AN EMPIRICAL STUDY ON EMPLOYEE WELL-BEING: A STUDY ON HYDERABAD CITY POLICE DURING COVID-19

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Abstract:
The COVID-19 pandemic has created an array of unforeseen and unparalled challenges for Police Department across the globe. (Julian Laufs). Throughout the outbreak of the Coronavirus (COVID-19) pandemic, police officers face a challenging role. They are tasked with the difficult responsibility of ensuring community safety and halting the propagation of COVID-19, all while placing their individual corporeal and emotional well-being vulnerable. (Ann-Marie Edwards). Based upon the limited literature available on employee wellbeing in police personnel, four important elements of wellbeing were considered for the study viz., workplace wellbeing, mental health and wellbeing, intra-organizational challenges and community relations. Total 200 sample collected from Hyderabad City Police from all five zones from various levels. The convenient sampling technique is employed for the study. The questionnaire was designed using likert five point rating scale which spans from "strongly agree" (5) to "strongly disagree" (1). The primary goal of this investigation is to determine the common factors leading to employee wellbeing in police personnel. This objective is achieved through factor analysis. Total 42 attributes were tested using factor analysis and reduced to 11 factors. The first and foremost factor emerged as mental health and well-being and second factor named as community relations etc.

Key words: Well-being, Police personnel, Covid-19.

1.   Introduction

Human beings require a good life. Well-being is good life and it refers to 'optimal experience and functioning'. Employee well-being reflects the quality of positive functioning and positive experiences of employees. Thus, for example, when an employee functions competently at work and acquires new work related skills and is functioning positively. Such positive functioning of an employee is likely to contribute to the enhancement of their well-being in the workplace. Further, an employee's experiences of positive feelings (such as enthusiasm or comfort in the workplace) are likely to contribute to the enhancement of their well-being at work. Positive functioning can take many forms, such as acquiring skills that fulfil the task requirements or seeking jobs that challenge one's skill levels and thus require one to enhance one's skills. Positive feelings or emotions can also take multiple forms, such as comfort or excitement. As positive functioning and positive emotions take multiple forms, well-being also takes multiple forms.

Employee well-being is defined as "the overall development of individual that is physical, psychological, social, emotional and mental health." It includes various aspects of employee's personal and work life which is having bearing effect on their physical, mental and emotional state.

The Five elements of well-being are:
1.   Career wellbeing: It means someone like what they do everyday.
2.   Social wellbeing: People have meaningful friendships in their life
3.   Financial wellbeing: Individuals Manage their money well
4.   Physical wellbeing: Individual have energy to get things done
5.   Community wellbeing: Someone like where individual live

2.   Review of Literature

Ann-Marie Edwards and Yasuhiro Kotera, (2021) made commentary on police well-being during COVID-19. According to them the role of police officers during the coronavirus (COVID-19) pandemic is challenging, faced with the difficult task of keeping communities safe and preventing the spread of COVID-19 while putting their physical and mental health at risk. The authors also

suggested that Police Department strengthen resources by putting in place appropriate emergency planning for future public health incidents. Authors advised to implement robust training plans post-pandemic to allow officers to offer better care for communities when faced with future public health emergencies. Julian Laufs and Zoha Waseem, (2020) emphasized on the potential short and long term effects of disasters and public health emergencies on Policing organizations and officers. A total of 72 studies were included in the paper, based on their focus on policing and police work during and in aftermath of natural disasters and public health emergencies. After an extensive review they revealed four categories of issues predominantly raised namely police-community relations, the mental health and wellbeing of officers, intra-organizational challenges and inter-agency collaboration and cooperation. Priyanka Jangra and C.K. Singh, (2021), in their research focussed on specific factor of life satisfaction that affect wellbeing of police personnel. They assessed well-being of police personnel in the state of Haryana and found that most significant variable of well-being like social, economic, health, job, personal, marital and composite life satisfaction were on the topmost of the list. Evangelia Demou, Hannah Hale and Kate Hunt, (2020) focussed on mental health issues and risk factors for poor mental health in officers and staff of police in Scotland. They gathered the ideas of workplace wellbeing interventions that are suitable for the workplace. They reported that working hours, workload, culture, leadership and organizational change. Adrija Roy, Shree Mishra and Arun Mitra dnd Ojaswini Bakshi (2021), aimed to propose a conceptual and recommendation framework for mental health issues during the COVID-19 pandemic. After a search they concluded that the major mental health issued reported were stress, anxiety, depression, insomnia, denial, anger and fear.

