

Workplace Stress, Gender Bias And Job Satisfaction Among Women Police Personnel In Chennai City

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ABSTRACT

This present study adopt quantitative study to examines job satisfaction among women police officers in Chennai City, employing a descriptive research design and stratified random sampling method. A structured questionnaire was administered to 400 respondents from various ranks within the Greater Chennai City Police, including constables, sub-inspectors, and senior officers. The instrument utilized a five-point Likert scale (1=strongly dissatisfied to 5=strongly satisfied) to measure key dimensions: job roles, recognition for achievements, working conditions, sense of accomplishment, career growth opportunities, and support from supervisors and colleagues. Stratified sampling ensured proportional representation across ranks (40% constables, 35% sub-inspectors, 25% officers) and units (traffic, crime, stations), enhancing generalizability within Chennai's police force. Descriptive statistical analysis revealed moderate overall job satisfaction (composite mean=5.28). Women officers reported highest satisfaction with job roles (M=5.48, SD=0.92) and recognition (M=5.42, SD=0.89), reflecting appreciation for core policing duties and occasional commendations. Satisfaction with working conditions ranked moderate (M=5.35, SD=1.02), influenced by infrastructural limitations common in urban policing. Sense of accomplishment scored M=5.18 (SD=1.05), while supervisory and colleague support yielded the lowest mean (M=4.95, SD=1.12), highlighting gender-specific interpersonal challenges. The findings underscore that while intrinsic job aspects satisfy women officers, systemic barriers like vertical mobility constraints and male-dominated support networks impede higher fulfillment. Recommendations include implementing gender-sensitive recognition programs, mandatory supervisory training on inclusivity, and policy reforms for accelerated promotions...

Keywords: Job satisfaction, women police officers, Chennai City Police.

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INTRODUCTION

In the contemporary context, women increasingly participate in every occupational domain alongside men, yet they are still expected to match the performance of their male colleagues while simultaneously managing household responsibilities. For generations, women have faced physical, sexual and psychological exploitation, which historically discouraged them from seeking employment outside the home. With recent changes in the work environment, however, there has been a substantial rise in the number of women employees across all sectors, including law enforcement in metropolitan cities like Chennai. Even though global and national initiatives seek to reduce discrimination in the labour market, gender stereotyping continues to restrict the recruitment and deployment of women in the police service, particularly in urban police units.

Prevailing social attitudes and male-dominated beliefs that women are not capable of handling the demanding and high-risk nature of policing still hinder their full integration into the police force. Natarajan (2014) suggested that transforming such beliefs about women is essential for reshaping police culture itself, a point that is highly relevant to large metropolitan police organisations such as the

Greater Chennai City Police. Job satisfaction is one of the most extensively and systematically examined work-related attitudes and is commonly defined by theorists as an employee's overall evaluation of and emotional response to their job. Identifying strategies and techniques to actively enhance job satisfaction can generate positive social outcomes in the form of improved well-being for employees and their families, especially in high-stress occupations like city policing.

Previous research has identified numerous determinants of job satisfaction, including salary, supervisory support, co-worker support, working conditions, career advancement opportunities, recognition, job stress, job autonomy and social support from one's partner or family. Although there are studies on job satisfaction within police organisations, the available literature remains limited and often inadequate to assess how demographic variables influence police personnel's satisfaction with their jobs, particularly among women constables and officers serving in urban jurisdictions such as Chennai city. More importantly, empirical work specifically examining how occupational stress and discriminatory work environments together affect job satisfaction among police personnel is largely absent. Therefore, the present study focuses on women police

personnel in Chennai city and investigates the impact of occupational stress and gender discrimination on their level of job satisfaction.

REVIEW OF LITERATURE

Jodhana & Solanki (2016) had studied the stress and satisfaction towards the job among women employees in star hotels of Jaipur. A structured questionnaire had been used to gather the data from 230 women workers from 40 star hotels. This study had revealed that marital and parental status of women workers have a significant effect on occupational stress and job satisfaction.

Manubhai & Vaghela (2016) had made an attempt to check out the differences in job stress and job satisfaction among the law enforcement employees and the teachers. They took 30 respondents from police professions and 30 respondents from teaching profession as sample for collecting data. They had applied independent sample t-test and the result exposed that there is a statistically significant difference in occupational stress and the satisfaction towards the job among the law enforcement employees and the teachers.

Gasti & Shivacharan (2015) had conducted a comparative empirical research work on job stress between men and women police constables. They have taken a sample of 45 men and 45 women police constables from Hubli-Dharwad city in Karnataka. They have utilised Occupational Stress Index of Srivastava and Singh and applied Independent Sample t-test for data analysis. This study had concluded that female police constables show higher level of occupational stress than male police constables.

