

**SOURCES OF STRESS AND ITS EFFECTS ON MENTAL  
HEALTH OF BORDER SECURITY FORCE (BSF)  
PERSONNEL: A CASE STUDY FROM JAMMU &  
KASHMIR**

Dissertation submitted to Jawaharlal Nehru University  
in partial fulfillment of the requirement for the  
award of the Degree of

**MASTER OF PHILOSOPHY**

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**CERTIFICATE**

The dissertation entitled "*Sources of Stress and its Effects on Mental Health of Border Security Force (BSF) Personnel: A case study from Jammu & Kashmir*", is submitted in partial fulfillment of the requirements for award of the degree of Master of Philosophy, to Jawaharlal Nehru University, New Delhi. This dissertation has not been submitted for any other degree of this or any other university and is my original work.

**(Yasir Hamid)**

We recommend that this dissertation be placed before the examiners for evaluation.

**Dr. Ramila Bisht**

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This dissertation entitled “*Sources of Stress and its Effects on Mental Health on Border Security Force (BSF) Personnel: A Case Study from Jammu & Kashmir*” has been completed by me as a full-time M.Phil. scholar of the Centre for Social Medicine and Community Health.

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## DEDICATION

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# **CHAPTER – 1**

## **CONFLICT AND HEALTH**

## **1.1: INTRODUCTION**

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To develop a coherent flow of contents, the first chapter has been divided into two major parts. The first part has been devoted to explore the impact of armed conflicts and associated issues on armed forces, in particular. The second presents a broader understanding of health, mental health and workplace stress, discusses some theoretical understandings linking occupational stress to poor health, and concludes by outlining a conceptual framework for understanding occupational stress to provide a context for the later chapters.

## **1.2: SECTION – (I)**

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At the very outset, the researcher has depicted a sort of connection between health of an individual and the conflict in the area of its inhabitation. More specifically, the chapter gives a brief account of the costs of armed conflicts on those who are directly associated with it. For the better understanding of this subject- matter a specific community of Border Security Forces (BSF) of India has been selected and the area of study has been confined to the disturbed region of Jammu and Kashmir. Being the world's highest militarized zone plus strategically important area, Jammu and Kashmir gives a unique example of the blend of conflicts or for that matter, chaotic conditions which poses many challenges to the BSF personnel as well as other armed forces deployed in the area. In the light of relevant and available literature, the researcher has attempted to explain how the proximity of conflict adversely affects the mental as well as the physical health of armed forces by increasing the magnitude of their mental strain and stress.

This chapter begins by giving a vivid description of the strategic location of Jammu and Kashmir. It explores the factors which led to the deployment of enormous armed troops in this region. Thus for the clear understanding of current situation, a concise historical background of the conflict in the state of J&K forms the backdrop to this chapter. Finally, the existing literature on Indian Military/paramilitary /police studies has been systematically reviewed.

### 1.3: CONFLICT AND HEALTH

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Wars and armed conflicts are one of the major social and political problems faced by the humanity. With every war and armed conflict emanates and underlies mass destruction. Every year, millions of people from children to woman to general population are either experiencing or witnesses its consequences (Verwimp *et al.*, 2009). According to the Global Burden of Disease Study (1990) report, conflict-related injuries and disabilities accounted for some 4.8 million disability adjusted life years (DALYs) worldwide (Murray *et al.*, 2002). Ninety percent of war related casualties are of civilians; half are female, and children (Reza, Mercy & Krug, 2001). Thousands of people die each year as a direct result of armed conflicts, but millions more die from the indirect consequences of warfare. Coupled with social, economic instability and insecurity, armed conflicts completely destroys public infrastructure, increases poverty and unemployment and causes massive migration and displacement of population, decreases access to food, leading to poor nutrition, increased risk of communicable diseases, diminished access to health services, reduced public health programmes, poor environmental conditions, and psychosocial distress (WHO, 2002; Franco, Suarez, Naranjo, Báez, & Rozo, 2006). The impact of armed conflict on health is far from limited to death as a result of injuries sustained in direct conflict. (Murray *et al.*, 2002; Utzinger & Weiss, 2007; Li, & Wen, 2005). Though the immediate consequences of conflict on human health and well-being are drastic, it causes relentless pain and suffering – physical, mental and physiological pain to the coming generations also (Ali, 2006). The impact of wars and armed conflict are well document all over the world.

The vicious cycle of conflict reciprocates (gets resonated) on those people who are engaged in activities of armed conflict. Of particular concern to present research is the indiscriminate harm done to military personnel. Along with the risks and exposures associated with their job, military personnel deployed in conflict areas are often exposed to extreme stress and trauma (Levy & Sidel, 2008). Working in a conflict area supersedes with a unique set of stressors, encompassing with a heightened level of physical danger, lengthy exposures to hazardous environments (both natural and man-made), long and stressful working hours, separation from

regular social support, reduced standards of living, and increased physical, cognitive, and emotion exertion which are likely to have long-term implications on readjustment to home life, social interaction, physical and mental health and overall well-being of military personnel.

In recent years, the frequent reports of suicide and shootout cases among military and paramilitary personnel have prompted several questions about consequences of the armed conflicts. Recent studies have shown that the effects of conflict are not confined temporarily to the conflict situations itself. The effects spread over to the time of peace also (Chaudhury *et al.*, 2006; Deans & Byrne, 2008). This indicates that conflict are not confined to physical injuries or deaths or casualties only but tends to continue on mental level beyond the conflict itself, thus showing many physical ‘symptoms’ also. The armed conflict, particularly in Kashmir, having the history of 20 years of conflict and still on-going ‘situation’, with intermittent periods of negative peace<sup>1</sup>, has taken the toll of not only the local population but it also has its direct impact on the state agencies deployed there for the maintenance of law and order, viz., military, Para-military and local agencies. (De Jong *at al.*, 2001). In the recent years, armed forces have featured centrally as both the perpetrators and the targets of violence. The number of soldiers who are being directly affected by it are enormous and unprecedented, however, their health, and well-being merits special attention. While there is growing political will to address these issues, the real impact of Kashmir conflicts on armed forces in Kashmir is hobbled in part by significant gaps in our knowledge.

The present study is an attempt in this direction. Specifically, the aim is to explore the *sources of stress and its effects on mental health of Border Security Forces (BSF) personnel deployed in Jammu and Kashmir*. The idea of studying the BSF as an organisation can be done anywhere. The point of studying it in relation to Jammu and

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<sup>1</sup> Negative peace refers to the superficial absence of direct or active violence. It seems that there is a peace and calmness but deep inside the hearts of the people there are still fear and insecurity. It’s a like a sleeping volcano which can erupt anytime.



Kashmir has a historical significance both to the conflict as well as military presence there. The extreme climatic conditions and the topography of the place make it one of the toughest terrains to work in. Moreover, the transformation of roles from Border policing (border guarding) to a counter-insurgency<sup>2</sup> agency and the BSF's role in Kashmir conflict offer an opportunity to understand the life of a soldier. The present study attempts to explore and understand the ways in which soldiers are affected by armed conflict.

#### **1.4: JAMMU AND KASHMIR: A BRIEF INTRODUCTION**

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This section gives a brief about the state of Jammu and Kashmir which includes geographic location and division and political division.

##### **1.4(I): GEOGRAPHIC DIVISIONS**

Situated mostly in the Himalayan Mountains in the northernmost of India, the state of Jammu and Kashmir is divided into the following three geographic divisions<sup>3</sup>, namely, Jammu, Kashmir and Ladakh.

##### **1) THE JAMMU DIVISION**

With the total population of 4,430,191 and ten districts<sup>4</sup>, the region comprises the plains, hills and mountains south and west of the mighty Pir Panjal range. It covers an area of 26,293 square km and is linked with the Kashmir division through Banihal Pass over the Pir Panjal mountain range which is about 2,832 meters high (State Development Report, 2003). The only passage to enter the valley is via a tunnel (Jawahar Tunnel). Its south and southwestern parts are

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<sup>2</sup> Counterinsurgency refers to comprehensive military/paramilitary efforts taken to simultaneously defeat and to contain any insurgency incidents.

<sup>3</sup> 'For administrative purposes, the state is divided into two main divisions, i.e., Kashmir and Jammu Provinces. A Divisional Commissioner heads the administration of each division. Administratively, the districts are divided into blocks for development purposes and into tehsils for revenue purposes'. The state consists of 59 tehsils and 143 blocks spread over 22 districts. State Development Report. (2003). Jammu and Kashmir. New Delhi: Commission Planning Government of India.

<sup>4</sup> The Jammu region comprises the districts of Kathua, Jammu, Udhampur, Doda, Rajouri, Poonch Samba, Kishtwar, Ramban and Reasi.

open to Pakistan, while a narrow strip through Kathwa links it to India (Cloughley, 1999). The district of Jammu is the winter-capital of the state.

## **2) THE KASHMIR DIVISION**

Kashmir region, an agriculturally productive area of major scenic attractions is world famous for its lakes, clear streams, rivers, green meadows and magnificent trees and skilled folk-crafts. The Kashmir division consists of ten districts<sup>5</sup> with the total population of 5,476,970 (Census, 2001), covering about 15,948 square km of the territory. The valley is mostly surrounded by the snow-capped mountains up to 16,000 feet that separates it from the plains of the subcontinent. The main valley is about 140 km long and 32 km wide – a total area of 4,480 km – with an average elevation of 5,300 feet above sea level (State Development Report, 2003). In the valley of Kashmir, the district Srinagar forms its (J&K) summer capital.

## **3) THE LADAKH DIVISION**

Constituting the eastern-most part of the state of Jammu and Kashmir, the region of Ladakh comprises two districts, namely, Leh and Kargil. However, for the administrative purposes, the two districts of Ladakh region are part of the Kashmir Division. With the average altitude of above 12,000 feet and the population of around 2,36,539 (Census, 2001), the region covers approximately 59,146 sq. Km of area (State Development Report, 2003). The mighty River Indus flows through the center of this area. The region is contiguous to Pakistan to the west and south (Hayat, 1999).

### **1.4(II): POLITICAL DIVISIONS**

The Valley of Kashmir has historically constituted the heart of the Kashmir kingdom. The present day Indian and Pakistani controlled territories of Kashmir have historically existed as a number of principalities in a varying association with the Kingdom of Kashmir and also as units of 'Kashmir Province' when Kashmir was

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<sup>5</sup> It comprises 10 districts, namely, Anantnag, Bandipore, Baramulla, Budgam, Ganderbal, Kulgam, Kupwara, Pulwama, Shopian, and Srinagar.

subjugated by various empires and existed as a province in those empires (Faheem, 2006) (refer to Table 1.1). However, in the 19th century it was given a definite geographical shape when the Dogra kings from Jammu created the Princely State of Jammu & Kashmir spreading over 2,22,236 Sq. km in area (Cloughley, 1999). The Princely State or the Dogra kingdom of Jammu and Kashmir existed from 1846 until the Indo-Pak war in Kashmir in 1947 that resulted in its division between China, India and Pakistan. The territory controlled by Pakistan or Pakistan-administered Kashmir (spread over 78,114 sq. Km, the size of Scotland) is referred to as ‘Azad (Free) Kashmir’, and ‘Northern Areas’ (the territories of Gilgit and Baltistan and Hunza which border Afghanistan and the Chinese Province of Sinkiang or Xinjiang). Almost all the people in the Pakistan-Administrated Kashmir or ‘Azad Kashmir’ are Muslims. The Chinese seized control of the Aksai Chin (meaning *un-inhabited*) in the 1950. The border with China is 465 km. long (Cloughley, 1999; Hayat, 1999; State Development Report, 2003).

<b>PERIODS OF OCCUPATION AND MILITARY CONFRONTATIONS (UP TO 1947)</b>	
<b>1585 to 1753</b>	Mughal Rule
<b>1752 to 1819</b>	Tyrannical Afghan Rule
<b>1819 to 1846</b>	Colonized by Sikhs
<b>16 MARCH 1846</b>	British sold Kashmir to Dogras for 75 lakh Nanakshahi under the treaty of Amritsar
<b>1846 to 1947</b>	Ignoble Dogra Rule
<b>15 AUGUST 1947</b>	Partition of British India Indo-Pak war to gain control over the territory of Kashmir
<i>Hussain, Fida. (1992)</i>	

The territory controlled by India (or Indian-administered-Kashmir) is known as ‘Jammu and Kashmir’ is spread over 1,01,387- sq. km in area (about the size of South Korea, Illinois, or Portugal), which consists of three administrative units of Jammu, Kashmir and Ladakh, which are separated from one another by mountain ranges. According to the 2001 census, the size of the Jammu & Kashmir population is 10,143,700, which is 0.98 per cent of the India’s total population (Census, 2001). The state shares a 221- km. international boundary with Pakistan in the Jammu region and 365 km. with China in its Ladakh sector. The line that divides the territory between

India and Pakistan is known as a line-of-control (LoC) established in 1972 following the 1971 war between India and Pakistan. The LoC stretches approximately 1001-km (Jammu - 205 km. Kashmir - 460 km. and Ladakh/ Siachin area - 336 km.). However, there is no definition of the LoC with Chinese occupied territory (Cloughley, 1999; Hayat, 1999; State Development Report, 2003).

### **1.5: BRIEF HISTORICAL BACKGROUND OF THE KASHMIR CONFLICT**

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The roots of Kashmir conflict have a long history. The people of Kashmir had started their struggle against the Maharaja of Kashmir and Jammu well before 1947. The earliest Kashmiri<sup>6</sup> independence movement, whose roots go back to the protest of 13th July 1931<sup>7</sup>, saw itself principally as a nationalist struggle. Kashmiri nationalists advocated an independent, secular Jammu and Kashmir. The ideology informing their nationalist project was, that of Kashmiryat or 'Kashmiri identity', which they saw as unique amalgam of traditions drawing upon local Muslim, Hindu and other sources (Sikand, 2001; Bose, 2003).

When British India was partitioned in 1947, Kashmir as a princely state remained sovereign and did not accede to either of the newly formed dominions of India and Pakistan. Owing to pressure from the State's overwhelming Muslim population for accession to the Muslim Pakistan, the Maharaja enters into a Standstill Agreement with Pakistan on 12 August 1947. On 22 October 1947, tribals from Pakistan's North-Western Frontier Province invaded the Princely state. There are allegations and counter-allegations as to who is the perpetrator. The Maharaja supposedly signed a

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<sup>6</sup> The term 'Kashmiri' refers to 'all 'state subjects' of Jammu and Kashmir irrespective of caste, creed and belief and from every region in the state'. Faheem, Farrukh. (2006, p. 9). *Movements in Protest: A Study of Jammu and Kashmir Liberation Front. Unpublished M.Phil Thesis. Department of Social Work, University of Delhi, New Delhi.*

<sup>7</sup> On the 13th July 1931, the new generation of political activists under the leadership of Sheikh Abdullah attempted to organize a deputation to present a list of grievances to the Maharaja that ended in a riot on the streets of downtown Srinagar; twenty one people were killed when the Maharaja's police opened fire on protestors. This event marked a turning point in the history of political mobilization in Kashmir and the resistance soon turned into a full-scale rebellion. Bose, S. (2003). *Kashmir Roots of Conflict, Paths to Peace*. New Delhi: Vistaar Publications. In: Faheem, Farrukh. (2006). *Movements in Protest: A Study of Jammu and Kashmir Liberation Front. Unpublished M.Phil Thesis. Department of Social Work, University of Delhi, New Delhi.*

controversial Agreement of Accession to the dominion of India on the 26 October 1947 and Indian Army was air lifted to Srinagar Airport on the 27<sup>th</sup> of October 1947 “without the permission and sanction of the kashmiri people” (Munshi, 1995; Faheem, 2006). The argument that there were no Indian Army troops in Kashmir prior to this date is disputed and Pakistan blames India for *invading* an independent state (Hayat, 1999). The fighting was ended by a UN cease-fire on 1<sup>st</sup> January 1949, but the region was divided between India and Pakistan along the cease-fire line (Faheem, 2006).

Despite the UN resolutions indicating Kashmir as a disputed territory, urging both India and Pakistan for holding of a plebiscite, India declared Kashmir as an integral part of its territory in 1965 (Cloughley, 1999). Systematic erosion of Jammu & Kashmir’s special autonomous status<sup>8</sup> (under the 370 article of Indian constitution) by the Indian Union had further alienated the Kashmiris, who had not reconciled to the territorial integration of their region with India. Moreover, a new generation of highly politicized young Kashmiris saw Sheikh Abdullah’s compromise deal (Kashmir accord-1975) with India as a betrayal of Kashmiri nationalist sentiments of the question of Kashmiri self-determination as per the United Nations resolutions. The separatist groups like Jammu and Kashmir Liberation Front (JKLF), People’s League, etc., had come into existence in the aftermath of the 1975 compromise accord (Faheem, 2006). The region was relatively stable until 1989, when the popular appraising Kashmiri independence movement turned militancy<sup>9</sup> – an armed struggle against the Indian state. In 1990 direct presidential rule was imposed in Jammu and Kashmir with the thought that the upsurge movement for independence was to be more of an aberration that would self-correct. However, even after two decades of active conflicts, the subsequent events proved most observers wrong.

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<sup>8</sup> For more details please read ‘Achievable Nationhood: A Vision Document on Resolution of the Jammu & Kashmir Conflict.’ by Lone, S. G. (2006). Retrieved December 15, 2009, from scribd.com: <http://www.scribd.com/doc/16354847/Achievable-Nationhood>

<sup>9</sup> The militants have been called “freedom fighters”; they promote the independence of Kashmir from India through violent means typically associated with guerrilla groups.

### **1.5(I): DEPLOYMENT OF ARMED FORCES**

The armed force deployment in the state of Jammu and Kashmir was there since when Pakistani '*tribals*' invaded Kashmir in 1965 (also known as 'Kabali War'). But the army personnel were put in their barracks and no extraordinary movement could be seen in civil areas but due to the upsurge freedom movement in the state of J&K, the valley witnessed a huge deployment of security forces to safeguard the territory from being destroyed and to see to it that law and order is maintained in the state. Around 700,000 soldiers and security forces from the Indian state are deployed along the "line of control" and in the Indian controlled part (IKV Dutch Peace Council, 2006), making it "the most militarized zone in the world" (Roy, 2008). "There are reportedly 671 security forces camps in J&K (excluding those in Jammu, Kargil, Leh, Akhnoor and Udhampur) and these occupy 90,000 acres of farm and orchard land and 1,500 buildings". According to annual Landmine Report 2007 about 160 sq. kms in Jammu and 1,730 sq. kms in Kashmir remain mined till date (Navlakha, 2008).

By the beginning of 1990's, BSF took charge of internal security in Kashmir, as the Army was unwilling to commit its forces to the counter-insurgency operation. With one third of its strength already present in valley, more units of BSF and other paramilitary forces were deployed without the required specialised equipment and training (BSF, n.d.). However, as a border police force, BSF had never been trained to tackle such type of situations – a kind of '*urban warfare*' where every '*gali*'<sup>10</sup> of Kashmir was treated as a '*frontline*' and every *square* was literally converted into '*outpost*' – the BSF tried to transform itself from a border protecting force to a kind of law enforcement formation, but could not get away with its basic nature.

### **1.6: EFFECT OF CONFLICT ON ARMED FORCES**

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Across the globe, consequence of armed conflicts causes many civilian deaths, injuries, psychological pain and suffering but it also has its direct impact on the state agencies directly involved in it, viz., military, Para-military and local agencies. The

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<sup>10</sup> Gali - In Kashmiri refers to lane.

present political uncertainty over Kashmir is not only destructive for people in Kashmir but proved lethal for the armed forces who claim to be there for the protection of people. In case of Border Security Force (BSF) personnel, the constant tension on borders (with the neighboring countries) makes them vulnerable to both physical and psychological injuries. In relation to Kashmir conflict, the conditions become even worse. The constant exchange of fire on borders (both international and line-of-control) with Pakistani troops creates a war like situation which has costs many lives (refer Table 1.2).

**TABLE 1.2**

**NUMBER OF BSF CAUSALITIES IN THE FIRING INCIDENTS BY PAKISTANI TROOPS AND BSF CASUALTIES IN JAMMU & KASHMIR ALONG THE INTERNATIONAL BORDER OF INDIA (2002-2003)**

YEAR	NUMBER OF FIRING INCIDENTS	BSF CASUALTIES	
		KILLED	INJURED
2002	2644	8	53
2003 (UPTO 31ST MARCH)	369	NIL	5

*Source: (Lok Sabha Unstarred Question No. 4524, 2003) Retrieved November 10, 2009, from Datanet India Pvt. Ltd.: <http://www.indiastat.com/table/crimeandlaw/6/paramilitaryarmedforces/6361/87344/data.aspx>*

On that, the multi-dimensional role played by border security force during the times of insurgency has not only affected its primary mandate but has also the serious psychological impact on the force itself. According to 'In-house Study' reports (2005, Rai & Khurana, 2006, p. 73):

*...apart from discharging regular duties, the force personnel are also engaged performing many new and challenging/ specialized tasks (fighting terrorism and insurgency, etc.) However, the perception of lack of adequate skills to take up these new/challenging tasks might have resulted in ineffective role transition, and subsequently the feeling of role stagnation among paramilitary personnel.*

The rise in the number of premature retirement and suicides in the different forces is an issue of grave concern. As shown in Table 1.3, from 2003 to 2007, 3184 officer from Army, 954 officers from Navy and 1269 officers had taken premature

retirement. One can observe the steep increasing trend in Army; with the highest number of premature retirement of 1130 officers in 2007 only (see also Table 1.4).

**TABLE 1.3**

**FORCE-WISE NUMBER OF DEFENCE OFFICERS FOR PREMATURE RETIREMENT IN INDIA (2003 TO 2007)**

YEAR	ARMY	NAVY	AIR FORCE
2003	387	116	224
2004	414	119	246
2005	501	176	292
2006	752	259	220
2007	1130	284	287
<b>TOTAL</b>	<b>3184</b>	<b>954</b>	<b>1269</b>

*Source: : (Rajya Sabha Unstarred Question No. 131, dated on 27.02.2008) Retrieved November 10, 2009, from Datanet India Pvt. Ltd.: <http://www.indiastat.com/table/crimeandlaw/6/paramilitaryarmedforces/6361/438993/data.aspx>*

**TABLE 1.4**

**NUMBER OF SUICIDE AND PREMATURE RETIREMENT CASES IN INDIAN ARMY (2002 TO 2007)**

YEAR	2002	2003	2004	2005	2006	2007 (till 15.8.2007)
<b>SUICIDE CASES</b>	80	96	100	77	120	70
<b>PREMATURE RETIREMENT CASES</b>	65	329	278	336	435	371

*Source: (Rajya Sabha Unstarred Question<sup>11</sup> No. 1719, 2007) Retrieved November 10, 2009, from Datanet India Pvt. Ltd.: <http://www.indiastat.com/table/crimeandlaw/6/suicides/267/425461/data.aspx>*

Moreover, the increased negative mental and physical repercussions are coming to forefront now. An increasing trend is being reported where the soldier attacks other colleagues on duty or commits suicide or before taking his life aim his gun on his seniors or colleagues – a term called fragging<sup>12</sup>. According to ‘In-house Study’ (2002,

<sup>11</sup> ‘An Unstarred Question is one which is not called for oral answer in the House and on which no supplementary questions can consequently be asked. To such a question, a written answer is deemed to have been laid on the Table after the Question Hour by the Minister to whom it is addressed. It is printed in the official report of the sitting of the House for which it is put down’ (Lok Sabha Secretariat. (n.d., para. 3). Question Hour in Lok Sabha. Retrieved November 22, 2009, from [parliamentofindia.nic.in](http://parliamentofindia.nic.in): <http://parliamentofindia.nic.in/ls/intro/p6.htm>

<sup>12</sup> Fragging is a term from the Vietnam War, most commonly meaning to assassinate or to kill an unpopular or inept member of one's own fighting unit (particularly officers). The extreme version of frustration - means to the ends of self-preservation for the men serving under him. It serves as a



cited in Rai & Khurana, 2006) conducted on paramilitary personnel reported “an increase in incidents of killing and attacking of colleagues personnel”. With an average over 120 soldiers, airmen and sailors commit suicide every year. Over 430 suicides by officers and other ranks had been reported between year 2002 to 2006 only (Border Security Force Troopers Turn to Yoga, 2006). Particular for BSF, troops are taking their own lives in the largest numbers since records began to be kept in 2001. From 2001 to 2008, there were 259 confirmed suicides and 44 shootout incidents by serving BSF personnel (refer Table 1.5). When compared to other paramilitary forces, the figures are even much worse. For instance, between the years of 2004 to 2006, the number of suicide case reported by different paramilitary forces show that BSF at the top of the list with 122 suicide cases in just three year followed by CRPF with 77 cases, Central Industrial Security Force (CISF) 27 cases and with minimum of 11 from Indo-Tibetan Border Police (ITBP) (refer to Table 1.6).

**TABLE 1.5**  
**SUICIDE AND SHOOTOUT CASES IN BORDER SECURITY FORCE**  
**FROM 2001 TO 31ST OCTOBER' 2008**

YEAR	NO SUICIDE CASES	NO OF SHOOTOUT CASES
2001	33	7
2002	38	10
2003	29	6
2004	30	4
2005	31	5
2006	37	7
2007	35	1
2008	26	4
<b>Total</b>	<b>259</b>	<b>44</b>

*Source: Data procured from Border Security Force organization.*

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warning to the junior officers to avoid earning the ire of the enlisted men being commanded through, recklessness, lack of leadership or unjust ways. Fragging. (n.d). Retrieved May 22, 2009, from nationmaster.com: <http://www.nationmaster.com/encyclopedia/Fragging>

TABLE 1.6

## RANK-WISE SUICIDE CASES IN PARA MILITARY FORCES (PMF) IN INDIA (2004 TO 2006)

RANK	CRPF			CISF			BSF			ITBP		
	2004	2005	2006	2004	2005	2006	2004	2005	2006	2004	2005	2006
OFFICERS	-	-	-	-	-	-	-	1	-	-	-	-
SUBORDINATE OFFICERS	-	-	1	2	1	2	1	3	1	-	1	-
OTHER-RANKS	26	19	28	3	10	5	33	34	42	3	2	5
CLASS-IV	2	-	1	1	2	1	1	5	1	-	-	-
TOTAL	28	19	30	6	13	8	35	43	44	3	3	5
	77			27			122			11		

Source: (Lok Sabha Unstarred Question No. 5484, 2007) Retrieved November 10, 2009, from Datanet India Pvt. Ltd.: <http://www.indiastat.com/table/crimeandlaw/6/suicides/267/423173/data.aspx>

Moreover, “figures show over 500 armed forces personnel are being ‘boarded-out’ every year due to mental disorders and alcohol-dependency” (Pandit, 2009). As per a study conducted by the Bureau of Police Research and Development (BPR&D), at least five personnel of BSF and CRPF seek premature retirement every day (Aurora, 2003) (see also Table 1.7).

TABLE 1.7

## FORCE-WISE NUMBER OF PERSONNEL OF PARA MILITARY FORCES (PMF) LEAVING THEIR JOBS IN INDIA (2005 TO 2007)

FORCE	MALE/FEMALE	2005	2006	2007
BSF	MALE	17464	16210	7199
	FEMALE	3	4	3
ITBP	MALE	247	196	44
	FEMALE	3	6	2
SSB	MALE	10	64	61
	FEMALE	NIL	NIL	NIL
CISF	MALE	1163	853	364
	FEMALE	11	18	4
CRPF	MALE	2268	2954	1172
	FEMALE	-	-	-
R/RIFLES	MALE	1167	1956	1430
	FEMALE	2	1	NIL

Source: (Lok Sabha Unstarred Question No. 373, 2007) Retrieved November 10, 2009, from Datanet India Pvt. Ltd.:

<http://www.indiastat.com/table/crimeandlaw/6/paramil>

Armed conflict has profound direct and indirect impacts on the long-term physical and mental health of military and paramilitary personnel. An increasing number of studies have focused on the long-term health consequences of conflicts on armed

forces, relatively few studies have focused on the impact of armed conflicts on relationships, work, and other aspects of soldier's life. For instance, Puri, Sharma, Kiran, Nayak. & Banerjee (1999) carried out a study to ascertain the incidence of combat fatigue in troops deployed in conflict areas (those involved in counter-insurgency operations) and those not involved in counter-insurgency operation (CI-Ops) but deployed in similar terrain and climate. They found that psychiatric morbidity was almost three times higher for troops deployed in counterinsurgency operations and were significantly dissatisfied regarding medical and physical facilities like accommodation, food, water, clothing and recreational facilities as compared to troops not deployed. Though, not having any significant differences in posting and leave policies, troops involved in counterinsurgency felt more often that their work was not appreciated than other troops deployed in similar terrain. They also showed higher and significant signs of stress indicators such as use of alcohol (never users: CI-Ops 3.5%, Others 34.5%; Occasional users: CI-Ops 95.5%, Others 64%), easily upset (CI-Ops 11.1%, Others 2%), depressed (CI-Ops 22.1%, Others 0%), diminished efficiency (CI-Ops 43.2%, Others 5.5%), frustration (CI-Ops 45.7%, Others 13.5%), maladjustment, tension (CI-Ops 31.1%, Others 11.5%), isolation isolated (CI-Ops 84.9%, Others 72.5%), etc. compared to troops deployed in similar terrain and climate.

In order to assess the psychological effects of deployment in Low Intensity Conflicts (LIC) operations on military personnel, Chaudhury, Goel & Singh (2006) carried out a study with a sample size of 568 randomly selected military personnel (including officers, junior commissioned officers and other ranks) from different units deployed in LIC areas. Significantly, the study highlighted a number of factors which leads to stressful situations. These factors include: anger at fighting with constraints (79.75%), ambiguity regarding aim (26.94%) feelings of uncertainty (24.82%), denial of leave even at the time of emergency (35.39%) a feeling of insecurity with regard to families back home (31.51%), dissatisfaction with regard to the financial compensation (54.23%), and fear of present danger/ or unexpected attack (20.07%). In the further analysis, it was also found that personnel in LIC showed significantly higher signs of depression, alcohol abuse, and psychological effects were significantly related to the level of intensity of LIC.

To assess the psychiatric morbidity in a cross sectional population of Central Industrial Security Force (CISF) of various ranks, Rao, Moinuddin, Sai *et al.* (2008) carried out a study at the Headquarters situated at Hakimpet, Hyderabad. With the total sample of 520 subjects (out of whom 120 were posted in 'more stressed out areas' [MSA] and 400 were posted in 'less stressed out areas' [LSA] in the past 2 years), 181 (28.8%) have scored above the cut off score of 55 and above on General Health Questionnaire (GHQ)<sup>13</sup>. Comparing the personnel from MSA and LSA with respect to their psychiatric diagnoses, Rao *et al.* found that the personnel working in high stress areas and belonging to lower ranks of constables were having significantly greater prevalence of the psychiatric disorders such as major depressive disorder (LSA-16.0%, MSA-43.1%), generalized anxiety disorder (LSA-17.8%, MSA-40.0%), bipolar affective disorder (LSA-2.5%, MSA-12.6%), panic disorder (LSA-2.1%, MSA-11.5%), and alcohol dependence syndrome (LSA-1.4%, MSA-12.6%). Rao *et al.* also found that the personnel especially those working in lower ranks of constables and those working in areas of high stress perceived their work load as 'extremely high' due to which they are not able to spend adequate time with the family. Moreover, as reported by 87% of respondents, the commonest factors for high work stress (across ranks) were identified as 'absence of regular work timing patterns' and 'not getting leave'. About three fourths of respondents were concerned about the lack of concern of their seniors and lack of appreciation and encouragement for the work done by them.

Another detailed 'In-House Study' (2008, data procured from BSF Department) conducted on 1200 troops (across ranks) in Kashmir Frontier reported that 85.4% of BSF personnel (Table 1.8a) are performing their duties more than 12 hours in a day in life threatening situations. While 51.9% of the respondents reported experiencing heavy workload and 53.9% of them reported that they remind preoccupied with the work even after 12 hours of duty. Out 1200 respondents, 42.25% reported that their work makes them extremely tired and drained out of energy, while 38.95% reported disturbed sleep due to their work. 25.5% of the respondents reported *total* dissatisfaction with their job. Moreover, using the 12 item GHQ, the study also

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<sup>13</sup> The General Health Questionnaire (GHQ) total score of 02 and above is considered as screened positive .i.e. psychiatrically ill. The increase in total scores depicts severity of illness.

revealed that the respondents from lower ranks had more mental health problems compared to higher ranks (refer Table 1.8(b)).

**TABLE 1.8 (A)**

**ADAPTED SUMMARY OF 'IN-HOUSE STUDY' REPORT [2008]**

• <i>[No] Opportunity to keep family at working place</i>	<b>82.8%</b>
• <i>Working more than 12 hours in a day</i>	<b>85.4%</b>
• <i>Not getting permission to keep family at the place of posting</i>	<b>72.9%</b>
• <i>Not happy with the food provided in the mess</i>	<b>56.2%</b>
• <i>Staying in tent or Cachha accommodation</i>	<b>36.2%</b>
• <i>Basic facilities not available</i>	<b>48.6%</b>
• <i>Reported recreational facilities available but no time for recreation or relaxation</i>	<b>29.95%</b>
• <i>Reported they cannot meet senior officers to project problems</i>	<b>38.65%</b>
• <i>Workload is very high</i>	<b>51.9%</b>
• <i>Job requirement prevents them to look after family</i>	<b>37.8%</b>
• <i>Confused with contradiction orders</i>	<b>56%</b>
• <i>Reported they remind preoccupied with the work even after duty hours</i>	<b>53.9%</b>
• <i>Extremely tired and drained out</i>	<b>42.25%</b>
• <i>Work affecting sleep</i>	<b>38.95%</b>
• <i>Threat to life</i>	<b>12.9%</b>
• <i>Do not have overall satisfaction in the job</i>	<b>25.2%</b>
• <i>Frequently/ always dissatisfied with their job</i>	<b>25.5%</b>
<i>Source: Data Procured from BSF Organisation</i>	

**TABLE 1.8 (B)**

**ADAPTED SUMMARY OF 'IN-HOUSE STUDY' REPORT [2008]**

S.No	Rank	No	(%) of Respondents whose GHQ score >2
1	Officers	7	28.5%
2	Subordinate Officers	75	32%
3	Head-Constables	239	36.4%
4	Constables & Class-IV	679	41%
<b>Total</b>		<b>1000</b>	<b>39.3%</b>
<i>Source: Data Procured from BSF Organisation</i>			

In 2006, Rai & Khurana carried out a study in two districts of Kashmir, namely, Pulwama and Srinagar with a sample size of 328 paramilitary personnel of various

ranks. The study was aimed to find out the relationship between organizational role stress (ORS) by using ten dimension scale and job satisfaction. The results of the study showed that total ORS and eight of its dimensions<sup>14</sup> (including role stagnation, inter-role distance, role overload, role expectation conflict, self-role distance, resource inadequacy, role isolation, role ambiguity, and total organizational role stress) had a significant negative relationship (except role ambiguity) with job satisfaction of paramilitary personnel. This means higher these roles stresses; lower is job satisfaction of the paramilitary personnel. However, no significant relationship was found between role erosion and personal inadequacy and job satisfaction.<sup>15</sup> On the further analysis (multiple regression analysis), only role stagnation emerged to be a significant predictor of job satisfaction, accounting 9% of the variance in job satisfaction of paramilitary personnel.

In his analytical study of emotional problems among Central Reserve Police Force (CRPF) Personnel, Singh (2007a), reported that the effect of stress among the CRPF personnel manifest in the form of increased physical and behavioral problems such as accidents including vehicle accidents, anxiety, depressions, guilt and shame, loneliness, moodiness and personal inadequacy. Furthermore, the impact of emotional problems generally noticed among CRPF personnel and other uniformed services includes: difficulty in sleeping/early waking, emotional outbursts/aggressions, excessive eating/loss of appetite, excessive drinking and smoking, accident proneness/trembling, avoidance/inactivity, restlessness, fatigue, irritability, difficulty in concentration, difficulty in making decisions, frequent forgetfulness, increased sensitivity to criticism, negative self-critical thoughts, distorted ideas, more rigid attitude and indiscipline. Particularly amongst BSF personnel, it is being reported that soldiers often complain of hypertension, diabetes and other psycho-physical complications due to the nature of their job (Border Security Force Troopers Turn to Yoga, 2006). As per the 'In-House Study' Report, the major causative factors for

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<sup>14</sup> The regression analysis of organisation role stress and its eight dimensions includes role stagnation ( $r = -.31$ ), inter-role distance ( $r = -.25$ ), role overload, ( $r = -.25$ ), role expectation conflict ( $r = -.20$ ), self-role distance ( $r = -.23$ ), resource inadequacy ( $r = -.20$ ), role isolation ( $r = -.17$ ), role ambiguity ( $r = -.12$ ), and total organizational role stress ( $r = -.26$ ).

<sup>15</sup> Regression coefficient shows following results role erosion ( $r = -.05$ ), and personal inadequacy ( $r = -.01$ ).

increase in suicide incidents among BSF personnel, includes denial of leave at the time of emergent needs and lack of continuous communication with family, inability to plan future activities in respect to self and family members with certainty, and to fulfill social obligations (In-House Study Report, 2002).

A survey conducted by Singh (2007b) on 240 Central Reserve Police Force (CRPF) personnel including 80 Gazetted Officers (GOs) and 160 Non-Gazetted Officers (NGOs) revealed that 73% of GOs and 75% of other ranks of the force are under stress and 59% officers and 60% NGOs reported both the job-related as well as family-related worries are main reason for stress, whereas, 23% GOs and 19% NGOs think that it is exclusively the worry about family that causes stress as they are away from family. Moreover, the majority of respondents from NGOs (i.e. 44%) and few of GOs (i.e. 8%) also reported uncertainty regarding leave as a major reason of job stress. The second most reason was inhuman living conditions (21% NGOs and 15% GOs), followed by threat to life (8% NGOs and 4% GOs). In the opinion of NGOs and GOs, it is the poor living conditions and lack of basic facilities which are generally responsible for stress. The second factor identified which causes them stress is unnecessary arrangements. The study significantly highlighted various administrative factors such as ill-treatment by the superiors, denial of permission for leave or out-going permission at the time of emergency, perceived harassment and discrimination, use of abusive language, etc., which are more responsible for increasing the stress among the CRPF personnel.

According to 'In-House Study' report, 59.93% of BSF personnel are having problems related to physical health, mental state, emotional disturbance and social problems, etc. As per the report, lack of adequate family accommodation, poor living conditions at work places, inadequate rest due to long working hours, untimely sanction of leave, lack of telecommunication facilities at remote border out-posts (BOPs), and insensitive behaviours of commandants and senior officers are among the major causal factors that were found to create a lot of stress among the personnel (Data Procured from BSF Department).

Further literature showed that the impact of conflict on military personnel is well documented all over the world (such as US, British, Canada, France, New Zealand, and Australia)<sup>16</sup>, although less research has been done on the same in Indian context. Many researchers have also shown that the severity of the impact is so much that it guarantees/ demands 'immediate care' (Martin, 1984).

Millions of rupees are been spent to study the same relationship of cause and effect between 'combat situation' and job stress in soldiers (Hotopf & Simon 2005). Over the years, many methods have been used (*rather invented*) to prevent or reduce its severity. However, all the earlier studies (including those carried out in India) have erroneously tried to establish the contingent relationship between 'discrete events' and its impact on the soldiers, taking the former as cause and later as its immediate and natural effect.

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<sup>16</sup> Eisen, S. A., Kang, H. K., Murphy, F. M., Blanchard, M. S., Reda, D. J., Henderson, W. G., Toomey, R., Jackson, L. W., Alpern, R., Parks, B. J., Klimas, N., Hall, C., Pak, H. S., Hunter, J., Karlinsky, J., Battistone, M. J., & Lyons, M. J. (2005). Gulf War Veterans' Health: Medical Evaluation of a U.S. Cohort. *Annals of Internal Medicine*, 142, 881-890.

Salamon, R., Verret, C., Jutand, M. A., Be'gassat, M., Laoudj, F., Conso, F., & Brochard, P. (2006). Health consequences of the First Persian Gulf War on French Troops. *International Journal of Epidemiology*, 35, 479-487.

Hoge, C. W., Lesikar, S. E., Guevara, R., Lange, J., Brundage, J. F., Engel, C. C. Jr., Messer, S. C., & Orman, D. T. (2002). Mental Disorders among U.S. Military Personnel in the 1990s: Association with High Levels of Health Care Utilization and Early Military Attrition. *American Journal of Psychiatry*, 159, 1576-1583.

Jennings, Bonnie. M., Yoder, Linda. H., Heiner, Stacy. L., Loan, Lori. A., & Bingham, Mona. O. (2008). Soldiers with Musculoskeletal Injuries. *Journal of Nursing Scholarship*, 40(3), 268-2743.

Macdonald, Carol., Chamberlain, Kerry., Long, Nigel., & Mirfin, Kate. (1999). Stress and Mental Health Status Associated with Peacekeeping Duty for New Zealand Defence Force Personnel. *Stress Medicine*. 15, 235-241.

Castro, Carl. A., & McGurk, Dennis. (2007). The Intensity of Combat and Behavioral Health Status. *Traumatology*, 13(4), 6-23.

Adler Amy. B., Litz, Brett. T., Castro, Carl. Andrew., Suvak, Michael., Thomas, Jeffrey. L., Burrell, Lolita., McGurk, Dennis., Wright, Kathleen. M., & Bliese, Paul. D. (2008). A Group Randomized Trial of Critical Incident Stress Debriefing Provided to U.S. Peacekeepers. *Journal of Traumatic Stress*, 21(3), 253-263.

Dlugosz, L. J., Hocter, W. J., Kaiser, S. K., Knoke, D. J., Heller, J. M., Hamid, N. A., Reed, J. R., Kendler, K. S., & Gary, G. C. (1999). Risks for Mental Disorder Hospitalisation after the Persian Gulf War: U.S. Armed Forces, June 1, 1991-September 30, 1993. *International Journal of Epidemiology*, 52(12), 1267-1278.

O'Toole, Brain. I., & Catts, Stanly. V. (2008). Trauma, PTSD, and Physical Health: An Epidemiological Study of Australian Vietnam Veterans. *Journal of Psychosomatic Research*, 64, 33-40.



For instance, Singh (2007b) states that personnel who commit suicide have *weaker minds*, who fail to cope up with their continued emotional troubles. Furthermore, Singh asserts that

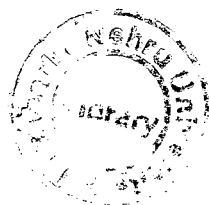
*Notwithstanding, all the concern and care taken by CRPF leadership the junior functionaries are not able to cope up with these emotional problems. Thus it seems that there is something wrong in the behavioural pattern of organization's personnel which needs to be deeply probed into and analysed. It is common that we unconsciously imitate the emotions we see displayed by someone else, through an out of awareness may be mimicry of their facial expression, gestures, tone of the voice and other non-verbal markers of emotion. Through this imitation people recreate in themselves the mood of the people. When two people interact, the direction of mood transfer is from the one who is more forceful in expressing feelings to the one who is more passive. Such phenomena might be spreading the emotional problems from one CRPF personnel to another in the organization. [Emphasis added] (Singh, 2007a, p. 64).*

Reporting to the national newspaper, the BSF Director-General (2003) Ajay Raj Sharma said that he had

*"...ordered a psychiatric study of the personnel in his force following reports of some cases of suicide. There have been other cases too where the personnel behaved in an odd manner or extremely abnormally. I ordered the psychiatric evaluation before things got out of hand". (Aurora, 2003).*

Contrary to the above assertions and faulty understanding, Lawrence (1977, cited in Martin, 1984, chapter 9 (characteristics) para. 18) – an American sociologist – in his book *'The Taming of the Troops: Social Control in the United States Army'*, describes the above prescriptive approach as:

*'The new brand of manipulative controls' that 'demand the skills of psychologists, sociologists, psychiatrists, lawyers and correctional therapists. ...to detect and screen out dissidents, cooperation and talking about problems with soldiers, making token concessions, particularizing opposition to reformable peripheral issues, and transfers of dissidents'.*



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Behavioral science is used to study what makes people fight, disciplined and committed. This knowledge is used to train the soldiers to *obey* without questioning the orders from their superiors, right from day-one of their '*socialization*' (training and activities) in the organization (Martin, 1984).

Though it is often difficult to quantify effects of conflict (Brunborg & Urdal, 2005), the literature (mostly western) indicates that this has largely been a part of military history. The present study was aimed at analyzing the same relationship but not actually as cause and effect phenomenon, rather to study the situation in a much broader public health perspective. The aim is to understand the organization in-depth to see if the nature of organization may itself be producing the vulnerability among its members.

Since military is an organization that works within the society and has an invariable impact over the population it works on or for, therefore, its very nature and the way it works in order to meet the objectives of national concerns and its immediate interests has far greater impact on the individual as a citizen of the nation and as a part of the society also.

## **1.7: CONCLUSION**

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In general, this literature reviewed illustrates a close relationship between exposure to high stress situations, particularly in conflict areas and increased risk of mental health problems. Although the literature concerning stress-related somatic health consequences in Indian context is far less developed than its Western counterpart, a small body of research suggests that the soldiers exposed to armed conflict (particularly those deployed in J&K and other North-Eastern states) subsequently report poorer perceived health, more somatic symptoms, more chronic health problems, and greater use of alcohol. From the above literature reviewed indicates that stress can be linked as one of the major cause to growing premature retirements;

to increasing suicides and fragging or killing of colleagues; mental disorders and at least to emotional and behavioral problem. However, the present research attempts to explore and understand the dynamics of soldiers' life, to understand his frustrations, anxieties which necessarily need not to be *pathological* and *psychiatric* in nature. The attempt is to understand the situation in a much broader public health perspective.

In the present section while presenting the major consequences of armed conflict, particularly Kashmir conflict, the public health understanding of health, mental health, workplace stress and its sources have deliberately been avoided as they are likely to form the core of the second section. In contrast to prescriptive understanding of issues under research, in the next section, the emphasis has been given to the broader social-determinant approach which is the one of the public health perspective.

## 1.8: SECTION – II

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The major objective of this section is to develop a conceptual framework in which the present study on BSF deployed in J&K can be evaluated. For this reason, the both the theoretical and empirical literature on health, mental health and workplace stress will be reviewed. Followed by summarizing the pros and cons of dominant discourses on health, mental health and workplaces/occupational stress, the researcher provides some alternative understanding based on the broader conceptual framework of social determinants of health. In addition, the chapter discusses some of the limitations of social determinants approach by reviewing some theoretical arguments in Indian context. Specifically, the study focuses on exploitative structures like caste that determines and defines the health of larger population. Finally, the chapter briefly reviews some empirical literature on occupational stress and its effects on health of workers. The aim is to highlight the intrinsic value of work, workplace stress to the mental health and well-being of a person. The review provides a background for the conceptual framework of the present study.

## 1.9: CONCEPT OF HEALTH

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The primacy of health has a pivotal role to play in the existence of human beings and is *sine qua non*<sup>17</sup> for the upbringing of human society. To be healthy, being disease free is not a sufficient condition. It is not an "all-or-nothing" principle. It is a matter that goes beyond the mitigation of disease. To be healthy is 'Jus cogens'<sup>18</sup>. Since antiquity, the science of health and disease has been a subject of human concern, though it did not mean the same thing to everyone. The word "health"— derived from Middle English/ old English 'hoelth', meaning hale, hearty, and sound in wind and limb— was generally used to infer a soundness and efficient functioning of the body (Dolfman, 1973). One may find scores of definitions on 'health'; however, the most commonly accepted definition is that formalized by the World Health Organisation (WHO) over half a century ago. It defines health as 'a state of complete physical,

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<sup>17</sup> *Sine qua non* was originally a Latin legal term for "(a condition) without which it could not be" or "but for..." or "without which (there is) nothing." *Sine qua non*. (n.d). Retrieved March 2, 2009, from Wikipedia, the free encyclopedia: [http://en.wikipedia.org/wiki/Sine\\_qua\\_non](http://en.wikipedia.org/wiki/Sine_qua_non)

<sup>18</sup> *Jus cogens*: Here meant a 'right' from which no derogation is ever permitted.

mental, emotional, spiritual and social well-being and not merely the absence of disease or infirmity' (WHO, 2003, p. 2). Though contested, this definition elucidates that health is a multidimensional, multifactor and complex matrix, produced by a number of interacting variables. This definition also seeks to include social and economic sectors within the scope of attaining health and reaffirms health as a human right (Alma Ata Declaration, n.d).

Health has always had a fair degree of nexus with the larger political, social, and economic structures (Sen, 1999). These forces generate an unwritten policy frame which not only influence the health of a population but also fashion their course of action. Changes in these systems by means of living and working conditions, food availability, social status in terms of caste, class and gender, education and access to public health services including distribution of resources, access to opportunities (service, jobs, education, and housing) and political human rights, all determine the health status of the population. Therefore, poor health is neither a hapless victim of bad fortune, nor an unfortunate cluster of random events or differences and variations in individual behaviours, rather the consequence of a toxic combination of the deeper structures of the society ('poor social policies and programmes, unfair economic arrangements, and bad politics' that consistently keep the health of some countries and population groups below others) that together determine the way societies are organized (CSDH – Final Report, WHO, 2008, p. 26). This is what is called structural injustice and structural exploitation. Therefore, it is not wrong to say that the conditions in which one lives and works and the place he/she occupies in the unjust social hierarchy (in terms of socio-economic status), themselves are the result of these structural drivers, that together constitute the social determinants of health.

### **1.9(i): PUBLIC HEALTH APPROACH**

Contrary to the biomedical model, which leaves no room within its framework for the socio-economic and political forces that fashion and determine the health of populations, public health adopts an approach which by and large acknowledges that health is multidimensional. This approach not only accounts for behavioural,

biological and genetic factors, but also a range of economic, environmental and social forces; that determine ones access to public health. For instance, adequate work, secure housing, food availability, adequate income, meaningful roles in society, higher level of education, social support within communities and political human rights are associated with better mental health and well-being. The *social determinants framework of health*, as one of the approaches of public health, is dynamic in nature, offering both micro and macro analyses of the processes that lead to health or illness. On the one hand it offers us a window into the micro-level processes by which social structures lead to individual health or illness. On the other hand, it provides an opportunity to consider the macro-level processes by which power relationships and political ideologies shape the quality of these social structures. It also offers us numerous vantage points not only to analyze and understand this complex matrix but also to enquire about how power, politics and economic relations shape the organization of society, and the distribution of wealth and other resources, the values that determine the type of society we live in.