3.   Research Methodology
Objectives of the Study
1.   To identify the common factors leading to employee wellbeing in police personnel during Covid-19.

Methodology
The study confined to Police personnel in Hyderabad City. For the present study the responses were collected from the select police personnel in Hyderabad City. The Convenient Sampling technique used for the study. Hyderabad City Police are divided into five zones East, West, North, South and Central zones. Sample data had collected from the employees of all the zones. From each zone, 40 samples were collected. Employees both male and female whoever were willing to give information were chosen for the study. The sample size for the study was 200. Sample data consisting of various cadres of the employees available in police stations i.e., from Circle Inspector of Police cadre to Home guard level. The study is exploratory, providing a descriptive overview and empirical among elements and relied on the structured questionnaire. The questionnaire had divided into two parts. The first part of the questionnaire consists of demographic profile of the respondents and the second part pertained to questions related to employee wellbeing during COVID-19. The questions can be broadly divided into dichotomous, rating from "strongly agree" to "strongly disagree" and open ended questions. The sources of data include primary and secondary data. The primary data collected in the form of a structured questionnaire which had administered on various levels of the police personnel existing in Hyderabad City. For collecting secondary data, various management journals, magazines and reports, internet websites like EBSCO, EMERALD and Shodganga were referred. The data collected from the respondents was categorized and carefully reviewed to identify any potential errors or incompleteness. Subsequently, the qualitative data was transformed into codes and entered into the computer in spread sheet format. The data from the spread sheet above was processed using the statistical SPSS-20 version. The percentage tables were initially prepared to identify the prevailing trends. Subsequently, comprehensive descriptive statistics were meticulously compiled for all attributes.

4.   Data Analysis and Interpretation
The Chronbach's Alpha value is very high i.e., 0.882 for 48 items. Hence the data is highly reliable.

Table No. 4.1 Test of Reliability

Sample size(200)	Chronbach's Alpha value	Number of Items
Sample Size(200)	0.882	48

Source: Questionnaire

Table No 4.2 Demographic profile of the Employees

Demographics	Options	Frequency	Percentage
Designation	CI of Police	20	10.0
	SI of Police	34	17.0
	ASI	26	13.0
	Head Constables	32	16.0
	Constables	64	32.0
	Home Guards	24	12.0
	Total	200	100
Gender	Male	156	78
	Female	44	22
	Total	200	100
Age (in yrs)	18-25Yrs	20	10.0
	26-35Yrs	60	30.0
	36-45Yrs	68	34.0
	46-55 Yrs	42	21.0
	Above 55 Years	10	5.0
	Total	200	100
Educational Qualification	Post Graduation	16	8.0
	Graduation	98	49.0
	Intermediate	60	30.0
	SSC	26	13.0
	Total	200	100
Experience	0-6 Yrs	54	27.0
	7-12 Yrs	30	15.0
	13-18Yrs	46	23.0
	19-24Yrs	18	9.0
	Above 24 Yrs	52	26.0
	Total	200	100

Source: Questionnaire
•   32% of the respondents hold the rank of Constable, 17% are Sub-Inspector Rank, 16% of the respondents are Head Constable Rank, 13% Assistant Sub-Inspectors, 12% belong to Home Guards and 10% of the respondents are Circle Inspector Rank. Majority of the employees i.e., 32% belong to Constables.
•   78% of those surveyed are male in gender whereas 22% are female. Majority of the employees are male (78%) in gender.
•   34% of the officer's age is between 36-45 years, 30% are in between 26-35 years, 21% are in 46 to 55 years, 10% are in 18-25 years and 5% are above 55 years. Majority of Police personnel i.e., 34% are in between the age of 36-45 years.

• 49% of the Police Personnel are graduates, 30% are having Intermediate as their qualification, 13% are having SSC and 8% are Post Graduates. Majority of the respondents i.e., 49% are Graduates.

• It is observed from the above table that, 27% of the respondent's experience was 0-6 years whereas 26% are having above 24 years, 23% are in between 13-18 years, 15% are 7-12 years and 9% are having 19-24 years. Majority of the respondent's (27%) experience is in between 0-6 years.