Murthy & Shastri (2015) had studied the gender differences in job satisfaction among private and public sector employees in Bangalore- the sample size being 70. They had taken gender as independent variable where as capacity utilization, accomplishment, activity, progression, power, company politics and practices, reimbursements, peers, creativeness, autonomy, ethical values, appreciation, responsibility, safety measures, societal services, societal behavior, management human relations, supervision - technical, diversity, working or operational conditions, universal job satisfaction as dependent variables. Minnesota satisfaction questionnaire was adopted in this study for data collection. They had used t-test to check the mean differences. This study found that both men and women employees work in private and public sector experiencing same level of satisfaction towards their job.

Mabila (2014) had examined the influencing factors of job satisfaction and explored the influence of job satisfaction on job performance. This research was based on a case study of two administrative regions such as Monzini and Hhohho in South Africa. This study had adopted purposive sampling technique. They took 207 police officers to represent Monzini and 138 police officers to represent Hhohho. Hence the sample size was 345. Statistical Package for Social Science Package version 1 was used for analyzing the data and Microsoft Excel was used to give graphical representation of gathered data. This study found that police officers worked effectively when they were given necessary resources. They have listed some important findings in this study by adopting interview and focus group method such

as "Police officers are working for long hours", "their effort are not adequately rewarded", "they are not treated fairly", "there are insufficient structure to help police officers who experienced burnout". This study also explored that job satisfaction has an impacting force on work performance.

RESEARCH METHODOLOGY

Research Design: The descriptive research design has been employed for the present study. The main aim of this study is to assess the level of job satisfaction among the women police in Chennai city.

Sample design: Since it is not feasible to survey every member of the population due to limitations of time and resources, a smaller group from the total population has been selected for the study. This process is known as "sampling" and is conducted prior to data collection to represent the larger population effectively.

Sample size : Respondents was collected from the 400 participant is considered appropriate for meaningful statistical analysis.

Data Collection : This study primarily relies on primary data, which is information collected firsthand by the researcher and specifically tailored to meet the objectives of the research. The primary data were gathered using a structured questionnaire, and the researcher directly approached the respondents to obtain their opinions on the questions provided. In addition to primary data, secondary data were also used to understand the background, profile, and theoretical aspects of the study. These secondary sources included journals, research articles, websites, and official reports from government agencies such as the Bureau of Police Research & Development (BPR&D), Ministry of Home Affairs, and the Tamil Nadu Police portal. This combination of primary and secondary data helped provide a comprehensive understanding of the research topic.

Study Variables: The study focuses on three main variables: Workplace Stress, Gender Bias, and Job Satisfaction among women police personnel in Chennai City. Workplace Stress refers to the pressure and strain experienced by officers due to heavy workload, long working hours, shift duties, staff shortages, administrative responsibilities, and lack of organizational support, affecting both their physical and mental well-being. Gender Bias reflects perceived discrimination, unequal opportunities, lack of recognition, and insufficient support for women officers within a predominantly male-oriented work environment. Job Satisfaction measures the overall contentment, motivation, and sense of achievement of women police officers in relation to their job roles, career growth, recognition, and working conditions. These variables are interrelated, as workplace stress and gender bias can influence job satisfaction and overall performance.

DATA ANALYSIS:

S. No	Demographic Variable	Category	Frequency	Percentage
1	Age	Below 30 years	80	20.0
		31–40 years	150	37.5
		41–50 years	120	30.0
		Above 50 years	50	12.5
		Total	400	100.0
2	Marital Status	Married	280	70.0
		Unmarried	90	22.5
		Widowed / Separated	30	7.5
		Total	400	100.0
3	Rank	Police Constable	190	47.5
		Head Constable	110	27.5
		Sub-Inspector	70	17.5
		Inspector	30	7.5
		Total	400	100.0
4	Years of Service	Below 5 years	85	21.3
		6–10 years	120	30.0
		11–20 years	130	32.5
		Above 20 years	65	16.2
		Total	400	100.0
5	Nature of Duty	Field Duty	160	40.0
		Office Duty	100	25.0
		Both Field & Office Duty	140	35.0
		Total	400	100.0

The table shows the basic details of the 400 women police officers who took part in the study. Most of the respondents (37.5%) are in the age group of 31–40 years, followed by 30% in the 41–50 years group. This means that a large number of women police officers are in their most active working years. About 20% are below 30 years of age, while only a small number (12.5%) are above 50 years. Regarding marital status, most of the respondents (70%) are married. This suggests that many women police officers

have to manage both work and family responsibilities at the same time, which can increase stress. About 22.5% are unmarried, and 7.5% are widowed or separated.

When looking at rank, nearly half of the respondents (47.5%) are police constables. This shows that many women officers are working at lower levels where work pressure and field duties are usually high. Head constables make up 27.5%, sub-inspectors 17.5%, and inspectors only 7.5%. In terms of experience, most of the respondents have between 6 and 20 years of service, showing that they have good work experience.

