LEADERSHIP WITH REFERENCE TO WOMEN POLICE: A STUDY IN MANIPUR

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ABSTRACT
The ability and charisma of leaders are essential to motivate followers and subordinates in order to bring superiority in an institution, organization or an establishment. Inclusion of women in leadership role has been gradually increasing for the last few years, but it is still not proportionate of the population as required. Recruiting, selecting, developing and promoting women in leadership traits have become a source for formulating strategies in making a successful organization. There is a need for women police leaders of all ranks and positions for bringing in new ideas and strategies, and to improve the current quality of law enforcement profession. Using feminine traits can help impart a better response to the community needs, for better understanding of the victim’s experience, and for learning the security challenges faced by women in a place like Manipur where insurgency related issue is an important area and where different problems relating with the state are on the rise every day.

The paper focuses on the requirement of women police leaders who, with their feminine qualities, can act as a change agent in reducing issues, conflicts and problems relating with the state. Exploratory type of research was conducted using questionnaires and interviews. The paper suggests that with the inclusion of women police leader in the current police system, matters relating with the society, women, etc. have improved.

Keywords: Superiority; Charisma; Leadership; Law Enforcement; Women Police; Feminine; Change Agent

INTRODUCTION
Leadership is the combination of qualities and characteristics an individual possesses which motivates and encourages people to accomplish their desired objectives. It can be defined as a powerful relationship that exists between leader and followers, and acts as an instrument in helping the followers to meet their needs. Ability to influence others, interactive process with the followers and focus on the goal to be achieved are the capabilities of an effective leadership. So, a leader carries the responsibilities of maintaining a good communication as well as healthy relationship between them and the followers.

The term Gender is a learned belief that expresses the degree to which males and females are expected to behave differently in terms of cognitive, emotional or interpersonal abilities. On basis of masculine
and feminine sets of characteristics, males and females are also differentiated. People’s perception or belief which tend to value one category superior to other has given a judgmental approach of attitudes and discriminatory behavior towards males and females by limiting their thinking. This attitude has resulted in making the workplace becoming ‘gendered’ and affecting the decision-making process of deciding who will become leader. In order to increase productivity, improve financial performance and to meet competitive advantage of any organization, developing and promoting women as leader become important so as to succeed in the increasing globalized and unpredicted economy.

Police department being male-dominated sector, encouraging women to be part of this challenging work was difficult in the middle of 19th century (International Association for Women Police). A large number of problems pertaining to women are solved by women police, therefore, no basic qualification was required for women joining the force for what is more necessary is to have experience in social case work. Slowly women started developing by establishing separate women bureaus and started involving in patrol duty after 1969. Problems they usually face in entering the department are insufficient personal time, lack of recognition for good work, dealing with the media, meeting deadlines, working overtime, dealing with crisis, lack of opportunity for advancement, competition in work, inadequate salary, poor or inadequate supervision, experiencing negative attitudes towards the organization, performing task beyond their assignment, poor quality of equipments, frequent interruption, work shift, conflict with other department, poorly motivated co-workers, too much supervision, stressful job related events, assignment of new or unfamiliar duties, racial conflict, etc.

Women in positions of power within any organization create role models for the fellow followers. It serves as motivators for accomplishment of goal. The fellow follower thinks that goal achievement becomes more real by watching women in top leadership positions. Women representatives in decision making bodies help the organization to consider the best for the women, keeping the interest level under consideration. Women have the ability to see wide vision and sow opportunities with a passionate pursuit.

‘If your actions inspire others to dream more, learn more, do more and become more, you are a leader’. John Quincy Adams. Born leaders are gifted with the features of leaders which help them in performing the skills of leadership more efficiently. Sometimes women find some difficulties and traits in performing leadership and management roles. Qualities of leader in performing leadership process are important in defining what type of follower he will be having. He guides his followers by giving direction and support and also motivating them to utilize their own knowledge and skills. Leader ensures a major role in providing organizational performance and to be competent, progressive, well-informed, purposeful and professional in a changing environment. Agboli and Chikwendu (2006) further stressed that different work situations need different styles if they are to perform optimally. In a war situation, the army commander needs to adopt a completely different type of leadership behavior according to the circumstances. Effective leadership is determined by the degree to which it facilitates adequate or high productivity (Dubrin, 2007).