Factor Analysis

Factor Analysis is mainly employed to identify a relatively lesser quantity of factors that can be extracted in order to depict the correlation among a group of variables. To identify the common factors leading to employee well-being in police personnel, the factor analysis conducted for 200 samples. Two criteria serve as the basis of considering the factors. i) The eigen value exceeds one ii) The factor loadings that are greater 0.4 when rotated were subjective of the study. The KMO test and Bartletts' test of Spericity had done for all attributes undertaken for study. From Table 4.3, it is observed that the KMO measure of sampling adequacy is 0.720 indicating a high level of adequacy and the evidence provided demonstrated the appropriateness of data for factor analysis. The Bartlett's test of spercity is significant (p<0.001), specifying a substantial correlation between the variables.

Table No.4.3 KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.720
Bartlett's Test of Sphericity	Approx. Chi-Square	7844.783
	df	861
	Sig.	0.000

Source: Questionnaire

Table No 4.4 Various Statements, their Eigen Values and Factor Loadings

Sl.No	Component	Initial Eigenvalues		
		Total	% of Variance	Cumulative %
1	Work I did was meaningful	10.62	25.283	25.283
2	Satisfaction towards job	4.515	10.75	36.034
3	Satisfaction towards monetary benefits	4.315	10.274	46.307
4	Could you manage stress	2.954	7.034	53.341
5	Did you maintained healthy lifestyle	2.325	5.536	58.877
6	Positive relations with boss	2.076	4.942	63.819
7	Positive relations with colleagues (peers)	1.601	3.811	67.63
8	Did you motivated to do your best	1.411	3.36	70.99
9	Satisfaction towards work life balance	1.269	3.022	74.012
10	Were you in good physical health	1.137	2.708	76.72
11	Were you in good psychological health	1.081	2.574	79.294
12	Did you typically feel tensed or stressed out during your workday	0.908	2.163	81.457
13	Did you had Mental health problems such as anxiety, depression etc at pandemic time	0.783	1.865	83.321
14	Did you feel trouble focussing at work	0.623	1.484	84.805
15	Did you concentrate on things you want to do	0.599	1.426	86.231
16	Did you socializing with your friends	0.554	1.319	87.55
17	Did you spend time with family	0.52	1.238	88.788
18	Did you feel relaxed most of the time	0.496	1.18	89.969
19	Did you feel energetic at the end of the day	0.458	1.09	91.059
20	Did you feel mood swings	0.394	0.939	91.998

21	Did you feel fear at the time of crisis	0.366	0.871	92.869
22	Did you feel confident in your capabilities	0.33	0.785	93.654
23	Did you get support from Superiors	0.281	0.668	94.322
24	Did you supported by Colleagues	0.277	0.66	94.982
25	Did you receive extra allowance at the time of COVID-19	0.255	0.606	95.588
26	Were the staff existing sufficient at that time	0.239	0.569	96.158
27	Did you receive sufficient rest during COVID-19	0.194	0.461	96.619
28	Did you get sufficient leave during COVID-19	0.185	0.441	97.059
29	Did you manage community relations at the time of COVID-19	0.168	0.399	97.458
30	Did do you manage relations with friends	0.15	0.356	97.815
31	Did do you manage relations with family members	0.135	0.322	98.137
32	Did you receive support from public during implementation of lock down	0.13	0.31	98.447
33	Did you manage social distancing	0.102	0.243	98.689
34	Did you manage enforcement of lock down effectively	0.098	0.233	98.922
35	Did you manage to maintain public order	0.088	0.21	99.132
36	Did you provide assistance to the vulnerable during crisis	0.083	0.198	99.33
37	Did you use police skills for public health outcomes	0.072	0.171	99.501
38	Did you manage contract tracing (primary & secondary contacts) of COVID-19 patients	0.06	0.144	99.645
39	Did you get support from Doctors	0.053	0.127	99.772
40	Did you get support from Para-medical staff	0.04	0.096	99.868
41	Did you manage cooperation from Municipal health officials in establishing containment zones, sanitation process etc	0.035	0.082	99.95
42	Did you provide assistance to Migrant Labour for transportation during lockdown	0.021	0.05	100