### **1.9(II): SOCIAL DETERMINANTS OF HEALTH**

The WHO defines the term ‘social determinants of health’ as the ‘conditions in which people are born, grow, live, work and age – conditions that together provide the freedom people need to live lives they value’ (Sen, 1999, cited in CSDH – Final Report, WHO, 2008, p. 26) – which are largely fashioned by the ways money, power and resources are distributed at global, national and local levels. The inequitable health status seen within and between countries is one of the upshots of it (CSDH – Final Report, WHO, 2008). There is much evidences to prove that health outcomes (incidence and mortality) are directly linked with social determinants of health such as poverty, income, occupation, class, etc. (Marmot & Wilkinson, 2000; Raphael, 2006). However, this concept ‘*social determinants of health*’ is not new in itself. According to Nayar, the linkages between socio-economic factors and health have a long history (Nayar, 2007). For example, during the 19th century, Rudolf Virchow and Friedrich Engels outlined the most enduring descriptions of social aetiology of disease. By challenging the linear model of disease causality (based on ‘germ theory’), Virchow (1985, cited in Tesh, 1988, p. 72) argued that ‘poverty and unemployment, political

disenfranchisement and lack of education' are the sources of disease causality. He further argued that by providing better roads, mass education, improved agriculture and free & unlimited democracy guarantees better and health population. However, recognising the unequal distribution of diseases, Virchow saw its fundamental cause in unequal access to society's products (*ibid*). In contrast to Virchow, Engels attributes it to the unjust political and economic structures of society. Disease prevention was looked at as a matter of social change (Tesh, 1988).

Theoretical formulations that take into account social, cultural and power dimensions of mental health and illness are beginning to reveal inequalities in terms of access to mental health care, diagnoses, and treatment (Goldstein, 1979; Conrad, 1992). Despite these long-standing traditions, the importance of social determinants of mental health still remains outside the mainstream of current discourses on health and well-being.

### **1.9(III): DOMINANT FRAMEWORKS IN SOCIAL DETERMINANTS AND HEALTH**

We all are exposed to varying degrees of positive and negative exposures that accumulate to produce health outcomes. A substantial amount of life events research—at the micro-level—in psychiatry generally consider such (stressful) events to precipitate mental illnesses by acting as triggering and or cumulative effects (Sadock & Sadock, 2005). However, impoverished conditions predict the likelihood of physical, mental, and social problems (Keating & Hertzman, 1999) that have both direct and indirect influences on the well-being of people. The differences in psychosocial stresses are also the product of material conditions of life (Stansfeld & Marmot, 2002). Moreover, the differences in health outcomes (and psychological well-being in particular) are directly dependent on how economic and other resources are distributed within the population, i.e., fairer the distribution of resources among the population better the outcomes.

In this context, the neo-materialist view directs our attention to the effects of living conditions on individuals' health and the societal factors that determine the quality of

the social determinants of health, i.e., how the distribution of resources is done in the society (Raphael, 2006). In consonance with this, the psychosocial comparison approach directs our attention to societal hierarchy and social distance as determinants of health. It is argued that health inequalities are strongly influenced by a person's interpretations of his/her standing in the social hierarchy (Kawachi & Kennedy, 2002). Raphael (2006) discusses two mechanisms by which this occurs. One occurs at the personal level, when an individual perceives and experiences his or her personal status in unequal societies, resulting in stress and poor health. Second when one compares his or her status, possessions, and other life circumstances with those of others, which invokes feelings of shame, worthlessness and envy that have psychobiological effects on health. In an attempt to overcome such feelings, the individual overspends, takes on additional employment that affects health, and adopts health-threatening coping behaviour such as use of alcohol and tobacco. While not denying the psychosocial consequences of income inequality, the emphasis on psychosocial factors and that of people's perception and experience of living in social settings of inequality is but one expression of a cluster of larger political and economic conditions that affects population health at large. Therefore, the focus should not be just on perceptions of inequality but also on the material and non-material (as discussed earlier) conditions that sustain and maintain the inequalities.

There is an active debate concerning the relevance of each approach for understanding the health-related effects of various social determinants of health (Lynch *et al.*, 2004). Moreover, introducing exploitative elements of caste – a "fundamental determinant" of population health (Nayar, 2007) – into the debate, which is quite relevant in the Indian context, brings the question of how the organisation of so called *upper castes* both creates and maintains inequalities in economic, social, and political power, thereby shaping both the determinants of population health and population health itself. Together with class, gender, ethnicity, and religion, caste constitutes a core social structure. Caste is more than a hereditary social class; stratified according to ritual purity of individuals, rather, it is more than a 'position' one occupies — it is also an expression of macro-societal forces that "produces" stratified hierarchies within society. As a societal structure, caste is a proxy for socio-economic status and poverty (Nayar, 2007), superseding other social structures. It is a social structure that creates



the enormous inequalities that we observe in nearly every aspect of human existence across the entire life course. The caste structure in India is an expression of religious and dynamic political and economic forces operating over time at macro-societal level. It has segmented the Indian society both socially and spatially, and tends to be discriminatory in accessing the opportunities and fair distribution of public resources. It constitutes an important determinant which indicates either exclusion or inclusion from social and economic opportunities.

Caste is also intimately bound up with work and the labour process (hereditary). It is through an individual's work and the work of his/her parents that he/she enters into the life chances and circumstances of a particular caste. Unlike class, caste is deterministic in nature, there is 'no escape', and there is 'no choice'. It is same as born with "dead-end". As far as health and well-being is concerned, caste, along with other socio-economic and political structures, becomes an important criterion to determine the health conditions of the marginalized and underprivileged sections of the society. Together with class, gender and other important variables, caste is also strongly associated with access (or lack thereof) to social and public resources (service, education, and housing), informal social networks, institutional resources, and inter-generational resources. As long as the society continues to have a social structure like 'caste', 'class', 'gender', etc., it is almost certain there will continue to be health disparities (differences) between 'haves and have-nots', 'affluent & poor', 'powerful and weaker & marginalised, 'men & women', and 'lower castes & higher castes'.

However, the bulk of content of existing literature specifically focused on the social determinants of health takes a clear materialist position, i.e., how social determinants of health such as income, housing, food security, availability of health and social services, and quality of early childhood, among others, seem to act through material pathways to influence health (Lynch *et al.*, 2004; Leon & Walt, 2001). Compared to material and non-material conditions, evidence for the role of psychosocial processes especially as related to mental health and well-being, is not only lacking but far from being recognized even. While analysing the factors affecting health, our focus should

not be limited merely to material deprivation. This is because the social gradient is not comprised of material determinants alone, but also of non-material factors that drive social wedges, like caste, gender, religion, ethnicity, etc. These are as important as material factors as they throw light on a person's position in the social hierarchy which in turn can reveal volumes about the status of one's health. Thus, a balance needs to be maintained by considering both materialist and neo-materialist analyses, against the backdrop of social processes which have a bearing on the determinants of health. This appears to hold true for psychological well-being as well.

As health is influenced by every dimension of life and every dimension is fashioned by a variety of political, economic, and social forces, one can only make an estimation of the state of mental health and well-being. However, there has been an expansion of this analysis to broader concerns within which such environments get created and sustained (Krieger, 2001). As stated by Raphael (2006) the structures which influence health and the pathways by which they do so, concerns both horizontal and vertical structures, which according to him are critical to understand (Raphael *et al.*, 2005). According to Raphael (2006, p. 661), 'horizontal structures are the more immediate factors' with more instantaneous effects while 'vertical structures are the more distant, macro-level issues' that shape our health and well-being. Among various horizontal factors, the work and work-place environment, the quality and availability of housing, the availability of resources for food and education are the essential ones that are largely shaped by the political, economic, and social forces operating at the micro level. Together these forces shape access to a variety of social determinants of health, manifest in hierarchies associated with caste, class, gender, religion, ethnicity, race and get materialised through social welfare policies like distribution of resources, access to opportunities (service, jobs, education, and housing) and political human rights; all these determine the health status of a population. However, among various important horizontal structures, caste, gender, and religion based stratification are too infrequently studied. It is more unfortunate that such issues are considered less important by health researchers, particularly when dealing with mental health issues. Therefore, a number of levels need to be addressed if mental health has to be analysed. The role of socio-economic and political forces in shaping both the

determinants of mental health and mental health itself is a complex matrix which needs to be addressed using a multidimensional paradigm.

### 1.10: MENTAL HEALTH

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Mental Health is to be understood in light of the atmosphere around a being and the circumstances within which s/he lives, works and ages. Ironically, mental health and well-being are not regarded with the same solicitude as mental disorders. Mental health has been usually understood in terms of a continuum between “stronger minds” and “weaker minds” — an equilibrium that one has to maintain and a slight deviation from which traps one in a mire of suffering, pain and discrimination, not to mention the stigma of being labelled as having some or the other disorder. As cited by Macklin (1972, p. 348), Redlich and Freedman (1966) point out that ‘the concepts of normality and abnormality are more complex in psychiatry than in general medicine, and some people have suggested abandoning the concepts of normal and abnormal behaviour entirely because simple concepts of health and disease do not apply’.

This prescriptive approach to mental health and more specifically to mental problems has not only increased people’s sufferings but also *victimized* and *stigmatised* people to the extent of socially excluding them and treating them as outliers. Thus it can be seen that the role of larger social, economic and political structures are being largely ignored or neglected, and this leaves us with a spate of thought-provoking questions. Is everybody without a *psychiatric diagnosis* in a state of good mental health? Does the absence of one thing ensure the presence of the other? If we are not (as is usually understood) ‘deviants’ or ‘mental lunatics’, are we healthy? As Jahoda<sup>19</sup> points out (1958, cited in Macklin, 1972, p. 347) ‘...*the absence of disease may constitute a necessary, but not a sufficient criterion for mental health*’. She further states that at

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<sup>19</sup> Marie Jahoda is one the many theorists who explicitly reject any attempt to define 'mental health' as 'the absence of mental illness or disease' and is concerned with providing a workable positive conception of mental health. Macklin, Ruth. (1972, p. 347). *Mental Health and Mental Illness: Some Problems of Definition and Concept Formation. Philosophy of Science, 39(3), 341-365.*

present 'knowledge about deviations, illness, and malfunctioning far exceeds knowledge of healthy functioning' to the extent that this correlative conception of health and disease has left little, rather no space for well-being (ibid, p. 346). For those who urge a definition of 'mental health' based on a statistical consideration of correlation, it may sound nightmarish to know that a majority of the population is afflicted with some form of suffering (whether temporary or enduring) because of socio-economic inequalities, poverty, hunger, caste, class, gender, religion, region, ethnicity or exploitative structural reforms. Hence pure statistical considerations for specifying which behaviours and traits are 'abnormal' are insufficient for formulating a conception of mental health.

#### **1.10(I): POSITIVE HEALTH VS NEGATIVE HEALTH/ HEALTH VS DEVIANCE: SOME DEBATES/ ARGUMENTS**

One of the curious features of literature concerning mental health is the variability that exists in the definition of the concept. Mental health, as defined by the World Health Organisation is, 'a state of well-being in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community' (WHO, 2009, para. 1). On the other end of the continuum is mental illness, a term that refers to all mental disorders. It has always been easier to define mental illnesses than mental health. Mental health 'problems' or 'difficulties' are terms that can be used to describe temporary reactions to a painful event (not necessarily traumatic), stress or external pressures, or systems. There is a realization that good mental health enables people to realise their intellectual and emotional potential and to find and fulfil their roles in social and working life and is considered a resource for social cohesion, and greater social and economic welfare (Creek & Lougher, 2008). On the other hand, mental health is being equated with the presence or absence of mental disorders, and inter-linked with somatic diseases like hypertension or other heart diseases (WHO, 2003). In other words, just because one does not suffer from a specific diagnosable mental illness, it doesn't mean s/he is mentally healthy. As compared to physical health, mental health is much more elusive in nature. Mental health is a reflection of our overall well-being, especially our psychological and emotional. As an integral and

inseparable component of the holistic concept of health and over all well-being, mental health is a by-product of the given social, economic and political system. For all individuals, mental, physical and social health, are vital and interwoven strands of life. The moment we realize and recognize this fact, it becomes ever more apparent that mental health is crucial to the overall well-being of individuals, societies and countries. Unfortunately, mental health and mental well-being are not accorded anywhere close to the same degree of importance as mental illness. In contrast to mental illness/ mental disorders, mental well-being has been largely ignored or neglected (Mental health, n.d).

#### **1.10(II): A PUBLIC HEALTH APPROACH TO MENTAL HEALTH**

Though psychological well-being is an intrinsic and inseparable part of holistic conceptions of health, it has always been accorded a very low priority among public health concerns. The belief that population health is influenced by non-medical and non-behavioural characteristics is shared – to varying degrees – by those working within the arc of public health approach to understand and promote health (Raphael, 2004). However, with regards to mental health this conceptualisation seem to focus more on individual ‘discrete events’ and behavioural aspects while progressively undermining other social, political, economic, cultural and more importantly structural underpinnings. Social determinants of mental health and well-being refer to macro-social influences that affect psychological well-being, such as poverty, caste, gender and religion that would prove very difficult for an individual to alter. These factors are found to be more prominent and prevalent in low and middle-income countries (Das *et al.*, 2007). In Indian context, interestingly the role of socio-economic and political forces in determining the quality of psychological well-being is largely either ignored or neglected.

Though the understanding of the social determinants of mental health remains in its infancy, there are enough evidences to show how mental health and well-being are fashioned by structural determinants including where people are raised, live, work; deeply rooted social norms and values, largely governed by the social structures like

caste, class, gender, religion, ethnicity, etc.; and intermediate determinants which are the conditions of daily life and behaviour, such as poverty, unemployment, the quality of childhood and family environment, the nature of work and work-place conditions, the quality and availability of housing, and the availability of resources for food, recreation, and education, political and family violence, social inequity and inequality (CSDH Final Report, WHO, 2008). Moreover, in a stratified and hierarchical society where resources are unequally distributed among 'haves and have-nots' and where every person is being placed at a certain level, those at the bottom of the hierarchy will have the least access to resources. The health and well-being of powerless and marginalised minority sections of society are dependent on multiple factors requiring systemic understanding prior to different forms of interventions. This approach offers a broader based epistemology of health rather than individualistic, illness-oriented models that are focussed on by the bio-medical paradigm at the expense of more social determinants of health (Chavez *et al.*, 2005).

### 1.11: WORK-STRESS-HEALTH

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The present era, which is considered to be teeming with (so called) achievements, is also an era of poverty, hunger, and conflicts. In its first comprehensive review of global impact of violence, the WHO reports that more than 1.6 million people worldwide lost their lives to violence in 2000 itself (Susan Mayor, 2002). Despite tremendous advancements in science and technology and remarkable rates of economic growth, majority of the people world over continue to struggle for basic needs, to find a 'place in the sun'<sup>20</sup>, 'pace of mind', or some other means for survival. This constant struggle poses a plethora of challenges in their day-to-day life. Work and workplace environment create a unique blend of *opportunities* and *challenges* that could affect ones mental health in more ways than one. As Maslow (1968, cited in Kendall *et al.*, 2000, p. 4) has suggested, "*work does not only fulfill basic needs for security, food or shelter, but also provides a means by which higher level needs, such as need for competence, meaning and social engagement are met*"; making it "an

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<sup>20</sup> Place in the sun – means a favourable or advantageous position; prominence; recognition. Retrieved March 22, 2009, from yourdictionary.com: <http://dictionary.reference.com/idioms/place+in+the+sun>

integral part of human existence” (Kendall *et al.*, 2000, p. 4). As research has suggested, work and workplace stress are increasingly seen as having important relation with health, particularly mental health (Mind Week Report, 2005; Cooper & Payne, 1988; Shigemi *et al.*, 2000; Sauter *et al.*, n.d). But before proceeding further, the researcher would like to introduce the concepts of stress, work/ occupational stress into this discussion.

### 1.12: CONCEPT OF STRESS

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‘Stress’, a term borrowed from physics by W. Cannon and H. Selye, has been derived from the Latin word ‘*stringer*’ which means ‘*to draw tight*’. The term is used to refer hardship, distress, fatigue, adversity or affliction, and feelings of not being able to cope with strain (Pearlin, 1982). However, the term is so elusive in nature that it has caused a great deal of ambiguity and confusion, not only of the variability that exists in the definition of the concept, but because ‘it represents different things to different people, as reality is different for each of us, and most importantly, often cannot be measured with any significant degree of accuracy’ (Rosch, 1996, p. 29). There is no single agreed definition in existence. For example, in medical jargon, stress is defined as an alteration of the body's homeostasis which occurs when it tries to cope with incessant changes in life (Basu, 2009). Other define stress as negative emotional experiences, accompanied by changes in biochemical, psychological, cognitive, and behavioural levels in attempt either altering the stressful event or accommodating to its effects (Baum, 1990). On the other hand, immunologists/virologists consider stress as a reaction to any stimulus that induces activation of the hypothalamic-pituitary-adrenal (HPA) axis and sympathetic nervous system (Bonneau, 1998). In the psychiatric discourse the term is being used in two ways either to identify events or circumstances that are perceived adversely (stressors) or to describe the state induced by such events or circumstances (the stress reaction) (Glue, Nut & Coupland, 1993). On the other hand, social scientists, defines stress as emotional disturbance resulting from negative human interaction with their environment (Hinkle, 1987).

Stress is also defined as a disturbance of a person's normal psychological or physiological state (Kalat, 2008). While others consider it to be a situational factor or distressing circumstance external to the person. Some use the word stress as a term equivalent to *arousal* and *activation*; it is also used as a term for *bad effects* (Nadig, 2008). Sometimes stress is defined as 'an increase in catecholamine levels, a change in adrenal weight, or as a score on a life event scale or subjective reaction index' (Steinberg & Ritzmann, 1990). For some it is a '*pseudo fact*' – a manufactured concept which has now become a social reality (Pollock, 1988) and which has an ideological component in it (Young, 1980). However, somewhere between the stressor and its effects lies the *phenomenological experience of stress itself... such experience lies outside the realm of objective inquiry*. Accordingly, behaviours classified as stress effects could be a response to threats such as income, housing, and food insecurity, among others – which are significant challenges to the well-being of a person (Raphael, 2006). Though this inter-linkage is understood by all at a rudimentary level (often differently), there are very few who have been able to delineate or give a more precise account of this association (Cox, 1984). It is owing to this fact that the essence of the concept is not alike among laymen and professionals. Although scientific research on stress still largely focuses on symptoms, based on illness model (particularly psychiatric), attention is needed more towards non-symptomatic consequences of stress and its effect on the overall well-being of people. Yet, it does not mean to say that people under stress do not suffer. As Hacking (1999) argued, 'it is possible for a thing to be real and socially constructed at the same time' and to say that stress is 'constituted through a researcher's techno-phenomena and styles of scientific reasoning does not deny the pain' that people suffer under stress. The suffering is real; stress is real (Young, 1995, cited in Hanna, 2008, p. 220).

A general consensus can be reached about a definition of stress, namely that it refers to things that people '*experience*' they are exposed to. However, these explanations are too prescriptive in their approach and largely undermine the role of larger socio-economic and political determinants, which not only shapes ones environment but also determines how one *perceives* those *experiences*. While discussing the effects of stress on health and well-being, it becomes necessary to know of how the dominant



theoretical discourses conceptualize stress. In the next sub-section, three dominant models have been briefly discussed.

### **1.12(I): MODELS OF STRESS**

#### **(1): HANS SELYE: GENERAL ADAPTATION SYNDROME**

Hans Selye (1936), a Canadian endocrinologist, defines stress as ‘nonspecific response of the body to any demand upon it’ (Selye, 1936, cited in Kalat, 2008, p. 465). In 1936, he described this universal response to stressors as the ‘*general adaptation syndrome*’, or GAS. He documented that stress differs from other physical responses in that it makes itself manifest whether the impulse is positive or negative. He called negative stress ‘*distress*’ and positive stress ‘*eustress*’. He also laid out a three stage process of stress.

1. The initial stage called ‘*alarm stage*’, describes an increase in activity, and occurs immediately when an individual is exposed to a stressful situation.
2. The second stage called ‘*resistance stage*’, and occurs when the body attempts to cope with and reverse the effects of the alarm stage. Although the body begins to try to adapt to the strains or demand of the environment, it cannot keep this up indefinitely, so its resources are gradually depleted.
3. The third stage is the ‘*exhaustion stage*’. At this point of time, all of the body’s resources are eventually depleted and the body is unable to carry out normal functions and autonomic nervous system symptoms may reappear (sweating, raised heart rate, etc.) (Sarafino, 1998).

#### **(2): LAZARUS: COGNITIVE APPRAISAL MODEL**

Lazarus is the chief proponent of the psychological view of stress. He considers stress as a part of the complex and dynamic transactions between individuals and the environment. According to Lazarus, an individual’s interaction and interpretation of

the new and changing environment leads to what he termed as primary appraisal. He then described secondary appraisal, which involves the evaluation or assessment of the pros and cons of their different coping strategies in order to alter the primary appraisal. Therefore, primary appraisal involves an appraisal of the outside world and secondary appraisal involves an appraisal of the individual himself or herself. By changing the perception of the stressor, the model proposes that stress can be reduced by providing the individual with strategies to cope with it (Laungani, 1996).

### **(3): CANNON'S FLIGHT OR FIGHT RESPONSE**

One of the earliest and important theories of stress is that of Walter Cannon's (1932) description of the fight-flight response. He used the term to describe forces that act on the organism, disturb its homeostasis<sup>21</sup> (a term he coined) and cause 'strain'<sup>22</sup>. He showed that both physical stimuli, like extreme climatic conditions, working and living conditions, and psychological stimuli, such as exposure to violence, verbal harassment, could evoke similar physiological reactions (Cannon, 1932). He proposed that these physiological changes elicited fight or flight responses which enabled the individual to either escape from the source of stress or fight. Within Cannon's model, stress was defined as response to external stressors, which was predominantly seen as physiological (Hockenbury & Hockenbury, 2000).

It is important to note, however, that these theoretical assumptions do not include the effects of poverty, casteism, racism, etc., even though these realities have remained unchanged over time. In this sense, all these theoretical explanations are limited in their approach. For example, in the context of India especially, the experience of oppressed castes [sometimes called 'lower' castes] of being insulted, avoided,

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<sup>21</sup> W.B. Cannon introduced the term for any process that modifies an existing condition or a set of circumstances and thereby initiates other processes that function in a regulatory manner to re-establish the initial condition. Cannon, W. B. (1932). *The Wisdom of the Body*. New York: Norton. In: Kalat, W. James. (2008). Introduction to psychology. (8th ed.). Thomson Wadsworth, Belmont

<sup>22</sup> Strain — is the negative effects of stress. Strain may appear as fatigue, irritability, difficulty concentrating, medical and physical problems, insomnia, depression (not necessarily clinical), anxiety, over eating, drug and alcohol abuse, risk taking, or diminished functioning, to name a few of the possibilities. Cannon, W. B. (1932). *The Wisdom of the Body*. New York: Norton. In: Kalat, W. James. (2008). Introduction to psychology. (8th ed.). Thomson Wadsworth, Belmont

excluded from opportunities, and so on, certainly leads to stressful conditions, and possibly aggravates the medical problems associated with stress.

Given the importance of work and the amount of time spent at work by workers, it is not surprising that both the work and workplace environment carries the potential source of significant stress, wielding a significant influence on the health and well-being of the worker. In the next sub-section, the attempt has been made to present the brief accounts of definitions of occupational stress.

### 1.13: OCCUPATIONAL/WORK STRESS

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Like stress, defining occupational/work stress is a very complex matter, which is the subject of different analyses and continuous debate among experts. On one end, for example, some theorists believe that it is the thinking pattern of a person which determines whether or not a person experience stress at the workplace. The main proponents are Beck (1984) and Ellis (1962), who believe that occupational/ work stress is the result of negative thinking patterns (Beck, 1984; Ellis 1962, cited in Kendall *et al.*, 2000). There are some who attribute workplace stress to certain personality factors. For instance, Friedman and Rosenman (1974), proposed that individuals can be classified into what they referred as “Type-A”<sup>23</sup> and “Type-B”<sup>24</sup> behaviour patterns which are opposite to each other. However, they assert that it is not these behaviour patterns (particularly Type-A) which actually leads to stress but the wrong combination of personality characteristics and the type of work environment which actually lead to stress.

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<sup>23</sup> “Type-A” - Excessive/external competitive drive/aggressiveness/ impatient/ sense of time urgency/ free-floating, well-rationalized hostility/ Verbal/non-verbal “hurrying”. Smither, D. Robert. (1998). *The Psychology of Work and Human Performance* (3<sup>rd</sup> ed.). New York: Longman.

<sup>24</sup> “Type-B” - Exhibit no free-floating hostility/ exhibit no sense of time urgency/ are not externally competitive/ Assertive but not aggressive/ Collaborative, not autocratic. Smither, D. Robert. (1998). *The Psychology of Work and Human Performance* (3<sup>rd</sup> ed.). New York: Longman.

Others conceptualize it as ‘mismatch between personal and environmental resources’ and their interaction with stressful situation which mediates the outcome by individual’s interpretation of their circumstances (Kendall *et al.*, 2000, p. 54). For instance, some researchers have found that resources, or lack of resources, have a direct impact on outcome (Norris & Murrell, 1987) and those with more resources tend to experience better outcomes than those with low resources, irrespective of the existence of stress. Others theorized that it is one’s coping style that determines how one is going to perceive stress (Lazarus and Folkman, 1984).

However, these understandings are so individualistic and myopic in their approaches that they are erroneously trying to establish the contingent relationship between ‘*discrete events*’ and its impact on the worker, taking the former as cause and later as its immediate and natural effect, leaving no space for broader analysis of the determinants which not only influences mental health but also determines the overall well-being of people. In the next section, two dominant model of work stress have been briefly discussed.

### **1.13(I): OCCUPATIONAL STRESS MODELS**

Occupational stress refers to the negative impact of organizational environments on employees. In recent years, there has been increased research on work related stress and how that affects both physical and mental health. The two dominant and most popular models of work stress in the literature are briefly described below.

#### **(1): KARASEK’S DEMAND AND CONTROL THEORY (1979)**

The two dimensional demand-control model by Robert A. Karasek (1970s) argues that the primary sources of work stress lie within two job dimensions: job demands and job decision latitude, or the amount of control the person has over his or her work (Karasek, 1979). The crux of this model emphasises that most stressful situations are those in which work demands are high yet there is low control over decisions

concerning their work. The job of Border Security Force (BSF) soldiers (particularly that of lower ranks) fits this high demand–low control pattern.

In 1988, Johnson and Hall further elaborate the model by introducing a third dimension, i.e., work support—the presence or absence of social support at work place. This is the extent to which workers enjoy social and emotional support from their bosses, from their colleagues, the amount of help and trust exists between workers and supervisors and colleagues, etc. According to them, the demands-control interaction is stronger among employees who lack high levels of social support from others (i.e., their higher officers as well as their colleagues) (Albrecht, Fitzpatrick, & Scrimshaw, 2003).

According to this model, the most unfavourable jobs are those imposing high demands with low decision latitude and a high degree of social isolation on their job (so-called “iso-strain groups”). These experiences are linked with relatively high health risks, whereas strong support at work moderates these effects (Johnson and Hall 1988). A soldier whose duty comprises standing on guard all day and night, most often alone, comes under this category.

However, Ganster (1989) argued that control is a multi-dimensional concept with at least seven different components. These are:

1. Amount of discretion over work tasks (how the work is done).
2. Pacing (to what extent can the worker exert control over the level of effort in his work, or take sufficient breaks at his own will, etc.), for example: How often do you feel pressurised by your superiors to work at the pace & level that are hard to combine/ (or) beyond your/ human capacity/ (or) Do you have a say/ (or) freedom to work at your own speed?

3. Scheduling – can the worker control what is done, when, and in what order.  
For example: Do you think you have sufficient opportunities to question about change at work?
4. Control of the physical environment, i.e., heat, light, organisation of the workspace, etc. For example: Do you think that you are not getting enough time or resources to do as good a job as people expect from you?
5. Decision making – to what extent can a worker participate in decision making process which govern his/her work. For example: Do you have a choice in deciding/ or planning how you do your work? (or) Do you have some say over the way you work?
6. Social interaction – to what extent is the person is free to interact with colleagues and others both within and outside the organisation.
7. Job mobility – refer to opportunities to available to an individual to move either within or between jobs, i.e., do the person have enough opportunity to get another job easily or is the worker having enough opportunities for his/her promotion.

## **(2): EFFORT-REWARD MODEL**

The other model of work stress, the Effort-Reward Model was developed by Johannes Siegrist (1996) in Germany. While focusing on the reward structure of working life, the model hypothesises that the degree to which workers are rewarded for their efforts is crucial for their health and that imbalance occurs when degree of efforts does not meet degree of rewards, giving rise to emotional tensions and increasing the risk of illness increases (Chandola & Marmot, 2003). In stressful situations, employees feel as though they are putting a great deal into their job or doing a great deal for their organization, yet they feel as though they are not receiving rewards that are commensurate with these efforts. For example, having a demanding job but low salary, achieving at a higher level (in terms of salary) without being offered

promotion, are the examples of particularly stressful working conditions (Albrecht, Fitzpatrick, & Scrimshaw, 2003).

In conclusion, current psychosocial exposure–resources model of social causation of health and illness (under the rubric of large socioeconomic and political structures) advances our understanding of not only how the social, psychological, and physical dimensions of health are interrelated but also how larger socio-economic political and political structures, e.g., those that govern organizational cultures and settings, shape health.

#### **1.14: OCCUPATIONAL STRESSORS**

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A wide variety of work-related environmental conditions and occupational stressors affect the well-being of employees. These work-related factors trigger a stress response characterized by the activation of the body's physiological systems that prepare it for fight or flight. Some occupational stressors may be intrinsic to the job, such as *excessive workload, time pressure, performance pressure, role ambiguity and work pace, abnormally long work hours, shift-work, conflict at work, emotional demands of work, conflicting expectations, interpersonal communication/relationship, or harmful environmental and ergonomic conditions such as organisational environment/culture/socialisation*. But at the same time one must not forget that it is the larger socio-economic and political structures within which individuals and their surroundings evolve.

#### **1.15: RELATIONSHIP BETWEEN STRESS AND HEALTH**

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Stress could originate from a number of sources. Some sources affect certain people more than others. Strained family relationships with spouses and children, children's education, their marriage, some serious illness of any family member, being underpaid (Sehlen *et al.*, 2009; Jerald,, 2004 and Jerald,, 2006), under-appreciation in

professional lives or working for longer and harder hours (Karasek, 1979; Karasek and Theorell, 1990), adverse living and working conditions and injustice at work place, social exclusion based on caste, class, religion, gender, race, etc., can all lead to stress.

Although low levels of stressful life experiences are considered to be a normal part of development, higher levels can constitute a grave threat to health and well-being. People exposed to increased rates of stressful experiences, at least in part, show higher rates of psychological problems (Grant *et al.*, 2005). It lowers our resistance by suppressing the immune system and makes us more vulnerable to illness and disease (Riley, 1981). Research has shown that there exists a relationship between stress and ulcers (Brady, 1958), hypertension (Cobb & Rose, 1973) and coronary heart disease (Rosch, 1994). It can also lead to unhealthy lifestyles involving more smoking and greater alcohol consumption, and also affects job performance, social life, and may even result in loss of life. If not properly addressed it can be devastating because “*stress begets stress*” which leads to further problems.

There is an increasing understanding of the close inter-relation between ‘intrinsic value of work to the health and life satisfaction of the worker’ (Probert, 1990, cited in Kendall *et al.*, 2000, p. 4). It does not only helps us to fulfil our basic needs but also provides a means by which we achieve the higher level needs, such as need for competence, meaning and social engagement (Maslow, 1968). It also plays a major role in our lives and wields an important influence on our sense of well-being and identity (Barling, 1990; Feather, 1990). As noted by Kielhofner (1995, cited in Elizabeth *et al.*, 2000, p. 4), ‘a person’s identity is a function of his or her validated social roles, particularly those associated with occupation. Consequently, the loss of such valued roles can lead to psychological distress and subsequent loss of function’. Workplace stress is estimated to be the huge occupational health problem (Mind Week Report, 2005). Work often interferes with the accomplishment of family duties, such as taking care of sick parents, because of the time demand (Gutek, Searle & Klepa, 1991). For example, Thomas & Ganster (1995) found that more interference



was associated with less job satisfaction and more mental health problems and health complaints.

### **1.15(i): SOCIAL GRADIENT AND STRESS**

The occupational setting provides unique opportunities to experience rewards, success and satisfaction, and thus to promote health and well-being by eliciting strong positive emotions. At the same time, exposure to stressful job conditions particularly among the lower range workers carries a potential risk of ill-health by virtue of the amount of time spent and the quality of demands faced at work. In addition, recent research findings have shown that those in lower strata of the social hierarchy are more likely to be exposed to high demands and low control as well as experience jobs with high demands for effort coupled with low rewards (Siegrist & Marmot, 2004). There are, in fact, marked differences in a number of characteristics across the different social class groups.

Social class position has been found as a strong predictor of the degree of control at work and social support at work (Johnson & Hall, 1995). Along with less control and less support at work, other exposures tend to be much more present in certain groups than others. For instance, hazardous work exposures and heavy physical job demands are often present in lower level working class jobs and manual labour which tends to be considerably monotonous in nature, as compared those in a managerial/professional class, 'who tend to have high psychological job demands, high levels of work control, and very low levels of physical demands and low levels of hazardous exposure' (Johnson & Hall, 1992, cited in Jeffrey, 2004, para. 4). A number of studies have shown observed differences between social class inequalities, adverse job experiences and health outcomes. For instance, in a study (the Whitehall II) conducted to find out the degree and causes of the social gradient in morbidity on a cohort of 10314 civil servants (6900 men, 3414 women) aged between 35-55, Marmot and his colleagues (1991) found a steep inverse association between the increasing rate prevalence of a wide range of diseases (e.g. angina pectoris commonly known as 'heart attack', ischemia, and chronic bronchitis) and social status in terms of the

employment grade differences – respondents from lower grade jobs were more affected than respondents from upper grade jobs.

In another study, Marmot, Bosma, Hemingway, Brunner and Stansfeld (1997) found that men in the lowest grade, such as clerical and office-support staff, had higher chances of developing any new cardiovascular heart diseases (CHD) compared with those in the highest grade like administrators, etc. Of factors examined, the low control at work was found to be the largest contribution to the socio-economic gradient in CHD. The study concluded that the differences in psychosocial work environment results in the inverse social gradient in CHD incidences.

Similarly in Japan, Sekine, Chandola, Pekka, Marmot, and Kagamimori (2006) conducted a study on a sample of Japanese civil servants, to find out whether the socioeconomic status (SES) inequalities in poor health can be explained by the SES differences in work and family characteristics of 3787 male and female civil servants, aged 20–65, and working in a local government on the west coast of Japan. The study concludes that ‘psychosocial stress at work (based on the demand-control-support model), shift-work, short and long work hours, being unmarried, and work-family conflicts were associated with poor physical and mental functioning among Japanese civil servants’ (Sekine *et al.*, 2006, p. 430). The study clearly indicates how SES differences in work and family characteristics may be important for reducing SES inequalities of poor physical and mental functioning. In another cohort study, Kuper and Marmot (2003) found a high effort-to-reward imbalance predictive to higher risk of coronary heart disease and poor physical and mental health functioning. They found a high correlation between distributive injustice (efforts in relation to rewards) at work, and increased incidence of all cardiovascular heart diseases (CHD) and fatal CHD/non-fatal myocardial infarction (MI).

A five year longitudinal study on civil servants in London by Stansfeld, Bosma, Hemingway, & Marmot (1998) found that effort-reward imbalance, low job control,

high job demand and low social support predicted poor physical, psychological and social functioning.

In a prospective cohort study (Whitehall II study) including office staff of 20 London civil service departments, Bosma *et al.* (1997) find out that employees (either self-reported or independently assessed during the follow ups with a mean length 5.3 years) with low control in the work environment are associated with an increased risk of future coronary heart disease among men and women employed in government offices. The study also showed that employees with more variety of task and high job control may decrease the risk of coronary heart disease (Bosma *et al.*, 1997).

#### **1.15(II): WORKPLACE HARASSMENT & HEALTH AND WELL-BEING**

A research carried out on the occupational health and safety of workers has shown that there is a direct relation between harassment and work place illness, injuries or assaults as compared to other job stressors (Rospenda, 2003). The harassment at workplace has always a negative impact on the terms, conditions or decisions related to an individual's job, or it creates a hostile, intimidating or offensive working environment. Workplace harassment has been defined as negative workplace interactions that 'create a hostile, intimidating, or offensive working environment' (Rospenda, 2005, p. 96). Harassment can be defined in various ways, e.g., emotional abuse (Keashly, 2000), bullying (Einarsen, Hoel, Zapf & Cooper, 2003), aggression (Baron & Neuman, 1996); one thing that is common to all is the phenomenological experience. To analyse it in Indian context, harassment has the potential to be more nuanced, owing to the factoring in of differences based caste, religion, ethnicity, region, etc. One of the most delicate and complex structures of stratification evolved through a gradual process of social development is the caste structure which has historically exploited and marginalized certain communities for thousands of years. Thus all these factors go on to explain the sum and substance of socio-economic inequalities which have a causal effect on mental and physical health, which then go on to perpetuate further social inequalities in health (Bosma *et al.*, 1997; Kuh, *et al.*, 2002).

### 1.15(III): DIGNITY AND FAIRNESS

The workplace is the setting for multiple dignity encounters between individuals and collectives within an organisation. In the tussle for resources, spaces and places, dignity is mostly violated through social processes like caste, class, gender, religion and authenticity, manifested in the form of discrimination, rudeness, disregard, contempt and exclusion, physical and psychological violence. The physical and social environment of the workplace reinforce individual and collective asymmetries and inequalities of the broader social order, leading those who live on the social and spatial margins to feel that they are less worthy or valuable than their fellow workers. These absolute and relative deprivations create demoralization and stress, thereby making dignity a crucial determinant of workers' health (Jacobson, Oliver & Koch 2009).

In consonance with dignity, fairness is another essential aspect of human behaviour, social relations and organization of society (Kahneman *et al.*, 1986; Miller, 2001; Brosnan & Waal, 2003). Unfairness, though limited to the organizational context has been seen to be negatively affecting people's dignity, sense of self-worth and self-respect (Horton, 2004; Marmot, 2004a), which may lead to a series of negative or stress related reactions: increased risk of poor mental and physical health, (Marmot, 2004b; Wilkinson, 2005), including mental stress, physiological distress and high blood pressure (Kivimaki *et al.*, 2003; Wilkinson, 2005). For instance, in a prospective cohort study of 10,308 civil servants (6895 men, 3413 women) Kivimaki *et al.* (2004) found steep inverse relationship between low or declining level of justice at workplace and psychological distress, non-optimal health, and medically certified sickness absence. Apart from established stressors experienced by workers at workplace, the extent of justice at workplaces was found to be highly predictive of their health conditions. Similarly, in another prospective occupational cohort of 6442 male British civil servants, Kivimaki *et al.* (2005) found workplace justice positively associated with reduced incidence of coronary heart disease (CHD) among employed men independent of established risk factors of CHD (Kivimaki *et al.*, 2005).

Social structures have been there for ages, yet in a globalised world these have undergone significant metamorphoses. For instance, Indian society tends to be more discriminative and manipulative, with greater inequalities and social gaps in the aftermath of globalisation. Although these social structures were present since ages, their form in the present globalised world has predominantly influenced the structures of the Indian society, which tends to be discriminative and manipulative in nature. As such, three main social classes can be marked out at present:

1. *Elite Class* – A group or class of persons or a member of the most wealthy and powerful society who not only enjoying superior social, or economic status but at the same time own and control large corporations and other powerful institutions,
2. *Working Class* – socioeconomic class whose members provide and care for the human energy that produces the goods and services that are bought and sold in the marketplace and
3. *Professionals/Managers* – consists of a class that shares the characteristic of both the elite and the working class, and occupies an intermediary and a contradictory class position. While their work embroils administering bureaucratic organizations in the vested interests of the elite sections, yet their personal history including their work experience and professional training may lead them to identify with the working class (Wright, 1988; Moody, 1997; Perrucci & Wysong, 1999).

It must be noted that at ones work place, a person is more often than not exposed to certain inequalities which are embedded in the larger context of societal hierarchies. It has to be accepted that one's work place cannot remain insulated from larger social realities, social inequality being one of them. A good example to drive home this point is to look at the officers (managerial/professional class) on the one hand and the lower rank soldiers (working class) on the other. This dichotomy exists in most work-places.

## 1.16: CONCLUSION

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In the present chapter the researcher not only tries to understand the broader perspectives of health and the major issues related to it but also, attempts to recognize the causal factors which play a crucial role in determining the health status of armed forces. While acknowledging the importance of a class-based analysis put forth by many Western writers (elite/ working/ professional class triad), the researcher attempts to include other crucial factors such as caste, religion, including the social-economic background, in its broader analysis of the multiple aspects of job-related stress and health & well-being of Border Security Personnel. The interest of present study stems from this recognition. Locating a soldier — who is a part of the very society in which he works, though accumulated in its lower and maimed strata, marked by deep severance — in the organizational matrix and that too in context of Kashmir conflict is in itself enthralling but necessary to construe the perplexity of his life.

From the above literature review, three major themes can be drawn: One that health is a multi-factorial, multi-dimensional state; two, that material conditions are not enough to explain the status of health and well-being of a person. In fact, in Indian context, it is not wrong to say that non-material conditions supersedes the material conditions or at least are equally important in determining the health status of population, and at last a multi-dimensional, multi-factorial approach is needed to understand the complexities of health and its related issues. The chapter provides a detailed description of the methodologies used in the present study, including questionnaire preparation, sample selection and interview process.

## **CHAPTER – 2**

# **RESEARCH METHODOLOGY**

## **2.1: INTRODUCTION**

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The present study attempts to explore the mental health issues related to Border Security Force (BSF) personnel deployed in the conflict area of Jammu and Kashmir. With the aim of exploring and analysing the cost of conflicts and related issues, the study does not focus solely on issues of mental health of soldiers but in the process delves into the complex interrelationships between the former and the organizational structures, processes, and environment within which they operate.

This chapter covers the following aspects of the research methodology used in this study: conceptual framework, broad objectives and questions, main methodologies employed (including research design, sampling method, sample procedure, tools of data collection [both quantitative and qualitative method], piloting of tools, translation process, scoring and coding, administration of tools), data collection process, framework for data analysis (including statistical tools used), operational definition for broader themes for analysis, major obstacles in the process of data collection and finally the ethical issues in the study.

## **2.2: CONCEPTUAL FRAMEWORK**

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There is an emerging consensus that “social determinants” such as poverty, quality of life, employment, working and living conditions influence population health (CSDH, 2008). Despite this, much of the work regarding social determinants fails to consider what Raphael calls, “a master conceptual scheme’ that illuminates the political, economic, and social processes by which the quality of social determinants of health is shaped” (Raphael, 2006, p. 654). Mental health and well-being cannot be studied in isolation from the influence of the processes (material, non-material as well as psychosocial process) fashioned by them. They are becoming important especially as they shape different experiences that form a part of the social determinants of health. Their importance lies in a fact that they serve as markers of different experiences with many social determinants of health. And as a matter of fact improving health status



cannot be achieved unless these structural issues which sustain inequality are addressed.

The social determinants of mental health approach offers a broader based epistemology of health and well-being rather than prescriptive, individualistic, illness-oriented models that are focussed on by the bio-medical paradigm at the expense of more crucial determinants of health. The present study stems from this very recognition that stress and mental health linkages need to be understood within a broader social determinants framework. The health and well-being of BSF personnel are dependent on multiple factors requiring systemic understanding prior to different forms of interventions. Ironically, mental health and well-being of force personnel is not regarded with the same consideration as mental disorders.

With this backdrop, the present study conceptualizes the broader conceptualization of mental health in general and of BSF personnel in particular. While keeping in mind the specificities of the present problem, the present study incorporated a broader conceptual framework of social determinants. While analysing the factors (in organisation relm) affecting mental health and well-being of BSF personnel, the present study did not limit merely to material deprivation such as such as income, housing facilities at work place, living and working conditions, availability of health and recreation facilities among others, but at the same time addresses other important and crucial issues like social relation reflected in caste and communal and regional affiliations, organisation power position reflected in the rank hierarchy and interpersonal relations, fairness/justice at work, dignity/respect, workplace harassments and discrimination and so on, which profoundly influences mental health and well-being of soldiers.

For further understanding and to develop new insights about the dynamics of work stress, the study incorporated two theoretical models (i.e., *Demand/Control/Support Model and Effort-Reward Model*) of work stress, into larger framework of social determinants of health. Though both the have potential of being extended beyond the

contents of work to identify additional areas of socially patterned stressful experience in life (Albrecht *et al.*, 2003), each model has limited vision of different contours of large canvas of work stress. It is important to note, however, that these theoretical models were considered important in terms of their emphasis on the interactive dynamics between a worker, process and context in which he operates, and also in terms of their emphasis on proximal processes in work stress.

### **2.3: BROAD OBJECTIVES**

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The study attempts to explore factors influencing the mental health and well-being of Border Security Force (BSF) personnel deployed in Jammu & Kashmir Frontiers.

More specifically, *the study attempts:*

1. To explore the status of mental health of the BSF personnel through self-assessment.
2. To explore and document the life experiences of BSF personnel – both pre- and post-recruitment – and how these experiences shape their personal lives and mental well-being.
3. To explore the organizational nature and dynamics of the BSF (how the organization operates, hierarchy, division of labor, political control, and ideology, recruitment of personnel, their training, sources of commitment and of disillusionment) and its relationship to mental health/well-being of the BSF personnel.
4. To understand the role of proximity to conflict ridden situations in the lives of deployed personnel.

### **2.3 (I): BROAD RESEARCH QUESTIONS**

In the course of the research, an attempt was made to address the following four questions:

1. Why are soldiers vulnerable to a range of physical and mental disturbance? Is there any trend of non-specific ill-health symptoms reported by the BSF personnel posted in Kashmir? Are they among well-defined physical outcomes? What is the nature of this increase? Is this increase well substantiated? If so, what are the plausible explanations? What is the nature and quality of health care services available to the BSF personnel?
2. Whenever the soldiers (posted in forward areas) fall ill, are they provided proper health services? What kind of access do they have to the health services? What is the quality of health services provided to them?
3. What is the perception of an individual soldier toward his situation (living conditions – physical as well as social, and work environment – both physical as well as social) as such?
4. What is the nature of reactions of soldiers (deployed in conflict ridden area of Kashmir) at emotional, social and behavioral level towards the situation?

### **2.4: MAIN METHODOLOGIES EMPLOYED**

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#### **2.4 (I): RESEARCH DESIGN**

This study was designed to gain an in-depth understanding on how the individual's experiences of workplace and its associated issues affect the lives of soldiers. The problems like the present one were so complex that intuitive or impressionistic assessments were likely to be misleading. The evolving nature of the present research necessitates a flexible and non-restrictive research methodology, the intention being that the study will direct the methodologies used in an inductive as opposed to a

deductive fashion. In this matter, the researcher opted to use an *exploratory research design* based on the complexity and sensitivity of the subject matter under study. This method is used to explore the nature of a situation, as it exists at the time of the study and to explore the cause/s of a particular phenomenon (Kotler *et al.*, 2006, p. 122). The aim of explorative research was to obtain an accurate profile of the people, events or situations and to understand the psychological phenomena from the soldier's own perspective (phenomenologist approach). By utilizing exploratory research design, the researcher seeks to find out how soldiers get along in the setting under question, what meaning they give to their actions, and what issues concern them. The goal was not only to learn more about organisation but in the process also delves into the complex interrelationships between the soldiers and the organizational structures, processes, and environment within which they operate. It was also most compatible in fulfilling the research queries as it provided a wide variety of perspectives on concerned issues whilst providing the opportunity to determine whether higher rank officials maintain a different viewpoint over that of their subordinates. Considering the objectives outlined in the above section, the study utilizes both the *quantitative* and *qualitative* research method in order to obtain first hand data from the respondents.

#### **2.4 (II): SAMPLING METHOD**

For sample selection a '*non-proportional quota sampling*' of '*purposive sampling*' was opted. In purposive sampling, we take sample [perhaps] with a *purpose* in mind. Non-proportional quota sampling is a bit less restrictive compared to proportional quota sampling (Leary 2001). In this method, we specify the minimum number of sampled units we want in each category. Here, we are not concerned with having numbers that match the proportions in the population. Instead, we simply want to have enough to assure that we will be able to talk about even small groups in the population. In order to conduct this sampling strategy, the researcher defined the population first, stratified the population into four major sub-categories based on the nature of job of the unit and then further divided them into nine sub-categories based on their rank structure to make the sample. This method is the non-probabilistic analogue of stratified random sampling (Leary 2001), in that it is typically used to

assure that every strata of hierarchy in the chain-of-command is adequately represented in our sample.

### **2.3 (III): SAMPLE PROCEDURE**

The sample for the study was identified through a three stage procedure.

- **STAGE 1: SELECTION OF AREA**

The present study was carried out in the state of Jammu and Kashmir (J&K) and was restricted only to the two provinces of Jammu and Kashmir. These areas were selected particularly keeping in mind the requirements of the study. This was done basically because of two reasons.

1. BSF is a multi-faceted organization, marked by varied number of obligations at different spaces, while acknowledging that the most important responsibility for which they were created was to guard the borders of India. As it was not practically possible to include all the strategic areas of BSF in the study, so the study was restricted to one specific region which offers a '*unique*' blend of diversity. J&K provides an example of this amalgamation. It is a place where one can find quite-a-lot of assorted functions which the BSF is performing.
2. As a partial fulfilment of M. Phil degree, the research has to be completed in a stipulated time period. So the researcher decided to restrict it to J&K, as the time did not allow taking it any further.

- **STAGE 2: SELECTION ACCORDING TO THE NATURE OF DUTY**

Since its inception, the hierarchal structure of BSF hasn't changed so much (except exclusion of few lower ranks) but the same is not true as regarding its role, which has witnessed great expansion. Keeping this thing in mind, the sample was divided into four broad categories, based on the soldier's job description (assigned to 'units'):

1. Soldiers presently deployed at static locations providing security to the training centres, Frontier/ Sector headquarters, including Governor House (Raj-Bawan), present & former Chief Minister Residences and other important places.
2. Soldiers presently deployed on Line-of-Control (LOC), which also include the places/ posts at high altitude (up to 18,000 feet above the sea level).
3. Soldiers presently involved in counter-insurgency/ counter-terrorism & internal security matters.
4. Soldiers presently deployed on International Border (IB).

