts satisfactorily have been listed as desirable characteristics in police officers (Gettinger, 1981; Lumb & Breazeale, 2002; Tannehill & Janeksela, 1984). Still, there is a dearth of literature pertaining to emotional intelligence as it relates to police officers (Aremu, 2005). More recently, Lord and Schoeps’ (2000) study was aimed at identifying psychological attributes of community-oriented police officers. The findings identified 22 attributes considered critical by one large metropolitan police department for effective community-oriented officers. These attributes emphasized problem solving, decision making, and the ability to learn new knowledge, all attributes closely related to trait emotional intelligence. Helliwell (2003) using a wide range of sampling techniques and assessment methods confirms that social relationships are a very important determinant of happiness and subjective well-being of the employees. Further well-being was found to have direct relationship with employee’s performance. Slaski and Cartwright (2003) conducted a study on emotional intelligence training and its implications for stress on health and performance of policemen and they found that

training resulted in increased emotional intelligence, improved health and psychological well being. It ultimately led to the improved efficiency. Ricca (2003) examined the relationship between emotional intelligence, negative mood regulation, and burnout among police officers. Regression analysis supported the main hypothesis which predicted an inverse relationship between emotional intelligence, as measured by the EQ-i, and burnout. Results further supported a positive relationship between emotional intelligence and negative mood regulation. Emotional intelligence has also been studied with: job satisfaction (Muhammad, 2006), personality (Day & Associates, 2005) and stress (Slaski & Cartwright, 2003) etc. The survey of the relevant literature gives an idea about the importance of emotional intelligence on work place in general and specifically for police personnel. No doubt the importance of Emotional Intelligence has immense impact on employees behavior it has been studied in relation to: job satisfaction (Muhammad, 2006), adaptation to occupational culture (Bar-On, 2000), negative mood regulation, and burnout (Ricca, 2003) etc. It has been demonstrated to correlate with various organizational outcomes such as job performance, organizational commitment, and organizational citizenship behaviors (Cote & Miners, 2006; Martin, Jones, & Callan 2005; Zukerman & O'Loughlin, 2006). Now, we can say with conviction that there are no direct studies of emotional intelligence and psychological well being on police personnel in India. Therefore, it was felt worth to study the relationship between Emotional Intelligence and Psychological Well Being of police personnel.

**Objective:**

To examine the relationship of emotional intelligence and its facets with psychological well being and its constructs.

**Method**

**Participants:**

A sample of 200 male police personnel were selected (N=200) from Jammu and Kashmir police and the sample was purely purposive in nature.

**Measures:**

*Emotional Intelligence Scale* developed and standardized by Singh (2004) was used. The scale consists of sixty statements with five alternative responses. The items of Emotional intelligence scale were grouped under five categories namely, Self Awareness, Self Regulation, Motivation, Social Awareness and Social Skills. The subjects have to weight statements in 5,4,3,2 & 1 for describe me moderately well, described me a little and not at all described me respectively. High score indicates high level of Emotional Intelligence and low score indicates low level of emotional intelligence. The author has reported the scale as highly reliable and valid.

*Psychological Well Being Scale* developed by Ryff (1989) was used. This scale measures six dimensions of psychological well being viz., (i) autonomy, (ii) environmental mastery, (iii) personal growth, (iv) positive relations with others, (v) purpose in life, and (vi) self acceptance. The scale consisted of 54 items (6x9-item scale). The responses vary from Strongly Disagree (1), Disagree Somewhat (2), Disagree Slightly (3), Agree Slightly (4), Agree Somewhat (5), to Strongly Agree (6). There were 28 negative items in the scale whose scoring was done in the reverse order. The reliability and validity coefficients of the scale were  $r = 0.82$  &  $r = 0.77$  respectively.

**Results**

It can be inferred from the descriptive statistics in the Table-1 that male police personnel are well placed in terms of both emotional intelligence (mean=187.01, SD=51.70) and psychological well being (mean=172.04, SD=42.02).