Table No. 4.5 Rotated Component Matrix with Factor loadings

Components	Component										
	1	2	3	4	5	6	7	8	9	10	11
Work I did was meaningful	.087	-.236	.240	.140	-.010	-.006	-.147	**.785**	.225	.056	.160
Satisfaction towards job	.147	-.194	-.057	-.172	.042	.158	.173	**.767**	.057	.251	-.163
Satisfaction towards monetary benefits	.287	-.089	.175	.087	-.133	.314	.019	.233	.029	**.577**	-.370
Could you manage stress	.422	.274	-.042	.152	-.086	.167	.248	**.443**	.160	-.267	-.103
Did you maintained healthy lifestyle	.394	.187	-.225	.279	.299	**.431**	.168	.008	-.068	.342	.134
Positive relations with boss	.274	.112	.087	-.108	**.741**	.054	.092	.161	-.177	.002	-.026
Positive relations with colleagues (peers)	-.081	-.080	.016	.113	**.908**	.030	-.042	-.016	-.003	-.157	.107
Did you motivated to do your best	.081	.018	.201	.199	.209	.124	-.185	.439	**.581**	-.041	.033
Satisfaction towards work life balance	**.606**	.034	.086	.056	.140	.382	.189	.331	.033	.238	.006
Were you in good physical health	.329	.044	-.049	.232	.113	**.706**	.004	.187	.171	.018	.201
Were you in good psychological health	.214	.099	-.009	.117	.127	**.827**	.006	.078	-.214	.071	.001
Did you typically feel tensed or stressed out during your workday	-.157	-.152	-.053	.010	-.101	-.039	.061	-.109	.091	-.816	-.180
Did you had Mental health problems such as anxiety, depression etc at pandemic time	-.064	-.221	.078	-.311	-.044	-.461	.262	.140	**.455**	-.342	-.076
Did you feel trouble focussing at work	-.081	-.067	.104	-.213	-.174	-.009	.308	.047	**.759**	-.221	.055

Did you concentrate on things you want to do	**.693**	.073	.013	.033	.195	.293	.249	.219	-.010	.130	-.010
Did you socializing with your friends	.432	.048	.089	.134	.061	.190	.138	-.002	-.010	.096	**.703**
Did you spend time with family	**.583**	.210	.191	.303	-.038	.154	-.282	-.004	.068	-.027	.488
Did you feel relaxed most of the time	**.825**	-.002	.168	.107	.040	.102	-.102	-.027	-.150	.157	.204
Did you feel energetic at the end of the day	**.665**	.235	-.124	.282	.185	-.082	-.217	.085	-.041	-.261	.170
Did you feel mood swings	.031	-.042	-.244	-.212	.031	-.049	**.813**	.098	-.053	.044	-.037
Did you feel fear at the time of crisis	-.176	-.147	-.038	.167	.205	.068	**.777**	-.011	.161	-.091	.013
Did you feel confident in your capabilities	.233	.205	-.084	.195	**.586**	.341	-.104	-.105	.344	.167	.038
Did you get support from Superiors	.148	.171	.405	.206	.421	-.128	.236	**.475**	.053	.062	.026
Did you supported by Colleagues	.113	.088	.084	-.075	**.733**	.148	.302	-.015	.027	.351	-.039
Did you receive extra allowance at the time of COVID-19	.029	.011	**.603**	-.017	-.007	.228	.038	.456	-.077	-.077	.302
Were the staff existing sufficient at that time	.540	-.096	**.609**	.148	.049	.152	.116	.034	.084	.181	-.060
Did you receive sufficient rest during COVID-19	**.722**	-.030	.429	.198	.136	.182	-.137	-.021	.031	.191	-.101
Did you get sufficient leave during COVID-19	**.713**	.115	.314	.273	-.006	.062	-.238	.145	.084	.062	.109
Did you manage community relations at the time of COVID-19	.084	.138	.170	**.712**	.105	.298	.049	-.115	-.393	-.086	.058
Did do you manage relations with friends	.244	.151	.114	**.852**	.011	.083	-.110	.046	.061	.057	.231
Did do you manage relations with family members	.407	.079	.250	**.695**	.040	.163	-.277	.065	.123	.034	.150
Did you receive support from public during implementation of lock down	.248	.268	-.244	**.750**	-.029	.082	.182	.110	.050	.020	-.090
Did you manage social distancing	.016	.025	.424	.160	.032	-.242	-.091	.137	**.649**	.181	.035
Did you manage enforcement of lock down effectively	.178	**.840**	.025	.044	.152	.042	-.115	-.039	-.044	.186	-.028
Did you manage to maintain public order	-.133	**.773**	.254	.128	.086	-.024	.095	-.165	.052	.132	-.019
Did you provide assistance to the vulnerable during crisis	.029	.400	-.037	.333	.077	.003	-.269	.092	.182	.129	**.528**
Did you use police skills for public health outcomes	.141	**.828**	.061	.204	.033	.114	-.139	-.146	.011	-.143	.098
Did you manage contract tracing (primary & secondary contacts) of COVID-19 patients	.086	**.892**	-.061	.056	.019	.117	.050	.040	-.109	-.017	.008
Did you get support from Doctors	.162	.280	**.698**	.057	-.001	-.083	-.249	.115	.296	-.147	-.019
Did you get support from Para-medical staff	.109	.167	**.818**	-.102	.074	-.059	-.077	.032	.077	.099	-.023
Did you manage cooperation from Municipal health officials	.347	.244	**.662**	.228	.029	-.194	-.296	-.017	.181	.056	.099
Did you provide assistance to Migrant Labour for transportation during lockdown	.006	**.806**	.275	.086	-.081	-.020	-.114	.019	.024	.009	.185