- **STAGE 3: SELECTION ACCORDING TO THE RANKS**

At the unit level the whole battalion has been divided into four broad categories including:

1. **ENROLLED FOLLOWERS (FOURTH CLASS):** This category is the lowest in the hierarchy of chain of command including 'sweepers', 'cooks', 'barbers', 'washer-men', 'water-carriers', etc.
2. **OTHER RANKS (OR'S):** This category is the nucleus of the battalion and constitutes the major portion of it (in terms of numbers). This category includes 'Constables' (CT) and 'Head-Constables' (HC).
3. **SUBORDINATES OFFICERS (SO'S):** This category consists of 'Assistant Sub-Inspectors' (ASI), 'Sub-Inspectors' (SI), and 'Inspectors'.
4. **OFFICERS:** Officers (also known as Commissioned Officers) in this category includes 'Assistant-Commandant' (AC), 'Deputy-Commandants' (DC), 'Second-in-Commandants' (2IC), and 'Commandants' (CO).

The same categorization was used for the qualitative part of the study, for which in-depth interviews were conducted except official ranks. Due to dispute with neighbouring countries of Pakistan and China, Kashmir Frontier does not have International border. Therefore, for both qualitative and quantitative data, sample was taken from Jammu Frontier only.

Total samples of 177 respondents were selected for the quantitative part of the study. This includes 131 (i.e., 74.01%) respondents from Jammu Frontier and 46 (i.e., 25.98%) participants from Kashmir Frontier. For qualitative part of the research, a total of 155 respondents participated, out of which 114 (i.e., 73.54%) were selected from Jammu Frontier and 41 respondents (i.e., 26.45%) were from Kashmir Frontier (for further details please refer to A1.1 & A1.2)<sup>25</sup>.

#### **2.4 (IV): TOOLS OF DATA COLLECTION**

In order to familiarize oneself and to collect background information on organisation, the researcher made a preparatory visit of the BSF in Jammu and Kashmir in month of Nov. 8<sup>th</sup> to Nov. 24<sup>th</sup> 2008. This visit was productive not only in terms of helping the researchers to understand the nature and the functioning of the organization but also helped the researcher to gain the practical experience of the kind of conditions in which they (soldiers) live and work. The information gathered was later utilized, in support of relevant literature, existing tools, proper consultation and discussions with experts in the field, to develop the tools for present research.

- **QUANTITATIVE METHOD:** For the quantitative data, a self-administered questionnaire was developed to collect the required information for the present study. The aim of questionnaire was to gain cognition of soldier's understanding. The quantitative design methodology was most appropriate as it involved the production of an appropriate questionnaire designed to elicit questions regarding issues related to soldiers work environment as well as

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<sup>25</sup> 'A' signifies the Appendix and 1 refers to appendix number.

their social life so as to generate data regarding the soldiers viewpoint on reasons and ramification of stress.

- **QUALITATIVE METHOD:** As quantitative data was insufficient for in-depth exploration of issues concerning the BSF personnel, interview technique was also opted for which an interview guide was made. It provided respondents with an opportunity to discuss in details issues and different facets of their lives and the environment in which they lived and worked. The interviews covers a range of themes were semi-structured using many themes regarding perspectives on life situations/ event and how these have become source of stress, and are affecting them both physically as well as mentally.

To get a holistic understanding of the organisation and of different categories/ranks of BSF personnel, it was essential to gather the perspectives of both the soldiers as well as their officers. Though the tools to collect data were same for both officers and those of the lower ranks, however, few modifications were done for officer ranks, as per the requirements.

#### **2.4 (V): SCORING AND CODING**

The questionnaire contained 105 items. Ignoring few, the majority of items were multiple choice questions. A set of codes was developed beforehand for every question. Coding was done in order to get the frequencies and the percentage of the responses so that comparison across ranks and Frontiers would be possible.

Most of the items were given with five option e.g. Never/ Seldom/ Sometimes/ Often/ Always, which were coded as 1 for Never, 2 for Seldom, 3 for Sometimes, 4 for Often and 5 for Always. Items with more than five options were coded accordingly. Few of the questions were of 'Yes/No' type, for which coding was done as: '1' for 'yes' and '2' for 'No'.



#### **2.4 (VI): PRE-TESTING OF TOOLS**

To ensure that the developed questions are congruent with the proposed research objectives and to guarantee that the questionnaire was clear and concise for utilisation on a broader sample scale, it was first pre-tested on different ranks of BSF personnel who were earlier posted in Kashmir (particularly at high altitude areas of border). This pre-testing of questionnaire has been carried out at the BSF Camp in Chawla, Delhi. Each of the respondents after filling up the questionnaire themselves were then interviewed for any difficulty encountered during the filling up of the questionnaire. The piloting of the questionnaire showed certain difficulties in some questions which were later modified. For instance, the cultural adaptation of the questionnaire was a rigorous and complex process. During piloting some amendments were made in the questionnaire regarding those questions which would have proved socially offensive. For example, there was difficulty in referring to marital relations or to sexual issues and these were either paraphrased by using culturally accepted expressions or was verbally clarified by the researcher. There were some suggestions given by the respondents, which were also incorporated (wherever possible) into the final version of the questionnaire. After some minor changes and alterations including additions, reframing, replacing, and rephrasing of certain questions, the questionnaire was finally ready for use.

During the initial phase of the research only the English version of close-ended questionnaire was developed. But while performing the piloting of questionnaire, the researcher encountered a number of problems, which could have affected the quality of data collection; problems which had not been previously anticipated. Thus, the translation of the close-ended questionnaire became a pre-requisite in this research study and hence it was carried out.

#### **2.4 (VII): TRANSLATION PROCESS**

With a diverse population of more than ten million (both culturally as well as linguistically), a majority of BSF personnel speak Hindi even though it is not their mother tongue. Therefore, it became very necessary to provide a translation of the

questionnaire in Hindi so that it could be used for both Hindi as well as Non-Hindi speaking respondents. The process included forward translation by two translators, and wherever there were discrepancies between the two, the researcher himself discussed each question with the translators. Based on the two forward translations and individual discussion with the translators, an intermediate questionnaire was formed, which was an amalgamation of appropriate questions from the two translations depicting the nearest translation to the questions contained in the original English questionnaire. Later that intermediate questionnaire was given to a third translator for evaluation. The aim of this first step was to produce a version that was as close as possible to the original questionnaire. However, due to shortage of time, the piloting of Hindi version questionnaire was not possible. All three translators were students (two of them were studying Hindi), with Hindi as the native language and had very good command over English. Even after using on-the-spot translation by the interviewer or using translated questionnaire, cultural-lingual diversity posed a challenge most of the time.

#### **2.4 (VIII): ADMINISTRATION OF TOOLS**

Filling in one questionnaire usually took thirty to forty five minutes time. The questionnaire design was also kept very simple.

#### **2.5: PROCESS OF DATA COLLECTION**

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The data collection for the study was divided into two phases.

##### **2.5 (I): PHASE-I**

The first phase included data collection (both qualitative as well as quantitative) from Kashmir Frontier. In this phase, the researcher visited the field for the collection of primary from 15<sup>th</sup> of Dec. 2008 to 17<sup>th</sup> of Jan. 2009. At the same time secondary data (if available)

On his arrival in Kashmir, a formal meeting was held with the research coordinator (assigned by the BSF) for the Kashmir Frontier. The researcher briefed him about the research topic and its requirements including sample, sample size and the kind of data required. In the process, a date/time of schedule for data was finalized that included the visits to the FDL's/ High Altitude areas as well as other locations. In addition, it was decided that researcher should first visit the FDL's/ High Altitude areas and for that, Bandipora sector was chosen. The prevailing unfavourable conditions in the valley (both political as well as climatic) were the reason to visit Bandipora first. Moreover, it was not possible to visit FDL's/ High Altitude areas as the road could have been blocked anytime.

A total of 102 respondents from different location and of different ranks participated in the first phase of the data collection. However, due to incomplete questionnaires, only 46 respondents were included in the final quantitative analysis, while 41 respondents were selected for interviews. In addition to primary data, the researcher also collected secondary data relevant to the study.

## **2.5 (II): PHASE-II**

For the second phase of the data collection the researcher visited the Jammu Frontier from 12<sup>th</sup> Feb. 2009 to 2<sup>nd</sup> of March 2009. On the first day of his arrival, the researcher had a personal meeting with research coordinator (assigned by the BSF) for Jammu Frontier. During the meeting the coordinator was briefed about the requirements of the research and especially about the constraints which the researcher faced during the first phase of data collection in Kashmir. The research coordinator assured that previous constraints that were encountered will be specially taken care of. For that reason and also to save time, the entire sample required from various units and locations of Jammu Frontier were collectively called in at the Udhampur Training Centre.

For the second phase of data collection, a total of 225 respondents from different locations and different ranks participated. For the same reasons as mentioned in first

phase, only 131 respondents were included in the quantitative analysis, while 141 respondents were selected for interviews.

During both the phases of data collection, to make respondents comfortable, each rank category was called separately for gathering data. Data collection was carried out without the presence of any other senior or junior ranks, so that the respondents would feel free to answer without any disturbance or external pressure. The exercise helped in two ways: one, respondents freely responded without any threat of interference, and second, during the process they also discussed various issues concerned to them.

For collecting qualitative data, the in-depth interviews were conducted. This time, instead of requesting the authorities to provide the required number of respondents for interviews, in the debriefing session held for soldiers (about the aims and purpose of the study and other details regarding the questionnaire), the researcher requested them to voluntarily participate. A total of 155 respondents participated in the qualitative data collection. Out of 155 respondents, 41 respondents were from Kashmir Frontiers and 114 respondents from Jammu Frontier (for more detail refers to A1.2). Overall, the data collection began smoothly and ended within the stipulated time period.

## **2.6: STATISTICAL TOOLS**

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The data collected in the study consists of both qualitative as well as quantitative form. The collected data was statistically analysed using Statistical Package for Social Sciences (SPSS). Descriptive statistic of simple percentages was applied to describe the characteristic of the respondents of the study. Cross-tabulation of data between two variables was done to further present relationships more clearly.

## **2.7: SECTION – (B) RESPONDENTS PROFILE**

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The BSF organisation recruited its personnel from different states of India. These soldiers come from varied socioeconomic backgrounds and demographic characteristics. To have an appropriate representation of sample of BSF personnel, therefore, it was a prerequisite to have sample which represents this diversity. This section presents the relevant demographic characteristics of the respondents who participated in present research. In addition to general demographics characteristic like age, educational background, family status, marital status, annual house-hold income, number of dependents and area they live (i.e., rural/urban or semi-rural/semi-urban and the state respondents belong), this section also presents the data on religion, and caste of the respondents. Few job specific variables are also presented including age when respondents joined BSF and number of years in present location.

### **2.7(I): RANK DISTRIBUTION**

As BSF is strictly hierarchical in nature, the rank of the respondent becomes crucial as respondents at different ranks have varied experience and hence the experiences of the respondent cannot be generalised. So an attempt was made to have representation from each rank category as far as possible. The following table (refer to A1.3) depicts the rank distribution among the participants of the present study. The Jammu strand represents two things, one cumulative figures of different ranks from four major categories based on job description i.e. Line-of-Control (LoC/LC), International Border (IB), Static Location (SL), and Counter-Insurgency Operations (CI-Ops), and the percentage of each category from the overall sample from Jammu Frontier. Similarly the Kashmir strand represents the cumulative figures and the percentage of sample from each rank excluding the IB category. The last strand represents the combined figures of sample (and their percentage from the overall sample) from each rank for both Frontiers of Jammu & Kashmir. However, it should be noted that the given rank order represents the partial rank order of BSF organization as sample was restricted to the battalions only.

### **2.7(II): AGE DISTRIBUTION**

As the figure (refer to A1.4) clearly indicates that the majority of the respondents (42.4%) across Jammu and Kashmir were between 38-47 years of age, followed by 28.2% between 28-37 years, while quite a good number of respondents were above 48 of age (20.9%). Only 7.3% of respondents were below 27 years.

### **2.7(III): EDUCATIONAL BACKGROUND**

Information about the education of the respondents (refer to A1.4) shows that almost all of the respondents are literate. However, the distribution of educational background of the respondents shows that the majority of respondents across Frontiers were with lower educational qualification (39%, i.e., up to 10th). This could be because of the given socio-economic back ground. For instance, Class-IV and Constables usually came from lower socio-economic background, and usually gets least opportunities to get good and proper education. In addition, the minimum recruitment age for these two groups is 18 years & that means they hardly get any chance to continue their studies further. Among the respondents, 21.5% had completed their secondary education, whereas 20% were graduates and 16.4% were post-graduates.

### **2.7(IV): RELIGION**

As figures clearly indicate (refer to A1.4), that across the Frontiers an overwhelming proportion are Hindus (89.3%) followed by Sikhs (4%), Muslims (3.4%), and lastly Christians (2.8%).

### **2.7(V): CASTE DISTRIBUTION**

The caste of the respondents is expected to be one of the significant and potential factors in understanding the complexities within a soldiers experiences stress, for example caste based discrimination and harassment at workplace can have a potential negative impact on mental health and well-being of a soldier. As shown in the Table (refer to A1.4), of the total sample, the General Castes (GC/forward castes) constituted 45.8%, Other Backward Classes (OBC) 19.2%, Scheduled Castes (SC)

13.6%, Scheduled Tribe (ST) 6.8% and Minorities 5.6%. The castes included in these broad categorisations vary from state to state. A thorough analysis was carried out to place each caste in its appropriate category based on their respective status in the state lists.

#### **2.7(VI): DOMICILE<sup>26</sup>**

Among the given sample (refer to A1.5), the majority of respondents (72.1%) across Jammu and Kashmir Frontiers were from rural background, followed by 18.6% respondents from urban areas. A small fraction of respondents i.e. 6.8% and 5.1% were from semi-rural and semi-urban areas respectively.

#### **2.7(VII): FAMILY STATUS**

From the figures (refer to A1.5), it can be seen that majority of respondents across Jammu and Kashmir Frontiers came from joint families (66.7%), followed by 31.6% having nuclear families.

#### **2.7(VIII): MARITAL STATUS**

Data (refer to A1.5) also presents an overview of marital status distribution among the participants. It is clearly evident that majority of the respondents i.e. 92.1% (across Jammu and Kashmir Frontiers), were married, followed by 6.8% who were single and a small fraction of 1.1% who were widowers.

#### **2.7(IX): GROSS ANNUAL HOUSE HOLD INCOME**

Information about annual house hold income includes respondent's income from all sources, which may include income from land, shop, wife being employed, Son/ daughter being employed, some family business, etc. It can be seen (refer to A1.5) that the income distribution among the overall respondents is negatively skewed,

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<sup>26</sup> A person's place of permanent residence that could be rural, urban, semi-rural or semi-urban.

slightly with a concentration of lower middle income respondents in the range of Rs. 70,001 to Rs. 120,000/-.

Income-wise, the respondents are a heterogeneous group with a large number falling in the middle income groups. For instance, 31.6% of respondents were having the Gross Annual House Hold Income more than Rs. 200,000/-, followed by 24.3% in Rs. 70,001 to Rs. 120,000/- range, and around 8.5% in Rs. 70,000/- group. In addition to income inequalities due to unequal resource distribution in hierarchically structured social systems, the hierarchical stratification of economic classes within organisation itself could be a major contributor to such unequal distribution of income, with intra-class variation often being negligible compared to inter-class differences.

#### **2.7(x): NUMBER OF DEPENDENTS**

Regarding dependents, 49.2% (across Jammu and Kashmir Frontiers) of respondents had of 4–6 dependents and 35% had 1–3 members as dependents in their families, whereas 9.6% respondents had 7-9 dependents and 5.6% had more than 10 dependents. Only one respondent (0.8%) from Jammu Frontier reported having no dependents in his family (refer to A1.5).

#### **2.7(xI): AGE WHEN JOINED BSF**

The minimum age to join the BSF is 18 years. The data regarding the joining in BSF (refer to A1.5) indicates that approximately 40.1% of the respondents (both from Jammu and Kashmir Frontiers) had joined BSF between 18 to 20 years of age, followed by 39% of respondents who joined BSF between 21 to 24 and 19.2 % between 25 to 30 years of age.

#### **2.7(xII): DURATION IN PRESENT POSTING**

The data (refer to A1.5) also reveals that the majority of the respondents (35.5%) across Jammu and Kashmir Frontiers have spent up to 3 years in their present posting, whereas 22.6% reported of being in their first year at their current posting.



Respondents with a period of stay of 3 to 5 years were 15.2% from Kashmir Frontier and 21.4% were from Jammu Frontier. Only 8.7% of the respondents have been in their respective postings for more than 5 years, and 22.9% were from Jammu Frontier. Importantly, given the small sample size from Kashmir Frontier, it cannot be said that soldiers in Kashmir had been on short deployments than soldiers in Jammu Frontier. Overall, it is evident that quite a large proportion of respondents must have got used to experiencing the long deployments in their presenting postings (that too in conflict ridden areas of Jammu and Kashmir).

### **2.7(XIII): STATE-WISE DISTRIBUTION**

The state-wise distribution (A1.6) depicts the cultural and lingual diversity of the respondents, representing 21 states of India. The data showed that the majority of respondents were from Uttar Pradesh (22.0%), following 10.2% from Jammu and Kashmir (with the majority from Jammu Province), and 9.6% from Rajasthan. On the other hand, Manipur and Gujarat represent only 0.6% each of the total sample.

To summarize, a total of 177 respondents participated in the present research. The forgoing description has shown that the sample was predominantly and overwhelmingly Hindu (89.3%), with a majority of General caste (45.8%). A large proportion of the respondents were from rural areas (66.1%), followed 18.6% from Urban areas. A majority of respondents (42.4%) were middle aged (i.e. 38-47) and 92.1% married. Out of total sample, 66.7% were living in joint families, followed by 31.6% from nuclear families. Almost all the respondents were educated.

While doing the analysis the following issues will be taken care of: rank profile i.e. as a group what are their concerns and at individual rank what are the broad issues, nature of duty, problems specific to work profile (office work, field work), interpersonal relations (with officers, peer groups), caste, regional affiliation, rank affiliation, support mechanisms-family, peer-groups, superiors, marital status, family status, socio-economic status, and specificities at sector level e.g. climatic conditions,

intensity of conflict, job pressures, job responsibility, etc. These issues will help in interpreting the data collected.

## **2.8: FRAMEWORK FOR DATA ANALYSIS**

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Data gathered through the questionnaire was processed using Excel and SPSS software program. Open-ended qualitative data was processed and analysed manually. A broad framework for analysis emerged – based on recurrent themes and broad patterns. Further analysis was done keeping in mind the specificity of each rank group, i.e. as a group what are their concerns and at individual rank what are the broad issues, nature of duty, problems specific to work profile (office work, field work), interpersonal relations (with officers, peer groups), caste, regional affiliation, rank affiliation, support mechanisms-family, peer-groups, superiors, marital status, family status, socio-economic status, and specificities at sector level e.g. climatic conditions, intensity of conflict, job pressures, job responsibility, etc. These issues helped in interpreting the data collected.

### **2.8.1: OPERATIONAL DEFINITION FOR BROADER THEMES FOR ANALYSIS**

- ❖ **(I) WORK ROLES:** – They refer to various parts and roles a soldier has to constitute and play in the regulation of his duty and the organization at large. A soldier may be assigned one kind of a job at one time and another kind of a job at another time. The amount of the responsibility will also vary with the nature of task assigned.
  
- **ROLE AMBIGUITY:** – People working in a military organisation have specific roles to play. Each role comes with a number of expectations that are being placed on the individuals who are performing these roles. However, if these expectations are beyond any written rules of an organization or are not clearly spelled out, it usually leads to what is known as role ambiguity.

- **ROLE CONFLICT:** – It is defined as a situation in which a person is expected to perform two or more roles that create conflict in the fundamental ways and contradict with each other. Role conflict refers to imprecise or conflicting job demands.

❖ **(II): WORK STRUCTURE/ DESIGN OF TASK**

- **LONG WORKING HOURS:** – These refer to the lengthy, overburdened and continuous working periods. Due to these rigid work practices, people are unable to work out and function and frame their own solutions to the day-to-day problems, they encounter at their workplaces. in which a worker has to work continuously
- **INFREQUENT REST BREAKS:** – When the rest breaks are haphazardly arranged, that is to say that they are either long or very short, or if they are of equal duration, they are not frequent and regular, these are known as infrequent rest breaks. Break itself refers to a period of time during the working day when an employee is allowed to be away from their workstation for a rest or meal break.
- **HEAVY WORKLOAD:** – Workload refers to the pressure and stress created on the people by the heavy nature of work which they have to do within a limited and scheduled time period. The heavy amount of work assigned to or expected from a worker in a specified time period usually exceeds his capacity both physically as well as mentally.
- **LACK OF CONTROL OVER THE WORK AND WORKPLACE:** – It refers to the degree of inflexibility at workplace which restricts a person to participate in decision making process which governs his work or work environment.

- **MONOTONY:** – It refers to the workers perception of the amount of variety in his job.
  
- ❖ **(III): MANAGEMENT STYLE:** – These refer to the general manner, outlook, attitude, and behaviour of an officer in his dealings with his subordinates. In other words, it is a leadership method used by officers and superior ranks to administer the organization. For example, in case of BSF, it is more of autocratic or authoritative style, which signifies that the superiors makes all the decisions, keeping the information and decision making among the senior management. Objectives and tasks are set and the soldiers are expected to do exactly as per requirement. The communication involved with this method is mainly downward i.e. from the superior officer to the subordinate, and includes close supervision.
  
- **AUTONOMY:** – refer the extent of freedom given to soldiers to taken an active in the decision making process which governs their work.
  
- **RESPECT AND APPRECIATION:** – It refers to the feelings of honour, applause and praise provided by the seniors and the higher rank officials to the junior workers, soldiers, people in the lower rank orders.
  
- **JUSTICE AT WORK:** – It means whether people believe that their supervisor considers their viewpoints, shares information concerning decision-making and treats individuals in a respectful manner.
  
- ❖ **(IV): WORKING AND LIVING CONDITIONS:** – It refers to an environment in which a soldier performs his duties and lives. They also refer to the aspects involving shelter, food, weather conditions, infrastructure of the working area, security, and various other facilities which are provided to the soldiers to work and live at ease.

- **SENSITIVITY OF THE AREA:** – It refers to all the threats associated with a place (also called ‘Hard Area’) either due to its strategic location or vulnerabilities because of the on-going conflict.
- **ISOLATION:** – It refers to the various conditions and situations created by the nature of the job and the lifestyle of the soldiers. This happens due to the dynamic nature of the work or the duty, a soldier has to perform in this fast growing world
- **WORKPLACE FACILITIES:** – They refer to the resources necessary not only to carry out certain tasks but also for promoting the safety and security of soldiers performing those tasks. These facilities could vary from place to place according to the nature and location of the workplace. Examples may include comfortable and well-constructed bunkers, sheltered area in which to eat, an adequate supply of drinking water, electricity at the place of duty, and a place to take rest if unwell.
- **LIVING ACCOMMODATION:** – The term living accommodation is used to refer to a broad spectrum of physical structures including buildings, complexes, and other physical entities at workplace in which a soldier lives. The structures or the living quarters may vary from barracks to comfortable apartments or build up accommodations at unit headquarters.
- **LIVING CONDITIONS:** – These include all those facilities essential for daily living e.g. clean and hygienic toilets and washing areas, adequately lit and ventilated rooms, provided with some means of controlling atmospheric conditions, including air velocity, radiant heat and temperature.
- **MEDICAL FACILITIES:** – They refer to the necessary health facilities (including hospital, doctors, medical staff and medicines) provided to soldiers at their workplace for assuring their health, safety, and welfare.

- **MANPOWER:** – It refers to the sufficient number of personnel needed to perform a specific task within the limits of their capability.
- **OTHER FACILITIES:** – These refer to all those agreed facilities and services which support and improve the quality of work life and associated primary activities.

❖ **(V): REST AND RECREATION –**

- **REST:** – It refers to rest breaks which mean the breaks of short duration particularly scheduled to occur in between the working periods so as to save the workers and the soldiers from the exhaustion which might make them lose interest in their work and make their health as well as their performance of work to suffer. When the amount of work crosses the normal hours a soldier is scheduled to work without any rest breaks.
- **RECREATION:** – It refers to an activity (-ies) undertaken for the replenishment of strength, pleasure or satisfaction which is required by an individual after his/her work. Enjoyment and relaxation helps in renewing the health and spirits of a working body. Such activities include playing, watching television, reading books or news-papers, etc.
- **RECREATION FACILITIES:** – These are the facilities that are provided by the organisation to the workforce either of the higher or the lower rank order which help them to overcome the feeling of boredom and dullness developed as a result of the continuous exposure to work or the continuous affiliation to only one kind of work. These include sporting, access to entertaining television programmes, picnics, tours and the occasional visits to the respective families of the workers
- **TIREDNESS/ FATIGUE:** – It refers to the condition(s)/factors specific to both work contents and context that continually exhaust a person both physically and/or mentally.

- **SLEEP DEPRIVATION:** – It refers to the condition(s)/factors specific to work and workplace environment that continually deny or deprive an individual from having the normal quantity of sleep in hours.
  - **CONTINUOUS OBSESSIVE THOUGHTS OF PENDING WORK:** – These refer to the condition(s)/factors specific to work that leads to chronic, unrelenting worry and keeps a person mentally alert and disturbed.
- ❖ **(VI): INTERPERSONAL RELATIONSHIP:** – They refer to the reciprocal social and emotional interactions between the soldiers and their superiors and colleagues in the organisation.
- **SUPPORT MECHANISM:** – It refers to the level of support and security offered to a soldier to deal with his material as well as emotional problems by the head authorities, senior officials or for that matter, by the organisation itself.
  - **EXPECTATION:** – It refers to the act of looking forward to something. That is to have an eager anticipation of something. For example, the eager anticipations of the soldier on part of the high grade officials.
- ❖ **(VII): WORK-FAMILY BALANCE:** – It refers to maintain a balance between work and private life, using one's best efforts and abilities. It means having enough time to do your job well, being able to balance both work and personal life and without constantly feeling stressed or frenzied.
- **FAMILY QUARTERS AT WORKPLACE:** – They are government quarters or housing facilities available at each Unit/ Battalion or frontier or sector Headquarters assigned to members of organisation to keep their families in the vicinity of their workplace. These refer to the various conveniences and provisions of shelter and food that must be present at the workplace so as to make the workforce comfortable.

- **FAMILY VISITS:** – It means soldier's frequency of visit to his home. It refers to the occasional visits by the soldiers to their respective families which create a sort of space for the employee or the worker to rest, get refreshed and simultaneously care for and cater to the needs of their families.

❖ **(VIII): PERCEIVED JOB-SATISFACTION AND FUTURE CONCERNS: –**

- **PERCEIVED JOB SATISFACTION:** – It refers to the feeling of accomplishment of goals and a sense of achievement a worker tends to have in an organization. It describes how content a person is with his job. It also implies how one is doing his or her job and is s/he being rewarded for her/his efforts through timely promotion, competitive salary, etc.
- **RANK:** – It refers to the grade of official standing – a position in the military hierarchy.
- **PROMOTION POLICIES:** – They refers to a set of rules and guidelines set forth by the organization through which a staff member is promoted to a position of increased responsibility or complexity of duties requiring a change of title and having a higher salary range.
- **SALARY:** – They are the regular wages or compensation for services received by a soldier from the organisation on regular monthly basis.
- **PUNISHMENT POLICIES AND PRACTICES:** – These refer to a set of rules and guidelines set forth by the organization, which are framed to punish those soldiers whose actions are out of order and out from legal bounds. These policies are usually framed to maintain discipline, law and order at the workplace.
- **POSTING:** – It is a process of transferring a soldier from one place of duty to another or the movement of a soldier within and across operation areas.



- **SELF-SATISFACTION AND SELF-ASSESSMENT VIS-À-VIS JOB/ FAMILY:**  
Self-satisfaction refers to the contentment or the satisfaction felt by a worker with the various aspects of his personal as well as his professional life. Over all it is a kind of satisfaction felt by the worker with respect to all the dimensions of his life. Self-assessment is the process of assessing and evaluating one's life internally as well as externally in order to get a feeling of living a life with a definite purpose.

## **2.9: MAJOR OBSTACLES IN THE PROCESS OF DATA COLLECTION**

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The obstacles/setbacks that the researcher experienced while collecting the data are given below:

1. To make soldiers comfortable and ensure their full participation, it was decided that soldiers from each rank/ category would go to fill the questionnaire separately without the presence of any senior or junior ranks. However, the first problem that arose in the process of data collection when respondents of different ranks were sent together. Due to this mismanagement, often the session got disrupted (as soldiers were not feeling comfortable in the presence of their senior officers), sometimes a few expressed suspicion of the intention of the researcher due to mismanagement.
2. Though ensured by authorities that those who will participate in interviews would be relieved from their formal duties, however, in field, soldiers were not able to give sufficient time because of their busy work schedule. The soldiers complained that though they are attending interviews, it does not relieve them from their unfinished assigned duties. They cannot call off the day after finishing it. Due to such conditions they remained always in a state of hurry, which not only hindered the progress of research but also proved to be an extra burden, an additional obligation, which they had to complete on time.

3. To have an appropriate representation (particularly for interviews), though difficult, the researcher tried to ensure that the '*given*' sample represents diversity not only in terms of their respective ranks in the hierarchy but also the places they belonged (regions/states). In this regard, the selected samples were specifically and intentionally chosen (from the '*given*') and were being called for interview sessions. To ensure their participation in interviews, their respective '*units/ battalions*' were actually being informed about the schedules. This was done with the proper consultation of the coordinator. However, despite such steps things could not be *fully* brought to fruition. The reason to this was that the chosen soldiers who were being called for the interview were actually not turning up. When enquired about it, the researcher was informed that (despite the knowledge about the schedule) they were busy with their usual duties.
4. With the proper consultation of the coordinator, the process of data collection was started with two major categories from Sector Headquarter Bandipora. However, due to snowfall most of the officers were inaccessible because they were posted at such places which were impossible to reach, at least without any sophisticated transportation. This restricted the researcher from interviewing the senior rank officers, and thus limiting their information to mere questionnaire. Besides, the officers who were available and accessible, directly refused to participate in the interview sessions, as they could not manage to give it in the required time owing to their busy schedule.
5. While the research demanded that the questionnaires must be filled in the presence of the researcher, but officer rank often asked to send the questionnaire without meeting the researcher in person. Questionnaires were often sent back incomplete. The researcher had to sent back questionnaire repeatedly, as they tend to skip some items. The act resulted in confusion and subsequent wastage of time. Above all, the indifferent attitude of officers towards the research itself reflected that they could not involve themselves fully in the process, and they verbally often qualified the on-going research as a futile exercise and not concerning them.

6. An uncongenial atmosphere created by the repeated '*hartals*'<sup>27</sup> and curfews during the post-election time in Srinagar hugely affected the process of data collection. For the researcher's security, the fieldwork was delayed for many days. The extreme climatic conditions played no less role in hampering the data collection schedule.

Due to the above mentioned reasons, as well as the nature of the organization itself, the first phase of data collection got delayed on many occasions and could not be completed in a stipulated period that ultimately resulted in delay of the second phase. Overall the period of data collection got shortened undesirably.

## 2.10: ETHICAL CONSIDERATIONS

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As this study required the participation of human respondents, specifically soldiers, issues of individual anonymity were the largest ethical dilemma inferred by this proposed study. The consideration of these ethical issues was necessary for the purpose of ensuring privacy as well as the safety of the participants and to avoid jeopardising the soldiers and to ensure that they are comfortable while providing responses which may cast a negative light on the '*internal operations*' or within their organisation. In order to secure the '*consent*' of the selected participants, the researcher relayed all important details of the study, including its aim and purpose. By explaining these important details, the respondents were able to understand the importance of their role in the completion of the research. The respondents were also advised that they could withdraw their participation from the study even during the process. With this, the participants were not forced to indulge in the research, *at least from the researcher's side*. The confidentiality of the participants was also ensured by not disclosing their names or personal information (like battalion numbers or their

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<sup>27</sup> The term 'Hartal' is commonly used term which refers to a general strike, a mass protest often involving a total shutdown of workplaces, offices, shops, courts of law as a form of civil disobedience. In addition to being a general strike, it involves the voluntary closing of schools and places of business. Wikipedia.org. (n.d.). Hartal. Retrieved June 1, 2009, from [encyclo.co.uk](http://www.encyclo.co.uk): <http://www.encyclo.co.uk/define/Hartal>

service/ belt number). Only relevant details that helped in answering the research questions were included. Thus, all respondents for this study were ensured strict anonymity in the presentation of research data results.

## **2.11: CONCLUSION**

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This chapter outlined the objectives and specific methodologies including sampling and procedures used to accomplish this study. The researcher used both quantitative as well as qualitative techniques to investigate the research question. The approaches chosen as most suitable for this research included a wide range of methodological components, drawn from a broad variety of social research methods. It covered the theoretical bases of the development of the research design, followed by the description of the research design, including an overview of the two phases of the data collection. In addition, the chapter also gives an over view of the analysis plan and list of operational definitions used to analyse the data collected. The summative research findings are interpreted and analysed in next chapters. The purpose of the next chapter is to provide a summary of relevant background information of BSF organisation.

## **CHAPTER – 3**

# **ORGANISATIONAL PROFILE**

### 3.1: INTRODUCTION

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The aim is to give a brief introduction Border Security Force organisation, its culture and activity. This chapter begins by giving a brief introduction about paramilitary in general and Indian paramilitary in specific. Following that the chapter starts by looking at the evolution of BSF as an organisation. It then goes on to describe the most important characteristics/components of organisation, including division of labour, nature of work, working conditions, planning, decision making structures, formalization and mechanisation roles and responsibilities, entry, and training. Finally the chapter gives a brief introduction about the Jammu and Kashmir Frontiers, its topographical feature, and institutions under it.

### 3.2: INDIAN PARA-MILITARY

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The term '*paramilitary*' is commonly used to refer to a force whose function and organisation are similar to those of a professional/ regular military force, but is not regarded as having the same status (Paramilitary, n.d). However, there exists no single definition of paramilitary. With different context the term has been interpreted differently. For instance, in Northern Ireland, the term paramilitary refers to any illegal armed group that has been active throughout the conflict (Dingley 2009, p 35), but in India, the term paramilitary refers to a unified central military force which acts as armed forces auxiliaries but has no allegiance to the Indian Army. Though they are not considered part of the military but most of them are *organised* and *run* in the same manner.

In India, 'paramilitary' is an umbrella term referring to a large number of armed forces operating within it with a wide range of roles. For example, 'Internal Security' organizations — like National Security Guards (NSG's) or Central Industrial Security Force (CISF) or Central Reserve Police Force (CRPF), 'Border Protection' organizations like Indo-Tibetan Border Police (ITBP) or Border Security Force (BSF) — and 'Law Enforcement' organizations like Rashtriya Rifles (RR) or Rapid Action Force (RAF). These organizations are not considered part of the regular military but

are similar in training, equipment and/or organization. The BSF is called a paramilitary force because it occupies a nebulous position between being part of a police force and being a professional military organization. There is sometimes overlap between these and regular armed forces but they are administratively separate from the military. The Para-military is under the administrative control of *Ministry of Home Affairs* (MHA), whereas Ministry of Defence controls the regular army.

### **3.3: CREATION OF BORDER SECURITY FORCE: A SHORT HISTORY**

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India is a federal state, in which political power is shared between the federal government (referred to as the *Union Government* or *Central Government*) and the states and territories of India. Soon after the Independence of India in 1947 and till 1965, the security of India's international land borders (north, north-eastern & eastern) were actually manned by the local State Armed Police Battalions of every bordering state, with little or no inter-state co-ordination (BSF Manual, 2005). The Indo-Pak War of 1965 showed the inadequacies of these arrangements. These armed police forces were neither properly organized nor equipped for the assigned task. The war demonstrated the inadequacies of the existing border management system and exposed scantiness of the state in protecting the country from external armed aggression. Meanwhile this war also saw the largest amassing of troops in Kashmir since the Partition of India in 1947, a number that was overshadowed only during the 2001-2002 military standoffs between India and Pakistan (Fontna 2004, p. 67), when it crossed over 700,000 (Bidwai, 2003).

After the 1965 war, the Government of India immediately felt a need for an efficient security policy that will satisfy both current and future security requirements and ensure the reliable surveillance of the borders, as well as the provision of the necessary actions regarding the internal security matters. Thus the need for a specialized centrally controlled force, which would be armed and trained to man the International Border with Pakistan, led to the formation of the what we know today as the Border Security Force – a unified central agency with the specific mandate of

guarding India's International land boundaries during the peace time, principally in West Bengal, the North-eastern states, and Jammu and Kashmir including line of control in Kashmir.

The border security force formally came into being on 1<sup>st</sup> December, 1965 as a result of the recommendations of the Committee of Secretaries appointed by the Central Government. Border Security Force as an organisation was raised by amalgamating more than 25 armed police battalions of various States (such as Punjab Armed Police, Rajasthan Armed Constabulary and Madhya Pradesh State Armed Force) deployed on the International Borders. They were embodied to form the nucleus of BSF. The newly embodied 'units' (also known as 'battalions'<sup>28</sup>) were immediately deployed on the International Borders of Jammu, Punjab, Rajasthan and Gujarat and on Line of Control (LoC) in Kashmir. Initially, numerous individual officers from the police and the Defence Services, particularly the Indian Army, were drafted to man the jobs at various levels in the organisation (BSF Manual, 2005). Shri K F Rustamji, an Indian Police officer (IPS)<sup>29</sup> was appointed as the first chief of BSF. Over a period of time the force imbibed the traits both from the police and Army, charted its own course, culture, traditions, rules with a fair degree of standardisation and uniformity.

The Border Security Force is responsible for surveying India's International land border, controlling border traffic and maintaining order at the borders. It is trained and conditioned to fight at altitudes of approximately 18,000 feet (5486.4 m) and greater. The BSF co-operates with the Police, the Customs Police, the Indian Army and National Security agencies (like Central Bureau of Investigation (CBI), Research and Analysis Wing (RAW), etc.). The legal power of the BSF is enshrined in the constitution under the BSF ACT of 1965, as is that of the other Para-military organisations. The Act states that the BSF is not part of the armed forces and performs its border duties at the international border within this legal proviso. It carries out its

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<sup>28</sup> A battalion is a military unit of around 1210 men usually consisting of between six and seven companies and typically commanded by a Commanding-officer.

<sup>29</sup> IPS refers to Indian Police Service.



policing on International Borders and other activities inside Indian Territory (BSF Manual, 2005).

### **3.4: BASIC COMPOSITION**

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#### **3.4(A): THE STRUCTURE OF THE BORDER SECURITY FORCE ORGANISATION**

Though the force is located in different places, but the organisation is mainly controlled at three levels, consisting of *central*, *frontier*<sup>30</sup> and *sector*.<sup>31</sup> The central organ of the organisation — also known as the Force Headquarters — is situated in New Delhi. Its territorial offices include 12 frontier Headquarters (Figure 3.1), which are bifurcated into several Sector Headquarters. Subordinate to the Frontier HQ are the Directorates and Battalions Headquarters and at some places training centres.

BSF is an organization that differs greatly in size, function, and makeup with paramilitary organisations. Nevertheless, the operations of nearly all organizations are same i.e. policing Indian borders as well as maintaining law and order in the country. What makes BSF different is division of labour, decision-making structure, and rules and policies.

#### **3.4(B): DIVISION OF LABOUR**

BSF practices division of labor both vertically and horizontally. Vertical division includes three basic levels—top, middle, and bottom. The chief function of top officers is to plan long-term strategy and oversee middle officers. Middle officers generally guide the day-to-day activities of the organization and administer top-level

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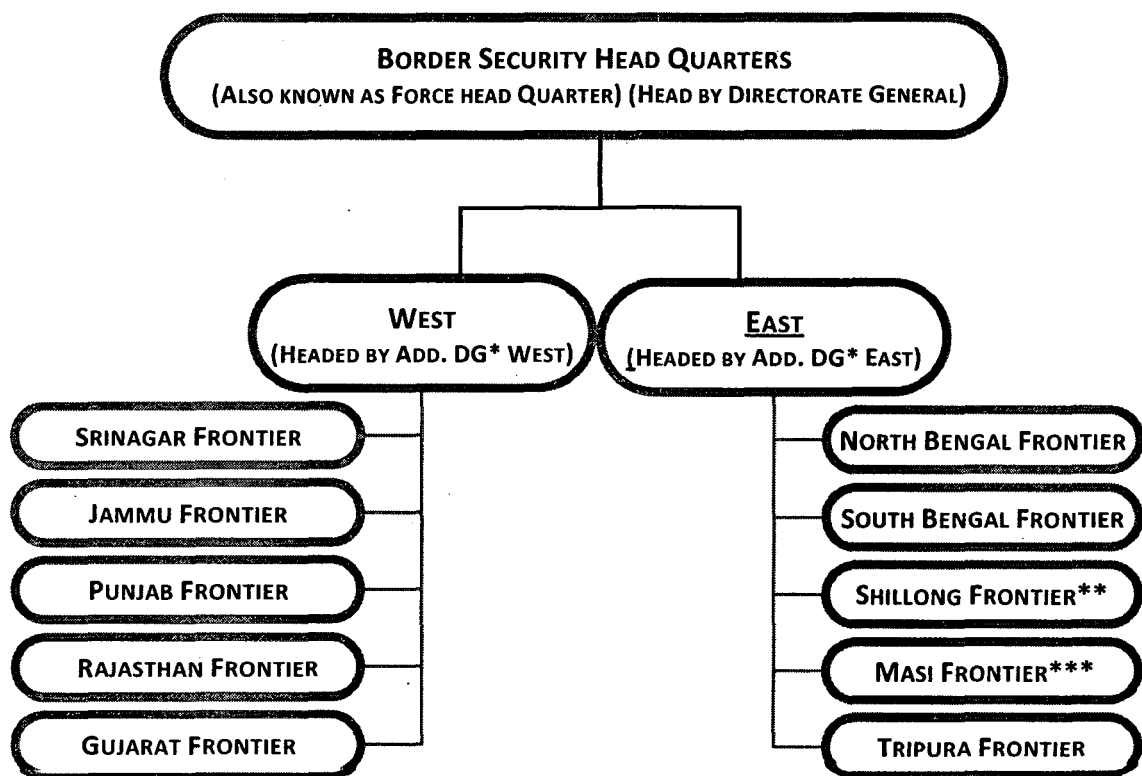
<sup>30</sup> A frontier is a political and geographical term referring to areas near or beyond a boundary, a portion of a military position. *Frontier*. (n.d.). Retrieved June 17, 2009, from wikipedia.org/: <http://en.wikipedia.org/wiki/Frontier>

<sup>31</sup> Sector is a designated defence/ or offensive area, usually in a combat zone or conflict area, within which a particular military unit(s) operates and for which it (they) is responsible.

strategy. Low-level cadre (mostly soldiers) put strategy into action and perform the specific tasks necessary to keep the organization operating.

Organization also divides responsibilities horizontally by defining task groups, or departments, and assigning workers with suitable skills to these groups. Broadly, the organisation has three operational organs - the General Duty branch, the Technical branch and the Medical branch.

**FIGURE 3.1: FRONTIER DISTRIBUTION<sup>32</sup>**



The General duty branch which forms the core of BSF organisation, performs the basic functions of the organisation i.e. vigilance on the borders, while technical

\* ADD DG. means Additional Divisional Commissioner

\*\* Shillong Frontier is also called Assam and Meghalaya (A&M)

\*\*\* Masi Frontier is also called Mizoram & Cachar (M&C)

branch with expertise and services acts as support staff to them. The general duty branch mostly deals with operations and controls or internal security matters. On the other hand, technical branches maintain equipment, telecommunication networks and are in charge of construction work. Thus the duty of technical branch is to ensure the effective working of communication lines and passes on information to senior officials at all times, plus, seek the necessary guidance/ instructions on the matters relating to the internal security. The *medical branch* mostly consists of graduate doctors and Para-medical auxiliaries. Each battalion has been authorised with one doctor and other Para-medical staff, which provides the primary level health care to BSF troops. They make a complementary team. Other than the above mentioned branches the other operational duties performed by the organisation involves counter-insurgency/ counter-terrorism operations (known as CI-Ops) and Intelligence services (known as G-Branch).

#### **3.4(C): NATURE OF WORK**

An organisation intend upon maintaining high efficiency levels at various fronts round the clock, produces occupations and circumstances requiring prolonged, continuous work periods which in turn creates tremendous stress. Working in BSF means prolonged, sustained work periods without rest, in which individual soldiers continue beyond the normal 8 to 10 hour work day. In many of these sustained work situations, the termination point for a shift is not fixed either. Such activities usually require prolonging physical stamina and sustaining high levels of cognitive effectiveness. These continuous operations are of two types in BSF: First, there are administrative operations, jobs, or tasks that proceed continuously with only a short break or breaks, but that operate within a typical shift system for lengthy periods, longer than a normal duty day. 'Officers Ranks' and 'Subordinate Ranks' usually come under this category. The worker knows that he will be relieved or will be able to rest. Second, there are sustained operations (typically ground/ physical work), planned or unplanned, goal-oriented, nonstop continuous performance/operations without allowance or least time for rest or sleep, in which the worker is expected to keep going as long as he can. 'Other Ranks' and 'Class-IV' employees usually come under

this category of operations. However, these work demands keep on changing in their extent and type with the changing deployments.

#### **3.4(D): WORK CONDITIONS**

Working in Jammu and Kashmir Frontiers is both physically and psychologically demanding. There are lot of real and potential adverse environmental and internal factors that could influence the health status of the soldiers on duty. To begin with, physically and psychologically demanding workload in adverse and variable climatic conditions (from freezing cold to sweltering heat), sleep deprivation/ fatigue, isolation, psychological factors (those that signal danger, or threat of physical or psychological harm and those that represent limitations of cognitive or physical capacity to meet a demand, such as high work load, lack of control over a situation, ambiguity and time pressure) and other jeopardy, make the soldiers vulnerable to physical and psychological break down.

#### **3.4(E) PLANNING**

At the central level, planning, organisation, co-ordination and the implementation of the BSF's professional activities (like border guarding, border traffic control, maintenance of regulated order on the international border with neighbouring states, investigations and intelligence, service on duty and training) are carried out by the operational General Directorate headed by DG BSF and at the regional level by the operational deputy directorate's structure headed by IG's and DIG's.

#### **3.4(F): DECISION-MAKING STRUCTURES**

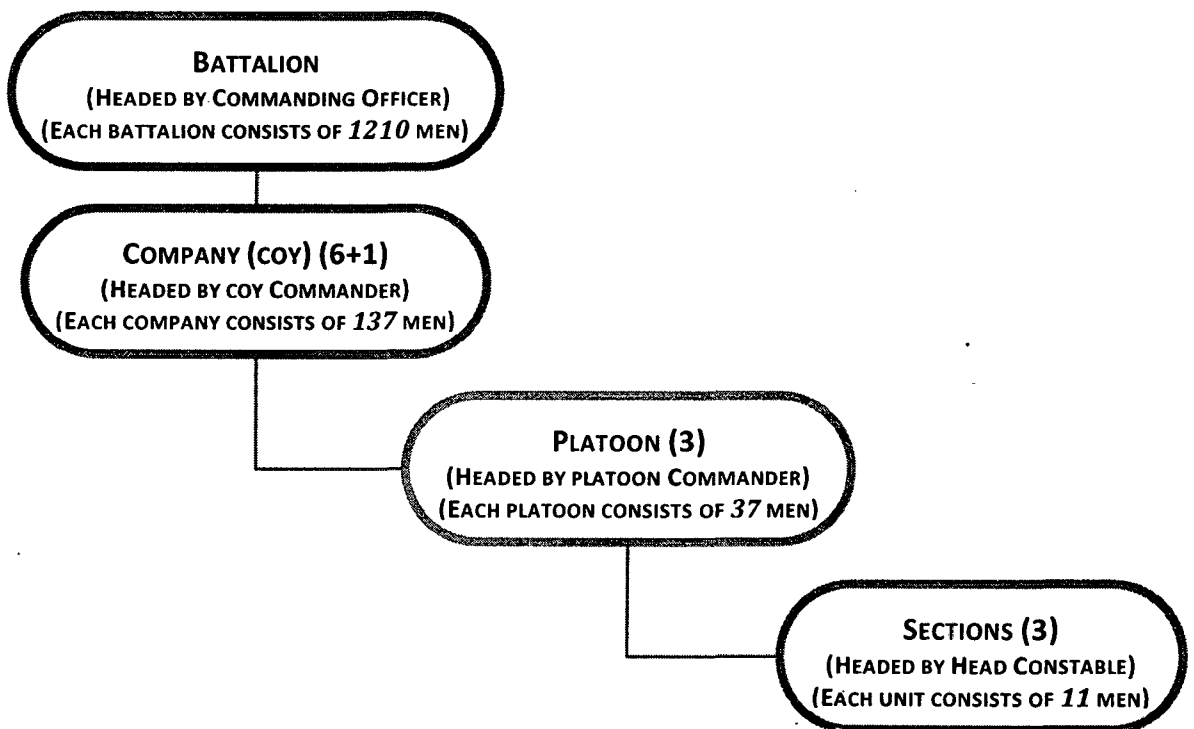
Traditionally, BSF has used a rigid organizational structure and is '*centralized*' in its decision-making structures. A well-defined chain of command is used to delegate responsibilities, where important decisions usually emanate from high-level officials and are passed down through several channels until they reach the lower end of the hierarchy. This tendency makes BSF highly bureaucratic and hierarchical in structure.

The subordinate's job is to follow instructions from the higher level without questioning. Each rank is often required to report only to the rank immediately above it and usually is not allowed to seek advice or opinion from additional ranks without the permission from the ranks in-between. Failing to follow the chain of command can lead to disciplinary action against the soldier.

### 3.4(G): FORMALIZATION AND MECHANISATION

Every action of a soldier is predetermined and governed by the written rules, procedures and policies enshrined in BSF Act of 1965 and subsequent amendments. This makes the BSF '*formalized*' in nature. Moreover, BSF intends and emphasises importance of maintaining high efficiency levels through extensive use of rules and procedures, centralized authority, and division of labour, making it highly '*mechanised*' in nature.