**Issues**

1. Most of the women in police find difficulties in balancing a job and taking a personal responsibilities. Unexpected duties, order and lengthy working hours sometime make them irresponsible to their family related matters.

2. Working in a huge department requires interaction with many people having different views and ideas which often leads to creating differences among the police officers. Such negative interaction with other police officer sometimes brings obstacles in performing the duties.

3. Since women entered police lately, all the major high positions are occupied by the male officers and they bring authority of power in the organization.
4. Being in male dominated job, biasness exists among the top officers in assigning the roles, evaluating performance and posting the lady officers in various places and sub section. Mental harassment and dissatisfaction among women police exist relating to the job, infrastructure and other facilities being provided by the organization.

5. Over and under estimates of physical abilities of women police in the department is very common. Perception of society and fellow male counterparts in understanding ability of women police plays an important role in developing the profile of women police.

6. High public expectation for decreasing the crime rate against women in the society.

7. As maximum of women police are supervised by male officers they find it difficult to share any problems, personal or official.

Women are climbing the top ranks of police forces in different sub departments, even taking initiative in being posted to sensitive areas across the world. They are taking major roles in countering terrorism in Pakistan, reducing corruption in major areas like Peru and keeping peace in United Nation missions. People in uniform always have a sense of authority and control; hence they occupy very important position in the society. According to Alice Stebbins Wells, “No young girl can be questioned by a male officer. Such work is delegated solely to policewomen, who, by their womanly sympathy and intuition, are able to gain the confidence of their younger sisters”. So women police officers play an important role in the police department regarding the maintenance of peace and unity in the society.

Kiran Bedi, the prominent figure of women police in India, has brought a drastic improvement in the police organization. She has the ability and charisma to motivate staffs in achieving their goal of life. In 2007, Kiran took voluntary retirement to pursue her commitment to the education of underprivileged children and women, drug abuse rehabilitation and rural development and continues her journey of social reforms. As crime rate against women in India has been increasing in the past few years, there is more requirement of women police in the country.

Leaders being the most important element in dealing with continual, progressive and sudden changes in competitive environment need to be developed on regular basis. Creating police women in a country would enable to increase the confidence level of women and trust in the department against prevention and detection of crime against women. In Manipur, women police was established in the year 1961 with the selection of Loitam Bino as Head Constable and 6 others as constables. It was in the year 1967 that the first ASI woman Elangbam Krishnakumari was selected. In the following years, more recruitment of women into the police force was done. Table 4 shows the number of direct recruitment of women police from 1961 to 2011.

Table 4: Showing the number of women joining the state police of Manipur

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<tr>
<td>No. of women police</td>
<td>33</td>
<td>105</td>
<td>99</td>
<td>46</td>
<td>347</td>
</tr>
</tbody>
</table>

Source: Official

There are very few high ranking police women in Manipur who have set certain benchmark in the department of police and in the society. One of them is Victoria Yengkhom, Addl.SP Traffic, Manipur. She has become the face of women police in Manipur by implementing various new changes in the department as well as in the society for the better. She is now a role model for many aspiring women who want to join the police service. Since 2007, when she started working in the present department, she has been bringing about many reforms. The picture of Imphal bazaar in 2014 is quite different from what was in 2007, a time when women vendors were found selling vegetables on footpath, no proper rules were framed regarding the direction of entering the bazaar area, lots of traffic jam during the peak hours, no proper rules of parking zone and no appropriate rules for vehicle riders. As a woman police, holding the top most rank in the said department, it was difficult for her to implement
the rules where maximum of personnel in the organization were male. In 2014, we can see a drastic 

improvement in the Imphal city area where every traffic police personnel are found performing their 
duty sincerely, advertisement of traffic rules and regulations in every corner of bazaar area, helpdesk 
in every bend of road in city area, up-to-date traffic equipments being used in controlling traffic jam, 
proper management of parking rules, etc.

