

**ORGANIZATIONAL ROLE STRESS AND COPING STRATEGIES  
AMONG CENTRAL RESERVE POLICE FORCE PERSONNEL:  
A STUDY IN SELECT STATES OF INDIA**

by

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**Submitted**

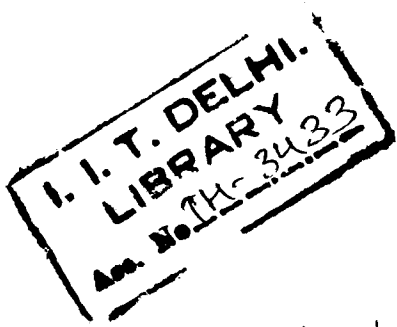
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*Dedicated to*

*The unknown martyrs and the unsung soldiers  
for their supreme  
sacrifices and acts of bravery for the nation*


## CERTIFICATE

This is to certify that the thesis entitled “Organizational Role Stress and Coping Strategies among Central Reserve Police Force Personnel: A Study in Select States of India” is being submitted by Ms. SAMATA RAI to the Indian Institute of Technology, Delhi for the award of the degree of Doctor of Philosophy.

This thesis is a record of bonafide research work carried out by Ms. Rai. She has worked under my guidance and supervision, and has fulfilled the requirements for the submission of this thesis, which to my knowledge has reached the requisite standard.

It is also certified that this thesis has not been submitted in part or full to any other university or institute for the award of any degree or diploma.

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*I was that which others did not want to be; I went there others feared to go, and did what others fail to do.*

*I asked nothing from those who gave nothing, and reluctantly accepted the thought of eternal loneliness, should I shall...*

*I have seen the face of terror, and felt the stinging cold of fear.*

*I have cried, pained and hoped but most of all I have lived times others would say were best forgotten.*

*At least, someday I will be able to say that I was proud of what I was... a soldier.*

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## ABSTRACT

The aim of the present study is to find out the correlates and predictors of organizational role stress (ORS) and coping strategies among Central Reserve Police Force (CRPF) personnel. Based on the review of literature, altogether six hypotheses were formulated and tested. The sample comprised 1026 CRPF personnel belonging to higher (N = 63), middle (N= 167), and junior (N = 796) levels posted at National Capital Territory, Kashmir region, and North-East states of India. The selection of the regions and the sample was done by purposive and random sampling techniques respectively. A set of six questionnaires was used to collect data. Various univariate, bivariate, and multivariate statistical techniques were employed for data analysis.

The results show that there is a significant negative relationship of ORS with age, work experience, and emotional intelligence (EI) and three of its dimensions. Control and dependency aspects of motivational climate are found to be significantly and positively correlated with ORS of CRPF personnel. The two dimensions of EI namely 'appraisal of negative emotions' (ANE) and 'interpersonal conflicts and difficulties' (ICD) are significantly and positively correlated with ORS of the personnel. Each of the coping strategies is significantly related to some or the other personal and organizational variables. Moreover, some of the coping strategies are significantly related to ORS and its dimensions.

There is a significant effect of gender, Type A/B personality, educational background, hierarchical level, and region of posting on ORS of CRPF personnel as well as on certain coping strategies.

Stepwise multiple regression analysis reveals that positive reappraisal, 'interpersonal skills and flexibility' (ISF), 'emotional facilitation and goal orientedness' (EFG), 'distancing' coping strategy, and dependency motive have emerged as significant predictors of ORS. The significant predictors of 'confrontive' coping strategy include: 'appraisal of positive emotions' (APE), control motive, and role erosion (RE). ORS and ISF are found to be significant predictors of 'distancing' coping strategy, while the significant predictors of both self-controlling and seeking social support coping strategies include: achievement, EFG, and RS. Besides, the significant predictors of 'accepting responsibility' coping strategy include: APE, and EFG, whereas the significant predictors of 'escape-avoidance' coping strategy are ANE, role expectation conflict (REC), personal inadequacy (PI), and role ambiguity (RA). Moreover, the significant predictors of 'planful problem solving' coping strategy include: ORS, Rln, EI, and expert influence, whereas ORS, IRD, Rln, RA, and EI have emerged as significant predictors of 'positive reappraisal' coping strategy.

Through the qualitative data, efforts have been made to explore job related problems and coping of CRPF personnel. The analysis of the qualitative responses reveals that 'prolonged separation from one's family due to job conditions' is cited as the most frequent job related problem by the personnel. The other responses include factors

most frequent job related problem by the personnel. The other responses include factors such as 'frequent postings in disturbed areas', 'uncertainty with respect to leave sanction', long and strenuous working hours without adequate rest and benefits of holidays', 'poor living and working conditions in field areas', 'inadequate pay and other fringe benefits', and 'lack of career progression opportunities'. In response to question regarding ways of coping with problems at the workplace, the participants have listed four factors, 'accept situations' being the top most followed by 'seek advice from colleagues', 'seek relaxing diversions', and focus on solving the problem'.

The results have been discussed in the light of other relevant studies and conclusions drawn accordingly. Limitations of the study have been pointed out and suggestions for future research have been made.

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