**FIGURE 3.2: ORGANIZATION CHART OF A STANDARD BSF BATTALION**



### **3.4(H): ROLES AND RESPONSIBILITIES**

In BSF tasks are dispensed among the personals in a specific hierarchy. The higher ranking officials get those jobs involving less physical work, more decision making powers and greater authority, while lower ranks jobs comes with more physical work and meagre freedom, thus make the job more tiresome and demanding. Although, the job of BSF did not remained confined to those functions for which organisation was actually created; but gradually it became a multi-task organisation.

**(A) PEACE TIME:** The BSF primarily meant and trained to guard the territorial border of country were given different tasks all together:

- To guard the international borders and L.O.C from any external aggression from the neighboring state.
- Promote a sense of security among the people living in the border areas including protection of their property.
- To intercept illegal immigrants and related illegal activities infiltrating into India from its neighbouring countries. Prevent trans-border crimes including smuggling of arms and explosives, narcotics and counterfeit currency, unauthorized/unlawful entry into or exit from the territory of India and provision of early warning about smugglers movement/concentration to the police.

Though created with the purpose of securing the International Borders and line-of-control, the BSF has increasingly being called upon to perform important duties beyond its charter such as internal security, security of highways, election duties and of late into counter terrorism/ counter insurgency, disaster management situations like rescue, relief and rehabilitation operations during floods, earth quakes and assistance and reinforcement to the Police for the maintenance of law and order whenever and wherever it is necessary, etc.

**(B) WAR TIME:** While BSF is not trained to take active part in large scale military operations (offensive or defensive), they may be used in the following roles:

- During the war times, BSF is expected to hold certain area (within the capacity) in less threatened sectors, so long as the main attack does not develop.
- BSF is also expected to protect the vital installations particularly that of air-fields.
- BSF is expected to work as a guide in an area of responsibility where routes are unknown and also assist the army by providing intelligence.
- BSF will also be having anti-infiltration duties in specified areas (BSF Manual, 2005).

### **3.4(I): ENTRY**

In BSF soldiers are recruited at two levels according to the conditions of eligibility, as laid down by BSF Service Rules & Regulations.

**(I) OFFICER / GAZETTED RANKS:** The selection to gazetted posts/ officer rank (Assistant Commandants) is made by the special selection Board of Central Police Organization nominated by the Ministry of Home Affairs (MHA). The members of board are mostly from different Para-military organisations. With the minimum educational eligibility criterion of graduation, recruited candidates are mostly between the age group of 19 to 25 years (with the exception of SC/ST/NCC candidates whose age limit is up to 30 years).

**(II) SUBORDINATE OFFICER (SO'S) AND OTHER RANKS (OR'S):** The selection of non-gazetted conscripts which includes Constables (OR's) and Sub-Inspectors (SO's) is made by the Selection Commission of BSF. The Age requirement for

Sub-Inspectors is 20-25 years (relaxable for government employees) with minimum qualification being 12<sup>th</sup> pass, and for Constables the ages should be between 18-22 years, with minimum educational qualification being 10<sup>th</sup> pass (BSF Manual, 2005). For enrolled followers (i.e. cooks, sweepers, washer man, and barber) the minimum qualification is 8<sup>th</sup> pass with maximum age of 25 years (Border Security Force, 2006).

### **3.4(J): TRAINING**

There is a training academy at Tekanpur, Madhya Pradesh, mostly for Officers. In addition to Tekanpur Academy, BSF also has 9 training centres to train Constables and Sub-Inspectors. All personnel across the ranks undergo basic training which is followed by training in operational subjects for working in border areas.

## **3.5: BRIEF INTRODUCTION TO JAMMU & KASHMIR FRONTIER (BSF)**

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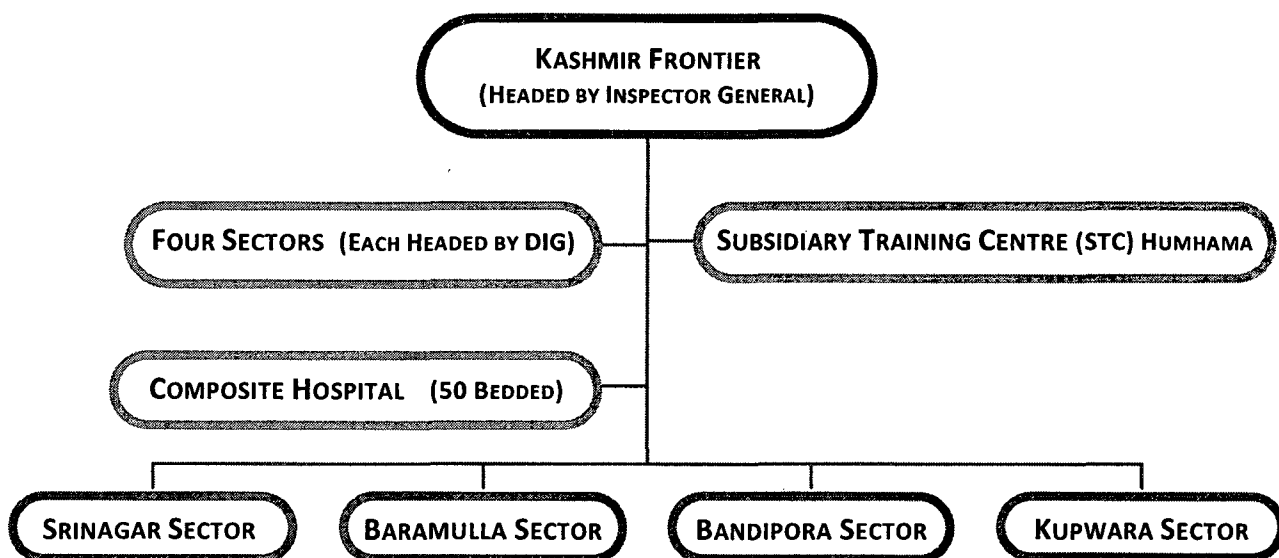
### **3.5(A): KASHMIR/SRINAGAR FRONTIER**

BSF has been deployed in Kashmir valley since its inception. The entire Jammu and Kashmir was called North Western Frontier (NWF). Kashmir Frontier (also known as Srinagar Frontier) is an offshoot of erstwhile NWF. However, in 1981 the NWF was bifurcated into Jammu and Kashmir Frontiers. Kashmir Frontier was consigned to look after the areas of North of Pir Panjal Range and also augmenting the Army deployment on Pir Panjal Ranges, Shamsabari Ranges and Kargil Sector. On June 1993, Kashmir Frontier was further bifurcated into Srinagar and Baramulla Frontier on adhoc basis. Srinagar Frontier was given the charge of Southern and North-Eastern parts of Kashmir Valley comprising Srinagar, Budgam, Anantnag, Pulwama and Kargil districts. Up to 2006, Baramulla Frontier was functioning as independent frontiers, until it was wound up with Srinagar Frontier and was renamed as Kashmir Frontier (Srinagar Frontier – BSF, n.d). The figure (3.3) shows the current basic structure of the Kashmir Frontier and its sub-components. Currently, the



Kashmir frontier is divided into four sectors i.e. *Srinagar*, *Bandipora*, *Baramulla* and *Kupwara*. Each of these sectors is commanded by their respective DIG's.

**FIGURE 3.3: THE CURRENT BASIC STRUCTURE OF KASHMIR FRONTIER**

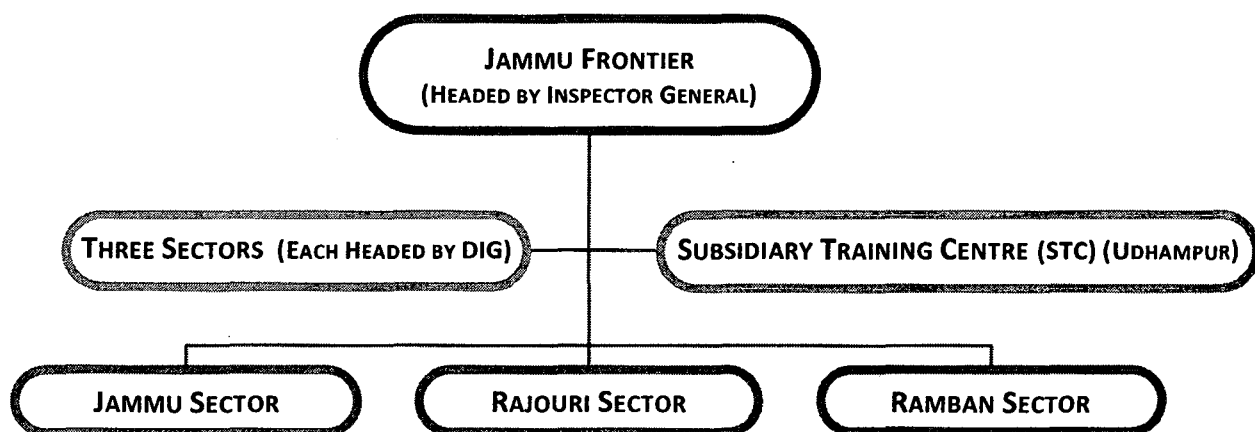


### 3.5(B): JAMMU FRONTIER BSF

Like Srinagar Frontier, Jammu Frontier is an offshoot of erstwhile North Western Frontier, raised on 1st January, 1981 with two sectors under its charge i.e. sector headquarter Jammu and sector headquarter Rajouri. However, with the rising conflict in the state in 1992, sector headquarter Doda was raised under frontier headquarter Jammu, which was further bifurcated into DIG Internal Security Duty Doda and DIG Internal Security Duty Kistwar. On March 1997, Doda was shifted to Counter-Insurgency Operations (CI-Ops) Ramban and sector headquarter Kistwar, which was functioning as an adhoc Head Quarter, was shifted to Counter-Insurgency Operations (CI-Ops) Rajouri. In 2004, new sector of Sundarbani was raised in place of CI (Ops) Sector Rajouri (Jammu Frontier – BSF, n.d.). The figure (3.4) shows the current basic structure of the Jammu Frontier and its sub-components.

**FIGURE 3.4: THE CURRENT BASIC STRUCTURE OF JAMMU FRONTIER**

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### **3.6: TOTAL STRENGTH**

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With strength of about 169 battalions, or 204845 soldiers<sup>33</sup> (see Table 3.1), BSF is one of the world's largest border patrol forces. Out of 169 battalions, approximately 35090 strong i.e. 29 battalions are deployed in Jammu & Kashmir (see Table 4.5), out of which about 9680 (8 battalions) are deployed in the interior of both Jammu and Kashmir Frontiers or near different districts and many other important places of strategic importance, while 21 battalions or 25410 soldiers are patrolling both Line-of-Control and International Border with Pakistan.

#### **3.6(A): KASHMIR FRONTIER**

In Kashmir Frontier the four Sectors HQ (i.e. Srinagar, Bandipora, Baramulla and Kupwara Frontier) are commanded by their respective DIG's. Presently in Kashmir

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<sup>33</sup> According to the latest estimation provided on the official web site, the strength of the BSF is 2,22,000 men . *Border Security Force*. (2009, May 16). Retrieved May 17, 2009, from bsf. gov. in: <http://sgr.bsf.gov.in/intro/index.htm>

Frontier BSF consists of approximately 16940 (14 battalions) strength of all ranks who are deployed at over 167 kilometres (Table 3.2) at the eastern border. Out of the 14 battalions, 5 battalions (i.e. 6050 soldiers) are involved in anti-terrorism/ anti-insurgency operations (Table 3.5).

**TABLE: 3.1**

**CADRE-WISE SANCTIONED AND ACTUAL STRENGTH OF BORDER SECURITY FORCE (BSF) IN INDIA (AS ON 01.01.2009)**

CADRE	SANCTIONED STRENGTH	ACTUAL STRENGTH		
		MALE	FEMALE	TOTAL
<i>EXECUTIVE CADRE (INCLUDING GENERAL DUTY, MOTOR TRANSPORT, LAW, WATER WING, AIR WING AND ENGINEERING)</i>	195361	190703	645	191348
<i>MINISTERIAL CADRE</i>	3550	2859	239	3098
<i>COMMUNICATION</i>	9744	9242	-	9242
<i>MEDICAL STAFF</i>	1178	635	158	793
<i>CIVIL STAFF (INCLUDING PAY AND ACCOUNTS DIRECTORATE)</i>	468	280	84	364
<b>TOTAL</b>	<b>210301</b>	<b>203719</b>	<b>1126</b>	<b>204845</b>

*Source : Lok Sabha Unstarred Question No. 146. (2009, February 2. Cadre-Wise Sanctioned and Actual Strength of Border Security Force (BSF) In India (As on 01.01.2009). Retrieved November 10, 2009, from Datanet India Pvt. Ltd.:*

*<http://www.indiastat.com/CrimeandLaw/6/ParamilitaryArmedForces/6361/458124/data.aspx>*

**TABLE: 3.2**

**KASHMIR FRONTIER LINE-OF-CONTROL BATTALIONS**

S.NO	SECTOR	UNIT	LENGTH OF LOC
1	<i>BANDIPURA</i>	2	20.00 KM
2	<i>-DO-</i>		23.80 KM
3	<i>KUPWARA</i>	4	15.00 KM
4	<i>-DO-</i>		13.00 KM
5	<i>-DO-</i>		13.00 KM
6	<i>-DO-</i>		14.00 KM
7	<i>BARAMULLA</i>	2	22.20 KM
8	<i>-DO-</i>		30.00 KM
9	<i>SRINAGAR</i>	1	16.00 KM
<b>TOTAL</b>		<b>9</b>	<b>167.00 KM</b>

*Source: Data procured from BSF Department*

### 3.6(B): JAMMU FRONTIER

In Jammu Frontier the strength of BSF is approximately 18150 (15 battalions/units). Out of 15 battalions, 5 units are deployed on Line-of-Control, 7 units on International Border and 3 are involved in counter-insurgency/ anti-terrorism operations (Table 3.3). In Jammu Frontier, BSF is manning an area 70.2 km of Line-of-Control, and 191.66 km of International Border (Table 3.3 & 3.4).

**TABLE: 3.3**

#### JAMMU FRONTIER LINE-OF-CONTROL BATTALIONS

S.NO	SECTOR	UNIT	LENGTH OF LOC
1	RAJOURI	4	13.00 KM
2	-DO-		15.00 KM
3	-DO-		11.20 KM
4	-DO-		15.00 KM
5	SUNDERBANI	1	16.00 KM
<b>TOTAL</b>		<b>5</b>	<b>70.20 KM</b>

*Source: Data procured from BSF Department*

**TABLE: 3.4**

#### JAMMU FRONTIER INTERNATIONAL BORDER BATTALIONS

S.NO	SECTOR	UNIT	LENGTH OF IB
1	INDERSWAR NAGAR	3	23.80 KM
2	-DO-		26.55 KM
3	-DO-		27.14 KM
4	JAMMU	4	27.20 KM
5	-DO-		24.40 KM
6	-DO-		26.20 KM
7	-DO-		36.37 KM
<b>TOTAL</b>		<b>7</b>	<b>191.66 KM</b>

*Source: Data procured from BSF Department*

**TABLE: 3.5**

#### DEPLOYMENT OF BSF ON LINE-OF-CONTROL/ INTERNATIONAL BORDER/ INTERNAL SECURITY DUTY IN KASHMIR/JAMMU FRONTIERS

S.NO	FRONTIER	BN('S) DEPLOYMENT ON			TOTAL
		LC	IB	CI/AI	
1	KASHMIR	09	-	05	14
2	JAMMU	05	07	03	15
<b>TOTAL</b>		<b>14</b>	<b>07</b>	<b>08</b>	<b>29</b>

*Source: Data procured from BSF Department*

### **3.7: TOPOGRAPHICAL PECULIARITIES**

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The area of responsibility of BSF in the Jammu and Kashmir Frontiers varies from flatland to rough mountainous ranges up to 16,000 feet. The altitude of some posts goes up to 12,000 feet above the sea level among the mountain peaks where any kind of movement is difficult and dangerous, and there is very potent and permanent wind in those areas, especially in winter time. In Kashmir Frontier particularly at high altitude areas at LoC, where the BSF is placed, the average daily temperature varies at the range of (-) 40-55 °C during winters, while in Jammu Frontier, the average temperature during summers varies in the range of 40-45 °C during summers. These conditions are completely different for those soldiers who are not accustomed to such extreme climatic conditions, especially in Kashmir valley, where mountains remains under snow usually 9 months in a year. (Cloughley, 1998).

### **3.8: INSTITUTIONS UNDER JAMMU AND KASHMIR FRONTIERS**

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#### **3.8(I): COMPOSITE HOSPITAL**

To overcome any critical situation, and cater to the health need of soldiers, each of the frontiers has been provided each with a fifty-bedded hospital headed by DIG. However, these hospitals are not restricted to the BSF soldiers only. Rather the entire Central Police Organisations (CPOs) operating in J&K depends on them. In Kashmir the BSF is looking after the Hospital while CRPF is in-charge of the hospital at Jammu. An interview with a medical officer in Kashmir, showed that the hospital is catering approximately to 2,000 patients per month from different Units operating in Kashmir, including 17 Battalions (Bn) of BSF; 47Bn of Central Reserve Police Force (CRPF), 3Bn of Rapid Action Force (RPF) and 4-5Bn of Indo-Tibetan Border Police (ITBP).

#### **3.8(II): SUBSIDIARY TRAINING CENTRE OF BSF**

The Jammu and Kashmir Frontiers are also looking after the subsidiary training centres (STC) which have been established in Udhampur (Jammu) and Srinagar

(Kashmir) respectively. The goal is to meet the current and futuristic training needs of BSF. The subsidiary training centre is responsible for imparting basic training to the recruits besides running various courses for cadres now and then.

### **3.9: CONCLUSION**

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After having a brief introduction of BSF organisation, as well as the short over view of Jammu and Kashmir Frontiers, a great deal has been learnt about the nature of work and work environment in which BSF personnel operates. This chapter helps to grasp the idea about the basic structure and culture of BSF, include its main activities, i.e., its role and responsibilities (both peace time and war time), division of labour, decision making structures and rank hierarchy (especially at battalion level). Finally, the chapter gives us a brief idea about J&K Frontiers and its topographical peculiarities. The following chapter interprets and analyses summative research findings which are further discussed in Chapters 5.

## **CHAPTER – 4**

# **ANALYSIS AND INTERPRETATION**

#### **4.1: INTRODUCTION**

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The purpose of this chapter is to attempt to present and interpret the information gathered from the various methods (both qualitative and quantitative) of data collection that were employed. This chapter on data analysis therefore deals with the analysis and interpretation of data collected in this study. For conceptual clarity, the researcher has attempted to thematically divide the chapter into eight broad themes, which were further divided into various sub-themes. The detailed analysis plan has already been discussed in the Chapter – 2.

#### **4.2: WORK ROLES**

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Work role refers to various parts and roles a soldier has to constitute and play in the regulation of his duty and the organization at large. A soldier may be assigned one kind of a job at one time and another kind of a job at another time. The amount of responsibility will also vary with the nature of task assigned.

Work roles are sets of behavior that are expected of workers at their workplace. Role related stressors are role conflict (i.e., conflicting or uncertain job expectations), alienation and role ambiguity elements such as unclear responsibility, uncertain expectations by others, lack of information, and excessive work load. In this broad theme, we shall focus specifically on the role related stress, i.e., role ambiguity and role conflict.

#### **4.2(I): ANALYSIS AND INTERPRETATION**

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The theme was operationalised by including five items, addressing the different dimensions of work role (refer to A2, A2.1 & A2.2).



#### 4.2(II): ROLE AMBIGUITY

People working in a military organisation have specific roles to play. Each role comes with a number of expectations that are being placed on the individuals who are performing those roles. However, if these expectations are beyond any written rules of an organization or are not clearly spelled out, it may possibly lead to dissatisfaction with the job, lack of job involvement and commitment, tension, lack of confidence, alienation (Michaels *et al.*, 1988) and to what is known as role ambiguity (Johnston *et al.*, 1990). However, the data indicates that 42% of respondents (across the ranks and across J&K Frontiers) said that they are quite clear about the roles which they are expected to perform. Interestingly, only 'Class-IV' category seems to be ambiguous about their roles. This is possibly because of the status which this rank has in the organisational hierarchy. However, in a paradoxical finding 45% of the overall respondents (across Frontiers and ranks) surprisingly reported that sometimes they had feelings of dissatisfaction with their performance. Again among the different rank categories 'Class-IV' (33%) had shown a significant variation by stating that they often felt dissatisfied with their performance.

One of the important reasons for this dissatisfaction was the non-availability or lack of resources which hold back the person from performing at par with expectations. For instance, 28% respondents (across Frontiers) reported that they are not getting enough time or resources to do as good a job as their officers expected from them. Rank wise 43% of 'Class-IV' and 33% of 'Subordinate Officer' categories reported that due to non-availability of required resources such as time duration, good quality materials, required man-power, their work is often under-estimated. Moreover, 'Class-IV' group particularly cooks complained of not being provided sufficient and good quality materials for preparing good food; consequently, they are always being blamed and their performance is *always* under rated. Moreover, they complained that such things are happening because some of the officers are taking their share by comprising the quality as well as the quantity of materials. On the other hand, 'Subordinate Officer' reported that due to insufficient time and non-availability of required manpower, their performance is *often* being under-estimated as they are not able to perform according to expectations.

*“Everybody is taking his share. On one hand they (their immediate superiors) would tell us not to use things in proper quantity and if there is complaint about the food the same persons will blame us for that. Nobody is questioning them but it's always we people who are being blamed.”* (Cook, LoC, Jammu)

*“The duty area of this platoon is much higher than its capacity. But there is no one to listen to you. It also creates pressure on soldiers as well as on us.”* (Inspector, Static Duty, Kashmir)

Some ‘Officers’ felt a mismatch between their roles available weapons. They reported that BSF no longer remained a border protection force; it has now become a kind of law enforcement force, which is not being properly equipped and trained to handle such situations. Consequently, these soldiers had to cope with the shortage of man-power in their primary functions, i.e., border protection. Several of them noted that when the required tasks to be undertaken they lack the sufficient and required man-power, and this automatically increases the workload on soldiers. Most ‘Officers’ had experienced the impact of staff cuts.

*“Where the role of organisation has probably increased ten times, [but] they don't increase the personnel budgets.”* (Second-in-Commandant, Frontier and posting anonymous)

*“What happens is either the soldier is not replaced... because of shortage of man-power. And even if he is replaced, it's replaced after six months or more.”* (Deputy-Commandant, Frontier and posting anonymous)

Shortage of man-power means the soldiers are increasingly have to take on work which had previously been done by others. This significantly increased their already growing workload.

*“So what happens is, X amount of job that was done by two or three persons, is slowly scattered and spread around ... the existing members. So, according to me, that's an added job to my existing job.”* (Assistant-Commandant, Static Duty, Kashmir)

However, the lower ranks reported that they are not in a position to refuse to take on the extra work. They felt that the extra workload had made them particularly vulnerable to stress. They found it increasingly hard to keep up with the work and were concerned about it. They had little to time rest. Working under such circumstances that too in a conflict in the region, which is potentially stressful, role ambiguity and associated dissatisfaction can become an important source of job stress.

*“Kahna pakana ka bagair muja aur bhi bhouth sa kam karanai hotai hai. Sabh ka quarter mai subha aur sham kahana lajana hota hai...jo mera kam nahi hai, magar hum na nahi bhol sakta hai... Kitchen ka sath sath muja ragistary (register) ko bhi sabalni hoti hai. In sab chizo ki wajha dimagh parachan hojata hai.”*

*“Apart from cooking food, I have so many other things to do. I have to carry food to officer's quarter, though which is part of my duty but still we can't say no to superior officers. Apart from my usual kitchen duty, I have to maintain the mess register also. Because of these extra burdens, I feel stressed.”* (Cook, Line-of-Control, Kashmir)

#### **4.2(III): ROLE CONFLICT**

Soldiers are faced with a large number of responsibilities. We must not forget that a soldier's position in the rank hierarchy is a relational concept, defining his position in terms of its relationship to that of others (superiors, subordinates and co-workers) and the system as a whole. They have to handle many things, fulfil certain obligations or imperative duties at their work place. Soldiers can feel stress in situations that involve conflicting or uncertain job expectations. Sometimes soldiers are faced with uncertain job expectations which they are bound to fulfil. They are often caught in a difficult situation trying to satisfy both the officer's demands and the organisation's expectations. For example, the superior may ask the subordinate to work according to the rules of the organisation and at the same time expects him to do certain favours which violate these rules. This puts the army personnel into a dilemma as to what to choose and what to leave and when to do so. The quantitative finding indicates that 51% of the respondents from both the Frontiers and across the ranks had *sometimes* been caught up in certain odd situations which often lead to stress. From the interviews it has come out that inter-rank conflicts are major causes of such situations

and more importantly, it is the lower ranks who often becomes the victims of such things. Most of the interviewees from the lower ranks reported experiencing such situations where they were confused by contradictory order from their superiors.

*“Once I was called by my senior officer to buy certain things from the marketplace. On my way I was stopped by another officer who asked for some files from his office. Both the places were in opposite directions. I couldn’t say no as it would be taken as disobedience. So I was very confused where I should go first...”* (Constable, Static location, Jammu)

*“I joined the organisation as a clerk. My job is specifically office work but now I am a clerk-cum-personal assistant to my superior. I am not meant for this...it’s frustrating.”* (Sun-Inspector, LoC, Kashmir)

*“I joined the BSF to become a soldier not batman. It’s humiliating.”* (Constable, Static Duty, Jammu)

*“My officer’s wife considers me her servant. I bring her grocery, cook food for them, and wash their clothes...I am going to leave this job soon. I can’t bear it anymore.”* (Constables, Static Duty, Jammu)

Most of the constables complained that their services are being misused by their superiors. They were disappointed by the organisation. They thought that they were deceived because at the time of joining they were never informed about such things.

#### **4.3: WORK STRUCTURE/ DESIGN OF TASK**

As comfortable and safe environment is one of the primary requirements for a healthy workplace. Work structures or task designs are the crucial determinants in this matter. Work structure is about the ways to organize a set of tasks, or an entire job. It improves workers’ motivation and dedication to work. However, poor work structures including heavy workload, infrequent rest breaks, long hours and shift-work can lead to unhealthy work environment. Moreover, working in jobs in which workers have little control over their daily tasks, i.e., having no control over the job they do in the work place are conditions that are likely to get a person under stress.

#### 4.3(I): ANALYSIS AND INTERPRETATION

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This theme focuses on the influence of different task characteristics on soldiers' well-being. For operationalization nine items were included under this broad theme (refer to A3, A3.1 & A3.2) which were further substantiated by the qualitative findings and field experiences.

#### 4.3(II): LONG WORKING HOURS

The number of working hours is one of the important determinants of an effective task design process. However, in case of the present study, data indicates that 56% of the respondents (across J&K Frontiers and ranks) work for more than fifteen hours a day (this includes 37% of 'Officers', 52% of 'Subordinate officers', 67% of 'Other Ranks' and 76% of 'Class-IV'), whereas 35% of respondents revealed that *sometimes* they are pressurised by their superiors to work for longer hours. Among the different rank groups, 38% of 'Class-IV' category reported that they are *often* being pressurised to work for longer hours and 38% of 'Other Ranks' reported being *always* pressurised by their superiors. That is quite detrimental for a soldier who is already burdened by his work.

*"We are working for 24 hours as there is no fixed time...you can be called at any time even when you are sleeping."* (Head-Constable, IB, Jammu)

*"Normally how many hours one can perform his duty...may be 8 hours, 10 hours at most but we are doing it day and night. There is no standard...."* (Constable, CI-Ops, Jammu)

*"Although there is a specific timing for breakfast, lunch and dinner but who cares, officers are masters of their own will. Whenever they like they can come. Most of them ask for tea during middle of the night and I have to prepare it. I can't sleep properly."* (Cook, Static Duty, posting anonymous)

While following the normal trend of working hours, if the number of working hours are too long it is quite likely to affect the health as well as the work itself. While analyzing the data it has been found that because of the existing situation in the

region, even the 'Officer' group reported experiencing excessive workload. This was further substantiated by the variation found between 'Officers' from Jammu Frontier (where 47% reported working 9-11 hours per day) and 'Officers' from Kashmir Frontier (64% saying that they work more than 15 hours a day).

*"Even though officers don't do the long standing duties but mean we are enjoying. Our work is in fact if no less stressful than any other lower ranks. I work from early morning till late night [12 O'clock]. As an officer it's my responsibility to keep everything functional. Over that in operational areas things have go perfectly right. I have make sure that things are going right way in my command because I am myself answerable to my officers...Working in these situations [referring to intensity of conflict], is so stressful that you hardly get any rest... In addition to my usual work, I daily visit 1 to 2 companies Head-Quarters... and I have report to my superiors...Working in Kashmir has more responsibilities...."* (Deputy-Commandant, Frontier and posting anonymous)

#### **4.3(III): INFREQUENT REST BREAKS**

Working in a conflict area and that too under trying conditions has always been a stressful experience for soldiers because they are required to work continuously for longer hours and under constraints, uncertainty and great pressure. Over and above this, if soldiers are not given proper rest breaks in between the working hours then it definitely puts a huge amount of pressure on them as rest breaks between work/orders are essential for the soldier to refresh himself. While 44% of the respondents (across ranks and across Frontiers) reported that despite their busy working schedule sometimes they take short breaks in between their long working hours, 59% respondents (except 'Officer Ranks') said that they are never allowed to do so.

*"We take it at our own risk."* (Head-Constable, CI-Ops, Kashmir)

*"Sometimes it happens that you get a chance to rest for a while in 4-6 hour standing duty (twice per day) and that too at your own risk."* (Constable, Static Duty, Jammu)

*"What break we can take, hardly a five minutes rest or a cup of tea. But there is always a fear in our minds."* (Inspector, LoC, Kashmir)

Where the rest breaks tend to give us strength and refresh our attention, in case of BSF, rest periods themselves are stressful, as there is always a fear of being caught by superiors. Moreover, the nature of duties of constables (generally includes standing duty) and Class-IV (physical labor) is physically taxing. The constables across Frontiers complained that even after finishing their duties they are not getting time for rest.

*“After you finish your job you will be called for ‘working’ (term referring to work that one has to do apart from his assigned usual work). When will you wash your clothes, eat food, or do other things? There is no time for so called recreation. You don’t even get time to get proper sleep.” (Constable, LoC, Kashmir)*

Increasing work demands and little tolerance for less than optimum performance and for making mistakes, also contribute to a negative development for many. Moreover, among all respondents and particularly among the lower ranks there has been little openness to speak about the organization, and in part they may be in a state of denial with respect to this condition.

#### **4.3(IV): HEAVY WORKLOAD**

We are all exposed to numerous stressors at one or another time, but in the military many stressors are inherent in the working environment. The demands placed on military personnel vary according to their job classification. The lower ranks are more involved in physical work than those of other ranks. This has been substantiated by the qualitative as well as quantitative findings. The data on nature of jobs reveals that 86% of ‘Other Ranks’ and 95% of ‘Class-IV’ are exclusively involved in *physical labor* (including standing duty, patrolling, cooking, cleaning, etc.) compared to 54% of ‘Officers’ and 40% of ‘Other Ranks’ who reported being involved in both office work and field work (field is quite different from physical labor as field work may not necessarily involve physical labor).

*“There no Sunday, or holiday, every day is a work day. For my rank particularly it is an unending process.” (Constable, CI-Ops, Kashmir)*

*“Our day starts with preparing food and it with it. There are no shifts; you have to do it morning and evening, Sunday to Saturday.”* (Cook, Static Duty, Kashmir)

#### **4.3(V): LACK OF CONTROL OVER THE WORK AND WORKPLACE**

Another important issue related to soldiers' work is that of control, i.e., the amount of control a soldier has over his work – the extent to which a soldier can participate in the process which governs his work, or to what extent a soldier free to ask questions about the reason if there has been a change in his work. These issues are very important as they are crucial and important indicators of individual freedom which is essential for an individual's identity. It gives meaning to one's life and the things he or she does. However, from the data analysis it has been found that 56% of the respondents (which includes 37% of 'Officers', 54% of 'Sub-ordinate Officers', 68% 'Other Ranks', and 67% of 'Class-IV' across J&K Frontiers) never had an opportunity to question their superiors about change at work which directly influences them while 48% of respondents (including 24% of 'Officers', 40% of 'Sub-ordinate Officers', 57% 'Other Ranks', and 86% of 'Class-IV' across J&K Frontiers) reported that they *never* were being consulted about change at work.

*“I cannot question my superior; I just follow orders. I can't do anything of my own.”* (Constable, LoC, Kashmir)

*“I am doing what they (superiors) want me to do. My decisions are just the expressions of my superiors.”* (Inspector, LoC, Kashmir)

*“We are just mere working machines. If you really want to understand a soldier Gandhi Ji's three monkeys are the best to describe him.”* (Second-in-Commandant, place & posting anonymous)

*“We are just like computers; both cannot do things without command.”* (Assistant-Commandant, place & posting anonymous)

#### **4.3(VI): MONOTONY**

One of the essential characteristics of good work-design depends on how many opportunities a worker has to learn new things or different tasks because repetitive work day after day can often cause boredom. Good job design can contribute to better



efficiency within an organization. For instance, if workers are being provided with opportunities to learn new things or utilize skills they have other than their routine and monotonous work, or a rearrangement of activities can help alleviate fatigue and/or boredom eliminate boredom and monotony. This allows workers to assume more accountability, responsibility, and independence when learning new tasks and allows for greater participation and new opportunities. In case of BSF, which is a highly monotonous job, the data reveals that 49% of the respondents (across ranks and across J&K Frontiers) have reported that *sometimes* they get a chance to learn or try new things, and 47% of respondents revealed that *sometimes* they get a chance to use their skills or abilities. Contrary to these figures, 29% of overall respondents reported that they *never* get chance to learn new things and 21% reported that they *never* get chance to use their skills, while 10% of respondents reported that they *seldom* get chance to learn new things and 12% of respondents reported *seldom* getting chance to use their skill. However, when the same issues were enquired during the interviews, it has come up that most of the skills are actually directly related with their jobs, i.e., special training courses such as interrogation courses, map reading courses, counter-terrorism courses, etc., which are meant to equip the soldiers with new skills and make them multi-skilled soldiers whose services can be utilized when needed.

*“Everything you learn is related to job. There are no other things to learn except to attend different courses and training modules.”* (Second-in-Commandant, Frontier, posting anonymous)

*“Everything is fixed. There is no way to try something new.”* (Inspector, Static Duty, Kashmir)

On the other hand, only ‘Class-IV’ category reported a significant variation both in learning new skills or utilising their own skills. Among ‘Class-IV’ respondents, 86% reported that they never got any chance to learn or try new things and 81% reported never utilising their skills. The possible but strong reason could be because ‘Class-IV’ rank category is not recognised as soldiers (that is ‘fighting force’) by the organisation itself. For instance, those who join the BSF, whatever their jobs may be, are trained to be professional soldiers, whereas only ‘Class-IV’ is exempted from that status. Moreover, their training (only for three months) is different from the rest of the

organisation which is at least for nine months. Such discriminatory status with least or no provision of upward and smooth mobility in their professional careers often inculcates in them ('Class-IV' employees) feeling of worthlessness. Expressing their views during the interview sessions, most of the respondents from 'Class-IV' reported boredom of repeatedly doing the same job, one which they have to do for rest of their lives.

*"Once I was sent for a special course where we were taught new recipes, especially for functions or on the arrival of some high official. Other than that everything is same. I am cooking things which I used to cook 15 years before."*  
(Cook, Static Duty, Kashmir)

*"We are living a monotonous life. We can't think of other things... I Joined BSF as sweeper, I will retire as a sweeper. This is my job for the rest of my life"* (Sweeper, IB, Jammu)

#### **4.4: MANAGEMENT STYLE AND THE JUSTICE AT WORKPLACE**

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Management style may be defined as a manner or behaviour displayed by senior officials to take governing and decisive steps for smooth functioning of the organisation. However, efficient management is not restricted only to the ways for smooth functioning of the organisation, but is also a source of dignity and respect for all workers; it introduces changes in an organisational culture; and improves the physical and emotional well-being of workers (i.e., providing equal opportunities for growth and development). Lack of participation by workers in decision-making processes, poor communication in the organization, lack of transparency, lack of shared vision, lack of team spirit and poor work environment, indifferent attitude of officers towards their subordinates, lack of family-friendly policies are few examples of poor management. Although these certainly are not the only influencing factors that translate into better wellbeing, but undoubtedly, these have an indispensable influence on the health and wellbeing of soldiers. Autonomy, respect and appreciation, and justice at workplace are few of the factors which are critical not only to the effective management but these also contribute to the overall working environment. Since BSF invariably uses the '*top down command and control*' management style, which makes

it highly bureaucratic and hierarchical in structure, it is essential to consider the potential of these factors at the workplace to increase wellbeing, and the conditions necessary for healthy working environment.

#### **4.4(I): ANALYSIS AND INTERPRETATION**

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This broad theme was operationalised under ten items (refer to A4, A4.1 & A4.2).

#### **4.4(II): AUTONOMY**

Autonomy as defined by Collopy (1988, as cited in Singh, 2005, p. 190) is ‘a cluster of notions including self-determination, freedom, independence, and liberty of choice and action. In its most general terms, autonomy signifies control of decision making and other activities by individual’ (Collopy, 1988). The feeling of autonomy could result from the freedom to do what the employee considers best in a particular situation. Good management can promote a healthy working environment by allowing the workers to take active participation in the decision making process with a significant degree of autonomy to plan their work. However, in jobs that are highly structured and controlled by the management it is difficult to create tasks that lead to a feeling of autonomy. Therefore, it is important to consider the connections between task autonomy and management factors when exploring the reasons of job stress. In case the of present study, the data revealed that 41% of the respondents (which includes 15% of ‘Officers’, 37% of ‘Sub-ordinate Officers’, 57% ‘Other Ranks’, and 57% of ‘Class-IV’ across J&K Frontiers) never had a choice to take decisions or plan their work, whereas, 59% of respondents (which includes 20% of ‘Officers’, 52 % of ‘Sub-ordinate Officers’, 86% ‘Other Ranks’, and 76% of ‘Class-IV’ across J&K Frontiers) stated that they had never been given the opportunity to work the way they want to.

*“...we just follow the orders; you cannot do anything of you own. Everything is decided by our seniors, we have to follow what comes to us.” (Constable, LoC, Kashmir)*

*“Everything in this job is pre-decided. There is no scope for any change and by chance if someone attempts to do so, he is prosecuted for disciplinary action.”*  
(Assistant-Commandant, Static Location, Jammu)

Among the various rank groups, only ‘Officer’ with a significant proportion of 39% reported having full control over their work, with an equal amount (39%) saying that they always have freedom to execute their duties at their own speed. On the other hand, the lower ranks categories can neither influence nor say anything in the organisational planning or other decision making processes that directly or indirectly influences them or their work. This disparity indicates the degree to which the organisation is segregated on the lines of power hierarchy and control. Although the planning is to be done by the top authorities but allowing the workers to have a say in the manner or the nature of the work would be an effective strategy in creating a better work environment. The participation of the BSF personnel in the planning as well as the execution process of the commands creates a sense of belonging and attachment with the organisation and as a result of this they repose greater faith in it. This way they begin to consider the work place as their own and they identify this thing with their work and their life. Further, at the time of need or problem they can easily approach their superiors or inform their superiors about the difficulties they face at their work place.

#### **4.4(III): RESPECT AND APPRECIATION**

Workplace practices that provide employees with some control over their schedules, and recognize their good performance, will not only reduce stress but also enhance employee health and motivation. In addition, dignity, fairness, respect and appreciation from the significant others at work place (which in the present case are officers and colleagues) are crucial factors which have a profound effect on the individual psyche. They increase motivation and satisfaction as well as health and well-being. In case of BSF, their role becomes more significant as soldiers remain separated from the rest of the world. However, the data reveals that 32% respondents across J&K Frontiers reported *sometimes* receiving respect that they deserve from their superiors. However, a significant variation has been observed among the

different rank groups. For instance, 38% of 'Class-IV' employees reported *never* getting respect from their superiors whereas 37% the 'Officers' reported getting it *always*.

*"... if you're doing wrong, they (pointing towards superiors) will point out that. But if you do something right they will never say 'You've done right'. So you always are in the repeat state of [thinking] 'This might be wrong'. (Cook, Static Duty, Jammu)*

In addition, 47% of respondents across ranks and Frontiers reported *sometimes* being appreciated by their senior officers for their work. Interestingly, rank seems to play a crucial role in every aspect of the job as 49% 'Officers' reported that their superiors often give them supportive feedback for their work, while the rest of the ranks experienced this only sometimes.

As mentioned above, recognition and respect in workplace is one of the essential and necessary requirements that an employee wants from his workplace. If the person feels good about the people around him, particularly his colleagues with whom he probably spends more time than his own family, they can be an answer to many workplace problems. Across J&K Frontiers, 35% of respondents reported having good terms and always getting along with their colleagues. Among the different rank groups, 37% of 'Officers', 33% of 'Subordinate-officers' and 33% of 'Class-IV' reported being *always* respected by their colleagues, whereas 37% of 'Other Ranks' reported *sometimes* being respected by their colleagues.

*"Despite some minor differences, we respect each other."* (Inspector, Static Duty, Kashmir)

*"This is more than a job; this is a way of life. We live like a family."* (Deputy-Commandant, Static Duty, Jammu)

#### 4.4(IV): JUSTICE AT WORK

The attitude of the top officials towards junior ranks or superiors towards their subordinates, matters the most. An indicator of justice at work is whether people believe that their supervisor considers their viewpoints, shares information concerning decision-making and treats individuals in a genuine and fair manner. BSF being a closed organisation and strictly hierarchal in nature, inter-rank coordination, trust and dependency of lower ranks on their higher ones and the nature of it, could become an important source of stress. Since soldiers remain away from their families and friends for long periods of times, at the time of need the only source of trust and help remains their organisation, particularly their immediate senior officers; if this is being perceived as unjust it definitely has negative consequences on their mental well-being.

According to the lower rank respondents (particularly those in 'Other-ranks' and 'Class-IV' categories), their superiors should have an understanding of their personal and professional needs and various other concerns. But contrary to this, 46% of the respondents (including 37% of 'Officers', 44% of 'Sub-ordinate Officers', 59% of 'Other-ranks' and 29% of 'Class-IV') reported that they are *sometimes* being personally harassed either with unkind words or behaviour by their officers. In addition, 24% of 'Class-IV' reported that they are *often* personally harassed either with unkind words or behaviour by their officers.

*"Hamasha gali say hi baat karta hai." "They always use abusive language."*  
(Constable, LOC, Kashmir)

*"BSF mai gali tou aam bati hai." "Use of abusive language is common in BSF"*  
(Inspector, LOC, Kashmir)

*"You don't have any self-respect or dignity." (Commandant, Frontier and posting anonymous)*

From the sweeper to the director-general, each person in BSF has a role to perform. If an individual cannot respect and appreciate the job someone else is doing, or is treated less favourably than another person or group just because someone belongs to a

specific caste, religion or region or some other characteristic, then it is a subtle form of discrimination. The problem becomes more severe when someone is made to feel intimidated, insulted, subjected to verbal or physical assault and also to very subtle psychological abuse – these can have serious consequences. For instance, it can ‘take its toll in the form of mental and emotional stress’ (Australian Public Service Commission, 2001).

In the present study, the data collected on workplace harassment showed that 10% of the ‘Officers’ reported *seldom* being harassed because of their religion, whereas 13% of ‘Subordinate-officers’, 10% of ‘Other-ranks’ reported *sometimes* being harassed. Only ‘Class-IV’ (14%) reported that they are *often* harassed because of their religion. Similarly, 15% of the ‘Officers’, 15% of ‘Subordinate-officers’, 11% of ‘Other-ranks’ reported *sometimes* being harassed because of their caste. Only ‘Class-IV’ (24%) reported that they are *often* personally harassed because of their caste. About regional affiliation and workplace harassment, 12% of the ‘Officers’, 17% of ‘Subordinate-officers’, 16% of ‘Other-ranks’ reported *sometimes* being harassed because of their affiliation to some specific region, Here also only ‘Class-IV’ (29%) reported *often* being harassed.

*“Many Kashmiris [people living in the valley of Kashmir] are in my unit... no two Kashmiris are allowed to go on leave together. Even at naka’s duties [night duties] you find two Kashmiri’s at one post. We are always been suspected. If some incidents happen in any part of Kashmir, my senior officers will asks me about the incident... as if I know I have done it or I know who has done it.”* (Constable, Frontier and posting anonymous)

Apparently, the data collected on workplace harassment by particular variables such as religion, caste, and regional affiliation, does not show statistically significant figures. However, it should be understood that the absence of complaints is not necessarily an indication that harassment or discrimination is not occurring, or that the act is deemed as trivial to complain. Given the autocratic nature and culture of the organisation, many of the respondents might have felt too intimidated or embarrassed to speak up on their own or to say anything against their superiors. This was also

substantiated by the qualitative findings. For instance, during the interviews some of the interviewees (mostly from 'Other Ranks' and particularly from 'Class-IV') reported incidents when they had been discriminated or harassed either on the basis of their caste, religion, ethnicity, and regionalism but were afraid to tell anybody. Among different ranks, the majority of respondents from 'Class-IV' reported harassment because they were from so-called *lower caste*.

*"Bahout baar mere galti ke karan mujhe duryavahar kiya jata hai. Bahout baar mujhe chamaar aur chuda karkey bulate hai." "Many a time I was harassed because of my caste. Many a times they (superiors) called me either Chamar or Chuda." (Sweeper, IB, Jammu)*

During an informal group discussion with 'Class-IV' staff in Jammu Frontier, the respondents revealed that during the "roll call" (a joint daily exercise in BSF where troops particularly 'Other Ranks' and 'Class-IV' assemble in one place where they are being assigned their share of work) in certain battalions, 'Class-IV' employees are asked to make separate lines from the rest of the troops, even though there is no such declared rule or provision. When the same thing was enquired about from the higher authorities, they flatly denied such happenings.

Similarly, during the interviews with respondents from religious minority groups, astounding facts have come up, or instance, Muslims are not being allowed to keep beards and this offended them.

*"We are not being allowed to keep beard though there is no rule against it. Moreover, you can't go against your officers." (Constable, Frontier and posting anonymous)*

*"One year I was on leave for two months, that time it was month of Ramadan [sacred month of fasting in Islamic calendar], so I had kept beard. When I returned to my unit, my officer told me that I am looking like a terrorist, and he ordered me to shave first before I join. I felt so bad. Why Muslims should not keep beard. Is this a crime? If Sikhs can keep it, why cannot we." (Constable, Frontier & posting anonymous)*



*“In every battalion you will find a Mandir (Hindu temple) and a Gurdwara (Sikh temple) with their priests (who are among the troops) but nowhere you will find a Mosque. Every day they pray and we just watch them. It really hurts”.* (Constable, Frontier and posting anonymous)

Harassing behaviour can range from extreme forms such as intimidation or actual violence to less obvious actions like passing indirect comments or ignoring someone at workplace. However, one-off incidents can still constitute harassment and can undermine the standard of conduct within a work area, which may erode the well-being of the soldier or group of soldiers being targeted and may lead to dejection and exclusion.

Moreover, the absence of complaints is not necessarily an indication that no harassment or discrimination is occurring. The person subjected to harassment or discrimination does not always complain. This is not necessarily because the act is deemed as trivial, but because the person may lack the confidence to speak up on their own behalf or feel too intimidated or embarrassed to complain (Australian Human Rights Commission , 2009). In such situations, officers need to be aware of their responsibilities to ensure that the working environment or workplace culture is not hostile.

#### **4.5: WORKING AND LIVING CONDITIONS**

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Working and living conditions are crucial determinants of a worker's well-being. They can influence workers both physically and mentally. The existing conditions at one's work place including worker's awareness of fear or suspicion that he is susceptible to life-threatening risks, etc., thus becomes important determinants of his well-being.

#### 4.5(I): ANALYSIS AND INTERPRETATION

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To address the issues related to working and living conditions of soldiers, the present study operationalised this broad theme under nine items (refer to A5, A5.1 & A5.2).

#### 4.5(II): SENSITIVITY OF THE AREA

There is no doubt that forces in conflict zones live under tremendous pressure and continuous threat of sudden attacks from the enemy makes the job extremely stressful. Deployment in Jammu & Kashmir Frontiers itself was deemed stressful. Cutting across all ranks and across J&K, 73% respondents of the present study revealed the fact that they are working in a sensitive area. Moreover, 71% of them admitted that working in such areas (conflict zone) is more stressful than their previous postings outside J&K. The analysis of qualitative data suggests that substantial number of BSF personnel in Kashmir found the experience stressful. Deployment in Kashmir Frontier exposes soldiers to a wide range of stressful circumstances. This stress exposure varied at the Frontier level. For instance, as compared to 68% from Jammu Frontier, 80% of respondents from Kashmir Frontier reported that their present posting is much harder than their previous posting. The possible reason could be the nature of conflict in the region, which is more active, intense and demanding in Kashmir Frontier than in Jammu Frontier. The kind of engagement of troops and the nature of duty poses relatively more demands on soldiers deployed in Kashmir Frontier than in Jammu Frontier.

*“Working in Kashmir is not easy...you are always under constant threat...nobody knows from where the bullet comes...”* (Constable, CI-Ops, Kashmir)

*“When I came to Kashmir I found it very beautiful but within no time I realized that it is not easy to survive here...there is a constant threat to your life ... no matter whether you are in CI-Ops or on LoC. Moreover, all your movements get restricted. We cannot move without proper security...you can't go to a nearby market. We are slaves in an open prison. There is no way out but to live like this...”* (Inspector, Static Duty, Kashmir)

When a soldier is performing his duties on a road side or on the border from dawn to dusk (even during the night), there is apprehension of attack from any direction. The uncertainty keeps him on constant alert. Such conditions not only affect the soldiers physically but it also has a disturbing impact on their psychological health. The threat to life was the common feeling among respondents (34%) across J&K and across all ranks. However, among the rank groups, the intensity of these feelings were more among the 'Other Ranks' and 'Class-IV' across J&K, i.e., 44% & 43% respectively. Interestingly, 'Officers Ranks' from Kashmir Frontier (27%) feel the same: consistent feeling of threat to their lives. During the interview sessions with soldiers from both Frontiers, respondents from Kashmir Frontier reported more intensity of being under constant threat than their counterparts from Jammu Frontier. The reason is clear that the conditions in terms of ongoing conflict in Jammu & Kashmir are relatively more intense in Kashmir Frontier than in Jammu. This was also substantiated by the interviewees from Jammu Frontier who were previously posted in Kashmir.