**Table 1. Descriptive statistics of variables**

Variables	Mean	S.D
Self Awareness	38.41	12.20
Self Regulation	37.20	11.98
Motivation	37.70	12.03
Social Awareness	37.05	12.39
Social Skills	36.64	12.10
Total Emotional Intelligence	187.01	51.70
Autonomy	27.25	7.84
Environmental Mastery	29.24	9.07
Personal Growth	32.18	12.13
Personal Relations	27.55	9.72
Purpose of Life	27.98	9.46
Self Acceptance	27.85	8.99
Total Psychological Well being	172.04	42.02

Emotional intelligence is positively correlated to psychological well being ( $r=.867<0.05$ ) and it's all the dimensions viz., autonomy ( $r=.678<0.05$ ), environmental mastery ( $r=.725<0.05$ ), personal growth ( $r=.781<0.05$ ), personal relations ( $r=.670<0.05$ ), purpose of life ( $r=.589<0.05$ ), self acceptance ( $r=.716<0.05$ ) and vice versa as depicted from Table-2.

### Discussion

The findings of the study indicate that emotional intelligence and its facets are positively correlated with psychological well being and its constructs. Therefore, our findings are in confirmation with the findings of Ricca (2003) who examined the relationship between emotional intelligence,

**Table 2. Inter Correlation between Variables**

	Autonomy	Environmental Mastery	Personal Growth	Personal Relations	Purpose of Life	Self Acceptance	Total PWB
Self Awareness	.584*	.605*	.737*	.605*	.500*	.626*	.767*
Self Regulation	.669*	.612*	.681*	.568*	.510*	.644*	.765*
Motivation	.554*	.626*	.728*	.607*	.506*	.639*	.768*
Social Awareness	.599*	.699*	.641*	.631*	.552*	.670*	.785*
Social Skills	.594*	.665*	.660*	.548*	.535*	.584*	.746*
Total E.I	.678*	.725*	.781*	.670*	.589*	.716*	.867*

\* $p<.05$

well being and burnout among police officers. The results of his study supported a positive relationship between emotional intelligence and well being.

The results reveal the fact that emotionally intelligent male police personnel are able to understand the emotions of others and are able to mould their own behaviour according to the need of the hour. It in turn gives them a sense of control, autonomy and motivates them to repeat that behaviour in the future. They start accepting themselves as they are because of their enhanced self and social awareness. It increases their self regulation and social skills; hence they come

out successful in their relationships. This ultimately results in high psychological well being. After attaining high psychological well being male police personnel feel happy about themselves and want to live their lives on those high notes. So, they keep on exhibiting emotionally intelligent behaviour but in real terms and situations it may not work due to one or another reason. We should not forget the workload, stressful situations, extended duty hours, and emergency call etc. of police personnel. In spite of these facts police personnel discharge their duties effectively. It is due to their high emotional intelligence and psychological well being.

This high emotional intelligence and enhanced psychological well being comes handy and useful for the police organization because in the prevailing times of mass demonstration, mob violence, and unexpected terrorist attacks police personnel are sometimes required to perform as a leader, manager, and friend to their colleagues, while maintaining a positive reflection on both the department and community.

The present study has certainly some limitations such as; the sample size is small as police organization is one of the biggest in the world, so in future the sample size must be fairly bigger. The data has been collected from most disturbed part of the country i.e. Jammu and Kashmir. The findings cannot be generalized on other regions. Moreover, only the male police personnel have been selected for study, the female police personnel must be considered in the future researches. During data collection it was felt that few police personnel hesitated in giving free and fair responses due to one or the other reason. It is important to suggest certain recommendations; more autonomy may be provided to those police personnel who are working at baseline. Because these police personnel are bound to obey and implement the command and order of their officers. To overcome this Police Act of 1861 needs modification. The level of emotional intelligence of police personnel can be improved with emotional intelligence competence training. Hence, at least such training program must be organized at district level across the levels of hierarchy. Psychological well being of police personnel can also be improved by a appointing psychologists/ counselors. The public participation is also important in smooth functioning of police as, the number of police personnel is not in proportion to public. Through this the work load of police can be minimized sometimes the public should be

given the role of police to understand the real problems faced by the police.

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