Extraction Method: Principal Component Analysis

The factor analysis is done for attributes related to Work Place Well-Being, Mental Health and Well Being, Intra-Organizational Challenges, Community Relations, for the total sample i.e., for 200. The factors emerged from the above factor analysis are eleven out of 42 attributes.

Factor 1 is named as Mental health and well being consisting of seven attributes such as Satisfaction towards work life balance, concentrate on things they want to do, spending time with family,

feeling relaxed most of the time, feeling energetic at the end of the day, receive sufficient rest during COVID-19, get sufficient leave during COVID-19.

Factor 2 named as Community Relations which consists of five attributes like managing enforcement of lock down effectively, managed to maintain public order, using police skills for public health outcomes, managing contract tracing (primary & secondary contacts) of COVID-19 patients, provide assistance to migrant labour for transportation during lockdown.

Factor 3 is named as Support received from Community consisting of five attributes such as received extra allowance at the time of COVID-19, the staff existing sufficient at that time, got support from Doctors, support from Para-medical staff, cooperation from Municipal health officials.

Factor 4 named as Managing People is consisting of four attributes such as managed community relations at the time of COVID-19, managed relations with friends, managed relations with family members, received support from public during implementation of lock down.

Factor 5 named as Managing Relations and is consisting of four attributes like positive relations with boss, positive relations with colleagues (peers), felt confident in your capabilities, supported by colleagues.

Factor 6 named as Healthy lifestyle is consisting of three attributes such as maintained healthy lifestyle, good physical health, good psychological health.

Factor 7 named as Psychological Health is consisting of two attributes like felt mood swings, felt fear at the time of crisis.

Factor 8 named as Workplace well-being is consisting of Work did by the respondents was meaningful, satisfaction towards job, managed stress, support from superiors.

 Factor 9 named as COVID fears is consisting of five attributes such as motivated to do best, had Mental health problems such as anxiety, depression etc at pandemic time, felt trouble focussing at work, managed social distancing.

Factor 10 named as Satisfaction towards monetary benefits consists of one attributes satisfaction towards monetary benefits.

Factor 11 named as Socialization consists of two attributes like socializing with friends, provide assistance to the vulnerable during crisis.

5.   Conclusion

The Covid-19 pandemic has had a profound impact on the lives of individuals worldwide. In the aforementioned study, an attempt had made to understand how it is affected the Police Personnel in Hyderabad City. The principal focus of this research is to recognize the prevailing elements leading to employee well-being. The factor analysis is conducted and found 11 factors which were named as i) Mental health and well being ii) Community Relations iii) Support received from Community iv) Managing People v) Managing Relations vi) Healthy lifestyle vii) Psychological Health viii) Workplace well-being ix) COVID fears x) Satisfaction towards monetary benefits xi) Socialization consists of two attributes like socializing with friends, provide assistance to the vulnerable during crisis.

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