It is apt to mention here that when soldiers are attacked by other armed group or are engaging in encounters they suffer some casualties and some close friends are lost while defending themselves. It is particularly traumatic for soldiers because it often involves intimate violence, including witnessing death through direct engagement in the encounters, viewing the enemy before or after killing him, and watching friends die. Heavy combat exposure, seeing comrades injured, and witnessing deaths are traumatic beyond the time spent in military service or other military events. However, 73% of the respondents (across ranks and J&K Frontiers) reported that they have not had any such incident since last year. While the reports of combat engagement were less, it was preceded by an abrupt feeling of stress which had profoundly affected their minds.

*"...last year after finishing our cordon in a local area (name was not mentioned due to confidentiality), we were going to our camp. From nowhere a group of people appeared in front of us. They were raising slogans and started throwing stones at us. I was just 50 yards away from the crowd. Seeing the crowd my immediate senior ordered me to open fire. There was no time to think so I opened fire... there was definitely casualty but I don't know how many as we fled from the place immediately.... I could not sleep for many days but with time things become*

*normal... circumstances change you... there are no more warm feelings in you... you become emotionally cold.” (Constable, Ci-Ops, Kashmir)*

Although 70% of respondents (across J&K Frontiers) reported no such incident that they felt traumatised/ helpless/ worried, a good number of respondents reported moderate to high levels of perceived stress resulting from various experiences. These findings were consistent across most interviews. The quantitative data also showed inconsistency across respondents from different locations (nature of duty), with a significant differences in the intensity found in self-reported stress between the two Frontiers (as compared to 24% of respondents from Jammu Frontier, 46% respondents from Kashmir reported experiencing incidents which personally disturbed them). Moreover, respondents from Kashmir Frontier, particularly from Static Duties and Line-of-Control (50% from each group) reported experiencing incidents that traumatised them personally. Incidents varied from harassment from superiors, issues related to their jobs like promotion, leave sanction; family related issues like illness of a family member and not able to help them due to their job engagements, absence at the of death of a close family member like mother, father, elder brother, brother-in-law; issues related to children like problems in school admission, important exams, children discontinuing their studies, etc. In comparison to ‘Officers’ (i.e., 13% from Jammu and 36% from Kashmir) and ‘Subordinates-officer’ (i.e., 10% from Jammu and 36% from Kashmir) categories, lower ranks groups appear to have experienced somewhat higher levels of perceived stress as 56% of ‘Other ranks’ and 50% of ‘Class-IV’ from Kashmir Frontier and 31% of ‘Other ranks’ 60% of ‘Class-IV’ from Jammu Frontier reported more of such experiences. This difference gives us an idea about dynamics of power in the hierarchy and how ones position in the hierarchy determines ones experience and not only at the work places but also in social relations. Moreover, the data also indicates how the proximity to conflict situations makes soldiers vulnerable and helpless. The attitude of officers towards the needs of their subordinates plays a significant role in these matters.

*“Compared to Jammu, doing a job in Kashmir (particularly referring to high attitude postings) is very tough. Here you have much more work load along with greater stress. You remain isolated from the rest of the world...during winter months (approximately 6 months) you are totally isolated from human contact*

*other than your few colleagues. You have to live with the same faces, same people and same work. At times you get frustrated...you feel depressed. There is no communication with family. Living arrangements are not at all good...bunkers are in pathetic conditions, water seeps from the roof. You live, eat, and work in the same place. For eating, you will not get fresh food for months. The temperature goes down up to (-) 40 to 55 degrees during winters and no proper facilities are being provided.” (Constable, LoC, Kashmir)*

Most of the respondents also reported that unexpected and rapid change in deployment created personal and family hardships, especially for members whose families were staying with them. Once at high altitudes, respondents said they confronted a myriad of stress points: crowded or austere living conditions, long work days for more than six months, a harsh climate (which goes down up to minus 55 degrees Celsius), confinement to posts (bunkers) with no or little opportunity for customary recreational outlets, long separation from families and loved ones, and nearly total isolation from local populations. Uncertainty about the length and nature of the deployment was compounded these hardships.

*“Working at high altitude is very tough. The road gets blocked from either October or November till June of the next year. There is no telephone service, no medical service; no emergency service. ...all we can do is to ask help from the army. Sometimes they also refuse given their own requirements. Recently one of our Jawans died due to ‘appendix’ pain in Neru. ...the coy (company) commander informed the authorities down however, they refused to evacuate him by saying that.... ‘Give him some pain killer’....they (officers) thought that he was faking. At one point of time we decided to take him down by foot (40 km). However, due to avalanches it was too risky and dangerous. He was struggling with pain for three day and at last he died in Neru. This is our life. ...we are not believed by our own what can we expect from others (army). The whole episode shook me as I was in the same coy. Not a single official visited the post. We are living worse than a dog’s life. Officers cannot feel these things ...they are living luxurious life. It is we (lower ranks) who are actually suffering.” (Constable, LoC, Kashmir)*

When the same incident was verified from the superiors of the unit, the researcher was told that the cause of the incident was not negligence, but because of bad weather condition and the shortage of man-power (to replace him); they couldn’t send help on time.

*“You have to maintain a specific number of troops at one post and if it is less than that then the concerned officer will be convicted for it. And due to the shortage of*

*manpower the officer did not evacuate him. Moreover, the army refused to provide a helicopter as the weather was not good.” (Commanding-Officer, LoC, Kashmir)*

To perform duties at posts located at high altitudes, a soldier must physically be able to bear the hardships. However, during the interview sessions particularly with ‘Other-ranks’, the researcher was told that no physical fitness examinations are being done before sending the troops at high altitude areas. Few constables even reported that despite being declared physically unfit by doctors, they are being forcefully sent at high altitude postings, which not only affect them physically but mentally also they remain disturbed.

*“In an encounter in Tral (2002) I was shot in my upper right arm. Luckily I survived and doctors restricted me from taking heavy load and advised protection from cold weather. They suggested only light duties. But in spite of knowing about my condition the office sent me to the border. I was very tense. So I started drinking and smoking, otherwise I never used to drink before. This is the only way to cope.” (Constable, LoC, Kashmir)*

Given the working conditions, the facilities provided by the organisation are hazardously inadequate. For instance, in Jammu Frontier most of the ‘Other Ranks’ from LoC and IB complained about the workplace facilities.

*“...we don’t have even proper bunkers...we perform our duties under a tin roof without protection from the sides...during summers it becomes terrible to stand under that. There is no fan. If it rains then it is another problem. There is no way you can protect yourself, as it (rain) comes from any side. During storms you will not find any bunker as everything will be blown by it...next day you have to search and rebuild it. We have complained so many times and in fact they (referring to higher official of the organisation) are well aware of the situation but nobody cares.” (Constables, LoC & IB, Jammu Frontier)*

Moreover, respondents across J&K Frontiers and particularly among the lower rank categories stated that if the place of posting is near to their domestic destination where their families live, it becomes better for them, as they can cater to the needs of their families. The sense of being with their family makes them satisfied and happy.

#### 4.5(III): LIVING ACCOMMODATION

During the researcher's visit to LoC in Kashmir, it was very evident that the conditions in which soldiers were living and working were very bad. Moreover, living in unpleasant or dangerous physical conditions – such as extreme weather conditions, lack of basic facilities, etc., – was one of the major concerns reported by the majority of respondents. Poor living conditions at their places of posting were the realities being faced by the soldiers.

During the researcher visit of few of the company Head-Quarters in border areas Kashmir, it was found that the accommodation provided to soldiers was worst even to call them living accommodations. While having the informal discussion with soldiers living in those places, the researcher was shown the pathetic conditions in which they are living.

*“Street dog must be in better condition than ours.”* (Constable, Counter Insurgency Operations, Kashmir).

*“We won't find any facility here. We don't have bath room other one tin shed, no toilet and not even mess to eat. We eat while standing, there is no place where you can sit and eat. Nearly always we have to eat cold food. There is room for us other than open attic which is also a store. You never get proper sleep, day or night. During winters things gets even worst.”* (Constable, Counter Insurgency Operations, Kashmir).

As for 'Officers', they almost always get better accommodations than lower ranks. Moreover, officers generally enjoy far more freedom of movement and have greater control over how to spend their time, and get more time (at least better than the rest of ranks) for rest and recreation. Though, some officers do share the same quarters and live and work directly with their soldiers; but this is usually either because they have no choice or because, in rare cases, they actually choose to—and even then, it's usually junior officers, mostly 'Subordinates Officer' ranks, who do so. Higher than that, they usually have little trouble in getting their own private space with better amenities.

#### 4.5(IV): LIVING CONDITIONS

There is no doubt that poor working and living conditions always comes with prolonged spells of stress. However, what is more important is the conditions in which a soldier actually performs those duties. Living conditions are very significant in this matter. Generally, the living quarters for BSF personnel vary from barracks to comfortable apartments or built up accommodations at unit headquarters.

Across the sample of the present study 63% of respondents expressed satisfaction with their present living conditions. However, among the different rank groups respondents from 'Other Ranks' category (54%) reported that they are not happy with conditions in which they are living. Moreover, they reported that due to hectic schedule of the duties they hardly get time to utilize those facilities. They said that most of the time they remain out of their living places to perform their duties. In an informal discussion with constables and head-constables from different locations of Jammu Frontier who were specially being called for interviews, one of them stated that:

*"Rest ke liye jab time hi nahi milta hai...suvirdha hone ka koi matlab nahi hai..."*  
*"When you don't get time to rest, having good facilities hardly makes any difference."* (Constable, Static Location, Jammu)

While others said that:

*"What they [officers] call facilities are restricted only to the battalion Head-Quarters and one out of seven companies actually stay in battalion Head-Quarters. Rest of the places we won't find any such facilities".* (Constable, International Border, Jammu)

*"...they [officers] should live in our places, than they will realize in what conditions we are actually living".* (Constable, Line-of-Control, Jammu)



#### 4.5(v): MEDICAL FACILITIES

Medical facilities were almost negligible. The need for proper health care facilities was felt across the respondents. Each battalion of more than one thousand soldiers has only one general physician (MBBS), who remains mostly at battalion headquarters. It becomes really difficult for lower ranks to reach the doctor at the time of need as most of the battalions are scattered (into 6-7 companies) over many places. Respondents from lower ranks complained of unavailability of medicines. In Kashmir things become more difficult as soldiers are not allowed to move from one place to another place without proper escort and getting an escort, and this is not possible every time. At high altitude areas things are even worse. Most of the time they have to depend on the army for health care needs. Moreover, the lower rank groups complained about the indifferent attitude of doctors towards them.

*"...they don't look at us. For them (doctors) we are untouchables." (Sweeper, Static Duty, Kashmir)*

*"They are not human doctors; they are animal doctors because they treat us as animals." (Constable, Static Duty, Kashmir)*

*"First of all they don't know what patient means. They don't talk to you; they only ask 'what is your problem'." (Inspector, Static Duty, Jammu)*

*"The medicines are not good at all. I don't understand why they (BSF organisation) cannot buy good medicines." (Assistant Sub-Inspector, LoC, Jammu)*

As already mentioned (see Chapter-3) each Frontier has one 50 bedded composite hospital to cater to all Central Police Organisations (CPO's) including 17 Battalions (Bn) of BSF; 47Bn of Central Reserve Police Force (CRPF), 3Bn of Rapid Action Force (RPF) and 4-5Bn of Indo-Tibetan Border Police (ITBP). At any given point of time the patients exceed the hospital's capacity. Although both hospitals have been authorised to have full-fledged medical facilities by the Ministry of Home Affairs (MHA), i.e., seven specialists including 1 Gynecologist (looking after the families of soldiers), 1 in Medicine, 1 surgeon, 1 Radiologist, 1 Pathologist, 1 Eye Specialist and 1 Anaesthesiologist, and 6 General Medical Officers (GMO's) and 1 Dental Surgeon,

it was found that they are functioning without doctors. The hospital was running short of Cardiologist, Psychiatrist and Orthopaedist. With only two doctors (who were looking after the administrative section), most of the sections were non-functional. Moreover, records are not properly maintained for surveillance. The hospital is also authorised to have 13 nurses, out of which 9 were recruited. In addition, the hospital is also conducting 7-8 training courses annually, which proves to be extra burden on the minimal staff. Although the hospital is equipped with Pathology Lab, X-Ray, Ultra-Sound, Tread Mill Test (TMT), and Physiotherapy units, there is no one to actually run them. Most of the serious cases are being referred to the Army Hospital located in Srinagar which takes the burden to some extent. Ultimately it is the civil hospitals in Kashmir which are catering to the un-met health needs not only of soldiers but their families too.

#### **4.5(VI): MANPOWER**

Officers raised issues related to manpower. Given the area and diversity the of roles, the existing manpower at specific locations was not adequate to accomplish the assigned tasks, which in turn puts additional pressure on soldiers. Leave problems were attributed to factors associated with shortage of manpower.

*“Soldiers always complained that officers are not giving leave on time but nobody realises that due to more work load the officers have to retain the soldiers. If he cannot maintain the required number he will be questioned by his seniors.”*  
(Deputy-Commandant, LoC, Kashmir)

*“We are ready to work anywhere but we should be given at least what we deserve. In terms of pay there is no difference between an officer or a soldier sitting in Delhi and one who is at 18 thousand feet (above the sea level) performing his duty.”* (Second-in-Commandant, anonymous)

#### **4.5(VII): OTHER FACILITIES**

Another issue was the quality of uniforms. Almost all the respondents complained that the uniform (which is given to them by the organisation) is so bad that they have to buy their uniforms from the market. For instance, the pair of shoes given to a

soldier is for three years at least. However, due to the bad quality (as reported by the soldiers) it does not last for more than 3-5 months. Similarly, the quality of food was another issue they complained about, especially respondents deployed at high altitude areas in Kashmir.

*“...Moreover, at high altitude posting your appetite dies off. On top of that the quality of food is so bad that you don't feel like eating. As compared to unit headquarter or even the army, the ration (which is supplied by army) given to us is of second grad quality... They (concerned authorities) are corrupted...”*  
(Constable, LoC, Kashmir)

Moreover, the extra allowance (special allowances given to those soldiers who are deployed in ‘hard areas/conflict ridden area’ like J&K and particularly in Kashmir) was a common issue of concern in both the Frontiers. Additionally, insufficient or non-availability of facilities like CSD canteen, health-care, non-availability of medicine, no ATM-machines at Frontier levels so that they can withdraw their salaries without any hassles, separate railway reservation counters, were other common concerns of soldiers. There was also a demand for separate rail compartment for Para-military forces like that of the Army, so that they can reach home easily. Several other criticisms were related to the discriminatory policies over special allowances and perks which a soldier gets for working in hard (sensitive) areas.

*“If we are doing the same job as the army does then why so much difference?”*  
(Constable, IB, Jammu)

*“Army is getting Kashmir allowances even before they enter Kashmir but a BSF Jawan is not given it until he is deployed at high altitude.”* (Constable, LoC, Kashmir)

#### **4.6: REST AND RECREATION**

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Occupational settings produce the most pervasive continuous demands during one's lifetime. In military jobs they absorb the largest amount of time in adult life considering the nature and profile of the work and its inherent demands. To add to this

the continuous workload, frequent and long deployments, etc., has resulted in a sharp rise in the stress levels of the soldiers. Military jobs are among the high-stress rated occupations. The reasons seem to point towards the nature of their job which produces high demands on soldiers. The nature of workplace demands are predictive of levels of work stress, i.e., if the demand exceeds ones capacity and ability (both at the physical and mental level), the person is likely to experience work stress. Excessive and otherwise unmanageable demands and pressures can be caused by poor work design, i.e., strict and inflexible working schedules, long and unsocial hours, unpredictable working hours, badly designed shift systems, poor management and unsatisfactory working conditions. Similarly, these things can result in workers not receiving sufficient support from others or not having enough control over their work and its pressures.

#### **4.6(I): ANALYSIS AND INTERPRETATION**

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For analysis and interpretation the theme was operationalised under twelve items (refer to A6, A6.1 & A6.2).

#### **4.6(II): RECREATION FACILITIES**

Entertainment remains the last option towards stress reduction in their lives. Recreation plays a crucial part in the life of a soldier. It helps them to ease out. However, 41% of respondents (across Frontiers) reported having television as the only source of entertainment. Among different rank groups only 'officers' (68%) reported having access to the other forms of recreation. Due to tight duty schedules majority of the respondents (52%) were not able to engage in different forms of recreation frequently.

*"We don't have time to do anything except our work. From early dawn till mid night I perform my duties... from one shift of work to another shift of work. We don't have time to entertain ourselves... sometimes I do watch T.V but that too is an order ...not when I wanted to." (Constable, International Border, Jammu)*

The most common complaint among the soldiers, particularly among the lower ranks ('Other Ranks' and 'Class-IV'), is that they are not getting enough time for recreation and entertainment, because of which they often feel stressed both physically and mentally.

#### **4.6(III): TIREDNESS/ FATIGUE/ HEALTH ISSUES**

Tiredness, also known as fatigue, affects most soldiers at some point of their lives. Due to overwork and hectic schedules 50% of the respondents across rank and Frontiers (J&K) reported persistent feeling of tiredness or exhaustion which soaks up all their energy. Among different rank groups, only 'Class-IV' group (43%) showed a significant variation from the rest of groups by reporting that their work *often* makes... them tired and enervated.

*"Since the last twenty years I am doing this job. Day and night I performed my duties; now I don't have much energy left. I am not able to carry on any more as my health is gradually deteriorating. This duty sucks everything out of you."*  
(Constable, CI-Ops, Jammu)

*"...even at this age (48 years) I am performing eight-hour duty every day. I am tired now. There is no energy left now..."* (Head-Constable, Static Duty, Kashmir)

*"We don't have time to ourselves. We don't have privacy. We have only one thing that is work... you finish this one they [referring to officers] ask you another, you finish that they are going to ask for another. They will not let you rest even during rest time."* (Constable, CI-Ops, Kashmir)

#### **4.6(IV): SLEEP DEPRIVATION**

Sleep loss and sleep deprivation due to poor and deleterious work environment, resulting in fatigue, may jeopardise optimal functioning of military personnel who otherwise are in good health. In case of present study, 43% of respondents (across ranks and Frontiers) reported that *sometimes* they face certain health problem or their sleep had been affected because of their work, while 38% of the 'Class-IV' reported that they often have such experiences.

*“...the work cycle continues. For the night duty which is from 9 to 6, I sleep only for three hours. Unfortunately if you are found sleeping beyond that time then you be severely punished for that. After few hours while coming back from naka [night duty] the same routine will starts again.”* (Constable, International Border, Jammu)

During the interview session with ‘Other Ranks’ many respondents revealed that they are planning to leave the job because of their incapacity to fulfil the expectations imposed on them. Many respondents also reported experiencing various health problems due to hard duties which required them to remain standing for long hours and deprived them from sleep and rest.

*“I am planning to leave this job next year. Since last twenty years I am performing standing duty, now I can’t push myself. I am looking for some other job, the moment I get it I will leave this one.”* (Constable, Counter-Insurgency Operations, Kashmir)

#### **4.6(v): CONTINUOUS OBSESSIVE THOUGHTS OF PENDING WORK**

Thirty seven percent respondents across J&K and across ranks reported that due to work pressure sometimes they continue to think about work even during rest period. Among rank groups, only ‘Class-IV’ category reported experiencing it often (43%). This could be possibly because of the work profile as they are the ones whose work is being evaluated on an everyday basis.

*“Mera kaam har roz subha panch baje shuru hota hai...aaram karne ka koi mauka hie nahi milta hai... pehale pura kamp (camp) ki safaie karo, phir toilet saaf kana padta hai... aur phir sab logon ke yaha jana padta hai... iss dauran thodi si bhi deri yaa kami rahe tou phir uski saza khau... yeh koi zindagi hai? Agar thoda saa bhie time milta hai usme bhi yeh pareshaani hoti hai ki agla kaam kya kar na hai.”*

*“My work starts by five in the morning...there is no time for rest...first you clean the whole camp, then clean the toilets and then go to officers’ quarters...during this time if you are late or something is missed out...then be prepared for punishment...is this life? During the little time of my rest I would to think of what to do next.”* (Sweeper, Static Duty, Jammu)

In addition, the data obtained from Kashmir Frontier showed a variation where 33% the respondents (across ranks) reported continuous obsessive thoughts of pending work even during rest period, compared to Jammu Frontier, where 40% to respondents across ranks reported that they sometimes experience such work pressure.

Furthermore, 42% of respondents (across ranks and Frontiers) reported being pressurised to work beyond their capacity. In addition, the respondents from Kashmir Frontier (33%) felt it more often than Jammu Frontier.

*“My senior thinks that I am a machine... all the time he orders without realizing that few things are not possible. But we are bound to obey. No matter how you do that the order has to be obeyed.”* (Deputy-Commandant, place and posting anonymous)

*“...take an example of yesterday: my superiors had come for inspection. While inspecting he ordered to wire a four hundred meter fence. He doesn't even think for a while whether the material is available or do I have sufficient manpower available but no it has to be done mean it has to be done...my boys (soldiers) worked for the whole night to finish the task. They often take such irrational decisions.”* (Commanding-Officer, Frontier and posting anonymous)

Adding to this, 33% of respondents (across ranks and Frontiers) reported additional work load due to various annual inspections/ visits of senior officers.

*“...officers come now or then, there is no fixed date for visits. Over that you have annual inspections like weapon inspection, ammunition inspection, and medical inspection, quarter inspection (weapon, signal, and special equipments). Everybody remains tense, as nobody wants to get bad remarks. This adds to your stress level to a great extent.”* (Sub-Inspector, anonymous, Kashmir)

The various demands, including the workplace environment, have an important impact on a person's health. The recreation facilities available to the worker at the work place are the valuable source of renewal which keep the workers entertained, interested and mostly prevent them from feeling fatigued. However, the data analysis

indicates that except majority of 'Officer' rest of the troops lack proper recreation facilities. Due to busy work schedules and continuous work pressures soldiers were hardly getting any time to entertain themselves. By putting large amounts of work on them without any rest breaks, their physical as well as their mental health is susceptible and quite prone to sickness. On top of that if a person is pressurized to work beyond his physical capacity, severe pathology may develop in the health of such individuals. During the analysis, the data reveals that owing to pressure to work beyond their normal capacity, the respondents are facing some health problems such as headache, body pain, cold, boils, aching, back aches, abdominal pains, etc. This was substantiated by the interviews conducted with doctors posted at the composite hospital in Srinagar

*"Most of the soldiers come up with symptoms of psychosomatic nature. This is the manifestation of stress soldiers are undergoing."* (Chief Medical Officer, Composite Hospital, Kashmir)

According to the medical records of Composite Hospital Srinagar, in the month of December 2008, out of 2006 patients of BSF personnel, 927 patients (45.56%) reported *medically unexplained symptoms* (Composite Hospital, Humhama).

#### **4.7: INTERPERSONAL RELATIONSHIP**

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Man being a social animal, his relationship with the other members of society remains one of the important indicators of his well-being. Social relations influence us constantly. Socially supportive relationships can have a powerful and long lasting effect on our lives. They have the potential to shape our day-to-day lives and help us to grow. As work is an important part of an individual's social life, workplace experiences become one of the major sources and basis of these varied interactions. Social environment and support or help at workplace plays an important part in sustaining our work roles and in shaping our perception of our work experience. Most of our perceptions related to work are determined by the relationship we share with the persons under whom we work, as well as the people whom we work with. That is



to say, our work relationships are influenced by our seniors, peers and juniors alike. If positive, they can work as buffers to tide over hard times in one's life. They help in reducing the psychological strain associated with the workplace by helping soldiers tackle with their problems and simultaneously providing emotional support. Problems in such relations not only leave a soldier helpless but could also become the cause of his distress.

The aim of this section is to explore the dynamics of interpersonal relations in the BSF organisation and its impact on the members. As the BSF is organised hierarchically, the nature of their personal relationships are critical in determining the level, extent and nature of stress. These dimensions of a relationship may or may not have significant direct linkages with stress, but their indirect and total effects cannot be overlooked. The present study operationalizes the broad theme of interpersonal relationships under seven items (refer to A7, A7.1 & A7.2), which were carefully designed to explore the different aspects of the existing inter-personal relations between soldiers and their workplace.

#### **4.7(I): INTERPRETATION & ANALYSIS**

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For the purpose of analysis and interpretation, the broad theme of inter-personal relationships has been divided into two sub-themes:

#### **4.7(II): SUPPORT MECHANISM**

Despite the fact that most of the respondents are well aware of the fact that they are on non-family posting, the majority of BSF respondents (36.36% of 'Officers', 41.46% of 'Subordinate Officers', 26.67% of 'Other Ranks' from Jammu Frontier and 36.36% of 'Subordinate Officers' from Kashmir Frontier), have stated that they look upon their family members for support in times of crises, rather than depend upon their superiors at work or the BSF department. Only 18 % of the total placed their colleagues as their most important source of help in times of need, of which 39.02%

are 'Officers' posted across Jammu and Kashmir Frontiers. From the interviews with officers, it was clear that they usually try to sort out issues without involving their family and perhaps colleagues being more accessible they are looked upon as the first option. As one of the officers stated:

*"I placed my trust more on my family... Most of the time they come to my help but sometimes I take help from colleagues also. For instance, last year my wife met with an accident in Delhi but I was in Kashmir. As my other family members live in Gujarat it was no use calling them. At that time I called one of my colleagues in Delhi. ...he took care of my wife as she was in hospital for two days... I was very relieved. I visited her after two days. Till that time my other family members had reached"* (Deputy-Commandant, Age 41, Static Duty, Kashmir).

The data also shows difference between the two Frontiers wherein most of the respondents who rely on their families for support were from Jammu Frontier 33%, as compared to 28% from Kashmir. This variation could be because of the fact that most of the soldiers in Jammu Frontier have privilege to keep their families even outside the campus premises (families normally resided in local houses). On the other hand, given the security conditions in Kashmir, soldiers posted in Kashmir Frontier are restricted to campus boundaries and are not allowed to move beyond the camp premises, i.e., residences at battalion Head-Quarters. Living with their families gives them support and strength to face the hard time at their workplaces. Family works as buffer, they (soldiers) look at their families for support when they are in trouble.

*"Living among family members gives me joy. I feel safe and secure. I do share with my problems with my wife. Moreover, when I look at my children, it gives me immense pleasure and peace of mind, I forget every problem. Officers cannot understand my problems. They only know to command you. Even if you share your problem, you have to give hundreds of explanation to them understand."* (Inspector, Static Location, Kashmir)

Furthermore, among the different rank groups, 66.67% 'Class-IV' from Kashmir Frontier look upon their relatives as major source of help and 33.33% of 'Other Ranks' from Kashmir Frontier rely more on their friends than their superiors, whereas only 36.36% of 'Class-IV' from Jammu see superiors as the source of help. However,

the analysis of qualitative data reveals that it is because of helplessness that 'Class-IV' respondents look upon their superiors as source of help, though they never felt satisfied with actions taken by their superiors to redress their problems (52.38% of 'Class-IV' reported *total* dissatisfaction).

Moreover, Class-IV employees are mostly from lower socio-economic backgrounds. Keeping in mind the fact that they have access to limited resources, and that higher officers have the power to help them out in difficult situations, these respondents dependence on their superiors is well justified.

On the one hand, the nature of military jobs itself restricts the role of families and other support systems to influence in the matters related to their jobs. And on the other hand, the indifferent attitude of superiors further worsens the situation for them. This has also been supported by the qualitative analysis of the interviews with respondents from 'other ranks' where it was revealed that during the time of need most of the time the superiors as well as the BSF departments are indifferent towards the needs of soldiers; this is the reason why they ('other ranks') do not count on them (superiors and BSF department) for their support. For instance, the quote given below demonstrates how helpless and restrained a soldier can be at times, when he gets neither the support from his superiors nor can he access his family for emotional support at the critical moments of his life.

*"During posting at FDL last year I fell seriously ill for two months....I was admitted first to the composite hospital for a while but was later shifted to 91 Base hospital (Army Hospital) I was alone there for three weeks... though my family was aware of this as I had already informed them, they couldn't come as it was winter and there was no place to keep them as I myself was in hospital... nobody from the unit ever visited me... till I was back in the unit... deployed at the height of more than 12,000 feet... but my family used to call me every day"* (Constable, LoC, Kashmir).

It is in itself an alarming situation that most of the respondents clearly indicated the organisations' failure to support its members during the critical moments of their life.

For example, the soldier's expectation of accommodation its family members during a critical juncture lacks supportive measures from the organization.

#### **4.7(III): EXPECTATION**

The failure of different rank groups to reconcile to BSF department or superiors as a source of support reflects the kind of dissatisfaction that prevails among the ranks and towards the organisation. It seems that the organisational policies somehow are not able to suffice the expectations which its members anticipate at the time of need. The qualitative analysis of interview data and observation from the field reflects that there exists lack of trust from both sides (superiors as well as sub-ordinates) which further strains their relationship. This discontentment results in decreased motivation and helplessness. As soldiers spend most of their life time at their workplaces, interpersonal relation plays a crucial role in the way they perceive their work environment and relationships.

*"I was posted in Kishan Jung in 2003. My brother informed me in August about my father's illness. I talked to my coy-commander and ask him about leave. He replied 'Abhi tou kuch nahi huwa na, jab ho jayega tab dekhenge...' as if I was lying and when my father died he sent me to the Headquarter but it was too late. I couldn't see my father. Next year my mother also died. That time also I talked to my senior officer but nothing happened. After these events I have decided to leave this job as soon as possible." (Head-Constable, Static Duty, Kashmir)*

On the other hand, organisational policies seem to be the major concern for officers. For example, Annual Confidential Report (ACR) – which has to be written by their immediate superiors and which influence their promotions – is perceived to be unjust as it constrains the development of open and fair relations. They have also highlighted that due to such policies, at times they are being pressurised to do the things which many times goes against their will, ultimately reducing the trust and confidence in their superiors.

*"If you don't want any problems in your service book then follow blindly even if it doesn't make any sense..." (Commanding Officer, Static Duty, Jammu).*

*“We are at the disposal of the whims and fancies of our officers...”* (Assistant Commandant-Static Duty Jammu)

Surprisingly, the data (cutting across the ranks from both Frontiers) reveals that most of the respondents (38%) can easily approach their (immediate or senior) officers for reprisal of their problems. 36.59% of ‘Officers’ and 36.54% of ‘Other Ranks’ reported that they *sometimes* felt satisfied by the action taken by their senior officer, which is in contrast with 52% of ‘Class-IV’ and 40% of ‘Other Ranks’ who reported that they are *never* satisfied with the action taken by their superiors to redress their problems; rather *“they exacerbate the situation”* (Head Constable, CI-Ops, Jammu).

Moreover, cutting across all the ranks from both the Frontiers of Jammu and Kashmir, 52% of the respondents rate their inter-personal relations with their immediate officers as *‘fair’* (i.e., superficially good). Only 37% of officers perceive it as *‘good’* compared to other rank categories. This could possibly be out of helplessness where every lower rank is bound to maintain, willing or unwillingly, good relations with their immediate as well as superior rank. As one head constable states:

*“As a link between the higher officers and Jawans my job is to supervise the Jawans (soldiers) and also to ensure that every work has been done properly. This is not possible unless you are on good terms with your Jawans...”* (Head-Constable, Static Duty, Kashmir)

However, lower ranks (‘Other Ranks’ and ‘Class-IV’) did complain about their superiors for using harsh and bad language. They also said that they are not treated in a dignified way by their superiors.

*“Iss kaam mein izzat nahi hai... Mai us din ka intezaar kar raha hoon jab mai yeih chhod doonga... Insaan kabtak bardasht kar sakta hai...? Kya hum insaan nahi hai...? Humari koi izzat nahi hai? Dil kiya usko yahi par goli maaru magar bachcho ka khayal aaya..”* *“There is no respect and dignity in this job. I am waiting for the day when I leave this job. How far can one tolerate this... Are we not humans? ...don’t we deserve respect? I feel like shooting him here but then I think about my children.”* (Constable, Static Duty, Jammu).

The person was complaining against a superior officer who has abused him for not opening the gate quickly.

*“Officers are not good to their juniors; they don’t consider us humans... (Head Constable, Static Duty, Srinagar).*

*“No officer is authorised to keep soldiers for personal use. It makes your life hell. ...you always feel dissatisfied and discontented with your own self. When I experienced this I started hating myself...” (Constable, CI-Ops, Kashmir).*

#### **4.8: WORK-FAMILY BALANCE**

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The nature of the interface between the soldier’s workplace and his family is the keystone of the work-family construct. The interface can vary from positive to negative. Usually the term ‘work-family’ connotes the conflict that arises when an employee tries to fulfil the responsibilities and roles in both domains like a soldier strives to meet the requirements of job and his family. The financial aspect is one of the responsibilities. The worker strives to maintain a good performance at work and simultaneously cares and strives for his family. But if he is not able to fulfil the requirements due to his job, it may leads to frustration, aggression and then ultimately stress. To explore the different facets of this broad theme, the present study operationalized it under fourteen items (refer to A8, A8.1 & A8.2).

#### **4.8(I): ANALYSIS AND INTERPRETATION**

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Fulfilling the needs of family is something for which a person works day and night. In case of BSF personnel, supporting their families demands a great deal of energy and many hardships to meet the ends. When they feel that their efforts are not bearing up to their expectations, which includes providing the family support, care and catering to the basic needs, it affects the soldier negatively. Despite so many hardships and effort they are putting into their job or doing a great deal for their organization, the majority (55%) of respondents across J&K feel that they are not receiving rewards that are commensurate with these efforts and that their income is insufficient to cater

to the basic needs of their families. Among ranks categories 90% of ‘Class-IV’ and 68% of ‘Other Ranks’ across Jammu and Kashmir Frontiers reported that their pay is insufficient to fulfil the basic requirements of their family members.

*“Jitna humse kaam karwate hai usa ka badlay hamari tankhua bohat bohat kam hai.” “In comparison to the amount of work which we do, our pay is much much less than that.”* (Head-Constable, CI-Ops, Jammu)

*“Meri pay meri ghar ki aam zarurate pura nahi kar pati hai.” “My pay is not sufficient to fulfil the basic needs of my family.”* (Sweeper, LoC, Kashmir)

*“Iss tankha se hum sirf apna pet pal sakhte hai... naa hi tou hum apni paristithia sudaar sakhte naa hi tou bachchon ko achi shiksha de nahi sakhte hai.” “With this much pay we can only survive, neither can we improve our conditions nor can we can give good education to our children.”* (Barber, Static Duty, Jammu)

However, 54% of ‘Subordinate Ranks’ and 71% of ‘Officers Ranks’ appeared satisfied with their pay scales. The possible reason could be their respective positions in the hierarchy, and their pay structures (refer Table 4.1) and the working conditions according to the job profiles – change in the former determines the value of the latter, socio-economic status, family background, and the number of dependents.

Moreover, if the personal is the sole earner in his family, it increases his liabilities towards his family. Over and above that if the person belongs to the lower socioeconomic class with poor family back ground, it further increases his liabilities and responsibilities, towards his immediate family but also towards his extended family like financially assisting unemployed brother, sister, or sending money for their education or sending money to parents who are living some other place, etc. however, those from better socioeconomic background were found to have fewer such liabilities. In the present study, the data indicates that 53% of the respondents reported having liabilities other than their own families. Among the various rank groups, only ‘Officer Ranks’ (73%) reported not having any such extended nature of responsibilities. The ‘Officers Ranks’ by and large came from well-off families and hence did not express such additional burden.

TABLE 4.1

**SIXTH CENTRAL PAY COMMISSION PAY STRUCTURE  
FOR  
BORDER SECURITY FORCE**

S/No	RANK	PAY BAND	GRADE PAY	PAY	TOTAL PAY
1	CO	PB - 4 (37400-67000)	Rs. 8700	Rs. 37,400	Rs. 46,100
2	2IC	PB - 3 (15600-39100)	Rs. 7600	Rs. 21,900	Rs. 29,500
3	DC	PB - 3 (15600-39100)	Rs. 6600	Rs. 18,750	Rs. 25,350
4	AC	PB - 3 (15600-39100)	Rs. 5400	Rs. 15,600	Rs. 21,000
5	INSP.	PB - 2 (9300-34800)	Rs. 4600	Rs. 12,540	Rs. 17,140
6	SI	PB - 2 (9300-34800)	Rs. 4200	Rs. 9300	Rs. 13,500
7	ASI	PB - 1 (5200-20200)	Rs. 2800	Rs. 7510	Rs. 10,310
8	HC	PB - 1 (5200-20200)	Rs. 2400	Rs. 6460	Rs. 8860
9	CT	PB - 1 (5200-20200)	Rs. 2000	Rs. 5830	Rs. 7830
10	EF	PB-IS (4440- 7440)	Rs. 1300	Rs. 4440	Rs. 5740

*Source: Data procured from BSF Department*

#### 4.8(II): FAMILY-QUARTERS AT WORKPLACE

No matter what circumstances they are facing, the sense of being with their family is something which gives soldiers strength to face their toughest times. It gives soldiers the innate psychological satisfaction that helps them to deal with any problem which comes in their way. Moreover, the knowledge of the well-being of their family, if they are staying away from them, keeps the BSF men satisfied and happy.

However, most of the respondents (across all ranks) complained that the family-quarters provided for keeping their families are barely adequate to meet their demands. Only 31% of the respondents reported that they are living with their families, whereas 69% of the respondents across the J&K Frontiers were not able to keep their families at their workplaces. This helplessness of not being able to keep their families at their place of posting was more evident in Kashmir Frontier (i.e., 74%) than in Jammu Frontier (i.e., 68%). Moreover, when respondents were asked how easily they are getting *permission* to keep their families at their workplace, 48% of respondents from Kashmir Frontier reported that they never get permission easily to keep their family at place of posting. Here the respondents from Jammu Frontier showed a slight difference, i.e., 34% reported that they *sometimes* get the permission to keep their families. However, even within Jammu Frontier respondents from Static duties (43%) and LoC (43%) said that they don't get the permission with ease. This



can be explained because of the conflict situation which is more intense in Kashmir region than in Jammu.

Moreover, among the different rank categories, only 'Office-Rank' category (34%) reported easily getting permission for keeping their families. Among the various rank groups ('Sub-Ordinate Offices'; 'Other Ranks' and 'Class-IV'), majority of the respondents, i.e., 31%, 54% and 57% respectively, reported *never* getting the permission easily to keep their families. Interestingly, when one observes the figures carefully one finds that the percentage tends to go higher as we move down in the rank hierarchy, i.e., those at the bottom of the hierarchy are being given less priority than other ranks above them with respect to keeping their family with them. In other words, priorities tend to go capriciously and arbitrarily hand in hand with the position one occupies in the hierarchy.

Even those who get permission to keep their families in the camp, they were not allowed to keep their families for not more than one year. However, in Jammu Frontier soldiers had the opportunity to keep their families outside campus, while it was not allowed in Kashmir reportedly due to security reasons (as reported). Among those who keep their families at their workplaces, only officers were able to give sufficient time to their families.

*"The moment you get family quarter, you will be sent to high altitude or border, which means that you will not be able to be with your family. They (pointing towards officers) do so to send others a message that they should not think about it. Last week I came from high altitude post after three months. So it was useless to keep my family. My wife went back 15 days before as it was useless to stay here. In fact I was more worried when she was here alone."* (Sub-Inspector, LoC, Kashmir)

Even the respondents (lower than officer ranks) who were fortunate enough to reside with their families complained of not having sufficient time to be with their families.

*“For one week I haven’t talked to my son... I usually come late from my duty and by that time he had already gone to sleep. I usually leave at 5 at am in the morning. In between there is no time.” (Constable, CI-Ops, Kashmir)*

For those who were not able to keep their families at their postings, the situation was even more difficult as they were not able to take care of their families and most importantly their children. The foremost concern for majority of respondents was their children’s education, which according to the respondents was suffering because they (respondents) were not able to give proper time to them. This was also substantiated by the quantitative findings where 54% of the respondents (across J&K and across ranks) stated that due to long separations from their families they are most worried about their children’s education as they are not able to give sufficient time to their families.

*“...but because of this job, I am not able to take care of my family and particularly of my children. My eldest daughter left her studies after finishing her 12<sup>th</sup>, had I been there I would have never let this happen. Same is the story of my other children their studies are also suffering because of lack of guidance. Although my wife is educated, but not that much that she can guide them for higher education...” (Inspector, Static Duty, Kashmir)*

#### **4.8(III): FAMILY VISITS**

Family separations are an intrinsic part of military life. Given the job profile of the BSF organisation, a soldier faces a lifestyle that is comprised of frequent deployments, which results in increased family separations. Remaining away from home/family for a long period does impact their social life which brings psychological distress.

In conflict zones the deployment is for especially long periods of time and the soldiers get very less opportunity to give proper time to their families living with them at their respective postings (which in case of present study are only 31%) due to high job demands and hectic work schedules. Their only hope remains to visit their families.

As 72% of the respondents (across J&K Frontiers and across ranks) reported, they can only visit their families twice a year (general rule applicable to all posting areas)<sup>34</sup>. 55% reported that they are not at all satisfied with these visits. However, the response number of response varies across ranks with those at the bottom of the rank hierarchy feeling it more intensively than those at the top ('Officer Ranks' (49%), 'Sub-ordinate Officers' (48%), 'Other Ranks' (57%) and 'Class-IV (76%)). Moreover, across ranks a significant difference was found between Kashmir Frontier (where 37% respondents reported *never* getting a leave at the time they require it most) and Jammu Frontier (where 38% of the respondents reported that they *sometimes* got permission for leave). Furthermore, the variation was prominent among the ranks groups, where 'Officer Ranks' and 'Sub-Ordinates Ranks' reported not having any problems, 'Other Rank' and 'Class-IV' group stated it as a serious problem.

*"For one month I was admitted in the hospital as I was suffering from pox. By that time I came back from hospital my brother was going to get married. I requested my officer to grant me leave but he refused by saying that I had already taken one month... this was a major setback for me and forced me to think about my future. God forbid if anything happens to my family, nobody will care. That's why I am looking for other jobs. (Sub-Inspector, LoC, Kashmir)*

This is a common emotion which was displayed by all respondents (61%) who reported having a death in their families in their absence. Such incidents had greatly impacted their minds. There was a feeling of guilt for not being able to support their families when they are most needed.

*"He (father) was suffering from asthma... that time phone facilities were not available. My father remembered me at his death bed, but I came later... that pain is still in me. And when my mother died I was in Srinagar... at that time I had my own mobile... that night due to low battery I switched off my phone. In morning I came to know that she is no more. However, before this I requested my coy commander for leave. He directly refused my application by saying that what will happen if I go... these two incidents changed my life. Every time I remember her, I regret that I couldn't see them (parents) even during their last days. I find myself useless now but because of my wife and children I am here." (Head-Constable, LoC, Kashmir)*

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<sup>34</sup> The total number of leaves normally does not exceed 75 days annually. It includes 60 days 'earned leave' and 15 days 'casual leave', which must be availed not more than two terms.

The nature of posting also affects their lives. If their posting is close by to their home town, they are able to cater to the needs of their family. However if the place of posting is far from their home town or away from their family it then becomes difficult for them to manage domestic issues. This further means that they are forced to work under hard conditions, grapple with their loneliness and simultaneously care for their families from a faraway place. In fact 40% of the respondents across ranks in J&K believe that their job is preventing them from looking after their family the way they would like to. This was affecting soldiers negatively..

*“Absence is the best medicine for love but with us things are different. The irony is that they (the loved ones) start living without us. I pretend to be a good husband, a good father but we both know it is not true.”* (Head-Constable, LoC, Kashmir)

*“We have no social life...we are cut off from the society. We don't have the power to take simple decisions in life. We are like machines who only know to obey... I am not able to take decisions about my children, family... I am helpless...”* (Inspector, CI-Ops, Jammu)

Importantly, the researcher noted a common pattern of a desire to leave the job amongst ‘Other-Rank’ groups across J&K. Most of them reported that they were waiting to complete their 20 years of service as it is the minimum eligibility criteria for getting the pension. The prominent reasons stated were less salary and more work, separation from families, promotion problems, and physical incapacity to carry on hard work. In addition, almost all respondents from ‘Other Ranks’ and ‘Class-IV’ felt very distressed with the recent cuts in pension from 70 to 50 per cent (of the last pay drawn) – which in turn affected their lives – both in terms of their present as well as future concerns.

#### **4.9: PERCEIVED JOB-SATISFACTION AND FUTURE CONCERNS**

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Perceived job satisfaction refers to the feeling of accomplishment of goals and a sense of achievement a worker tends to have in an organization and it can be regarded as one aspect of life satisfaction: experiences in the job influence perceptions of the job

and vice-versa (Davis and Newstrom, 1989). Job satisfaction can be influenced by a variety of factors, e.g., the quality of interpersonal relationship at workplace, the quality of the physical environment in which they work and degree of fulfilment in their work, job security in terms of pay, promotion, etc. It can also be discovered through exploring some of the basic organisation policies which directly or indirectly influences the worker. In many aspects, working in military organisations differs from any other civil service. For soldiers, the sense of job satisfaction that work should bring is often more important than others as they spend their whole lives in their jobs. The aim of this section is to explore the sources of job satisfaction and dissatisfaction and future concerns among the BSF personnel. The present study operationalised this broad theme under twelve items (refer to A9, A9.1 & A9.2), addressing broader issues and different facets of job satisfaction.

#### **4.9(I): ANALYSIS AND INTERPRETATION**

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Every soldier has different reason for working in BSF. The reason for working varies from person to person. But, they all work because they expect to obtain something that they need from work. The “something” obtained from work impacts their morale, motivation, and the quality of life. Despite the fact that 33% of respondents (across J&K Frontiers) expressed the sense of accomplishment and achievement in their jobs, the preliminary data on job satisfaction among BSF personnel indicates that majority of respondents expressed (across ranks and Frontiers) dissatisfaction with their jobs. These includes 46% of those respondents who said that they sometimes felt dissatisfaction with their jobs, 12% of those who often had such feelings and 10% of respondents who always felt dissatisfied. Moreover, 24% of ‘Other ranks’ and 43% of ‘Class-IV’ reported that they never felt sense of achievement. From the analysis of qualitative data it was found that majority of respondents from lower ranks (‘Class-IV’ and ‘Other Ranks’) had joined BSF with certain expectation. For instance, the foremost reason to join BSF was to support their families, to bring certain changes in their status (particularly at economic levels), building new house and most importantly providing best education for their children. For them their job is the only hope to bring them out of their misery and destitute. They look at it as an opportunity

to improve their conditions and to some extent some felt that they have achieved and some felt that they were able to feed their families. But with the passage of time most personnel's expectation seems to be hampered by the organisational policies like that of promotion and other opportunities to improve their and secure career.

*"I haven't achieved anything so far... I don't have pakka (concrete) house, I am not able to provide good education to my children. My pay is not sufficient even to support the basic needs of my family." (Mess Helper, Static Duty, Jammu)*

*"I have achieved many things in my life because of this job but I have also lost much more than I gained. My family (wife) is not happy with me nor are my children." (Inspector, Static duty, Kashmir)*

*"Too less to achieve and much more to lose, that is the fate of a soldier." (Head Constable, LoC, Kashmir)*

As a sense of accomplishment and achievement is generally perceived to be directly linked to job satisfaction as well as to personal wellbeing, the level of expectation which each of these categories have at their respective positions plays an important role. Expectations, born out of opportunities, are the index of job satisfaction, affected by the work environment actually experienced by the workers. Generally having a good educational background, officers seem to be more concerned about their career in terms of promotion and other perks associated with their jobs.

Respondents of lower socioeconomic status may experience lower levels of job satisfaction for several reasons: for instance, higher-paying ranks bring greater personal control than those with lower socioeconomic status. Although it may not always be the case, but more often it's the personals having the officer ranks who have more personal choices in their work environment and more resources at their disposal, leading to higher levels of job satisfaction and a sense of achievement. Moreover, their expectation further drives them to explore the possible opportunity (in terms of special courses and training programs offered by the organisation), within current occupational field to improve their career which in turn enhances their status and

secures their future. These opportunities offered to officers' helps them in both social and occupational mobility.

#### **4.9(II): RANK**

If variables like social and economic background and job enrichment are assumed to be related to job satisfaction then ones position within a hierarchy count as an important variable of it. As each rank comes with a specific job profile, ones position within the hierarchy has a lot to do with how one is going to judge his situation. Among all ranks groups, 'Officer Ranks' (51%) and 'Subordinate Officers'(42%) reported that they are *to some extent* satisfied with their present ranks compared to respondents of lower ranks (41% of 'Other Ranks' and 43% of 'Class-IV' expressed total dissatisfaction). Furthermore, at the Frontier level a significant difference was found between Kashmir Frontier where 39% of the respondents' reported *total* dissatisfaction compared to Jammu Frontier where 41% of the respondents reported that they are *to some extent satisfied* with their ranks.

#### **4.9(III): PROMOTION POLICIES**

Promotions are an important aspect of a soldier's career and life, affecting other facets of the work experience and job satisfaction. They constitute an important aspect of soldiers' labor mobility, most often carrying substantial pay increases and can have a significant impact on other job characteristics such as responsibilities and subsequent job attachment. In this regard, the promotional policy of BSF organisation particularly at the constable and 'Class-IV' levels has been highly criticised. For constable ranks the minimum period for first promotion is at least 20 years. In between if he (constable) has been given bad remarks on service records then it usually gets delayed for a few more years. This has been affecting them greatly as they have lost the sense of achievement. Moreover, the fear of getting bad remarks, particularly those affecting their future prospects, are putting extra pressure on them. For 'Class-IV' employees the conditions are even worse. Normally there is no provision of mobility from their rank to the next, i.e., a person recruited as sweeper or a cook or as a washer

man remains in the same rank till he retires. Only in special cases a person is given a chance to move on to the next level. However, the criteria are so cumbersome that normally it is not possible for everyone to cross those barriers. This was substantiated by the quantitative findings, where 81% of 'Class-IV' reported having *poor* chance of promotion. They were extremely dissatisfied with promotion policies laid out by the organisation.