Yengkhom Victoria, Addl. SP, Traffic Control, Manipur

“When I joined the Traffic Control Police, Imphal West District, apart from the traffic problems faced 
by most of the cities of India, I faced older generation of officers and personnel who were skeptical to 
changes of any kind. Being a woman added additional challenges as most women do in a genderbiased 
environment. A quick analysis brought me to the understanding that I have to motivate and utilize the 
existing few officers and personnel to render public service to the maximum. This was the biggest 
challenge as I saw that motivation and zeal to perform duties were very low amongst the staffs. 
Interactions with all the ranks were started phase-wise. Familiarity with them brought closeness and 
frankness. They started disclosing work-problems initially and I managed to get ideas and reasons as 
to why they were not able to deliver as they should. The problem that I could solve at my level was 
taken up. I stood with them when they faced problems while executing their duties and participated 
with them occasionally in their duty areas to give them a sense of security and care. I encouraged them 
to think and share ideas as to how to improve traffic regulation in the problematic areas. And this 
emphasis on being a ‘thinking’ personnel and officer gave the much required improvement in traffic 
regulation. A personal attention and being firm with decisions and execution have helped me supervise 
my subordinates in achieving small yet practical targets in the arena of traffic management of Imphal 
City.”

OBJECTIVES

1. To analyze the relationship between women leadership and organizational performance.
2. To determine the pattern of leadership followed by women police and the extent to which it 
   has impacted organizational performance.

The sample of the study was randomly collected from 30 police personnel of different ranks posted at 
different locations of Imphal city during September 2014. Questions were focused on the 
implementation of women leadership in the police organization. Questionnaires were distributed and 
face-to-face interaction was possible to come into the conclusion. The police personnel shared their 
experiences about their women leaders, qualities of women leaders, etc. The data was analysed using 
Likert Scale.

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<th>Sl.No</th>
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<th>A</th>
<th>N</th>
<th>DA</th>
<th>SDA</th>
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<td>Individual development</td>
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<td>2</td>
<td>3</td>
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<td>4</td>
<td>Team spirit</td>
<td>15</td>
<td>10</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>4.2</td>
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<tr>
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### Interpretation:

1. Feedback, assessment of one’s performance is done on regular basis which improves the communication between the levels of organization.

2. Platform for individual development is given so that the subordinates can show their skills and knowledge.

3. High team spirit follows as the supervisors continuously motivate the subordinate for better performance and leads in increasing the organization performance.

4. Various health hazards programs are being organized to educate the police officers and subordinates on various diseases which they may be expose during job hours.

5. Regular classes on various topics are conducted to improve or enhance them with current situation.

6. Meeting, daily interaction, medical camp, medical facilities etc are being organized to improve the relationship or to improve the communication.

### RECOMMENDATIONS

The following points have been recommended on the basis of findings done in the study:

1. Empowering more police women to be in higher ranks for participation in decision making and providing platform for showing their capacity to the organization and the community.

2. Special training and coaching programmes to be organized for advancing their knowledge and skills.

3. Organizing seminars and conferences led by women police leaders.

4. Opportunities for taking up new challenges within the department should be given by top officers.

5. Establishment of association or creation of bodies to ensure the responsibilities for improvement of women police leaders.

6. Promoting harmonious relationship between men and women police in the organization.

### CONCLUSION

The study indicates the roles taken up by the women police leaders in Manipur and how it has helped improving the current situation in the state. Women leaders are sensitive, emotional and have the patience to listen to their staff’s problems. With these qualities of women, an improvement can be brought in the communication channel between different hierarchical levels in the organization, leading to effective supervision and ultimately progress in the organizational performance. Encouraging women police officers to attain highest levels of decision making and leadership brings the organization into another level of professionalism.

### REFERENCES