With respect to the nature of duty, 40% of the women police officers are involved in field duty, and 35% handle both field and office work. Only 25% are assigned to office duties alone. This indicates that many women police officers are exposed to demanding and stressful work conditions.

GENDER BIAS FACTOR

S. No.	Statements	Mean	SD	Priority Ranking
1	Women are treated differently than men in terms of promotions and career growth.	5.68	1.420	1
2	I have experienced gender-based discrimination in my workplace.	5.55	1.390	2
3	Male colleagues often undermine the capabilities of women officers.	5.50	1.400	3
4	Women are given fewer leadership or decision-making opportunities.	5.28	1.410	4
5	The police department provides inadequate facilities and resources for women.	5.00	1.460	5
6	My contributions are not recognized equally compared to my male colleagues.	4.95	1.470	6
7	Gender bias affects my motivation and job satisfaction.	5.20	1.430	7
8	Workplace policies are not supportive of women officers.	4.90	1.480	8

In terms of gender bias, the findings indicate that unequal treatment in promotions and career growth is the most significant issue among women police officers, with the highest mean value of 5.68. This suggests that women feel their career advancement is limited compared to their male colleagues. Experiencing gender-based discrimination (mean = 5.55) and being undermined by male colleagues

(mean = 5.50) are also major concerns, highlighting the challenges women face in a male-dominated workplace. Fewer leadership or decision-making opportunities (mean = 5.28) further show that women officers often have restricted roles in organizational decision-making. The lack of adequate facilities and resources for women (mean = 5.00) and unequal recognition of contributions (mean = 4.95) also contribute to workplace stress. Finally, factors such as gender bias affecting motivation and job satisfaction (mean = 5.20) and unsupportive workplace policies (mean = 4.90) indicate that organizational culture still impacts women officers' performance and satisfaction.

JOB SATISFACTION FACTORS

S. No.	Statements	Mean	SD	Priority Ranking
1	I am satisfied with my current job role and responsibilities.	5.48	1.380	1
2	My achievements and contributions are appreciated at work.	5.42	1.400	2
3	Overall, I am satisfied with my working conditions and environment.	5.35	1.390	3
4	My work gives me a sense of accomplishment and recognition.	5.18	1.420	4
5	I feel secure in my job.	5.10	1.450	5
6	I feel motivated to perform well in my duties.	5.05	1.440	6
7	I am satisfied with the opportunities for career growth and promotion.	5.00	1.430	7
8	I am satisfied with the support provided by supervisors and colleagues.	4.95	1.440	8

In terms of job satisfaction, the findings indicate that women police officers are most satisfied with their current job role and responsibilities, which has the highest mean value of 5.48. They also feel that their achievements and contributions are appreciated at work (mean = 5.42) and are generally content with their overall working conditions and environment (mean = 5.35). The sense of accomplishment and recognition from work (mean = 5.18) is slightly lower, suggesting that while they feel productive, acknowledgment could be improved. Job security (mean = 5.10) and motivation to perform well (mean = 5.05) are moderate, indicating that organizational support influences their engagement. Satisfaction with career growth opportunities (mean = 5.00) and support from supervisors and colleagues (mean = 4.95) ranks lower, showing that women officers

perceive limitations in promotion prospects and workplace support.

RECOMMENDATION

The study provides several recommendations for improving the working conditions, well-being, and job satisfaction of women police officers in Chennai City. For the police administration, it is suggested to organize periodic counseling programs to help women officers manage occupational stress and to sensitize male officers about the legal absence of gender discrimination in duties. Regular yoga and meditation sessions should be arranged to reduce work-related health issues. The administration should maintain transparency in promotions and ensure that women officers have the freedom to perform their duties without external interruptions. Women officers should be deployed across a wide range of responsibilities, rather than being limited to minor or routine tasks. Awareness programs targeting female students can encourage policing as a career, while collaboration with educational institutions can facilitate research and seminars on challenges faced by women in the police force. For women police officers themselves, the study recommends equipping themselves physically and mentally to carry out duties effectively, challenging societal perceptions about their roles, and proactively reporting instances of gender discrimination or harassment.

CONCLUSION

The study concludes that women police officers in Chennai City face moderate job satisfaction and significant challenges related to gender bias. While officers are generally satisfied with their roles and responsibilities and feel some recognition for their contributions, they report lower satisfaction with career growth opportunities, workplace support, and overall recognition. Gender-related issues, such as unequal treatment in promotions, discrimination, limited leadership opportunities, and inadequate facilities, continue to affect motivation, morale, and job satisfaction.

Overall, the findings highlight that occupational stress and gender bias are important factors influencing job satisfaction among women officers. Addressing these issues through transparent promotion policies, equal opportunities, supportive work environments, stress management programs, and gender-sensitive practices is essential to improve the well-being, motivation, and efficiency of women police personnel. The study provides valuable insights for police administration and policymakers to create a more equitable and supportive working environment for women in law enforcement.

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