*"I joined as sweeper and I will retire as sweeper. I can never become a constable."* (Sweeper, Static duty, Jammu)

*"I am a sweeper and my son is also a sweeper. And his son will also be a sweeper."* (Sweeper, LoC, Jammu)

There is no provision for smooth mobility. For example, to move from their rank category to the next, a person should not be more than 28 years old, he should pass a specific exam, his should be at least 10<sup>th</sup> pass. Such procedures not only bring an end to their future prospects but they also halt their expectations and chances of social mobility. In other words, their wishes, desires and dreams of a better future for themselves and their family do not materialise.

*"Few years before there were two ranks in between constable and head-constable: Nayak and Lanc Nayak. And after every 7-8 years a constable was being promoted to Nayak and so on. These promotions used to give a sense of achievement but today you have to wait 20 years at least to get one promotion."* (Constable, LoC, Kashmir)

*"There is nothing for us. To get one promotion one has twenty years of his life and during this period if you have made a single mistake then forget about that also. We live in tremendous pressure. Besides the workload there are other pressures that you have to bear."* (Constable, Static Duty, Kashmir)

*"With this job I am able earn my bread for my family. It has not given me a chance to fulfil those dreams which in fact all parents in this world dream of i.e., a good education for my children, a better living standard for my family and a better and secure future for the forthcoming generations."* (Barber, Static duty, Jammu)



Moreover, 34% of respondents across Frontiers (which include 34% of 'Officers' 33% of 'Subordinate-Officers', 32% of 'Other-Ranks' and 43% of 'Class-IV') reported total dissatisfaction with their career prospects in BSF. However, at Frontier level respondents from Kashmir showed a variation (where 43% of respondents reported dissatisfaction with their career prospects) compared to Jammu Frontier (where 39% respondents were satisfied to an extent).

#### **4.9(IV): SALARY**

As job satisfaction or dissatisfaction is directly proportional to the factors associated with one's job, salary becomes one of the crucial parameters with regards to how one perceives his job. Generally the data reveals that 44% of respondents across ranks and Frontier of J&K are *to some extent satisfied* with their salaries.

*"I joined in fairly recently...and I think I'm being paid quite a reasonable amount of money... I'm working hard, but I think I'm being paid a reasonable sum to do that."* (Assistant-Commandant, IB, Jammu)

Only 'Class-IV' (71%) expressed total dissatisfaction with their salaries by saying that their pay is insufficient to support the needs of their families. It was also found that soldiers of lower ranks did not solely care about their absolute level of pay, instead they were more concerned with their income relative to the salary levels of that army and police organisations who were working around them in their workplace.

*"Why is our pay so less? Given the type of work, we are getting nothing. See in Delhi the police is getting the same pay as we do and more so he can return to his home every day."* (Sweeper, IB, Jammu)

#### **4.9(V): PUNISHMENT POLICIES AND PRACTICES**

The importance of strict discipline as an operational requirement for any military organization has been long supported by policy-makers. In case of BSF it is argued to promote good order and a strict disciplinary standard within the services under certain

codes and conducts. Soldiers who violate these policies are subjected to adverse administrative action and/or punishment under the BSF Act of 1968. Potential adverse action may include official reprimand, adverse evaluation report(s), non-judicial punishment<sup>35</sup>, separation, promotion denial, demotion; and court martial (BSF ACT and Rules, 2004). However, many of the respondents criticised the punishment policies of the organisation. They pointed out the certain 'acts' which proved to be stressful for them. For instance, on international border the night patrolling, which is also called '*naka*', which usually is done in groups with each group having not more than three soldiers. The area of duty for each group is 3 km minimum i.e., 1 km for one soldier, which is too much for one person. While patrolling, the soldier has not only to keep an eye on border, so that nobody can trespass from either side. Additionally, he has to make sure that the *wire* (border fencing) is safe because if it is found that the wire has been cut by any reason (whether man-made or natural that too during night), the soldier, along with his other group member (no matter whether it happened during their duty hours), will be either dismissed from services or at minimum their future promotion will be stopped forever. Under such circumstances the on duty soldiers usually remains awake and alert for the whole night even during rest periods, which they get for a maximum 3 hours in between their duty hours. Working under such conditions, where soldier's fate is determined by a wire, put a huge amount of stress on him. On the other hand, punishment practices such as 'quarter guard' (i.e., to confine a soldier in a room without any communication with rest of troops or anybody up to 28 days) which includes 'pithu-pack drills' (i.e., running for 1 hour both in the morning and evening with a 20 Kg sand bag on shoulders), 'stopping increments', 'fine up to a cut of fourteen day's pay in any one month', 'extra guards or duties', or 'service book notes' were major concerns of lower ranks.

*"We are not afraid of enemies (pointing towards the counterpart of other side of border) but the only thing which bothers us all the time is that fear being punished because we can tolerate the hardest time of our duties but if your career is on stake on just a wire one can imagine the kind of stressful it is."* (Constable, IB, Jammu)

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<sup>35</sup> Non-judicial punishment permits commanders to administratively discipline troops without a court-martial. The receipt of non-judicial punishment does not constitute a criminal conviction, but is placed on the service record. The process for a non-judicial punishment is governed by section 53 of the BSF rules and acts. BSF ACT and Rules, (2004). *The Gazette of India*. Ministry of Law: Published by Authority.

*“I will prefer to be at FDL (mean high altitude posting, usually on LOC) than international border because the rules (pointing towards organisational policies of punishment) are so tough that you and your families future remain at stake all the time and nobody is going to listen you.” (Constable, IB, Jammu)*

*“The quality of the wire is so poor that you don’t need anything to cut it but with few months it becomes so rusty that you can cut it with your hands...if anything happens you will be punished.”(Head-Constable, IB, Jammu)*

*“We are just like slaves. If they (officers) will find some fault in you (which is inevitable), you will be punished in front of everyone no matter what is your age. They take pride in doing this...for us it’s highly humiliating.” (Constable, IB, Jammu)*

*“Last year I leave was scheduled on month of February. My wife and children were literary calling every day. They were waiting for my return for a long time. But when I asked my superior about leave, he refused by saying that there is on one to replace me. ...I argued about this injustice... ...and I was fined for seven days’ pay...” (Constable, LoC, Kashmir)*

*“On my last visit to home, my father was very ill. I had taken him to the hospital for treatment. He was admitted in hospital for 2 months and had a surgery. As I am the only child so I was with him for the whole periods... My leave finished before my return date for which my one 15 day salary was cut off. I showed all the medical documents but no one has listened. Don’t we have family? Are we animals? Even animals have families...” (Sweeper, Static Duty, Kashmir)*

#### **4.9(VI): POSTING**

With long and frequent deployments in non-traditional, hostile conditions, with only two months at home before their next deployment, military personnel already have to make tough adjustments. Given the peculiarities associated with their current place of posting, 44% of the respondents (across ranks and Frontiers) reported dissatisfaction with their present posting. These include 32% of ‘Officers’ 37% of ‘Subordinate-Officers’, 56% of ‘Other-Ranks’ and of 48% ‘Class-IV’. The differences among the various rank categories clearly indicate the differences in the work profile. Moreover, the proximity to conflict makes their jobs even harder and tougher. The qualitative findings reveal that soldiers complained about the organisation’s inability in providing proper facilities at the specific postings. For instance ‘Other Ranks’ from LOC and IB

Jammu revealed that the place of their posting doesn't have the required facilities due to which their work becomes more difficult.

*"The outposts on International Border are not built properly. There no facility available like electric fan. In summer it becomes impossible to stand inside them."* (Constable, IB, Jammu)

*"The winter is chilling here [referring to place of his duty] but as you can see the bunker is not well built. The chilled air is coming from all sides. ...the coal is not of good quality. It makes so much of smoke that there is a 100% possibility that one gets lunge disease. The officers said that we should keep the proper ventilation but the weather is so cold that one will die of it"* (Constable, LoC, Kashmir)

#### **4.9(VII): SELF-SATISFACTION AND SELF-ASSESSMENT VIS-À-VIS JOB/ FAMILY**

An attempt to maintain a balance by the worker with his family and keep his work in equilibrium; and the contentment with that is one of the crucial determinants of the overall job satisfaction. When a worker has got a low perceived job satisfaction he is likely to get alienated from his work as well as from his personal life at large. As the quantitative data reveals (also strongly supported by qualitative data), 36% of the respondents (across ranks and J&K) reported *total* personal dissatisfaction vis-à-vis their jobs. Only 'Officer Ranks' (39%) seem to be much more satisfied followed by 33% of 'Subordinate Ranks' who *sometime* felt it. However, at the Frontier level a marked variation was observed in the intensity of personal dissatisfaction vis-à-vis jobs. In Kashmir it was 50%, whereas in Jammu it was 31%.

*"Apart from the fact that I am doing this job, there is nothing I can do for myself. I'm not satisfied with my life but as I earlier said, I doing it out of helplessness [referring to unemployment]."* (Assistant Sub-Inspector, LoC, Kashmir)

Similarly, when the respondents assess themselves vis-à-vis their families, 41% reported *total* dissatisfaction across ranks as well as Frontiers. On the other hand, only 'Officers' reported being content with their life as they were able to take care of their families to a greater extent than the rest.

*“The day I joined BSF, I lost my family life. For them [referring to family members] I am just an earner. Rest they don’t expect anything from me. I am not doing what a son should do. ...money is not everything. They need their son more than money.”* (Sub-Inspector, CI-Ops, Jammu)

The intensity of dissatisfaction with jobs was further reflected when 69% of respondents reported that if life will give them a second chance they will choose never BSF again. At the Frontier level, the dissatisfaction was more intense among the respondents from Kashmir Frontier (83%) than their counterparts from Jammu Frontier (64%). The variation was also observed at the rank level where the intensity of the response was more for lower ranks (71 % for Other Ranks and 76% for ‘Class-IV’), than for higher ranks (68% for ‘Officer Ranks’ and 63% for ‘Subordinate Ranks’). In this context, reported job dissatisfaction can be seen as a revelation of soldiers’ preferences over jobs. It further strengthens the argument that along with the nature of the posting, the rank of the respondent is crucial in determining his job satisfaction. Understanding the determinants of wellbeing is a key concern of this research, and job satisfaction is a key facet of overall wellbeing. In the absence of more direct measures, job satisfaction provides the closest proxy for the utility soldiers derive from their employment.

A paradoxical was found when officers (who reported high satisfaction with their choice of BSF) reported quite dissatisfaction with the organisation and its systems of evaluation (as mentioned earlier in interpersonal relations) and promotion. This is an alarming situation, as it gives us an idea of how dissatisfied soldiers are with their work. A major fraction of the officers were seriously considering leaving the job. These results suggest that in order to retain experienced officers, BSF organization needs to support members (including lower ranks) in their work and career development and improve their working conditions, especially during periods of hard times.

Furthermore, each Frontier has its peculiarities, for example, in Kashmir, cold weather, the intensity of conflict and its associated problems such as restricted

movements, non-family posting due to lack of infrastructure, heavy duty were few of the issues of concern for the lower ranks.

#### **4.10: CONCLUSION**

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The findings of the present study provide new insights about soldiers' life. The data highlighted a wide range of issues both organisational specific (intrinsic to the organisational structures including poor development environment, career stagnation, inadequate pay, and more importantly lack of social support, bullying/harassment, and conflicting demands of work and home, etc.) and job specific (include task design, ill-defined work, high uncertainty in work, workload, long or unsociable work hours, and continual exposure to stressful situations, e.g., high altitude areas, conflict area, etc.), that have negative impact on the soldiers mental health and well-being. The data also describes nature of working environment within which a soldier performs his duties. Contrary to narrow understanding of mental health, the above findings clearly shows that mental health in general and mental health and well-being of BSF personnel in particular, is not just determined by material conditions within which a soldier within which a soldier lives, works and ages (such as living and working conditions, including basic requirements of daily living), but to a great extend is an outcome of those non-material conditions which are largely ignored. These non-material factors not only influences mental health and well-being of a soldier but also defines and determines their perception of stressful conditions. The complexities of social identities reflected through exploitative structures of value-added social as well as organisational stratification seems to affect lower strata more than those of privileged class. The data clearly depicts a demarcation of stressful experiences at the daily basis between the higher official and those of lower ranks. The control over work, access to resources and the power to influence the stressful conditions seems to be privilege of higher officials. While for lower ranks, struggle for daily livings, concerns for better future was prevalent. The implications of broader social determinants on mental health and well-being have been further discussed in the next chapter.

## **CHAPTER – 5**

# **DISCUSSION AND CONCLUSION**

## 5.1: INTRODUCTION

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The bulk of existing literature on mental health among military personnel theorises stress as an individual problem, specifically focusing on the pathological part of it. This prescriptive understanding of mental health and stress leads to nowhere but “blaming the victims” by “personalizing the stress” and “individualising the interventions”. This appears to hold true when we look it in Indian context. In general, stress among force personnel is considered a malfunctioned behavioral pattern, and more specifically a “contagious psychiatric disorder” that needs to be deeply probed to detect and screen out dissidents. The below quote clearly depicts how the mental health problems are narrowly understood and more importantly how the victims are blamed.

*“Notwithstanding, all the concern and care taken by CRPF leadership the junior functionaries are not able to cope up with these emotional problems. Thus it seems that there is something wrong in the behavioural pattern of organization’s personnel which needs to be deeply probed into and analysed. It is common that we unconsciously imitate the emotions we see displayed by someone else, through an out of awareness may be mimicry of their facial expression, gestures, tone of the voice and other non-verbal markers of emotion. Through this imitation people recreate in themselves the mood of the people. When two people interact, the direction of mood transfer is from the one who is more forceful in expressing feelings to the one who is more passive. Such phenomena might be spreading the emotional problems from one CRPF personnel to another in the organization.”* [Emphasis added] (Singh, 2007a, p. 64).

Contrary to this prescriptive and narrow understanding, the present study conceptualized the problem from a broader frame of social determinants of health. Further, while analysing the factors affecting mental health and well-being of BSF personnel, the present study did not limit merely to material deprivation such as such as income, housing facilities at work place, living and working conditions, availability of health and recreation facilities among others, but also took into consideration other important and crucial issues like social relation reflected in caste and communal affiliations, organisation power position reflected in the rank hierarchy and interpersonal relations, Justice at work, workplace harassments and so on, which influences mental health and well-being equally.



With this backdrop, the social determinants of mental health (in reference to BSF) in organisation realm have been broadly divided and discussed into under eight thematic areas which works jointly to produce vulnerability of stress and affect the mental health and well-being of the Border Security Force personnel. The present chapter aims to draw together the major findings of previous chapters, and to discuss their implications on the mental health of BSF personnel. As an overview, this study produces a number of key findings in relation to the aim of the study. These findings focus the various aspects of a soldier's experiences in relation to his work and workplace environment.

## **5.2: WORK ROLES**

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The nature of the present job determines the quality of the lives lived by the worker. Work role can be the source of inspiration to work hard as well as psychological stress and even mental and physical impairment. If the features of the present job are too ambiguous or full of conflicts, it is very stressful for the worker to manage and do full justice to it.

Like studies reviewed in Chapter 1, our study showed overall 45% of the respondents showed significant variations and consistently maintained that they were dissatisfied with their job performance. The major factor responsible for this dissatisfaction includes the non-availability of the various resources and insufficient time to perform their duties as expected. Evidence from the study conducted by Rai & Khurana (2006), in two districts of Kashmir, namely, Pulwama and Srinagar, clearly showed a significant relationship between organizational role stress and role expectation conflict, resource inadequacy, role ambiguity. This means higher these roles stresses; lower is job satisfaction of the paramilitary personnel.

Along with resource inadequacy in general, role ambiguity and conflicting roles remain to be an issue mainly in lower ranks, more specifically among 'Class-IV'

category. Their position in the hierarchy as well as in the organisation largely remains unrecognised. The sense of alienation in respondents was seen because of their inability to take major decisions of the work. This point is well-high substantiated by a study carried out by Rai and Khurana (2006), wherein role isolation, categorized as one of the major dimensions of organizational role stress (ORS) has been found to have a significant negative relationship with job satisfaction in paramilitary personnel.

The present study results are also supported by the earlier 'In- House Study' (2008), carried on BSF, which shows that 56% of the BSF respondents reported that they were often in confused state because of contradictory orders given by their superiors. This often meant that BSF personnel were often in conflicting role situation wherein the personnel are unable to give appropriate weight age or fulfil any of the roles assigned to them in an assertive and affirmative way. Thus the dissatisfaction created due to ambiguous and conflicting roles disturbs the overall well-being and the optimal functioning of the BSF. Moreover, the inadequate resources further aggravate the already stressful situation.

### 5.3: WORK STRUCTURE AND TASK DESIGN

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There is no doubt that the number of working hours is one of the crucial determinants of health and well-being of a worker. While following the normal trend of the working hours<sup>36</sup> at any work place, the results have clearly shown that overall 56% soldiers are suffering from overwork load by working more than 15-hours a day, which is almost double of normal working hours. These findings are supported by the similar findings by a detailed 'In-House Study' (2008), in which 53.9% of the respondents reported that they always remained pre-occupied with their work even after 12 hours of duty.

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<sup>36</sup> As per the Factories Act -1948, no adult worker shall be required or allowed to work for more than forty-eight hours in any week, i.e., maximum working hours per day is 8 hours + 2 hours Overtime = 10 hours & 48 hours in a week. Overtime is 2 hours/day and not exceeding 12 hours/week and 50 hours in a quarter. Ministry of Labour and Employment. (1948). *The Factories ACT, 1948 ACT no. 51 of 1948*. Retrieved December 29, 2009, from labour.nic.in: <http://indiacode.nic.in/fullact1.asp?tfnm=194863>

Moreover, the respondents from 'Other-Ranks' and 'Class-IV' categories who are exclusively involved in physical labor reported being pressurized by their seniors to work for longer hours, beyond their normal physical capacity. It is quite likely that such things are not only going to degrade their performance but more importantly it is going to affect their health and well-being. This way the organisation is not only erroneously exploiting the energy of the soldiers but also erroneously using man power. It is likely to make him exhausted and when there is an assimilation of work pressure the worker is likely show negative results vis-à-vis their physical health and mental health. Instead of enjoying their job, they are likely to consider it a burden.

Undoubted military personnel are expected to be physically fit, mentally stable, and ready to participate at any given time. However, in such circumstances, rest or having proper breaks in between their long and hectic schedules is necessary. The findings of the present study shows that 59% respondents except 'Officer Ranks' reported not getting breaks for rest within working hours. Proper rest breaks in between the long and hectic working hours is expected to refresh and strengthen the attention of the individual and the consequences are likely to be positive in nature.

Task dynamics is yet another determinant of the task design. How is a change entertained in any work process? What is the attitude of the workers towards that change in the work or job process? When there are enough opportunities to question about the nature of the change in one's work, it is quite obvious that the worker has better control over his work and work environment. Having a sense of control over work is very useful in creating a better work environment. When task dynamics is not present at a work place, as the majority of respondents (across ranks and Frontiers of J&K) reported, the soldiers perceive their super-ordinates to be autocratic nature and coercive. When there is a change in either the methodology or the nature of the job itself, soldiers felt there is an opportunity to learn new processes, innovate in his work and this broaden his sphere of thinking but when restrictions are put in the process of learning, the growth and development of the individual is arrested. They are unable to use skills, abilities and potential fully. Additionally many felt this leads limited utilization of man power resources and curtails imagination and creativity. The

findings of this study show that 86% of the respondents reported never getting a chance to try or learn new things and 81% of the respondents reported never utilizing their skills.

The nature of work in BSF (particularly of those in lower ranks) puts tremendous pressure on the personnel by making them work for longer than stipulated hours. It is likely to exhaust soldiers and when there is an assimilation of work pressure it is likely to have a negative impact on the physical and mental well-being of the individual. Understandable the personnel sometimes consider work a nightmare despite being technically competent at it.

Our research findings resonates with the finding of study conducted by Rao *et al.* (2008), wherein it was found that military personnel especially those working in lower ranks of constables and those working in high stress, perceived the work load as extremely high which gave them very little time to spend with their families. In this study, 87% of the respondents reported an absence of the regular work timing patterns and untimely leave as commonest factors for high work stress.

Another issue with regard to task design is that because of time demand, work often interferes with the accomplishment of family duties such as taking care of the sick parents or any family member. The work structure coupled with many other organizational stresses cause a huge amount of stress in the lives of paramilitary personnel. Health is deteriorated in terms of both physical and mental aspects.

#### **5.4: MANAGEMENT STYLE AND JUSTICE AT THE WORK PLACE**

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Job can be both source of satisfaction (e.g. it can provide income; meaningful life experiences; self-esteem; esteem from others, e.g., dignity, respect, appreciation and fairness from seniors and colleagues; regulation of our lives; and association with

others) as well as psychological stress and even mental and physical impairment. On a positive side, it is only possible when a worker is provided with equal opportunities for growth and development, opportunities to participation in decision-making processes, when there is a transparency, shared vision, team spirit and healthy work environment. These things certainly have indispensable influence on the health and wellbeing of soldiers. However, most respondents in general and 'Other Ranks' and 'Class-IV' in particular designate BSF organization's management style as authoritarian. The senior officials were found to be highly authoritative desiring full control over the work of their subordinates.

The finding of present study suggests that the overall respondents neither have choice to take decisions or plan their work or any opportunity to work the way they want to. This makes them more vulnerable to any kind of stress disaster. Along with physical aspects necessary to perform their duties, the most unfavourable job conditions reported by the respondents (particularly the lower ranks) is that they don't have any control in the decision making process, and they lack support of their superiors. On the contrary, 'Officer' ranks reported having full control over their work and to execute the duties at their own will and time. The *level* and the *nature* of respect and appreciation that exist between soldiers and their superiors (both immediate as well as those on the top of the hierarchy), does greatly influence not only the soldiers' morale but has a profound effect on the mental and physical well-being of soldiers This finding is in line with the tenets of the Demand/Control/Support model of workplace stress by Johnson and Hall (1988).

The present study results revealed that the majority of the respondents (across all ranks and Frontiers) were being personally harassed either with unkind words or behaviour by their officers. The cases of discrimination and harassment on the basis of religion and region were more frequently reported by 'Other Ranks' and 'Class-IV' respondents, compared to other rank categories. Caste based discrimination and harassment was reported only by the 'Class-IV' (24%), they reported are *often* being harassed because of their caste.

The lower rank respondents, particularly the 'Class-IV' category, reported that they joined BSF with aspirations to raise their socioeconomic status, which included earning respect and being treated with dignity from their superiors as well as from their colleagues. However, discrimination on the basis of caste, gives them a sense of worthlessness whereby they find themselves inferior to another worker. Facing discrimination or experiencing harassment because of one belongs to a so-called inferior caste, dehumanizes human values, dignity and respect. Also when the discrimination happens to be on the basis of religion, there is a sense of insecurity and isolation. Regional identity happens to be yet another feature on the basis of which workers at work place are discriminated. Belonging to different backgrounds makes the personnel have different images and stereotypes associated with them. Facing discrimination on such grounds proved to be hazardous to health and well-being of the BSF personnel. The reports of harassments of lower castes (which happens to be from lower castes) with unkind, derogatory words or discrimination on the communal affiliation, was having enormous impact on the mental health and well-being of soldiers. Moreover, a sense of insecurity and alienation was clearly evident in their narratives.

These factors of work are quite intrinsic to job satisfaction and strong determinants of the overall well-being. The Demand/Control/Support Model of occupational stress further supports the argument by suggesting that the most unfavourable jobs are those imposing high demands with low decision latitude and a high degree of social isolation on the job. Evidences from studies like the one carried out by Rai & Khurana (2006) in two districts of Kashmir, namely, Pulwama and Srinagar, further support these arguments. According to this study report, role isolation has been found to have a significant negative relationship with job satisfaction, accounting for 9% of the variance in job satisfaction of paramilitary personnel. Even the 'In-House Study' report, states that the insensitive behaviours of commandants and senior officers towards the lower ranks was one of the major causal factors for stress among the personnel.

Thus the social class position in the organisation (in terms of the rank hierarchy) has been found as a strong predictor of the degree of control at work and social support in BSF in this study. The role of caste and associated inequalities was found to be higher in lower rank groups (particularly 'Class-IV' employees) than higher ranks. At the broadest level, the caste based stratification in the social hierarchy in Indian society (i.e., lower castes forms the lower strata of the society) and associated inequalities were reflecting in the rank hierarchy in BSF organisation.

### **5.5: WORKING AND LIVING CONDITIONS**

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Occupational settings including work and work environment produce the most pervasive demands during one's lifetime. In BSF particularly, they absorb the largest amount of time of their adult lives. As they spent most of their time at their workplaces, working and living conditions become crucial determinants of soldiers' health and well-being, both physically and mentally. In addition, working and living in conflict zone areas like that of Kashmir always come with prolonged spells of stress.

In the context of working in a conflict area, the majority of respondents reported that working in J&K Frontiers is more stressful as compared to the places of their previous posting. Moreover, taking the case of present posting, almost 80% of the respondents from Kashmir Frontier reported their present posting as stressful as compared to only 60% from Jammu Frontier who also reported the same. As already mentioned in the previous chapters, the intensity of conflict in Kashmir region, which is more active, intense and demanding than in Jammu Frontier areas, creates relatively more stress among soldiers deployed in Kashmir Frontier than in Jammu Frontier. While the reports of combat engagement were less, but the memories of previous incidences profoundly affected their minds. Though the apprehension of sudden attack and threat to life was more or less the same in both Frontiers, rank-wise only 'Other Ranks' and 'Class-IV' reported more of such feelings compared to other ranks. However, due to insecurity in the region, 'Officers' also reported feelings of apprehension, though less

in number. This continuous fear and apprehension creates enormous and persistent stress which not only affects their physical well-being but in the long run affects their mental health as soldiers are forced to remain mentally alert all the time. Evidences from other studies show similar results. For instance, in a study carried out to assess the psychological effects of deployment in Low Intensity Conflict (LIC) operations on military personnel, Chaudhury, Goel & Singh (2006), highlighted a number of factors affecting military personnel mentally including fear of present danger/ or unexpected attack. In the further analysis, the study also found that personnel in LIC showed significantly higher signs of depression, alcohol abuse, and psychological effects were significantly related to the level of intensity of LIC.

Puri *et al.* (1999) study shows similar findings. The results show that the psychiatric morbidity was almost three times higher for troops deployed in counterinsurgency operations compared to those not involved in counter-insurgency operation (CI-Ops) but deployed in similar terrain and climate. It also showed that compared to troops not deployed conflict areas, troops deployed in conflict areas were significantly more dissatisfied with various facilities provided to them. Thus overall the stress levels were markedly high among troops of conflict areas than those in non-conflict areas.

The weather conditions during winter become harsh and unbearable especially in most of the mountainous regions along the borders. The soldiers deployed at high altitude areas have to face longer separations from their families, since the road gets blocked for several months with no connection with the outside world. Over and above that the same hectic schedule of long working hours makes them physically and mentally tired. They feel enormous stress with no relief from any side. Any medical emergency has to be dealt with limited resources, as no doctor is available at high altitude areas, particularly in Forward Defence Line (FDL). The hope of external help from Army or BSF is restricted by the weather conditions and officer's discretion. During the interviews with soldiers on LoC, a number of factors affecting them mentally were highlighted which included concerns about fresh food, medical facilities, confinement to posts (bunkers) with no or little opportunity for customary



recreational outlets, long separation from families, and nearly total isolation from local populations.

Moreover, the conditions in which soldiers were living and working (particularly those of high altitude areas) were found to be appalling. Lack of basic facilities in their places of the posting in this extreme geographical condition was one of the major concerns reported by the majority of respondents. The majority of respondents from the 'Other Ranks' category (across Frontiers) reported not being happy with the conditions they were living in. Additionally, the lower ranks have reported having very little or negligible access to medical facilities. As reported, they mostly depended on civil hospitals for medical treatment. The indifferent attitude of doctors towards those in lower ranks was further distressing for the soldiers.

Thus the conditions in which the paramilitary personnel have to live in and work affect the level of their physical as well as mental well-being. Besides that, the nature of work environment and the related psychosocial processes create subsequent clusters of stressors which may be the effects of pre-existing inequalities, also greatly affects their physical and mental well-being.

#### **5.6: REST AND RECREATION**

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Along with other major findings, the results of the present study suggest that the lack of rest and recreation have an enormous effect on mental health of BSF personnel. Majority of respondents reported persistent feeling of tiredness or exhaustion which soaks up all their energy. Moreover, due to hectic and tight duty schedules, most of the respondents were not able to engage in different forms of recreation. Among different rank groups, only 'Class-IV' group reported being mostly tired and stressed out and having the least time to engage in any form entertainment.

Due to poor and deleterious work environment, the BSF personnel, particularly those of lower ranks, are deprived of the optimal amount of sleep. As reported by the majority of respondents (across ranks and Frontiers), the lack of sleep and rest was seen as one of the most important sources of stress, leading to a constant state of physical and mental fatigue and deteriorated health conditions. The effects of enormous workload not only affect the BSF personnel physically but (as reported by majority of respondents particularly of lower ranks) preoccupies their minds even during rest period. Moreover, the recreation facilities provided to soldiers generally varies with the ranks.

Findings of the study strongly show the importance of rank in every sphere of soldier work experience/work life. Taking an example of recreation facilities and the amount of time to access those facilities, it has be found that those of higher ranks have privilege over those in lower ranks. Compared to lower ranks, those of higher ranks reported having access to all the available forms of recreation, while the lower ranks ('Other Ranks' and 'Class-IV') complained of not getting enough time for recreation and entertainment, because of which they often feel stressed both physically and mentally. Moreover, the conflict situation in the region elucidates the kind of workload soldiers are facing. As reported by majority of respondents, the tight and hectic working schedules lefts no space for other activities, including recreation and entertainment. Working under such conditions, experiencing stress is expected. However, if these conditions persist for long periods, as supported by results, it is likely to affect the health of soldiers. The data collected from the composite hospital Humhama, clearly shows a trend of non-specific ill-health symptoms reported by BSF personnel posted in Kashmir, which according to doctors is the manifestation of stress they are undergoing.

Another detailed 'In-House Study' (2008) conducted on BSF personnel (across ranks) in Kashmir Frontier reported that heavy work is one of the crucial factor responsible for creating a persistent feeling of tiredness or exhaustion reported by soldiers. It affects them both physically and mentally. Moreover, the study significantly revealed

that the respondents from lower ranks had more mental health problems compared to higher ranks, which somewhat proves to be congruent with the present study.

Thus we can conclude that as discussed in Chapter 1, mental health is an outcome of both material as well as non-material conditions in which a person lives, works and ages. In case of BSF, along with other factors, the nature of work and work-place conditions, the quality and availability of housing, and the availability of resources such as health care facilities, recreation, and so on, are the crucial factor which determines the health and well-being of a soldier.

#### **5.7: INTERPERSONAL RELATIONSHIPS**

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The overview of interpersonal relationships at the workplace demonstrated that there exists an element of distrust among all rank groups towards the organisation. The main reasons given by the respondents include the lack of soldier-friendly policies of the organisation and apathetic attitude towards the soldiers' needs at their time of requirement. Specifically, the present study reveals that the majority of BSF respondents have stated that they look upon their family members for support in times of crises, rather than depend upon their superiors at work or the BSF department. This finding in itself raises many questions about the nature of relationship between a soldier and his senior officers, as well as the BSF as an organisation. The results also indicate that the overall interpersonal relationships differ vastly between those of higher ranks and 'Class-IV' and the 'Other Ranks'.

More so, inter-rank trust between superiors and subordinates was also lacking. The superior's indifferent attitude towards subordinates' needs was one of the main reasons for straining the relationships. It produced dissatisfaction and distrust amongst them. Moreover, the qualitative findings revealed that they (lower ranks) are quite hesitant to approach their seniors and other officials in times of need. If they approach their seniors they not disappointment and sometimes are meted bad treatment.

It is well known that negative interpersonal relationships can cause stress which can have both immediate and often long-term effects on the overall working environment. Indirectly, it diminishes the sense of belongingness and bond of trust between workers and their superiors—which are essential ingredients of a healthy work environment. Direct effects can be increased stress levels among the soldiers that cost their health, increases accidents, illness and so on.

The unjustified behaviour of the seniors towards their juniors has a deep effect on the mental health and well-being of the military personnel. Wherein the health is not just a function of biological, behavioral and material aspects but in broader sense is more of a social nature. Take the study carried out by Singh (2007b), the health disturbances in the CRPF personnel were also a function of various administrative factors such as ill-treatment by the superiors, perceived harassment and discrimination, use of abusive language, etc. which are more responsible for increasing the stress among the CRPF personnel. The 'In-House Study' report also supports this finding. It shows that 59.93% of BSF personnel were having problems related to physical health, mental state, emotional disturbance and social problems. Various reasons were noted including the insensitive behaviours of senior officers, which was among the major causal factors creating a lot of stress among the personnel. It is seen that conflicting expectations and interpersonal communication/relationship many a times creates a significant degree of stress in the BSF personnel.

#### **5.8: WORK-FAMILY BALANCE**

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Doing a job in a military organisation is very tough. It demands more from soldiers and their families thus creating a real challenge in several areas of work-life balance. Although time limitations (due to longer deployments) appears to be the most common cause of work-family conflict, such conflict can arise because of not getting leave on time when family needs them most, inability to fulfil the basic needs of family because of less salary and other requirements of different roles. The findings of

this study reveal a clear variation in the above factors among different ranks groups. While majority of respondents across J&K feel that they are not receiving sufficient remuneration to meet to the basic needs of their families, but among ranks categories, majority of 'Class-IV' and 'Other Ranks' across Jammu and Kashmir Frontier reported the huge insufficiency in the money received by them. In addition, almost all respondents from 'Other Ranks' and 'Class-IV' felt very distressed with the recent cuts in pension from 70 to 50 per cent. Only 'Subordinate Ranks' and 'Officers Ranks' seem to be satisfied with their pay. Moreover, the results have clearly shown that the majority of lower rank respondents have liabilities other than their own families, which were not reported by the majority of officer ranks.

Among the lower ranks ('Other Ranks' and 'Class-IV'), "on-time leave" (e.g., at the times of emergencies, or on the scheduled time), housing facilities (family quarters) at workplaces, permission to keep their families outside their workplaces, time duration of keeping families at workplaces (if the deployment is for longer periods) and insufficient family visits were of major concern. If workplace conditions are soldier friendly (in terms of housing facilities so that soldiers can keep their families or easily get permission to keep families) they can reduce work-family conflicts, whereas long separation from family and heavy job demands increases it. Though less in frequency, 'Officers' and 'Subordinate Ranks' were also concerned about housing facilities which includes housing, water, electricity problems. The results also indicate that the difficulties and hardships associated with the place of posting (in terms of sensitivity of area and the demands associated them) directly or indirectly affects the lives of the soldiers both at individual level as well as at the family level. Overall, the nature and extent of the above mentioned problem appears to be more among soldiers deployed in Kashmir Frontier as compared to soldiers from Jammu Frontier.

In addition there is a general consensus that managing the often competing and formidable demands of work and family commitments may be the most central challenge in soldiers' lives. The factor of positive relationships is a predictor, an outcome, and a defining variable of the well-being of the soldier's life.

The study carried out on Central Industrial Security Force (CISF), by Rao *et al.* (2008) stated that the most common factors for high stress among CISF personnel working in high stress areas (across ranks) were identified as 'absence of regular work timing patterns' and 'not getting leave on time'. They also found that personnel of lower ranks especially those working in areas of high stress perceived their work load as 'extremely high' due to which they were not able to spend adequate time with their family. Moreover, it was commonly observed that soldiers in general and lower ranks in particular were more concerned about their families. They often felt that they are unable to take good care of their families and fulfil their needs well enough was missing. The lower rank personnel often face dilemmas in their personal and professional lives. The issue of not getting on time leave causes great devastating effects on their personal as well as social lives. The deployment in high stress areas coupled with separation from family and a feeling of inadequacy of not being able to cater to the needs of their family members creates extremely stressful conditions in the lives of BSF personnel, which is quite obvious in the present study. This separation acts as base for creation of feelings of being socially withdrawn among the BSF personnel.

#### **5.9: PERCEIVED JOB SATISFACTION AND FUTURE CONCERNS**

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The feeling of accomplishment and a sense of achievement can be considered as the markers of job satisfaction. It reflects how far a person is contented and satisfied with his work. The results of current study present paradoxical but interesting findings on job satisfaction. To begin with accomplishments and achievements, 1/3 of respondents (across J&K Frontiers) expressed a sense of accomplishment and achievement in their jobs. However, more than 1/3 of respondents reported dissatisfaction with their jobs and more than 1/3 of the respondents (across ranks and J&K Frontiers) reported *total personal* dissatisfaction vis-à-vis their jobs and family. Only 'Officers' reported being content with their life as they were able to take care of their families to a greater extent than the rest. Moreover, 'Other ranks' and 'Class-IV' respondents reported no sense of achievement and expressed total dissatisfaction with

their job. As mentioned in Chapter 1 and 4, work and workplace environment creates a unique blend of *opportunities* and *challenges*. The findings of presents shows that for the majority of lower ranking BSF personnel (which largely constitutes of personnel from 'Other Ranks' and 'Class-IV' categories), having job in BSF itself was seen an opportunity to support their families and brought a sense of economic security. In return for their sacrifices – which they said their job demands and the hard work that they put in, all they aspire for is a life with dignity and respect and justice. Their hopes and aspiration to bring them and their families out of misery and destitution, and to secure their future and that of their children, seemed to have achieved that to some extent. Most said this had enabled them to be able to feed their families. However, with the passage of time their expectation seems to be hampered by the same organisational polices which promised them a secure future. For instance, approximately, 1/3 of respondents (across ranks) expressed dissatisfaction with their career prospects in BSF. Although the dissatisfaction seems to be a general phenomenon, the findings of the present study become more relevant as it brings forth the variation that exist between ranks, which largely explain the stratification within the organisation. For instance, the promotional policy of BSF organization seems to be a more critical issue for lower ranks as compared to higher ranks. The lower ranks, 'Other Ranks' and 43% of 'Class-IV' expressed total dissatisfaction with their ranks because of the long stagnation in the rank hierarchy, particularly by 'Class-IV' employees. They also expressed total dissatisfaction with their salaries, as it was not enough to make both ends meet.

Even the severe punishment polices practiced by the BSF organization affect the lower ranks most. Any act of violation of rules is severely punished in the BSF organization. Most of the time these act happen out of frustration and in a state of despair and helplessness, e.g., due to some emergency not being able to report on time when on leave or arguing with officers over unjust treatment or unintentional acts considered to be disobedience or leniency on part of assigned work. The cumulative effect has a negative impact on the health of the BSF personnel, particularly their mental health. The effects can be seen in the personal satisfaction level vis-à-vis job and family.

Along with other larger issues, working in conflict zones came out to be one of the major sources of stress as the majority of respondents (across ranks and Frontiers) reported dissatisfaction with their present posting. The effects to the conflict were clearly reflected in the soldier's personal lives and in their work. Restricted movements, long separations from families, not able to keep their families at their workplace, a constant threat to life, were some of the factors which were affecting them enormously. They were quite dissatisfied with their jobs. On top of that the inability to fulfil the needs of their family was creating more personal dissatisfaction. The dissatisfaction was found to be more intense among the respondents from Kashmir Frontier (50%) compared to respondents from Jammu Frontier (31%).

The overall results in the present study regarding perceived satisfaction and career prospects as viewed by the BSF personnel particularly of the lower order ranks is very poor. This dissatisfaction was not only reflecting in their work life experience but at the same time also induce enormous stress that affects their mental health and well-being. As recent reports/studies conducted by Pandit (2009), Aurora (2003), Singh (2007a & b), have highlighted increasing trends of premature retirement and rising number of suicides and the increased negative mental and physical repercussions could be possible because of the accumulative effects of the social determinants of health and well-being highlighted by the present research.



## 5.10: CONCLUSION

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A soldier (BSF personnel) on border is facing a unique set of stressors, not necessarily only “violent” or “traumatic” in nature but encompasses wide range of other factors. With a heightened level of physical danger (both natural as well as man-made), the lack of regular social support (particularly due to separation from family, a common source of stress), which may be intensified by uncertainty about return dates, 'back home' conditions greatly influence the mental health and well-being of soldiers. On top that the reduced standard of living (particularly in extreme climatic conditions), and increased physical, cognitive, and emotional exertion (which are the typical features of this job), often go unrecognized. These are likely to have immediate as well as long-term implications on soldier's mental health and well-being, and his back home life (family life), social interaction.

Overall, the results of the study produces a number of interesting findings that contribute to a better understanding of mental health of BSF personnel. At the broadest level, results seems to confirm that mental health is a multi-factorial, multi-dimensional state and that material conditions are not enough to explain the status of mental health and well-being of a soldier. Ironically, mental health and well-being has been usually understood in terms of a continuum. On one side of the continuum lies normality – a healthy mind just above the level of pathological state –, and on other side is abnormality – a psychological disorder and malfunctioning behavioral patterns, mental illness, mental sickness and so on. However, by formulating this binary concept of mental health and reducing it to just a mere an absence of disease or disorder, leaves no room for recognizing the latent potentials larger of socio-economic factors which shape the health and well-being of an individual. With regards to mental health and well-being in general, and stress problem among BSF personnel in particularly, the prescriptive and narrow conceptualisation of mental health tends to focus more on individual, genetic and behavioural aspects, while progressively undermining other social, political, economic factors, and in case of BSF specifically the role that organisational factors also play. This study has attempted to give a vivid account of the mental health scenario of the BSF personnel in response to the stressful conditions in which they work and live. In this context, a narrow understating of

mental health and more specifically of stress problems will not only increase soldier's sufferings but also *victimize* and *stigmatise* their *sufferings*. It unfortunately tends to reduce underlying factors into 'discrete events', rather than move towards a broader understanding of stress and mental health.

Closely related to the above-noted concerns-indeed, an integral part of them – was a concern which had engendered broader perspectives on mental health and well-being adopted by the present study. The narrow conception of mental health in general and mental health and well-being of BSF personnel in particular was not enough to understand and explain the status of mental health and well-being of a soldier, which eclipses the interwoven nature of various social determinants of health at workplace which has been outlined by the present study. The present study findings clearly depicted that mental health in general and stress issues in BSF personnel in particular, dependent on multiple factors ranging from material conditions in which a soldier works and live, to a of cluster of complex social processes which reflected through the social relation, power position, interpersonal relations and so on.

In particular, the research has found that the social determinants (both material and non-material conditions and psychosocial processes), which are inherent to the social structures; work jointly with the visible material considerations to affect the mental health and well-being of the Border Security Force personnel. More specifically, the role of exploitative structures like caste in creating and maintaining inequalities in economic, social, and political power, thereby shaping and defining both the determinants of health and the psychosocial process associated with it were enormously affecting the mental health and well-being of BSF soldiers.

Exploring the complexity of the social categories reflected in class, power and caste structures, the findings of present study shows that the rank is not only a power position which one occupies in the organisational hierarchy but is also symbolic to ones position in the society, which in itself determines the nature of stress and its effects on the mental health and well-being of a soldier. The findings of present study

also show how the distribution and access of resources goes along with these “*social identities*”.

The findings associated with this research are of particular important as they try to bring forth both the temporal as well as spatial effects of armed conflict on the both physical and mental health of BSF personnel. The repercussion of conflict were not restricted to the time of conflict itself but were reflected in every sphere of soldier’s life, including his work such as high work load, less time to rest, etc., and work environment, such as a constant alert due to threat from surrounding, restricted movements, long separations from families, etc. The kind of engagement of BSF soldiers have and the nature of duty poses relatively more demands on soldiers deployed in Kashmir Frontier than in Jammu Frontier.

Overall the findings of this research are important as they help to both support and extend research related to broader understanding of mental health in general and mental health and well-being of military personnel in particular. To the researcher’s best knowledge, the social determinants approach has not been utilized in military studies so far, particularly in India. The study addresses some critical areas have up till now received no research attention in the military studies, especially in India. It lays the groundwork for future research. Although the empirical part of the study exclusively deals with Border Security Forces deployed in Jammu & Kashmir, the results of the analyses have a broader reach in that they may provide lessons for other armed force organisations and security agencies involved in a process of armed conflicts.

# **APPENDICES**

APPENDIX – 1

SAMPLE/ RESPONDENTS PROFILE

A1.1:

PARTICIPANTS RESPONDED TO QUESTIONNAIRE  
(RANK & PLACE OF DUTY WISE)

RANKS (TOP-DOWN)	JAMMU				KASHMIR			COMBINED		
	STATIC LOCATION	LINE-OF-CONTROL	INTERNATIONAL BORDER	COUNTER-TERRORISM	STATIC LOCATION	COUNTER-TERRORISM	LINE-OF-CONTROL	COMBINED JAMMU	COMBINED KASHMIR	COMBINED J&K
<i>COMMANDING OFFICER (CO)</i>	1	3	0	2	1	1	0	6	2	8
<i>SECOND-IN-COMMANDANT (2IC)</i>	1	1	4	2	1	1	1	8	3	11
<i>DEPUTY-COMMANDANT (DC)</i>	3	2	2	1	1	0	1	8	2	10
<i>ASSISTANT-COMMANDANT (AC)</i>	2	2	2	2	1	1	2	8	4	12
<i>INSPECTOR (INSP)</i>	2	3	3	3	1	1	2	11	4	15
<i>SUB-INSPECTOR (SI)</i>	5	3	6	5	2	2	1	19	5	24
<i>ASSISTANT SUB-INSPECTOR (ASI)</i>	2	2	2	5	1	1	0	11	2	13
<i>HEAD-CONSTABLE (HC)</i>	5	6	6	9	2	2	2	26	6	32
<i>CONSTABLE (CT)</i>	4	4	5	6	4	5	3	19	12	31
<i>ENROLLED FOLLOWER (CLASS-IV)</i>	5	2	5	3	2	4	0	15	6	21
<i>TOTAL</i>	30	28	35	38	16	18	12	131	46	177

A1.2:

**RESPONDENTS PARTICIPATED INTERVIEWS  
(RANK & PLACE OF DUTY WISE)**

<b>RANKS (TOP-DOWN)</b>	<b>KASHMIR</b>			<b>JAMMU</b>				<b>COMBINED J&amp;K (RANK-WISE)</b>
	<b>STRATEGIC LOCATIONS</b>	<b>COUNTER-INSURGENCY</b>	<b>LOC/ HIGH ALTITUDE</b>	<b>STRATEGIC LOCATIONS</b>	<b>COUNTER-INSURGENCY</b>	<b>LOC/ HIGH ALTITUDE</b>	<b>INTERNATIONAL BORDER</b>	
<i>COMMANDING OFFICER (CO)</i>	1	1	1	2	2	2	2	11
<i>SECOND-IN-COMMANDANT (2IC)</i>	1	1	1	2	2	2	2	11
<i>DEPUTY-COMMANDANT (DC)</i>	1	1	2	2	2	2	2	12
<i>ASSISTANT-COMMANDANT (AC)</i>	1	1	2	2	2	2	2	12
<i>INSPECTOR (INSP.)</i>	3	1	1	4	4	4	4	21
<i>SUB-INSPECTOR (SI)</i>	1	3	1	2	2	2	2	13
<i>ASSISTANT SUB-INSPECTOR (ASI)</i>	2	-	1	4	4	4	1	16
<i>HEAD-CONSTABLE (HC)</i>	2	1	2	1	4	4	4	18
<i>CONSTABLE (CT)</i>	1	1	2	4	4	4	4	20
<i>CLASS-FOURTH</i>	2	1	2	4	4	4	4	21
<b>TOTAL</b>	<b>15</b>	<b>11</b>	<b>15</b>	<b>27</b>	<b>30</b>	<b>30</b>	<b>27</b>	<b>155</b>
	<b>41</b>			<b>114</b>				

APPENDIX – 1

SAMPLE/ RESPONDENTS PROFILE

**A1.1:**

RANKS (TOP-DOWN)	JAMMU				KASHMIR			COMBINED		
	STATIC LOCATION	LINE-OF-CONTROL	INTERNATIONAL BORDER	COUNTER-TERRORISM	STATIC LOCATION	COUNTER-TERRORISM	LINE-OF-CONTROL	COMBINED JAMMU	COMBINED KASHMIR	COMBINED J&K
<i>COMMANDING OFFICER (CO)</i>	1	3	0	2	1	1	0	6	2	8
<i>SECOND-IN-COMMANDANT (2IC)</i>	1	1	4	2	1	1	1	8	3	11
<i>DEPUTY-COMMANDANT (DC)</i>	3	2	2	1	1	0	1	8	2	10
<i>ASSISTANT-COMMANDANT (AC)</i>	2	2	2	2	1	1	2	8	4	12
<i>INSPECTOR (INSP)</i>	2	3	3	3	1	1	2	11	4	15
<i>SUB-INSPECTOR (SI)</i>	5	3	6	5	2	2	1	19	5	24
<i>ASSISTANT SUB-INSPECTOR (ASI)</i>	2	2	2	5	1	1	0	11	2	13
<i>HEAD-CONSTABLE (HC)</i>	5	6	6	9	2	2	2	26	6	32
<i>CONSTABLE (CT)</i>	4	4	5	6	4	5	3	19	12	31
<i>ENROLLED FOLLOWER (CLASS-IV)</i>	5	2	5	3	2	4	0	15	6	21
<b>TOTAL</b>	<b>30</b>	<b>28</b>	<b>35</b>	<b>38</b>	<b>16</b>	<b>18</b>	<b>12</b>	<b>131</b>	<b>46</b>	<b>177</b>

A1.2:

RANKS (TOP-DOWN)	KASHMIR			JAMMU				COMBINED J&K (RANK-WISE)
	STRATEGIC LOCATIONS	COUNTER-INSURGENCY	LOC/ HIGH ALTITUDE	STRATEGIC LOCATIONS	COUNTER-INSURGENCY	LOC/ HIGH ALTITUDE	INTERNATIONAL BORDER	
<i>COMMANDING OFFICER (CO)</i>	1	1	1	2	2	2	2	11
<i>SECOND-IN-COMMANDANT (2IC)</i>	1	1	1	2	2	2	2	11
<i>DEPUTY-COMMANDANT (DC)</i>	1	1	2	2	2	2	2	12
<i>ASSISTANT-COMMANDANT (AC)</i>	1	1	2	2	2	2	2	12
<i>INSPECTOR (INSP.)</i>	3	1	1	4	4	4	4	21
<i>SUB-INSPECTOR (SI)</i>	1	3	1	2	2	2	2	13
<i>ASSISTANT SUB-INSPECTOR (ASI)</i>	2	-	1	4	4	4	1	16
<i>HEAD-CONSTABLE (HC)</i>	2	1	2	1	4	4	4	18
<i>CONSTABLE (CT)</i>	1	1	2	4	4	4	4	20
<i>CLASS-FOURTH</i>	2	1	2	4	4	4	4	21
<i>TOTAL</i>	15	11	15	27	30	30	27	155
	41			114				



A1.3:

DESCRIPTION OF SAMPLE BASED ON RANK ORDER

RANKS (TOP-DOWN)	JAMMU		KASHMIR		J&K	
	N	PERCENTAGE (%)	N	PERCENTAGE (%)	N	PERCENTAGE (%)
<i>COMMANDANT</i>	6	3.3	2	4.3	8	4.5
<i>SECOND-IN-COMMANDANT</i>	8	3.3	3	6.5	11	6.2
<i>DEPUTY-COMMANDANT</i>	8	10.0	3	6.5	11	6.2
<i>ASSISTANT-COMMANDANT</i>	8	6.7	3	6.5	11	6.2
<i>INSPECTOR</i>	11	6.7	4	8.7	15	8.5
<i>SUB-INSPECTOR</i>	19	16.7	5	10.9	24	13.6
<i>ASSISTANT SUB-INSPECTOR</i>	11	6.7	4	8.7	15	8.5
<i>HEAD-CONSTABLE</i>	26	16.7	7	15.2	33	18.6
<i>CONSTABLE</i>	19	13.3	9	19.6	28	15.8
<i>CLASS-IV</i>	15	16.7	6	13.0	21	11.9
<i>TOTAL</i>	131	100.0	46	100.0	177	100.0

A1.4:

## SOCIO-DEMOGRAPHIC PROFILE

	JAMMU		KASHMIR		J&K	
	N	PERCENTAGE (%)	N	PERCENTAGE (%)	N	PERCENTAGE (%)
	<b>AGE</b>					
<i>18-27</i>	6	4.6	7	15.2	13	7.3
<i>28-37</i>	36	27.5	14	30.4	50	28.2
<i>38-47</i>	58	44.3	17	37	75	42.4
<i>48 AND ABOVE</i>	30	22.9	7	15.2	37	20.9
<i>NOT MENTIONED</i>	1	0.8	1	2.2	2	1.1
<b>EDUCATION</b>						
<i>UPTO 10TH</i>	52	39.7	17	37	69	39
<i>11TH - TO - 12TH</i>	27	20.6	11	23.9	38	21.5
<i>GRADUATES</i>	25	19.1	12	26.1	37	20.9
<i>POST-GRADUATES</i>	23	17.6	6	13	29	16.4
<i>NOT MENTIONED</i>	4	3.1	0	0	4	2.3
<b>RELIGION</b>						
<i>HINDUISM</i>	115	87.8	43	93.5	158	89.3
<i>ISLAM</i>	5	3.8	1	2.2	6	3.4
<i>SIKHISM</i>	6	4.6	1	2.2	7	4
<i>CHRISTIANITY</i>	4	3.1	1	2.2	5	2.8
<i>NOT MENTIONED</i>	1	0.8	-	-	1	0.6
<b>CASTE</b>						
<i>GENERAL CASTE</i>	60	45.8	21	45.7	81	45.8
<i>OTHER BACKWARD CLASSES</i>	24	18.3	10	21.7	34	19.2
<i>SCHEDULED CASTE</i>	22	16.8	2	4.3	24	13.6
<i>SCHEDULED TRIBE</i>	10	7.6	2	4.3	12	6.8
<i>MINORITY</i>	7	5.3	3	6.5	10	5.6
<i>NOT MENTIONED</i>	8	6.1	8	17.4	16	9
<b>TOTAL</b>	<b>131</b>	<b>100</b>	<b>46</b>	<b>100</b>	<b>177</b>	<b>100</b>

A1.5:

## SOCIO-DEMOGRAPHIC PROFILE

	JAMMU		KASHMIR		J&K	
		PERCENTAGE		PERCENTAGE		PERCENTAGE
	N	(%)	N	(%)	N	(%)
<b>DOMICILE</b>						
<i>RURAL</i>	95	72.5	22	47.8	117	66.1
<i>URBAN</i>	19	14.5	14	30.4	33	18.6
<i>SEMI-RURAL</i>	8	6.1	4	8.7	12	6.8
<i>SEMI-URBAN</i>	5	3.8	4	8.7	9	5.1
<i>NOT MENTIONED</i>	4	3.1	2	4.3	6	3.4
<b>FAMILY STATUS</b>						
<i>NUCLEAR FAMILY</i>	43	32.8	13	28.3	56	31.6
<i>JOINT FAMILY</i>	86	65.6	32	69.6	118	66.7
<i>NOT MENTIONED</i>	2	1.5	1	2.2	3	1.7
<b>MARITAL STATUS</b>						
<i>MARRIED</i>	122	93.1	41	89.1	163	92.1
<i>UN-MARRIED</i>	8	6.1	4	8.7	12	6.8
<i>DIVORCE</i>	-	-	-	-	-	-
<i>WIDOWED</i>	1	0.8	1	2.2	2	1.1
<b>HOUSE HOLD INCOME</b>						
<i>UP TO 70,000/-</i>	13	9.9	2	4.3	15	8.5
<i>70,001-120,000/-</i>	44	33.6	17	37	61	34.5
<i>120,001 - 200,000/-</i>	34	26	9	19.6	43	24.3
<i>MORE THAN 200,000/-</i>	38	29	18	39.1	56	31.6
<i>NOT MENTIONED</i>	2	1.5	-	-	2	1.1
<b>NO OF DEPENDENTS</b>						
<i>0</i>	1	0.8	-	-	1	0.6
<i>1 - 3</i>	42	32.1	20	43.5	62	35
<i>4 - 6</i>	65	49.6	22	47.8	87	49.2
<i>7 - 9</i>	14	10.7	3	6.5	17	9.6
<i>10 AND ABOVE</i>	9	6.9	1	2.2	10	5.6
<b>AGE WHEN JOINED BSF</b>						
<i>UP TO TWENTY YEARS</i>	58	44.3	13	28.3	71	40.1
<i>21-24 YEARS</i>	43	32.8	26	56.5	69	39
<i>25-30 YEARS</i>	27	20.6	7	15.2	34	19.2
<i>NOT MENTIONED</i>	3	2.3	-	-	3	1.7
<b>DURATION IN PRESENT POSTING</b>						
<i>UP TO ONE YEAR</i>	31	23.7	9	19.6	40	22.6
<i>ABOVE 1 BUT BELOW 3 YEARS</i>	37	28.2	24	52.2	61	34.5
<i>ABOVE 3- TO - 5 YEARS</i>	28	21.4	7	15.2	35	19.8
<i>ABOVE 5 YEARS</i>	30	22.9	4	8.7	34	19.2
<i>NOT MENTIONED</i>	5	3.8	2	4.3	7	4
<b>TOTAL</b>	<b>131</b>	<b>100</b>	<b>46</b>	<b>100</b>	<b>177</b>	<b>100</b>

## A1.6:

## DESCRIPTION OF SAMPLE REPRESENTING DIFFERENT STATES

STATE-WISE DISTRIBUTION	JAMMU		KASHMIR		J&K	
	N	PERCENTAGE (%)	N	PERCENTAGE (%)	N	PERCENTAGE (%)
ANDHRA PRADESH	5	3.8	-	-	5	2.8
ASSAM	3	2.3	2	4.3	5	2.8
BIHAR	5	3.8	3	6.5	8	4.5
GUJARAT	1	.8	-	-	1	.6
HARYANA	9	6.9	2	4.3	11	6.2
HIMACHAL PRADESH	9	6.9	-	-	9	5.1
JAMMU AND KASHMIR	17	13.0	1	2.2	18	10.2
JHARKHAND	4	3.1	-	-	4	2.3
KARNATAKA	-	-	1	2.2	1	.6
KERALA	5	3.8	2	4.3	7	4.0
MADHYA PRADESH	5	3.8	1	2.2	6	3.4
MAHARASHTRA	-	-	2	4.3	2	1.1
MANIPUR	1	.8	-	-	1	.6
ORISSA	2	1.5	2	4.3	4	2.3
PUNJAB	12	9.2	3	6.5	15	8.5
RAJASTHAN	13	9.9	4	8.7	17	9.6
TAMIL NADU	2	1.5	-	-	2	1.1
UTTAR PRADESH	28	21.4	11	23.9	39	22.0
UTTARAKHAND <sup>1</sup>	4	3.1	4	8.7	8	4.5
WEST BENGAL	3	2.3	5	10.9	8	4.5
DELHI	3	2.3	1	2.2	4	2.3
NOT MENTIONED	-	-	2	4.3	2	1.1
<b>TOTAL</b>	<b>131</b>	<b>100.0</b>	<b>46</b>	<b>100.0</b>	<b>177</b>	<b>100.0</b>

<sup>1</sup> Uttarakhand is also known as Uttaranchal.

APPENDIX – 2

WORK-ROLE

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**Q1: Are you clear about what is expected of you at your work?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes
- (d) Often (e) Always (f) Not-Mentioned

**Q2: How often have you felt uncertain, uncomfortable or dissatisfied with your work performance?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes
- (d) Often (e) Always

**Q3: Did you ever feel that you are not fully qualified to handle your job? (Or)  
How often do you feel that you might not be fully qualified to handle your job?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes
- (d) Often (e) Always

**Q4: Do you think that you are not getting enough time or resources to do as good a job as people expect from you?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes
- (d) Often

**Q5: How often do you feel confused by contradictory/ opposing orders from various senior officers?**

**RESPONSE RANGE**

- (a) Never
- (b) Seldom
- (c) Sometimes
- (d) Often
- (e) Always

A2.1:

## CROSS-TABULATION BETWEEN WORK-ROLE AND NATURE OF DUTY

ITEM NUMBER	RESPONSE RANGE	JAMMU								KASHMIR						COMBINED FIGURES					
		STATIC LOCATION	PERCENTAGE (%)	LINE-OF-CONTROL	PERCENTAGE (%)	INTERNATIONAL BORDER	PERCENTAGE (%)	COUNTER-TERRORISM DUTY	PERCENTAGE (%)	STATIC LOCATION	PERCENTAGE (%)	COUNTER-TERRORISM DUTY	PERCENTAGE (%)	LINE-OF-CONTROL	PERCENTAGE (%)	JAMMU FRONTIER	PERCENTAGE (%)	KASHMIR FRONTIER	PERCENTAGE (%)	J&K FRONTIERS	PERCENTAGE (%)
Q1	a	2	7	3	11	2	6	4	11	1	6	0	0	0	0	11	8	1	2	12	7
	b	4	13	2	7	3	9	1	3	1	6	0	0	0	0	10	8	1	2	11	6
	c	8	27	5	18	9	26	10	26	2	13	4	22	4	33	32	24	10	22	42	24
	d	5	17	2	7	7	20	9	24	7	44	6	33	1	8	23	18	14	30	37	21
	e	11	37	16	57	13	37	14	37	5	31	8	44	7	58	54	41	20	43	74	42
	f	0	0	0	0	1	3	0	0	0	0	0	0	0	0	1	1	0	0	1	1
Q2	a	4	13	2	7	7	20	6	16	0	0	2	11	1	8	19	15	3	7	22	12
	b	2	7	5	18	4	11	4	11	3	19	3	17	2	17	15	11	8	17	23	13
	c	17	57	14	50	17	49	14	37	5	31	8	44	5	42	62	47	18	39	80	45
	d	5	17	6	21	7	20	7	18	3	19	3	17	3	25	25	19	9	20	34	19
	e	2	7	1	4	0	0	7	18	5	31	2	11	1	8	10	8	8	17	18	10
Q3	a	12	40	14	50	17	49	19	50	9	56	9	50	10	83	62	47	28	61	90	51
	b	5	17	3	11	3	9	4	11	3	19	1	6	1	8	15	11	5	11	20	11

	c	8	27	6	21	12	34	12	32	3	19	4	22	1	8	38	29	8	17	46	26
	d	4	13	2	7	2	6	1	3	0	0	4	22	0	0	9	7	4	9	13	7
	e	1	3	3	11	1	3	2	5	1	6	0	0	0	0	7	5	1	2	8	5
Q4	a	7	23	3	11	5	14	7	18	5	31	4	22	3	25	22	17	12	26	34	19
	b	4	13	4	14	5	14	4	11	2	13	3	17	1	8	17	13	6	13	23	13
	c	10	33	9	32	6	17	12	32	4	25	3	17	5	42	37	28	12	26	49	28
	d	6	20	5	18	13	37	9	24	3	19	2	11	0	0	33	25	5	11	38	21
	e	3	10	7	25	6	17	6	16	2	13	6	33	3	25	22	17	11	24	33	19
Q5	a	6	20	1	4	9	26	8	21	2	13	6	33	1	8	24	18	9	20	33	19
	b	3	10	4	14	5	14	1	3	3	19	1	6	2	17	13	10	6	13	19	11
	c	14	47	18	64	17	49	21	55	6	38	7	39	7	58	70	53	20	43	90	51
	d	6	20	4	14	4	11	7	18	4	25	3	17	1	8	21	16	8	17	29	16
	e	1	3	1	4	0	0	1	3	1	6	1	6	1	8	3	2	3	7	6	3
TOTAL		30	100	28	100	35	100	38	100	16	100	18	100	12	100	131	100	46	100	177	100



A2.2:

## CROSS-TABULATION BETWEEN WORK-ROLE AND RANK

ITEMS NUMBER	RESPONSE RANGE	JAMMU							KASHMIR							COMBINED J&K									
		OFFICERS	PERCENTAGE (%)	SUB-ORDINATE OFFICERS	PERCENTAGE (%)	OTHER-RANKS	PERCENTAGE (%)	ENROLLED	PERCENTAGE (%)	OFFICERS	PERCENTAGE (%)	SUB-ORDINATE OFFICERS	PERCENTAGE (%)	OTHER-RANKS	PERCENTAGE (%)	ENROLLED	PERCENTAGE (%)	OFFICERS	PERCENTAGE (%)	SUB-ORDINATE OFFICERS	PERCENTAGE (%)	OTHER-RANKS	PERCENTAGE (%)	ENROLLED	PERCENTAGE (%)
Q1	a	1	3	3	7	5	11	2	13	0	0	0	0	1	6	0	0	1	2	3	6	6	10	2	10
	b	1	3	4	10	2	4	3	20	0	0	0	0	1	6	0	0	1	2	4	8	3	5	3	14
	c	2	7	12	29	11	24	7	47	0	0	4	36	5	28	1	17	2	5	16	31	16	25	8	38
	d	8	27	6	15	7	16	2	13	3	27	4	36	5	28	2	33	11	27	10	19	12	19	4	19
	e	17	57	16	39	20	44	1	7	8	73	3	27	6	33	3	50	25	61	19	37	26	41	4	19
	f	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	0	0	0	0	0	0
Q2	a	2	7	7	17	9	20	1	7	0	0	2	18	1	6	0	0	2	5	9	17	10	16	1	5
	b	6	20	5	12	1	2	3	20	6	55	0	0	1	6	1	17	12	29	5	10	2	3	4	19
	c	16	53	15	37	26	58	5	33	3	27	4	36	10	56	1	17	19	46	19	37	36	57	6	29
	d	5	17	8	20	6	13	6	40	2	18	4	36	2	11	1	17	7	17	12	23	8	13	7	33
	e	1	3	6	15	3	7	0	0	0	0	1	9	4	22	3	50	1	2	7	13	7	11	3	14
Q3	a	21	70	18	44	18	40	5	33	7	64	7	64	13	72	1	17	28	68	25	48	31	49	6	29
	b	7	23	6	15	2	4	0	0	2	18	2	18	0	0	1	17	9	22	8	15	2	3	1	5
	c	2	7	14	34	19	42	3	20	1	9	2	18	2	11	3	50	3	7	16	31	21	33	6	29
	d	0	0	2	5	4	9	3	20	1	9	0	0	2	11	1	17	1	2	2	4	6	10	4	19
	e	0	0	1	2	2	4	4	27	0	0	0	0	1	6	0	0	0	0	1	2	3	5	4	19

Q4	a	4	13	6	15	9	20	3	20	1	9	1	9	9	50	1	17	5	12	7	13	18	29	4	19
	b	11	37	6	15	0	0	0	0	4	36	1	9	0	0	1	17	15	37	7	13	0	0	1	5
	c	8	27	12	29	13	29	4	27	4	36	3	27	5	28	0	0	12	29	15	29	18	29	4	19
	d	7	23	14	34	9	20	3	20	1	9	3	27	1	6	0	0	8	20	17	33	10	16	3	14
	e	0	0	3	7	14	31	5	33	1	9	3	27	3	17	4	67	1	2	6	12	17	27	9	43
Q5	a	1	3	5	12	14	31	4	27	0	0	3	27	4	22	2	33	1	2	8	15	18	29	6	29
	b	5	17	7	17	0	0	1	7	5	45	0	0	1	6	0	0	10	24	7	13	1	2	1	5
	c	16	53	21	51	27	60	6	40	3	27	5	45	10	56	2	33	19	46	26	50	37	59	8	38
	d	7	23	7	17	3	7	4	27	3	27	2	18	2	11	1	17	10	24	9	17	5	8	5	24
	e	1	3	1	2	1	2	0	0	0	0	1	9	1	6	1	17	1	2	2	4	2	3	1	5
TOTAL		30	100	41	100	45	100	15	100	11	100	11	100	18	100	6	100	41	100	52	100	63	100	21	100

APPENDIX – 3

WORK-STRUCTURE/ DESIGN OF TASK

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**Q1: What is the nature of your present job?**

**RESPONSE RANGE**

- (a) Field-Work                      (b) Office-Work                      (c) Both

**Q2: Presently how many hours a day do you spend in duty?**

**RESPONSE RANGE**

- (a) 6-8 hours                      (b) 9-11 hours
- (c) 12-14 hours                      (d) more than 15 hours
- (e) Not-Mentioned

**Q3: Are you able to take sufficient breaks in your working?**

**RESPONSE RANGE**

- (a) Never                      (b) Seldom                      (c) Sometimes
- (d) Often                      (e) Always

**Q4: Do you have freedom to do so?**

**RESPONSE RANGE**

- ((a) Never                      (b) Seldom                      (c) Sometimes
- (d) Often                      (e) Always

**Q5: Do you think you have sufficient opportunities to question about change at work?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes
- (d) Often (e) Always

**Q6: How often you are being consulted about change at work?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes
- (d) Often (e) Always

**Q7: How often do you get a chance to learn or try new things?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes
- (d) Often (e) Always

**Q8: How often do you get chance to use your skills or abilities?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes
- (d) Often (e) Always

**Q9: How often you are being pressurised to work for long hours?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes
- (d) Often (e) Always

A3.1:

## CROSS-TABULATION BETWEEN WORK-STRUCTURE/ DESIGN OF TASK AND NATURE OF WORK

ITEMS NUMBER	RESPONSES	JAMMU								KASHMIR						COMBINED					
		STATIC LOCATION	PERCENTAGE (%)	LINE-OF-CONTROL	PERCENTAGE (%)	INTERNATIONAL BORDER	PERCENTAGE (%)	COUNTER-TERRORISM DUTY	PERCENTAGE (%)	STATIC LOCATION	PERCENTAGE (%)	COUNTER-TERRORISM DUTY	PERCENTAGE (%)	LINE-OF-CONTROL	PERCENTAGE (%)	JAMMU FRONTIER	PERCENTAGE (%)	KASHMIR FRONTIER	PERCENTAGE (%)	J&K FRONTIERS	PERCENTAGE (%)
Q1	a	18	60	19	68	25	71	26	68	6	38	13	72	9	75	88	67	28	61	116	66
	b	3	10	2	7	1	3	1	3	3	19	1	6	0	0	7	5	4	9	11	6
	c	9	30	7	25	9	26	11	29	7	44	4	22	3	25	36	27	14	30	50	28
Q2	a	2	7	1	4	0	0	2	5	0	0	0	0	0	0	5	4	0	0	5	3
	b	9	30	3	11	3	9	6	16	1	6	2	11	4	33	21	16	7	15	28	16
	c	6	20	7	25	11	31	5	13	3	19	6	33	2	17	29	22	11	24	40	23
	d	11	37	17	61	21	60	25	66	11	69	9	50	6	50	74	56	26	57	100	56
	e	2	7	0	0	0	0	0	0	0	1	6	1	6	0	0	2	2	2	4	4
Q3	a	4	13	10	36	10	29	11	29	5	31	5	28	3	25	35	27	13	28	48	27
	b	5	17	2	7	5	14	3	8	2	13	2	11	2	17	15	11	6	13	21	12
	c	13	43	12	43	12	34	20	53	7	44	7	39	6	50	57	44	20	43	77	44
	d	5	17	3	11	6	17	4	11	1	6	2	11	1	8	18	14	4	9	22	12
	e	3	10	1	4	2	6	0	0	0	1	6	2	11	0	0	6	5	3	7	9
Q4	a	17	57	17	61	20	57	25	66	10	63	10	56	5	42	79	60	25	54	104	59
	b	2	7	4	14	5	14	4	11	2	13	0	0	3	25	15	11	5	11	20	11

	c	7	23	3	11	6	17	7	18	2	13	4	22	4	33	23	18	10	22	33	19
	d	2	7	2	7	2	6	2	5	0	0	2	11	0	0	8	6	2	4	10	6
	e	2	7	2	7	2	6	0	0	2	13	2	11	0	0	6	5	4	9	10	6
Q5	a	14	47	16	57	20	57	23	61	9	56	12	67	6	50	73	56	27	59	100	56
	b	2	7	4	14	4	11	3	8	0	0	1	6	3	25	13	10	4	9	17	10
	c	8	27	4	14	8	23	9	24	5	31	2	11	2	17	29	22	9	20	38	21
	d	5	17	3	11	2	6	3	8	1	6	2	11	1	8	13	10	4	9	17	10
	e	1	3	1	4	1	3	0	0	1	6	1	6	0	0	3	2	2	4	5	3
Q6	a	19	63	13	46	14	40	18	47	10	63	8	44	3	25	64	49	21	46	85	48
	b	1	3	3	11	6	17	2	5	1	6	3	17	3	25	12	9	7	15	19	11
	c	8	27	10	36	11	31	16	42	3	19	4	22	6	50	45	34	13	28	58	33
	d	2	7	1	4	3	9	1	3	2	13	1	6	0	0	7	5	3	7	10	6
	e	0	0	1	4	1	3	1	3	0	0	2	11	0	0	3	2	2	4	5	3
Q7	a	11	37	7	25	11	31	9	24	4	25	7	39	2	17	38	29	13	28	51	29
	b	2	7	2	7	3	9	5	13	2	13	1	6	3	25	12	9	6	13	18	10
	c	16	53	14	50	16	46	21	55	7	44	6	33	6	50	67	51	19	41	86	49
	d	1	3	3	11	4	11	3	8	2	13	3	17	0	0	11	8	5	11	16	9
	e	0	0	2	7	1	3	0	0	1	6	1	6	1	8	3	2	3	7	6	3
Q8	a	7	23	6	21	9	26	6	16	4	25	5	28	0	0	28	21	9	20	37	21
	b	3	10	3	11	4	11	4	11	3	19	2	11	3	25	14	11	8	17	22	12
	c	15	50	12	43	17	49	20	53	6	38	8	44	5	42	64	49	19	41	83	47
	d	4	13	4	14	5	14	7	18	2	13	1	6	3	25	20	15	6	13	26	15
	e	1	3	3	11	0	0	1	3	1	6	2	11	1	8	5	4	4	9	9	5
Q9	a	2	7	3	11	2	6	5	13	1	6	3	17	0	0	12	9	4	9	16	9
	b	2	7	3	11	0	0	5	13	1	6	3	17	2	17	10	8	6	13	16	9
	c	11	37	5	18	18	51	11	29	3	19	7	39	7	58	45	34	17	37	62	35
	d	7	23	8	29	8	23	7	18	4	25	4	22	3	25	30	23	11	24	41	23
	e	8	27	9	32	7	20	10	26	7	44	1	6	0	0	34	26	8	17	42	24
TOTAL		30	100	28	100	35	100	38	100	16	100	18	100	12	100	131	100	46	100	177	100

A3.2:

## CROSS-TABULATION BETWEEN WORK-STRUCTURE/ DESIGN OF TASK AND RANK

ITEMS NUMBER	RESPONSES	JAMMU								KASHMIR								COMBINED							
		OFFICERS RANKS	PERCENTAGE (%)	SUB-ORDINATE OFFICERS	PERCENTAGE (%)	OTHER-RANKS	PERCENTAGE (%)	ENROLLED FOLLOWERS	PERCENTAGE (%)	OFFICERS RANKS	PERCENTAGE (%)	SUB-ORDINATE OFFICERS	PERCENTAGE (%)	OTHER-RANKS	PERCENTAGE (%)	ENROLLED FOLLOWERS	PERCENTAGE (%)	OFFICERS RANKS	PERCENTAGE (%)	SUB-ORDINATE OFFICERS	PERCENTAGE (%)	OTHER-RANKS	PERCENTAGE (%)	ENROLLED FOLLOWERS	PERCENTAGE (%)
Q1	a	10	33	24	59	39	87	15	100	5	45	3	27	15	83	5	83	15	37	27	52	54	86	20	95
	b	3	10	2	5	2	4	0	0	1	9	2	18	0	0	1	17	4	10	4	8	2	3	1	5
	c	17	57	15	37	4	9	0	0	5	45	6	55	3	17	0	0	22	54	21	40	7	11	0	0
Q2	a	0	0	1	2	4	9	0	0	0	0	0	0	0	0	0	0	0	0	1	2	4	6	0	0
	b	14	47	6	15	1	2	0	0	2	18	2	18	1	6	2	33	16	39	8	15	2	3	2	10
	c	8	27	11	27	9	20	1	7	2	18	4	36	4	22	1	17	10	24	15	29	13	21	2	10
	d	8	27	22	54	31	69	12	80	7	64	5	45	11	61	3	50	15	37	27	52	42	67	16	76
	e	0	0	1	2	0	0	2	13	0	0	0	0	2	11	0	0	0	0	1	2	2	3	1	5
Q3	a	6	20	9	22	15	33	5	33	1	9	3	27	8	44	1	17	7	17	12	23	23	37	6	29
	b	6	20	6	15	2	4	1	7	1	9	3	27	2	11	0	0	7	17	9	17	4	6	1	5
	c	9	30	21	51	22	49	5	33	4	36	3	27	8	44	5	83	13	32	24	46	30	48	10	48
	d	7	23	5	12	2	4	4	27	3	27	1	9	0	0	0	0	10	24	6	12	2	3	4	19
	e	2	7	0	0	4	9	0	0	2	18	1	9	0	0	0	0	4	10	1	2	4	6	0	0
Q4	a	7	23	24	59	35	78	12	80	1	9	7	64	13	72	4	67	8	20	31	60	48	76	17	81
	b	7	23	6	15	1	2	1	7	2	18	2	18	1	6	0	0	9	22	8	15	2	3	1	5

	c	10	33	5	12	8	18	0	0	4	36	1	9	3	17	2	33	14	34	6	12	11	17	2	10
	d	3	10	4	10	0	0	2	13	2	18	0	0	0	0	0	0	5	12	4	8	0	0	1	5
	e	3	10	2	5	1	2	0	0	2	18	1	9	1	6	0	0	5	12	3	6	2	3	0	0
Q5	a	12	40	22	54	30	67	9	60	3	27	6	55	13	72	5	83	15	37	28	54	43	68	14	67
	b	5	17	6	15	2	4	0	0	2	18	0	0	2	11	0	0	7	17	6	12	4	6	0	0
	c	6	20	11	27	10	22	2	13	3	27	3	27	2	11	1	17	9	22	14	27	12	19	3	14
	d	6	20	2	5	1	2	4	27	2	18	1	9	1	6	0	0	8	20	3	6	2	3	4	19
	e	1	3	0	0	2	4	0	0	1	9	1	9	0	0	0	0	2	5	1	2	2	3	0	0
Q6	a	9	30	19	46	23	51	13	87	1	9	2	18	13	72	5	83	10	24	21	40	36	57	18	86
	b	5	17	5	12	2	4	0	0	4	36	2	18	0	0	1	17	9	22	7	13	2	3	1	5
	c	11	37	16	39	16	36	2	13	3	27	6	55	4	22	0	0	14	34	22	42	20	32	2	10
	d	4	13	1	2	2	4	0	0	3	27	0	0	0	0	0	0	7	17	1	2	2	3	0	0
	e	1	3	0	0	2	4	0	0	0	0	1	9	1	6	0	0	1	2	1	2	3	5	0	0
Q7	a	2	7	6	15	17	38	13	87	0	0	2	18	6	33	5	83	2	5	8	15	23	37	18	86
	b	4	13	5	12	3	7	0	0	4	36	1	9	1	6	0	0	8	20	6	12	4	6	0	0
	c	20	67	24	59	21	47	2	13	2	18	6	55	10	56	1	17	22	54	30	58	31	49	3	14
	d	3	10	5	12	3	7	0	0	3	27	1	9	1	6	0	0	6	15	6	12	4	6	0	0
	e	1	3	1	2	1	2	0	0	2	18	1	9	0	0	0	0	3	7	2	4	1	2	0	0
Q8	a	0	0	4	10	11	24	13	87	0	0	2	18	3	17	4	67	0	0	6	12	14	22	17	81
	b	7	23	4	10	3	7	0	0	3	27	3	27	1	6	1	17	10	24	7	13	4	6	1	5
	c	10	33	25	61	27	60	2	13	4	36	3	27	11	61	1	17	14	34	28	54	38	60	3	14
	d	8	27	8	20	4	9	0	0	2	18	2	18	2	11	0	0	10	24	10	19	6	10	0	0
	e	5	17	0	0	0	0	0	0	2	18	1	9	1	6	0	0	7	17	1	2	1	2	0	0
Q9	a	4	13	5	12	3	7	0	0	2	18	0	0	0	0	2	33	6	15	5	10	3	5	2	10
	b	6	20	2	5	2	4	0	0	2	18	3	27	0	0	1	17	8	20	5	10	2	3	1	5
	c	10	33	15	37	15	33	5	33	4	36	4	36	8	44	1	17	14	34	19	37	23	37	6	29
	d	7	23	10	24	6	13	7	47	2	18	3	27	5	28	1	17	9	22	13	25	11	17	8	38
	e	3	10	9	22	19	42	3	20	1	9	1	9	5	28	1	17	4	10	10	19	24	38	4	19
TOTAL		30	100	41	100	45	100	15	100	11	100	11	100	18	100	6	100	41	100	52	100	63	100	21	100



APPENDIX – 4

MANAGEMENT STYLE

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**Q1: Do you have a choice in deciding/ or planning how you do your work? (or)  
Do you have some say over the way you work?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes
- (d) Often (e) Always

**Q2: Do you have a say/ (or) freedom to work at your own speed?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes
- (d) Often (e) Always

**Q3: How often you have been personally harassed with unkind words or  
behaviour by your Officers?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes
- (d) Often (e) Always

**Q4: How often you have been personally harassed with unkind words or  
behaviour by your fellow-workers?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes
- (d) Often

**Q5: Have you ever felt that you are being personally harassed because of your religion?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes
- (d) Often (e) Always

**Q6: Have you ever felt that you are being personally harassed because of your caste?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes
- (d) Often (e) Always

**Q7: Have you ever felt that you are being personally harassed because of your ethnicity/ regionalism?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes
- (d) Often (e) Always

**Q8: Are you receiving the respect at work that you deserve from your superiors?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes
- (d) Often (e) Always

**Q9: Are you receiving the respect at work that you deserve from your colleagues?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes
- (d) Often (e) Always

**Q10: Do you get appreciation/ or supportive feedback from your senior officers for your work? (Or) How often do you get appreciation/ or supportive feedback from your senior officers for your work?**

**RESPONSE RANGE**

- (a) Never
- (b) Seldom
- (c) Sometimes
- (d) Often
- (e) Always

A4.1:

## CROSS-TABULATION BETWEEN MANAGEMENT STYLE AND NATURE OF DUTY

ITEM NUMBER	RESPONSE RANGE	JAMMU								KASHMIR					COMBINED FIGURES						
		STATIC LOCATION	PERCENTAGE (%)	LINE-OF-CONTROL	PERCENTAGE (%)	INTERNATIONAL BORDER	PERCENTAGE (%)	COUNTER-TERRORISM DUTY	PERCENTAGE (%)	STATIC LOCATION	PERCENTAGE (%)	Counter-Terrorism Duty	PERCENTAGE (%)	LINE-OF-CONTROL	PERCENTAGE (%)	JAMMU FRONTIER	PERCENTAGE (%)	KASHMIR FRONTIER	PERCENTAGE (%)	J&K FRONTIERS	PERCENTAGE (%)
Q1	a	9	30	13	46	12	34	15	39	8	50	11	61	5	42	49	37	24	52	73	41
	b	1	3	1	4	3	9	1	3	0	0	0	0	0	0	6	5	0	0	6	3
	c	13	43	6	21	12	34	8	21	3	19	1	6	1	8	39	30	5	11	44	25
	d	4	13	5	18	5	14	7	18	4	25	5	28	4	33	21	16	13	28	34	19
	e	3	10	3	11	3	9	7	18	1	6	1	6	2	17	16	12	4	9	20	11
Q2	a	15	50	16	57	19	54	24	63	11	69	13	72	7	58	74	56	31	67	105	59
	b	0	0	2	7	2	6	0	0	1	6	1	6	0	0	4	3	2	4	6	3
	c	10	33	4	14	8	23	5	13	1	6	1	6	4	33	27	21	6	13	33	19
	d	3	10	3	11	3	9	6	16	3	19	3	17	1	8	15	11	7	15	22	12
	e	2	7	3	11	3	9	3	8	0	0	0	0	0	0	11	8	0	0	11	6
Q3	a	8	27	2	7	11	31	7	18	2	13	5	28	1	8	28	21	8	17	36	20
	b	3	10	4	14	4	11	5	13	2	13	2	11	3	25	16	12	7	15	23	13
	c	14	47	14	50	16	46	16	42	7	44	7	39	7	58	60	46	21	46	81	46

	d	5	17	6	21	2	6	6	16	3	19	4	22	1	8	19	15	8	17	27	15
	e	0	0	2	7	2	6	4	11	2	13	0	0	0	0	8	6	2	4	10	6
Q4	a	14	47	8	29	15	43	15	39	6	38	11	61	5	42	52	40	22	48	74	42
	b	5	17	5	18	5	14	4	11	4	25	1	6	4	33	19	15	9	20	28	16
	c	11	37	15	54	14	40	17	45	6	38	4	22	3	25	57	44	13	28	70	40
	d	0	0	0	0	1	3	2	5	0	0	2	11	0	0	3	2	2	4	5	3
Q5	a	23	77	22	79	29	83	33	87	15	94	16	89	10	83	107	82	41	89	148	84
	b	1	3	3	11	1	3	1	3	1	6	0	0	1	8	6	5	2	4	8	5
	c	4	13	3	11	4	11	3	8	0	0	2	11	1	8	14	11	3	7	17	10
	d	2	7	0	0	1	3	0	0	0	0	0	0	0	0	3	2	0	0	3	2
	e	0	0	0	0	0	0	1	3	0	0	0	0	0	0	1	1	0	0	1	1
Q6	a	20	67	16	57	24	69	31	82	15	94	14	78	10	83	91	69	39	85	130	73
	b	1	3	1	4	2	6	0	0	0	0	1	6	0	0	4	3	1	2	5	3
	c	7	23	8	29	4	11	4	11	0	0	2	11	1	8	23	18	3	7	26	15
	d	2	7	3	11	2	6	1	3	1	6	1	6	1	8	8	6	3	7	11	6
	e	0	0	0	0	3	9	2	5	0	0	0	0	0	0	5	4	0	0	5	3
Q7	a	22	73	21	75	26	74	25	66	10	63	15	83	11	92	94	72	36	78	130	73
	b	1	3	3	11	2	6	1	3	1	6	1	6	0	0	7	5	2	4	9	5
	c	4	13	4	14	5	14	9	24	2	13	2	11	1	8	22	17	5	11	27	15
	d	2	7	0	0	2	6	3	8	2	13	0	0	0	0	7	5	2	4	9	5
	e	1	3	0	0	0	0	0	0	1	6	0	0	0	0	1	1	1	2	2	1
Q8	a	8	27	5	18	5	14	12	32	3	19	3	17	2	17	30	23	8	17	38	21
	b	1	3	1	4	3	9	2	5	3	19	2	11	1	8	7	5	6	13	13	7
	c	11	37	12	43	12	34	10	26	2	13	6	33	3	25	45	34	11	24	56	32
	d	7	23	4	14	6	17	7	18	4	25	4	22	4	33	24	18	12	26	36	20
	e	3	10	6	21	9	26	7	18	4	25	3	17	2	17	25	19	9	20	34	19
Q9	a	0	0	0	0	2	6	6	16	2	13	0	0	0	0	8	6	2	4	10	6
	b	2	7	0	0	0	0	2	5	0	0	2	11	1	8	4	3	3	7	7	4
	c	9	30	8	29	11	31	8	21	2	13	5	28	3	25	36	27	10	22	46	26
	d	11	37	7	25	9	26	13	34	4	25	4	22	4	33	40	31	12	26	52	29

	<b>e</b>	<b>8</b>	<b>27</b>	<b>13</b>	<b>46</b>	<b>13</b>	<b>37</b>	<b>9</b>	<b>24</b>	<b>8</b>	<b>50</b>	<b>7</b>	<b>39</b>	<b>4</b>	<b>33</b>	<b>43</b>	<b>33</b>	<b>19</b>	<b>41</b>	<b>62</b>	<b>35</b>
<b>Q10</b>	<b>a</b>	<b>3</b>	<b>10</b>	<b>1</b>	<b>4</b>	<b>2</b>	<b>6</b>	<b>5</b>	<b>13</b>	<b>3</b>	<b>19</b>	<b>1</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>8</b>	<b>4</b>	<b>9</b>	<b>15</b>	<b>8</b>
	<b>b</b>	<b>4</b>	<b>13</b>	<b>6</b>	<b>21</b>	<b>3</b>	<b>9</b>	<b>3</b>	<b>8</b>	<b>1</b>	<b>6</b>	<b>5</b>	<b>28</b>	<b>2</b>	<b>17</b>	<b>16</b>	<b>12</b>	<b>8</b>	<b>17</b>	<b>24</b>	<b>14</b>
	<b>c</b>	<b>15</b>	<b>50</b>	<b>14</b>	<b>50</b>	<b>15</b>	<b>43</b>	<b>18</b>	<b>47</b>	<b>6</b>	<b>38</b>	<b>9</b>	<b>50</b>	<b>7</b>	<b>58</b>	<b>62</b>	<b>47</b>	<b>22</b>	<b>48</b>	<b>84</b>	<b>47</b>
	<b>d</b>	<b>8</b>	<b>27</b>	<b>4</b>	<b>14</b>	<b>11</b>	<b>31</b>	<b>9</b>	<b>24</b>	<b>3</b>	<b>19</b>	<b>3</b>	<b>17</b>	<b>2</b>	<b>17</b>	<b>32</b>	<b>24</b>	<b>8</b>	<b>17</b>	<b>40</b>	<b>23</b>
	<b>e</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>11</b>	<b>4</b>	<b>11</b>	<b>3</b>	<b>8</b>	<b>3</b>	<b>19</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>8</b>	<b>10</b>	<b>8</b>	<b>4</b>	<b>9</b>	<b>14</b>	<b>8</b>
<b>TOTAL</b>		<b>30</b>	<b>100</b>	<b>28</b>	<b>100</b>	<b>35</b>	<b>100</b>	<b>38</b>	<b>100</b>	<b>16</b>	<b>100</b>	<b>18</b>	<b>100</b>	<b>12</b>	<b>100</b>	<b>131</b>	<b>100</b>	<b>46</b>	<b>100</b>	<b>177</b>	<b>100</b>

A4.2:

## CROSS-TABULATION BETWEEN MANAGEMENT STYLE AND RANK

ITEM NUMBER	RESPONSE RANGE	JAMMU								KASHMIR								COMBINED FIGURES							
		OFFICERS RANKS	PERCENTAGE (%)	SUB-ORDINATE OFFICERS	PERCENTAGE (%)	OTHER-RANKS	PERCENTAGE (%)	ENROLLED FOLLOWERS	PERCENTAGE (%)	OFFICERS RANKS	PERCENTAGE (%)	SUB-ORDINATE OFFICERS	PERCENTAGE (%)	OTHER-RANKS	PERCENTAGE (%)	ENROLLED FOLLOWERS	PERCENTAGE (%)	OFFICERS RANKS	PERCENTAGE (%)	SUB-ORDINATE OFFICERS	PERCENTAGE (%)	OTHER-RANKS	PERCENTAGE (%)	ENROLLED FOLLOWERS	PERCENTAGE (%)
Q1	a	4	13	13	32	24	53	8	53	2	18	6	55	12	67	4	67	6	15	19	37	36	57	12	57
	b	1	3	3	7	1	2	1	7	0	0	0	0	0	0	0	0	1	2	3	6	1	2	1	5
	c	10	33	11	27	12	27	6	40	1	9	2	18	1	6	1	17	11	27	13	25	13	21	7	33
	d	9	30	8	20	4	9	0	0	7	64	2	18	3	17	1	17	16	39	10	19	7	11	1	5
	e	6	20	6	15	4	9	0	0	1	9	1	9	2	11	0	0	7	17	7	13	6	10	0	0
Q2	a	6	20	20	49	37	82	11	73	2	18	7	64	17	94	5	83	8	20	27	52	54	86	16	76
	b	1	3	2	5	0	0	1	7	1	9	0	0	0	0	1	17	2	5	2	4	0	0	2	10
	c	8	27	11	27	5	11	3	20	3	27	2	18	1	6	0	0	11	27	13	25	6	10	3	14
	d	11	37	3	7	1	2	0	0	5	45	2	18	0	0	0	0	16	39	5	10	1	2	0	0
	e	4	13	5	12	2	4	0	0	0	0	0	0	0	0	0	0	4	10	5	10	2	3	0	0
	a	7	23	9	22	10	22	2	13	1	9	3	27	1	6	3	50	8	20	12	23	11	17	5	24
	b	9	30	7	17	0	0	0	0	4	36	1	9	1	6	1	17	13	32	8	15	1	2	1	5
	c	10	33	19	46	25	56	6	40	5	45	4	36	12	67	0	0	15	37	23	44	37	59	6	29

Q3	d	4	13	4	10	8	18	3	20	1	9	2	18	4	22	1	17	5	12	6	12	12	19	4	19
	e	0	0	2	5	2	4	4	27	0	0	1	9	0	0	1	17	0	0	3	6	2	3	5	24
Q4	a	14	47	18	44	15	33	5	33	4	36	5	45	8	44	5	83	18	44	23	44	23	37	10	48
	b	7	23	7	17	4	9	1	7	6	55	0	0	2	11	1	17	13	32	7	13	6	10	2	10
	c	9	30	14	34	25	56	9	60	1	9	5	45	7	39	0	0	10	24	19	37	32	51	9	43
	d	0	0	2	5	1	2	0	0	0	0	1	9	1	6	0	0	0	0	3	6	2	3	0	0
Q5	a	26	87	35	85	36	80	10	67	10	91	9	82	17	94	5	83	36	88	44	85	53	84	15	71
	b	3	10	1	2	2	4	0	0	1	9	0	0	1	6	0	0	4	10	1	2	3	5	0	0
	c	1	3	5	12	6	13	2	13	0	0	2	18	0	0	1	17	1	2	7	13	6	10	3	14
	d	0	0	0	0	0	0	3	20	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	14
	e	0	0	0	0	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	0	0
Q6	a	19	63	34	83	34	76	4	27	10	91	9	82	16	89	4	67	29	71	43	83	50	79	8	38
	b	2	7	1	2	1	2	0	0	0	0	0	0	0	0	1	17	2	5	1	2	1	2	1	5
	c	6	20	6	15	6	13	5	33	0	0	2	18	1	6	0	0	6	15	8	15	7	11	5	24
	d	2	7	0	0	2	4	4	27	1	9	0	0	1	6	1	17	3	7	0	0	3	5	5	24
	e	1	3	0	0	2	4	2	13	0	0	0	0	0	0	0	0	1	2	0	0	2	3	2	10
Q7	a	20	67	32	78	34	76	8	53	10	91	10	91	12	67	4	67	30	73	42	81	46	73	12	57
	b	4	13	1	2	2	4	0	0	1	9	0	0	1	6	0	0	5	12	1	2	3	5	0	0
	c	5	17	8	20	8	18	1	7	0	0	1	9	2	11	2	33	5	12	9	17	10	16	3	14
	d	1	3	0	0	0	0	6	40	0	0	0	0	2	11	0	0	1	2	0	0	2	3	6	29
	e	0	0	0	0	1	2	0	0	0	0	0	0	1	6	0	0	0	0	0	0	2	3	0	0
Q8	a	0	0	8	20	15	33	7	47	0	0	1	9	6	33	1	17	0	0	9	17	21	33	8	38
	b	1	3	6	15	0	0	0	0	1	9	1	9	2	11	2	33	2	5	7	13	2	3	2	10
	c	8	27	13	32	20	44	4	27	2	18	3	27	6	33	0	0	10	24	16	31	26	41	4	19
	d	8	27	9	22	3	7	4	27	6	55	3	27	2	11	1	17	14	34	12	23	5	8	5	24
	e	13	43	5	12	7	16	0	0	2	18	3	27	2	11	2	33	15	37	8	15	9	14	2	10
Q9	a	0	0	5	12	0	0	3	20	0	0	0	0	2	11	0	0	0	0	5	10	2	3	3	14
	b	2	7	1	2	1	2	0	0	0	0	1	9	1	6	1	17	2	5	2	4	2	3	1	5
	c	2	7	11	27	19	42	4	27	1	9	3	27	4	22	2	33	3	7	14	27	23	37	6	29
	d	10	33	14	34	9	20	7	47	5	45	3	27	4	22	0	0	15	37	17	33	13	21	7	33



	e	16	53	10	24	16	36	1	7	5	45	4	36	7	39	3	50	21	51	14	27	23	37	4	19
Q10	a	0	0	0	0	5	11	6	40	1	9	0	0	2	11	1	17	1	2	0	0	7	11	7	33
	b	4	13	8	20	3	7	1	7	1	9	3	27	2	11	2	33	5	12	11	21	5	8	3	14
	c	9	30	20	49	27	60	6	40	4	36	4	36	11	61	3	50	13	32	24	46	38	60	9	43
	d	15	50	9	22	6	13	2	13	5	45	2	18	1	6	0	0	20	49	11	21	7	11	2	10
	e	2	7	4	10	4	9	0	0	0	0	2	18	2	11	0	0	2	5	6	12	6	10	0	0
TOTAL		30	100	41	100	45	100	15	100	11	100	11	100	18	100	6	100	41	100	52	100	63	100	21	100

APPENDIX – 5

WORKING AND LIVING CONDITIONS

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**Q1: Is the area of duty at present.....**

**RESPONSE RANGE**

- (a) Sensitive (b) Non-sensitive (c) Both

**Q2: Did you find any difference between your present postings and previous ones?**

**RESPONSE RANGE**

- (a) Yes (b) No (c) Not-Mentioned

**Q3: Where do you stay presently?**

**RESPONSE RANGE**

- (a) Built up accommodation (b) Barrack (c) Tent  
(d) others (e) Not-Mentioned

**Q4: Do you have basic facilities like water, electricity, latrine & bathrooms available?**

**RESPONSE RANGE**

- (a) Yes (b) No (c) Not-Mentioned

**Q5: How much are you satisfied with your present living conditions?**

**RESPONSE RANGE**

- (a) Not at all satisfied (b) To some extent dissatisfied
- (c) Neither satisfied nor dissatisfied (d) To some extent satisfied
- (e) Very much satisfied

**Q6: Are you satisfied with the quality & quantity of food you get from your mess?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes
- (d) Often (e) Always (f) Not-Mentioned

**Q7: Do you feel that your life is at risk? (or) How often do you felt that your life is at risk due to your work?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes
- (d) Often (e) Always

**Q8: Since last year were you ever involved in any counter-insurgency/ military operation in which you killed the enemy/ saw killing?**

**RESPONSE RANGE**

- (a) Yes (b) No (c) Not-Mentioned

**Q9: During your present posting have you ever experienced any incident which disturbed so much that you felt traumatised/ helpless/ worried?**

**RESPONSE RANGE**

- (a) Yes (b) No (c) Not-Mentioned

A5.1:

CROSS-TABULATION BETWEEN WORKING LIVING & CONDITIONS AND NATURE OF DUTY

ITEM NUMBER	RESPONSE RANGE	JAMMU								KASHMIR					COMBINED J&K						
		STATIC DUTY	PERCENTAGE (%)	LINE-OF-CONTROL DUTY	PERCENTAGE (%)	INTERNATIONAL BORDER DUTY	PERCENTAGE (%)	COUNTER-TERRORISM DUTY	PERCENTAGE (%)	STATIC DUTY	PERCENTAGE (%)	COUNTER-TERRORISM DUTY	PERCENTAGE (%)	LINE-OF-CONTROL DUTY	PERCENTAGE (%)	JAMMU FRONTIER	PERCENTAGE (%)	KASHMIR FRONTIER	PERCENTAGE (%)	J&K FRONTIERS	PERCENTAGE (%)
Q1	a	16	53	24	86	24	69	24	63	16	100	14	78	11	92	88	67	41	89	129	73
	b	5	17	4	14	1	3	6	16	0	0	1	6	1	8	16	12	2	4	18	10
	c	9	30	0	0	10	29	8	21	0	0	3	17	0	0	27	21	3	7	30	17
Q2	a	21	70	19	68	22	63	27	71	16	100	13	72	8	67	89	68	37	80	126	71
	b	9	30	9	32	12	34	11	29	0	0	5	28	4	33	41	31	9	20	50	28
	c	0	0	0	0	1	3	0	0	0	0	0	0	0	0	1	1	0	0	1	1
Q3	a	14	47	8	29	8	23	9	24	7	44	3	17	2	17	39	30	12	26	51	29
	b	10	33	5	18	15	43	10	26	5	31	6	33	4	33	40	31	15	33	55	31
	c	3	10	5	18	5	14	5	13	1	6	6	33	3	25	18	14	10	22	28	16
	d	2	7	10	36	7	20	14	37	3	19	2	11	2	17	33	25	7	15	40	23
	e	1	3	0	0	0	0	0	0	0	0	0	1	6	1	8	1	1	2	4	3
Q4	a	25	83	13	46	24	69	24	63	7	44	13	72	6	50	86	66	26	57	112	63

	b	4	13	15	54	11	31	14	37	9	56	5	28	6	50	44	34	20	43	64	36
	c	1	3	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	1	1
Q5	a	7	23	7	25	5	14	11	29	6	38	4	22	4	33	30	23	14	30	44	25
	b	2	7	4	14	6	17	6	16	3	19	1	6	2	17	18	14	6	13	24	14
	c	2	7	3	11	2	6	3	8	2	13	3	17	0	0	10	8	5	11	15	8
	d	17	57	11	39	19	54	17	45	5	31	7	39	6	50	64	49	18	39	82	46
	e	2	7	3	11	3	9	1	3	0	0	3	17	0	0	9	7	3	7	12	7
Q6	a	4	13	6	21	5	14	8	21	3	19	2	11	2	17	23	18	7	15	30	17
	b	1	3	2	7	4	11	2	5	0	0	1	6	0	0	9	7	1	2	10	6
	c	13	43	10	36	11	31	10	26	7	44	7	39	4	33	44	34	18	39	62	35
	d	7	23	4	14	5	14	10	26	5	31	3	17	4	33	26	20	12	26	38	21
	e	5	17	6	21	9	26	8	21	0	0	5	28	2	17	28	21	7	15	35	20
	f	0	0	0	0	1	3	0	0	1	6	0	0	0	0	1	1	1	2	2	2
Q7	a	10	33	7	25	8	23	13	34	4	25	5	28	3	25	38	29	12	26	50	28
	b	3	10	3	11	3	9	3	8	0	0	3	17	2	17	12	9	5	11	17	10
	c	12	40	12	43	10	29	12	32	6	38	4	22	4	33	46	35	14	30	60	34
	d	1	3	4	14	4	11	5	13	2	13	2	11	3	25	14	11	7	15	21	12
	e	4	13	2	7	10	29	5	13	4	25	4	22	0	0	21	16	8	17	29	16
Q8	a	5	17	6	21	9	26	15	39	2	13	5	28	2	17	35	27	9	20	44	25
	b	23	77	22	79	25	71	23	61	13	81	13	72	10	83	93	71	36	78	129	73
	c	2	7	0	0	1	3	0	0	1	6	0	0	0	0	3	2	1	2	4	2
Q9	a	6	20	7	25	10	29	8	21	8	50	7	39	6	50	31	24	21	46	52	29
	b	24	80	21	75	25	71	30	79	8	50	10	56	6	50	100	76	24	52	124	70
	c	0	0	0	0	0	0	0	0	0	0	1	6	0	0	0	0	1	2	1	1
TOTAL		30	100	28	100	35	100	38	100	16	100	18	100	12	100	131	100	46	100	177	100

A5.2:

## CROSS-TABULATION BETWEEN WORKING &amp; LIVING CONDITIONS AND RANK

ITEMS NUMBER	RESPONSES	JAMMU							KASHMIR							COMBINED J&K									
		OFFICERS	PERCENTAGE (%)	SUB-ORDINATE OFFICERS	PERCENTAGE (%)	OTHER-RANKS	PERCENTAGE (%)	ENROLLED	PERCENTAGE (%)	OFFICERS	PERCENTAGE (%)	SUB-ORDINATE OFFICERS	PERCENTAGE (%)	OTHER-RANKS	PERCENTAGE (%)	ENROLLED	PERCENTAGE (%)	OFFICERS	PERCENTAGE (%)	SUB-ORDINATE OFFICERS	PERCENTAGE (%)	OTHER-RANKS	PERCENTAGE (%)	ENROLLED	PERCENTAGE (%)
Q1	a	21	70	30	73	27	60	10	67	11	100	11	100	16	89	3	50	32	78	41	79	43	68	13	62
	b	5	17	2	5	8	18	1	7	0	0	0	0	2	11	0	0	5	12	2	4	10	16	1	5
	c	4	13	9	22	10	22	4	27	0	0	0	0	0	0	3	50	4	10	9	17	10	16	7	33
Q2	d	21	70	28	68	35	78	5	33	10	91	8	73	14	78	5	83	31	76	36	69	49	78	10	48
	e	9	30	13	32	9	20	10	67	1	9	3	27	4	22	1	17	10	24	16	31	13	21	11	52
	f	0	0	0	0	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	0
Q3	a	18	60	7	17	12	27	2	13	7	64	1	9	3	17	1	17	25	61	8	15	15	24	3	14
	b	1	3	18	44	12	27	9	60	0	0	6	55	8	44	1	17	1	2	24	46	20	32	10	48
	c	1	3	8	20	7	16	2	13	0	0	2	18	4	22	4	67	1	2	10	19	11	17	6	29
	d	10	33	7	17	14	31	2	13	3	27	2	18	2	11	0	0	13	32	9	17	16	25	2	10
	e	0	0	1	2	0	0	0	0	0	1	9	0	0	1	6	0	0	1	2	1	2	1	2	0
Q4	a	28	93	29	71	21	47	8	53	8	73	6	55	8	44	4	67	36	88	35	67	29	46	12	57
	b	2	7	12	29	24	53	6	40	3	27	5	45	10	56	2	33	5	12	17	33	34	54	8	38
	c	0	0	0	0	0	0	1	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	5

Q5	a	3	10	6	15	16	36	5	33	1	9	3	27	8	44	2	33	4	10	9	17	24	38	7	33
	b	1	3	7	17	8	18	2	13	2	18	2	18	2	11	0	0	3	7	9	17	10	16	2	10
	c	2	7	5	12	3	7	0	0	1	9	0	0	3	17	1	17	3	7	5	10	6	10	1	5
	d	20	67	19	46	17	38	8	53	7	64	5	45	4	22	2	33	27	66	24	46	21	33	10	48
	e	4	13	4	10	1	2	0	0	0	0	1	9	1	6	1	17	4	10	5	10	2	3	1	5
Q6	a	1	3	7	17	13	29	2	13	0	0	1	9	5	28	1	17	1	2	8	15	18	29	3	14
	b	3	10	1	2	2	4	3	20	0	0	0	0	1	6	0	0	3	7	1	2	3	5	3	14
	c	2	7	19	46	18	40	5	33	0	0	6	55	10	56	2	33	2	5	25	48	28	44	7	33
	d	13	43	6	15	3	7	4	27	9	82	1	9	1	6	1	17	22	54	7	13	4	6	5	24
	e	11	37	8	20	9	20	0	0	1	9	3	27	1	6	2	33	12	29	11	21	10	16	2	10
	f	0	0	0	0	0	0	1	7	1	9	0	0	0	0	0	0	1	2	0	0	0	0	1	5
Q7	a	6	20	17	41	11	24	4	27	1	9	3	27	6	33	2	33	7	17	20	38	17	27	6	29
	b	7	23	3	7	2	4	0	0	2	18	2	18	0	0	1	17	9	22	5	10	2	3	1	5
	c	5	17	13	32	21	47	7	47	3	27	2	18	7	39	2	33	8	20	15	29	28	44	9	43
	d	6	20	3	7	4	9	1	7	3	27	1	9	3	17	0	0	9	22	4	8	7	11	1	5
	e	6	20	5	12	7	16	3	20	2	18	3	27	2	11	1	17	8	20	8	15	9	14	4	19
Q8	a	5	17	7	17	18	40	5	33	2	18	1	9	6	33	0	0	7	17	8	15	24	38	5	24
	b	24	80	32	78	27	60	10	67	9	82	9	82	12	67	6	100	33	80	41	79	39	62	16	76
	c	1	3	2	5	0	0	0	0	0	0	1	9	0	0	0	0	1	2	3	6	0	0	0	0
Q9	a	4	13	4	10	14	31	9	60	4	36	4	36	10	56	3	50	8	20	8	15	24	38	12	57
	b	26	87	37	90	31	69	6	40	7	64	6	55	8	44	3	50	33	80	43	83	39	62	9	43
	c	0	0	0	0	0	0	0	0	0	0	1	9	0	0	0	0	0	0	1	2	0	0	0	0
TOTAL		30	100	41	100	45	100	15	100	11	100	11	100	18	100	6	100	41	100	52	100	63	100	21	100

**APPENDIX – 6**

**REST AND RECREATION**

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**Q1: What kinds of recreation facilities are available to you?**

**RESPONSE RANGE**

- (a) Playing games                      (b) Reading books                      (c) Watching TV
- (d) All                                      (e) None of them

**Q2: How often do you avail them?**

**RESPONSE RANGE**

- (a) Never                                      (b) Seldom                                      (c) Sometimes
- (d) Often                                      (e) Always                                      (f) Not-Mentioned

**Q3: How often do you feel pressurised by your superiors to work at the pace & level that are hard to combine/or beyond your/ human capacity?**

**RESPONSE RANGE**

- (a) Never                                      (b) Seldom                                      (c) Sometimes
- (d) Often                                      (e) Always                                      (f) Not-Mentioned

**Q4: Did you feel over work load due to various annual inspections/ visits of senior officers?**

**RESPONSE RANGE**

- (a) Never                                      (b) Seldom                                      (c) Sometimes
- (d) Often                                      (e) Always



**Q5: Do you have a feeling that you have too much responsibility for the work of others?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes  
(d) Often (e) Always

**Q6: How often your work made you extremely tired & drained-off all your energy?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes  
(d) Often (e) Always

**Q7: How often you have been so pre-occupied with your work that you were thinking about it even during rest period?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes  
(d) Often (e) Always

**Q8: How often has your work affected your sleep or upset your health in any way?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes  
(d) Often (e) Always

**Q9: Did you have ever failed in clearing physical efficiency test & because of that you could get 'Shape-One' in annual medical examination?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes  
(d) Often (e) Always (f) Not-Mentioned

A6.1:

## CROSS-TABULATION BETWEEN REST &amp; RECREATION AND NATURE OF WORK

ITEMS NUMBER	RESPONSE RANGE	JAMMU								KASHMIR					COMBINED FIGURES						
		STATIC LOCATION	PERCENTAGE (%)	LINE-OF-CONTROL	PERCENTAGE (%)	INTERNATIONAL BORDER	PERCENTAGE (%)	COUNTER-TERRORISM DUTY	PERCENTAGE (%)	STATIC LOCATION	PERCENTAGE (%)	COUNTER-TERRORISM DUTY	PERCENTAGE (%)	LINE-OF-CONTROL	PERCENTAGE (%)	JAMMU FRONTIER	PERCENTAGE (%)	KASHMIR FRONTIER	PERCENTAGE (%)	J&K FRONTIERS	PERCENTAGE (%)
Q1	a	2	7	2	7	4	11	5	13	0	0	1	6	0	0	0	0	1	2	14	2
	b	1	3	4	14	2	6	0	0	0	0	0	0	3	25	7	5	3	7	10	7
	c	15	50	9	32	15	43	16	42	10	63	5	28	4	33	55	42	19	41	74	41
	d	10	33	12	43	10	29	12	32	3	19	8	44	2	17	44	34	13	28	57	28
	e	2	7	1	4	4	11	5	13	3	19	4	22	3	25	12	9	10	22	22	22
Q2	a	3	10	4	14	3	9	2	5	4	25	0	0	0	0	12	9	4	9	16	9
	b	3	10	5	18	4	11	4	11	3	19	3	17	3	25	16	12	9	20	25	20
	c	15	50	12	43	23	66	22	58	6	38	8	44	6	50	72	55	20	43	92	43
	d	7	23	3	11	3	9	6	16	3	19	3	17	3	25	19	15	9	20	28	20
	e	2	7	4	14	2	6	4	11	0	0	4	22	0	0	12	9	4	9	15	9
	f	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
Q3	a	4	13	7	25	4	11	5	13	3	19	4	22	2	17	20	15	9	20	29	20
	b	1	3	1	4	3	9	7	18	0	0	2	11	2	17	12	9	4	9	16	9
	c	12	40	10	36	20	57	15	39	3	19	8	44	6	50	57	44	17	37	74	37
	d	6	20	5	18	4	11	4	11	4	25	2	11	2	17	19	15	8	17	27	17
	e	6	20	5	18	4	11	7	18	6	38	2	11	0	0	22	17	8	17	30	17

	f	1	3	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	1	0
Q4	a	5	17	6	21	5	14	3	8	1	6	4	22	1	8	19	15	6	13	25	13
	b	2	7	2	7	1	3	2	5	0	0	3	17	0	0	7	5	3	7	10	7
	c	10	33	8	29	6	17	16	42	7	44	5	28	6	50	40	31	18	39	58	39
	d	7	23	6	21	11	31	9	24	2	13	1	6	1	8	33	25	4	9	37	9
	e	6	20	6	21	12	34	8	21	6	38	5	28	4	33	32	24	15	33	47	33
Q5	a	6	20	4	14	4	11	4	11	1	6	6	33	3	25	18	14	10	22	28	22
	b	1	3	2	7	1	3	4	11	2	13	1	6	3	25	8	6	6	13	14	13
	c	11	37	9	32	12	34	15	39	7	44	6	33	3	25	47	36	16	35	63	35
	d	6	20	3	11	9	26	5	13	2	13	2	11	1	8	23	18	5	11	28	11
	e	6	20	10	36	9	26	10	26	4	25	3	17	2	17	35	27	9	20	44	20
Q6	a	3	10	4	14	1	3	2	5	0	0	3	17	0	0	10	8	3	7	13	7
	b	2	7	5	18	3	9	3	8	4	25	2	11	3	25	13	10	9	20	22	20
	c	16	53	10	36	21	60	23	61	2	13	10	56	7	58	70	53	19	41	89	41
	d	8	27	2	7	4	11	5	13	6	38	3	17	0	0	19	15	9	20	28	20
	e	1	3	7	25	6	17	5	13	4	25	0	0	2	17	19	15	6	13	25	13
Q7	a	3	10	1	4	1	3	4	11	0	0	3	17	0	0	9	7	3	7	12	7
	b	1	3	5	18	3	9	1	3	1	6	2	11	1	8	10	8	4	9	14	9
	c	11	37	10	36	14	40	17	45	4	25	3	17	7	58	52	40	14	30	66	30
	d	10	33	8	29	9	26	9	24	7	44	7	39	2	17	36	27	16	35	52	35
	e	5	17	4	14	8	23	7	18	4	25	3	17	2	17	24	18	9	20	33	20
Q8	a	3	10	6	21	2	6	2	5	0	0	3	17	0	0	13	10	3	7	16	7
	b	3	10	1	4	4	11	3	8	2	13	1	6	2	17	11	8	5	11	16	11
	c	12	40	11	39	15	43	17	45	5	31	10	56	6	50	55	42	21	46	76	46
	d	8	27	5	18	8	23	10	26	6	38	2	11	4	33	31	24	12	26	43	26
	e	4	13	5	18	6	17	6	16	3	19	2	11	0	0	21	16	5	11	26	11
Q9	a	23	77	22	79	31	89	30	79	11	69	16	89	10	83	106	81	37	80	143	80
	b	2	7	0	0	1	3	0	0	1	6	0	0	0	0	3	2	1	2	4	2
	c	4	13	3	11	3	9	6	16	3	19	2	11	1	8	16	12	6	13	22	13
	d	1	3	1	4	0	0	1	3	1	6	0	0	0	0	3	2	1	2	4	2

	e	0	0	2	7	0	0	0	0	0	0	0	0	1	8	2	2	1	2	3	2
	f	0	0	0	0	0	0	1	3	0	0	0	0	0	0	1	1	0	0	1	0
TOTAL		30	100	28	100	35	100	38	100	16	100	18	100	12	100	131	100	46	100	177	100

A6.2:

## CROSS-TABULATION BETWEEN REST &amp; RECREATION AND RANK

ITEM NUMBER	RESPONSE RANGE	JAMMU								KASHMIR								COMBINED FIGURES							
		OFFICERS RANKS	PERCENTAGE (%)	SUB-ORDINATE OFFICERS	PERCENTAGE (%)	OTHER-RANKS	PERCENTAGE (%)	ENROLLED FOLLOWERS	PERCENTAGE (%)	OFFICERS RANKS	PERCENTAGE (%)	SUB-ORDINATE OFFICERS	PERCENTAGE (%)	OTHER-RANKS	PERCENTAGE (%)	ENROLLED FOLLOWERS	PERCENTAGE (%)	OFFICERS RANKS	PERCENTAGE (%)	SUB-ORDINATE OFFICERS	PERCENTAGE (%)	OTHER-RANKS	PERCENTAGE (%)	ENROLLED FOLLOWERS	PERCENTAGE (%)
Q1	a	2	7	2	5	7	16	2	13	0	0	0	0	1	6	0	0	2	5	2	4	8	13	2	10
	b	1	3	3	7	2	4	1	7	2	18	0	0	1	6	0	0	3	7	3	6	3	5	1	5
	c	6	20	21	51	21	47	7	47	2	18	4	36	11	61	2	33	8	20	25	48	32	51	9	43
	d	21	70	6	15	12	27	5	33	7	64	2	18	3	17	1	17	28	68	8	15	15	24	6	29
	e	0	0	9	22	3	7	0	0	0	0	5	45	2	11	3	50	0	0	14	27	5	8	3	14
Q2	a	0	0	3	7	6	13	3	20	0	0	1	9	3	17	0	0	0	0	4	8	9	14	3	14
	b	2	7	2	5	8	18	4	27	2	18	1	9	5	28	1	17	4	10	3	6	13	21	5	24
	c	14	47	24	59	28	62	6	40	3	27	5	45	9	50	3	50	17	41	29	56	37	59	9	43
	d	11	37	8	20	0	0	0	0	4	36	3	27	1	6	1	17	15	37	11	21	1	2	1	5
	e	2	7	4	10	3	7	2	13	2	18	1	9	0	0	1	17	4	10	5	10	3	5	3	14
	f	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	0	0	0	0	0	0
Q3	a	6	20	7	17	5	11	2	13	3	27	4	36	0	0	2	33	9	22	11	21	5	8	4	19
	b	7	23	2	5	3	7	0	0	3	27	0	0	0	0	1	17	10	24	2	4	3	5	1	5
	c	9	30	21	51	18	40	9	60	4	36	3	27	9	50	1	17	13	32	24	46	27	43	10	48
	d	5	17	7	17	6	13	1	7	0	0	3	27	4	22	1	17	5	12	10	19	10	16	2	10

Q4	e	2	7	4	10	13	29	3	20	1	9	1	9	5	28	1	17	3	7	5	10	18	29	4	19
	f	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	0	0	0	0	0	0
	a	5	17	5	12	6	13	3	20	2	18	0	0	3	17	1	17	7	17	5	10	9	14	4	19
	b	3	10	3	7	1	2	0	0	0	0	0	0	1	6	2	33	3	7	3	6	2	3	2	10
	c	6	20	16	39	17	38	1	7	6	55	3	27	7	39	2	33	12	29	19	37	24	38	3	14
	d	10	33	7	17	7	16	9	60	1	9	1	9	2	11	0	0	11	27	8	15	9	14	9	43
Q5	e	6	20	10	24	14	31	2	13	2	18	7	64	5	28	1	17	8	20	17	33	19	30	3	14
	a	4	13	6	15	8	18	0	0	2	18	1	9	6	33	1	17	6	15	7	13	14	22	1	5
	b	6	20	1	2	1	2	0	0	4	36	1	9	1	6	0	0	10	24	2	4	2	3	0	0
	c	4	13	23	56	16	36	4	27	2	18	4	36	6	33	4	67	6	15	27	52	22	35	8	38
	d	7	23	8	20	4	9	4	27	0	0	3	27	1	6	1	17	7	17	11	21	5	8	5	24
Q6	e	9	30	3	7	16	36	7	47	3	27	2	18	4	22	0	0	12	29	5	10	20	32	7	33
	a	3	10	2	5	5	11	0	0	1	9	1	9	1	6	0	0	4	10	3	6	6	10	0	0
	b	6	20	4	10	3	7	0	0	5	45	3	27	0	0	1	17	11	27	7	13	3	5	1	5
	c	13	43	27	66	26	58	4	27	3	27	3	27	10	56	3	50	16	39	30	58	36	57	7	33
	d	6	20	6	15	3	7	4	27	2	18	4	36	3	17	0	0	8	20	10	19	6	10	4	19
Q7	e	2	7	2	5	8	18	7	47	0	0	0	0	4	22	2	33	2	5	2	4	12	19	9	43
	a	2	7	5	12	2	4	0	0	1	9	1	9	1	6	0	0	3	7	6	12	3	5	0	0
	b	2	7	4	10	4	9	0	0	2	18	0	0	0	0	2	33	4	10	4	8	4	6	2	10
	c	11	37	20	49	18	40	3	20	3	27	5	45	5	28	1	17	14	34	25	48	23	37	4	19
	d	9	30	11	27	9	20	7	47	3	27	4	36	7	39	2	33	12	29	15	29	16	25	9	43
Q8	e	6	20	1	2	12	27	5	33	2	18	1	9	5	28	1	17	8	20	2	4	17	27	6	29
	a	3	10	3	7	7	16	0	0	1	9	2	18	0	0	0	0	4	10	5	10	7	11	0	0
	b	4	13	5	12	2	4	0	0	3	27	1	9	0	0	1	17	7	17	6	12	2	3	1	5
	c	13	43	20	49	19	42	3	20	5	45	3	27	10	56	3	50	18	44	23	44	29	46	6	29
	d	7	23	10	24	7	16	7	47	1	9	5	45	5	28	1	17	8	20	15	29	12	19	8	38
Q9	e	3	10	3	7	10	22	5	33	1	9	0	0	3	17	1	17	4	10	3	6	13	21	6	29
	a	26	87	34	83	33	73	13	87	10	91	9	82	13	72	5	83	36	88	43	83	46	73	18	86
	b	1	3	0	0	1	2	1	7	0	0	0	0	1	6	0	0	1	2	0	0	2	3	1	5
c	2	7	6	15	8	18	0	0	1	9	2	18	2	11	1	17	3	7	8	15	10	16	1	5	

	d	1	3	1	2	0	0	1	7	0	0	0	0	1	6	0	0	1	2	1	2	1	2	1	5
	e	0	0	0	0	2	4	0	0	0	0	0	0	1	6	0	0	0	0	0	0	3	5	0	0
	f	0	0	0	0	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	0	0
	TOTAL	30	100	41	100	45	100	15	100	11	100	11	100	18	100	6	100	41	100	52	100	63	100	21	100

APPENDIX – 7

INTER-PERSONAL RELATIONS

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**Q1: During times of need whom do you ask for help advice or who comes to your help?**

**RESPONSE RANGE**

- (a) Family      (b) Relatives      (c) Friends      (d) Colleagues
- (e) Superiors      (f) BSF Department      (g) Others      (h) None
- (i) Not-Mentioned

**Q2: Are you satisfied by the help/ or advice that you get at the times of need? Can you rely on them?**

**RESPONSE RANGE**

- (a) Never      (b) Seldom      (c) Sometimes      (d) Often      (e) Always

**Q3: Do you discuss your problems with your co:-workers?**

**RESPONSE RANGE**

- (a) Never      (b) Seldom      (c) Sometimes
- (d) Often      (e) Always      (f) Not-Mentioned

**Q4: Can you approach any of your senior officers to sort out your personal problems complaints & grievances at any time of requirements at ease?**

**RESPONSE RANGE**

- (a) Never      (b) Seldom      (c) Sometimes
- (d) Often      (e) Always



**Q5: Are you satisfied with the action taken by the senior officers?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes
- (d) Often (e) Always

**Q6: How you rate your relationship with your superiors?**

**RESPONSE RANGE**

- (a) Poor (b) Fair (c) Can't say
- (d) Good (e) Very Good

**Q7: How often do you feel confused by contradictory/ opposing orders from various senior officers?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes
- (d) Often (e) Always

A7.1:

## CROSS-TABULATION BETWEEN INTER-PERSONAL RELATIONS AND NATURE OF DUTY

ITEM NUMBER	RESPONSE RANGE	JAMMU								KASHMIR					COMBINED FIGURES						
		STATIC DUTY	PERCENTAGE (%)	LINE-OF-CONTROL DUTY	PERCENTAGE (%)	INTERNATIONAL BORDER DUTY	PERCENTAGE (%)	COUNTER-TERRORISM DUTY	PERCENTAGE (%)	STATIC DUTY	PERCENTAGE (%)	COUNTER-TERRORISM DUTY	PERCENTAGE (%)	LINE-OF-CONTROL DUTY	PERCENTAGE (%)	JAMMU FRONTIER	PERCENTAGE (%)	KASHMIR FRONTIER	PERCENTAGE (%)	J&K FRONTIERS	PERCENTAGE (%)
Q1	a	9	30	9	32	12	34	13	34	4	25	4	22	5	42	43	33	13	28	56	32
	b	3	10	1	4	1	3	0	0	0	0	4	22	1	8	5	4	5	11	10	6
	c	2	7	3	11	7	20	3	8	5	31	3	17	2	17	15	11	10	22	25	14
	d	3	10	6	21	6	17	8	21	3	19	3	17	3	25	23	18	9	20	32	18
	e	6	20	6	21	3	9	8	21	2	13	1	6	1	8	23	18	4	9	27	15
	f	6	20	1	4	4	11	6	16	2	13	3	17	0	0	17	13	5	11	22	12
	g	0	0	2	7	1	3	0	0	0	0	0	0	0	0	3	2	0	0	3	2
	h	0	0	0	0	1	3	0	0	0	0	0	0	0	0	1	1	0	0	1	1
	i	1	3	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	1	1
Q2	a	3	10	2	7	1	3	4	11	2	13	3	17	0	0	10	8	5	11	15	8
	b	3	10	1	4	3	9	1	3	0	0	0	0	1	8	8	6	1	2	9	5
	c	12	40	11	39	14	40	14	37	7	44	6	33	8	67	51	39	21	46	72	41

	d	5	17	6	21	8	23	10	26	4	25	2	11	3	25	29	22	9	20	38	21
	e	7	23	8	29	9	26	9	24	3	19	7	39	0	0	33	25	10	22	43	24
Q3	a	0	0	0	0	6	17	4	11	0	0	3	17	0	0	10	8	3	7	13	7
	b	5	17	3	11	3	9	1	3	3	19	2	11	3	25	12	9	8	17	20	11
	c	13	43	8	29	10	29	12	32	3	19	7	39	6	50	43	33	16	35	59	33
	d	5	17	8	29	5	14	14	37	6	38	3	17	0	0	32	24	9	20	41	23
	e	7	23	9	32	11	31	5	13	4	25	3	17	3	25	32	24	10	22	42	24
	f	0	0	0	0	0	0	0	2	5	0	0	0	0	0	2	2	0	0	2	1
Q4	a	8	27	11	39	4	11	9	24	6	38	3	17	3	25	32	24	12	26	44	25
	b	3	10	3	11	5	14	1	3	1	6	3	17	1	8	12	9	5	11	17	10
	c	12	40	8	29	14	40	17	45	5	31	6	33	6	50	51	39	17	37	68	38
	d	2	7	2	7	6	17	8	21	1	6	2	11	1	8	18	14	4	9	22	12
	e	5	17	4	14	6	17	3	8	3	19	4	22	1	8	18	14	8	17	26	15
Q5	a	8	27	7	25	10	29	10	26	7	44	4	22	2	17	35	27	13	28	48	27
	b	9	30	4	14	4	11	2	5	1	6	3	17	2	17	19	15	6	13	25	14
	c	6	20	11	39	9	26	17	45	5	31	8	44	3	25	43	33	16	35	59	33
	d	6	20	4	14	5	14	5	13	3	19	2	11	4	33	20	15	9	20	29	16
	e	1	3	2	7	7	20	4	11	0	0	1	6	1	8	14	11	2	4	16	9
Q6	a	0	0	0	0	2	6	4	11	0	0	0	0	0	6	5	0	0	6	3	
	b	11	37	13	46	14	40	13	34	3	19	6	33	8	67	51	39	17	37	68	38
	c	10	33	6	21	3	9	5	13	4	25	7	39	1	8	24	18	12	26	36	20
	d	6	20	8	29	8	23	11	29	5	31	2	11	3	25	33	25	10	22	43	24
	e	3	10	1	4	8	23	5	13	4	25	3	17	0	0	17	13	7	15	24	14
Q7	a	0	0	0	0	1	3	0	0	1	6	0	0	0	0	1	1	1	2	2	1
	b	8	27	3	11	8	23	6	16	3	19	2	11	1	8	25	19	6	13	31	18
	c	3	10	3	11	0	0	4	11	0	0	0	0	0	0	10	8	0	0	10	6
	d	16	53	10	36	17	49	21	55	6	38	10	56	6	50	64	49	22	48	86	49
	e	3	10	12	43	9	26	7	18	6	38	6	33	5	42	31	24	17	37	48	27
TOTAL		30	100	28	100	35	100	38	100	16	100	18	100	12	100	131	100	46	100	177	100

A7.2:

## CROSS-TABULATION BETWEEN INTER-PERSONAL AND RANK

ITEM NUMBER	RESPONSE RANGE	JAMMU								KASHMIR								COMBINED FIGURES							
		OFFICERS RANKS	PERCENTAGE (%)	SUB-ORDINATE OFFICERS	PERCENTAGE (%)	OTHER-RANKS	PERCENTAGE (%)	ENROLLED FOLLOWERS	PERCENTAGE (%)	OFFICERS RANKS	PERCENTAGE (%)	SUB-ORDINATE OFFICERS	PERCENTAGE (%)	OTHER-RANKS	PERCENTAGE (%)	ENROLLED FOLLOWERS	PERCENTAGE (%)	OFFICERS RANKS	PERCENTAGE (%)	SUB-ORDINATE OFFICERS	PERCENTAGE (%)	OTHER-RANKS	PERCENTAGE (%)	ENROLLED FOLLOWERS	PERCENTAGE (%)
Q1	a	11	37	17	41	12	27	3	20	3	27	4	36	5	28	1	17	14	34	21	40	17	27	4	19
	b	1	3	2	5	2	4	0	0	0	0	1	9	0	0	4	67	1	2	3	6	2	3	4	19
	c	3	10	5	12	7	16	0	0	2	18	1	9	6	33	1	17	5	12	6	12	13	21	1	5
	d	11	37	5	12	4	9	3	20	5	45	1	9	3	17	0	0	16	39	6	12	7	11	3	14
	e	4	13	5	12	9	20	5	33	0	0	1	9	3	17	0	0	4	10	6	12	12	19	5	24
	f	0	0	5	12	9	20	3	20	1	9	3	27	1	6	0	0	1	2	8	15	10	16	3	14
	g	0	0	1	2	2	4	0	0	0	0	0	0	0	0	0	0	0	0	1	2	2	3	0	0
	h	0	0	0	0	0	0	1	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	5
	i	0	0	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	0	0	0	0
Q2	a	1	3	5	12	4	9	0	0	1	9	0	0	3	17	1	17	2	5	5	10	7	11	1	5
	b	1	3	3	7	4	9	0	0	0	0	1	9	0	0	0	0	1	2	4	8	4	6	0	0
	c	10	33	14	34	21	47	6	40	6	55	4	36	10	56	1	17	16	39	18	35	31	49	7	33
	d	11	37	10	24	5	11	3	20	3	27	3	27	3	17	0	0	14	34	13	25	8	13	3	14
	e	7	23	9	22	11	24	6	40	1	9	3	27	2	11	4	67	8	20	12	23	13	21	10	48

Q3	a	1	3	3	7	5	11	1	7	1	9	0	0	2	11	0	0	2	5	3	6	7	11	1	5
	b	1	3	3	7	8	18	0	0	2	18	1	9	4	22	1	17	3	7	4	8	12	19	1	5
	c	11	37	19	46	9	20	4	27	5	45	3	27	5	28	3	50	16	39	22	42	14	22	7	33
	d	14	47	9	22	5	11	4	27	3	27	4	36	1	6	1	17	17	41	13	25	6	10	5	24
	e	3	10	5	12	18	40	6	40	0	0	3	27	6	33	1	17	3	7	8	15	24	38	7	33
	f	0	0	2	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	4	0	0	0	0
Q4	a	3	10	8	20	17	38	4	27	1	9	3	27	7	39	1	17	4	10	11	21	24	38	5	24
	b	6	20	3	7	1	2	2	13	2	18	1	9	1	6	1	17	8	20	4	8	2	3	3	14
	c	11	37	19	46	16	36	5	33	6	55	2	18	8	44	1	17	17	41	21	40	24	38	6	29
	d	7	23	7	17	4	9	0	0	1	9	1	9	2	11	0	0	8	20	8	15	6	10	0	0
	e	3	10	4	10	7	16	4	27	1	9	4	36	0	0	3	50	4	10	8	15	7	11	7	33
Q5	a	2	7	7	17	17	38	9	60	0	0	3	27	8	44	2	33	2	5	10	19	25	40	11	52
	b	7	23	6	15	6	13	0	0	3	27	1	9	2	11	0	0	10	24	7	13	8	13	0	0
	c	10	33	17	41	14	31	2	13	5	45	2	18	5	28	4	67	15	37	19	37	19	30	6	29
	d	8	27	7	17	1	2	4	27	3	27	4	36	2	11	0	0	11	27	11	21	3	5	4	19
	e	3	10	4	10	7	16	0	0	0	0	1	9	1	6	0	0	3	7	5	10	8	13	0	0
Q6	a	0	0	3	7	0	0	3	20	0	0	0	0	0	0	0	0	0	0	3	6	0	0	3	14
	b	7	23	14	34	23	51	7	47	2	18	5	45	6	33	4	67	9	22	19	37	29	46	11	52
	c	3	10	7	17	9	20	5	33	3	27	2	18	7	39	0	0	6	15	9	17	16	25	5	24
	d	11	37	12	29	10	22	0	0	4	36	3	27	3	17	0	0	15	37	15	29	13	21	0	0
	e	9	30	5	12	3	7	0	0	2	18	1	9	2	11	2	33	11	27	6	12	5	8	2	10
Q7	a	0	0	1	2	0	0	0	0	0	0	0	0	1	6	0	0	0	0	1	2	1	2	0	0
	b	4	13	4	10	13	29	4	27	1	9	1	9	3	17	1	17	5	12	5	10	16	25	5	24
	c	0	0	7	17	3	7	0	0	0	0	0	0	0	0	0	0	0	0	7	13	3	5	0	0
	d	14	47	25	61	16	36	9	60	6	55	6	55	7	39	3	50	20	49	31	60	23	37	12	57
	e	12	40	4	10	13	29	2	13	4	36	4	36	7	39	2	33	16	39	8	15	20	32	4	19
TOTAL		30	100	41	100	45	100	15	100	11	100	11	100	18	100	6	100	41	100	52	100	63	100	21	100



**Q6: Are you satisfied with these visits?**

**RESPONSE RANGE**

- (a) Not at all satisfied (b) To some extent dissatisfied
- (c) Neither satisfied or dissatisfied (d) To some extent satisfied
- (e) Very much satisfied

**Q7: Do you get permission easily to keep your family at place of posting whenever required?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes
- (d) Often (e) Always (f) Not-Mentioned

**Q8: Do you get leave easily at the time of your requirement?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes
- (d) Often (e) Always

**Q9: What is the thing that you are most worried about your children?**

**RESPONSE RANGE**

- (a) Education (b) Career (c) Marriage
- (d) Others (e) Not-Applicable (f) Not-Mentioned

**Q10: Was there any incident in your life when somebody died in your 'family' and you were not present?**

**RESPONSE RANGE**

- (a) Yes (b) No (c) Not-Mentioned

**Q11: If not, do you fear of having such experience?**

**RESPONSE RANGE**

- (a) Yes (b) No (c) Not-Mentioned

**Q12: How do you rate your relationship with you wife?**

**RESPONSE RANGE**

- (a) Poor (b) Fair (c) Can't say  
(d) Good (e) Very Good (f) Not-Mentioned

**Q13: How do you rate your sexual life?**

**RESPONSE RANGE**

- (a) Poor (b) Fair (c) Can't say  
(d) Good (e) Very Good (f) Not-Mentioned

**Q14: What do you think is there anything which deteriorates your relations with your wife? (or) Do you ever think that your relationship with your wife is deteriorating?**

**RESPONSE RANGE**

- (a) Yes (b) No  
(c) Not-Applicable (d) Not-Mentioned

**Q15: Do you feel that your job is preventing you from looking after your family, the way you would have liked to?**

**RESPONSE RANGE**

- (a) Poor (b) Fair (c) Can't say  
(d) Good (e) Very Good



A8.1:

CROSS-TABULATION BETWEEN WORK-FAMILY BALANCE AND PLACE OF POSTING

ITEM NUMBER	RESPONSE RANGE	JAMMU								KASHMIR					COMBINED FIGURES						
		STATIC LOCATION	PERCENTAGE (%)	LINE-OF-CONTROL	PERCENTAGE (%)	INTERNATIONAL BORDER	PERCENTAGE (%)	COUNTER-TERRORISM DUTY	PERCENTAGE (%)	STATIC LOCATION	PERCENTAGE (%)	COUNTER-TERRORISM DUTY	PERCENTAGE (%)	LINE-OF-CONTROL	PERCENTAGE (%)	JAMMU FRONTIER	PERCENTAGE (%)	KASHMIR FRONTIER	PERCENTAGE (%)	J&K FRONTIERS	PERCENTAGE (%)
Q1	a	9	30	15	54	14	40	19	50	7	44	6	33	9	75	57	44	22	48	79	45
	b	21	70	13	46	20	57	19	50	9	56	12	67	3	25	73	56	24	52	97	55
	c	0	0	0	0	1	3	0	0	0	0	0	0	0	0	1	1	0	0	1	1
Q2	a	18	60	15	54	16	46	21	55	10	63	11	61	3	25	70	53	24	52	94	53
	b	11	37	13	46	19	54	13	34	6	38	7	39	9	75	56	43	22	48	78	44
	c	1	3	0	0	0	0	4	11	0	0	0	0	0	0	5	4	0	0	5	3
Q3	a	9	30	3	11	11	31	19	50	4	25	4	22	4	33	42	32	12	26	54	31
	b	21	70	25	89	24	69	19	50	12	75	14	78	8	67	89	68	34	74	123	69
Q4	a	0	0	1	4	1	3	7	18	2	13	1	6	1	8	9	7	4	9	13	7
	b	0	0	0	0	2	6	2	5	0	0	0	0	1	8	4	3	1	2	5	3
	c	6	20	1	4	7	20	6	16	2	13	2	11	1	8	20	15	5	11	25	14
	d	3	10	1	4	1	3	3	8	0	0	0	0	1	8	8	6	1	2	9	5
	e	21	70	25	89	24	69	20	53	12	75	15	83	8	67	90	69	35	76	125	71

Q5	a	0	0	3	11	1	3	1	3	3	19	1	6	3	25	5	4	7	15	12	7
	b	25	83	19	68	25	71	29	76	11	69	11	61	8	67	98	75	30	65	128	72
	c	2	7	5	18	4	11	8	21	0	0	2	11	1	8	19	15	3	7	22	12
	d	3	10	1	4	1	3	0	0	0	0	0	0	0	0	5	4	0	0	5	3
	e	0	0	0	0	0	0	0	0	0	1	6	0	0	0	0	0	1	2	1	1
	f	0	0	0	0	1	3	0	0	0	0	0	0	0	0	1	1	0	0	1	1
	g	0	0	0	0	3	9	0	0	1	6	4	22	0	0	3	2	5	11	8	5
Q6	a	15	50	16	57	18	51	19	50	10	63	12	67	7	58	68	52	29	63	97	55
	b	0	0	2	7	3	9	4	11	2	13	0	0	2	17	9	7	4	9	13	7
	c	2	7	2	7	3	9	2	5	1	6	0	0	1	8	9	7	2	4	11	6
	d	12	40	7	25	9	26	11	29	3	19	5	28	2	17	39	30	10	22	49	28
	e	1	3	1	4	2	6	2	5	0	0	1	6	0	0	6	5	1	2	7	4
Q7	a	13	43	12	43	5	14	12	32	8	50	10	56	4	33	42	32	22	48	64	36
	b	0	0	5	18	5	14	3	8	3	19	1	6	3	25	13	10	7	15	20	11
	c	8	27	6	21	14	40	17	45	2	13	4	22	1	8	45	34	7	15	52	29
	d	5	17	4	14	7	20	4	11	2	13	1	6	3	25	20	15	6	13	26	15
	e	4	13	1	4	4	11	1	3	1	6	2	11	1	8	10	8	4	9	14	8
	f	0	0	0	0	0	0	1	3	0	0	0	0	0	0	1	1	0	0	1	1
Q8	a	9	30	10	36	8	23	16	42	8	50	5	28	4	33	43	33	17	37	60	34
	b	2	7	1	4	5	14	5	13	2	13	3	17	5	42	13	10	10	22	23	13
	c	13	43	13	46	12	34	12	32	5	31	5	28	3	25	50	38	13	28	63	36
	d	4	13	3	11	6	17	4	11	1	6	3	17	0	0	17	13	4	9	21	12
	e	2	7	1	4	4	11	1	3	0	0	2	11	0	0	8	6	2	4	10	6
Q9	a	18	60	16	57	14	40	26	68	9	56	7	39	6	50	74	56	22	48	96	54
	b	9	30	7	25	12	34	8	21	6	38	4	22	4	33	36	27	14	30	50	28
	c	2	7	1	4	0	0	1	3	0	0	1	6	0	0	4	3	1	2	5	3
	d	1	3	1	4	1	3	0	0	0	0	1	6	1	8	3	2	2	4	5	3
	e	0	0	2	7	4	11	2	5	0	0	3	17	1	8	8	6	4	9	12	7
	f	0	0	1	4	4	11	1	3	1	6	2	11	0	0	6	5	3	7	9	5
Q10	a	20	67	14	50	24	69	23	61	9	56	9	50	9	75	81	62	27	59	108	61

Q11	b	9	30	14	50	11	31	15	39	7	44	9	50	3	25	49	37	19	41	68	38
	c	1	3	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	1	1
	a	20	67	22	79	21	60	28	74	15	94	15	83	11	92	91	69	41	89	132	75
	b	10	33	6	21	13	37	9	24	1	6	3	17	1	8	38	29	5	11	43	24
Q12	c	0	0	0	0	1	3	1	3	0	0	0	0	0	0	2	2	0	0	2	1
	a	2	7	2	7	1	3	2	5	0	0	0	0	0	0	7	5	0	0	7	4
	b	5	17	3	11	1	3	1	3	2	13	0	0	0	0	10	8	2	4	12	7
	c	1	3	4	14	4	11	4	11	0	0	1	6	0	0	13	10	1	2	14	8
	d	6	20	5	18	9	26	10	26	7	44	3	17	0	0	30	23	10	22	40	23
	e	16	53	12	43	16	46	19	50	7	44	11	61	11	92	63	48	29	63	92	52
Q13	f	0	0	2	7	4	11	2	5	0	0	3	17	1	8	8	6	4	9	12	7
	a	3	10	9	32	4	11	8	21	3	19	2	11	1	8	24	18	6	13	30	17
	b	3	10	2	7	5	14	7	18	5	31	2	11	0	0	17	13	7	15	24	14
	c	6	20	1	4	9	26	8	21	3	19	2	11	0	0	24	18	5	11	29	16
	d	4	13	7	25	5	14	7	18	2	13	6	33	5	42	23	18	13	28	36	20
	e	14	47	7	25	8	23	6	16	3	19	3	17	5	42	35	27	11	24	46	26
Q14	f	0	0	2	7	4	11	2	5	0	0	3	17	1	8	8	6	4	9	12	7
	a	7	23	11	39	10	29	10	26	5	31	4	22	0	0	38	29	9	20	47	27
	b	22	73	15	54	20	57	26	68	11	69	11	61	11	92	83	63	33	72	116	66
	c	0	0	2	7	4	11	2	5	0	0	3	17	1	8	8	6	4	9	12	7
Q15	d	1	3	0	0	1	3	0	0	0	0	0	0	0	0	2	2	0	0	2	1
	a	2	7	2	7	7	20	4	11	1	6	1	6	0	0	15	11	2	4	17	10
	b	2	7	3	11	2	6	2	5	2	13	1	6	0	0	9	7	3	7	12	7
	c	9	30	6	21	10	29	12	32	3	19	4	22	5	42	37	28	12	26	49	28
	d	5	17	4	14	4	11	6	16	2	13	4	22	3	25	19	15	9	20	28	16
TOTAL	e	12	40	13	46	12	34	14	37	8	50	8	44	4	33	51	39	20	43	71	40
		30	100	28	100	35	100	38	100	16	100	18	100	12	100	131	100	46	100	177	100

A8.2:

CROSS-TABULATION BETWEEN WORK-FAMILY BALANCE AND RANK

ITEMS NUMBER	RESPONSES	JAMMU								KASHMIR								COMBINED FIGURES							
		OFFICERS RANKS	PERCENTAGE (%)	SUB-ORDINATE OFFICERS	PERCENTAGE (%)	OTHER-RANKS	PERCENTAGE (%)	ENROLLED FOLLOWERS	PERCENTAGE (%)	OFFICERS RANKS	PERCENTAGE (%)	SUB-ORDINATE OFFICERS	PERCENTAGE (%)	OTHER-RANKS	PERCENTAGE (%)	ENROLLED FOLLOWERS	PERCENTAGE (%)	OFFICERS RANKS	PERCENTAGE (%)	SUB-ORDINATE OFFICERS	PERCENTAGE (%)	OTHER-RANKS	PERCENTAGE (%)	ENROLLED FOLLOWERS	PERCENTAGE (%)
Q1	a	18	60	20	49	17	38	2	13	11	100	8	73	3	17	0	0	29	71	28	54	20	32	2	10
	b	11	37	21	51	28	62	13	87	0	0	3	27	15	83	6	100	11	27	24	46	43	68	19	90
	c	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	0	0	0	0	0
Q2	a	8	27	20	49	30	67	12	80	2	18	7	64	13	72	2	33	10	24	27	52	43	68	14	67
	b	21	70	18	44	15	33	2	13	9	82	4	36	5	28	4	67	30	73	22	42	20	32	6	29
	c	1	3	3	7	0	0	1	7	0	0	0	0	0	0	0	0	1	2	3	6	0	0	1	5
Q3	a	10	33	8	20	18	40	6	40	1	9	6	55	4	22	1	17	11	27	14	27	22	35	7	33
	b	20	67	33	80	27	60	9	60	10	91	5	45	14	78	5	83	30	73	38	73	41	65	14	67
Q4	a	0	0	2	5	5	11	2	13	0	0	2	18	2	11	0	0	0	0	4	8	7	11	2	10
	b	1	3	1	2	1	2	1	7	0	0	1	9	0	0	0	0	1	2	2	4	1	2	1	5
	c	2	7	4	10	11	24	3	20	1	9	2	18	2	11	0	0	3	7	6	12	13	21	3	14
	d	7	23	0	0	1	2	0	0	0	0	1	9	0	0	0	0	7	17	1	2	1	2	0	0
	e	20	67	34	83	27	60	9	60	10	91	5	45	14	78	6	100	30	73	39	75	41	65	15	71

Q5	a	0	0	2	5	3	7	0	0	0	0	3	27	4	22	0	0	0	0	5	10	7	11	0	0
	b	16	53	29	71	38	84	15	100	7	64	5	45	12	67	6	100	23	56	34	65	50	79	21	100
	c	9	30	9	22	1	2	0	0	3	27	0	0	0	0	0	0	12	29	9	17	1	2	0	0
	d	4	13	1	2	0	0	0	0	0	0	0	0	0	0	0	0	4	10	1	2	0	0	0	0
	e	0	0	0	0	0	0	0	0	0	1	9	0	0	0	0	0	1	2	0	0	0	0	0	0
	f	0	0	0	0	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	0	0
	g	1	3	0	0	2	4	0	0	0	0	3	27	2	11	0	0	1	2	3	6	4	6	0	0
Q6	a	15	50	19	46	22	49	12	80	5	45	6	55	14	78	4	67	20	49	25	48	36	57	16	76
	b	1	3	4	10	4	9	0	0	2	18	0	0	2	11	0	0	3	7	4	8	6	10	0	0
	c	2	7	5	12	1	2	1	7	0	0	2	18	0	0	0	0	2	5	7	13	1	2	1	5
	d	9	30	13	32	15	33	2	13	4	36	2	18	2	11	2	33	13	32	15	29	17	27	4	19
	e	3	10	0	0	3	7	0	0	0	0	1	9	0	0	0	0	3	7	1	2	3	5	0	0
Q7	a	2	7	11	27	21	47	8	53	0	0	5	45	13	72	4	67	2	5	16	31	34	54	12	57
	b	3	10	6	15	3	7	1	7	3	27	1	9	2	11	1	17	6	15	7	13	5	8	2	10
	c	8	27	14	34	17	38	6	40	3	27	1	9	2	11	1	17	11	27	15	29	19	30	7	33
	d	11	37	7	17	2	4	0	0	3	27	3	27	0	0	0	0	14	34	10	19	2	3	0	0
	e	5	17	3	7	2	4	0	0	2	18	1	9	1	6	0	0	7	17	4	8	3	5	0	0
	f	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	0	0	0	0	0	0
Q8	a	5	17	9	22	19	42	10	67	2	18	4	36	10	56	1	17	7	17	13	25	29	46	11	52
	b	5	17	4	10	2	4	2	13	3	27	2	18	3	17	2	33	8	20	6	12	5	8	4	19
	c	6	20	21	51	20	44	3	20	4	36	3	27	5	28	1	17	10	24	24	46	25	40	4	19
	d	10	33	6	15	1	2	0	0	2	18	2	18	0	0	0	0	12	29	8	15	1	2	0	0
	e	4	13	1	2	3	7	0	0	0	0	0	0	0	0	2	33	4	10	1	2	3	5	2	10
Q9	a	16	53	19	46	27	60	12	80	6	55	5	45	9	50	2	33	22	54	24	46	36	57	14	67
	b	10	33	11	27	13	29	2	13	2	18	5	45	5	28	2	33	12	29	16	31	18	29	4	19
	c	0	0	3	7	1	2	0	0	0	0	0	0	1	6	0	0	0	0	3	6	2	3	0	0
	d	1	3	1	2	1	2	0	0	1	9	1	9	0	0	0	0	2	5	2	4	1	2	0	0
	e	2	7	4	10	1	2	1	7	1	9	0	0	2	11	1	17	3	7	4	8	3	5	2	10
	f	1	3	3	7	2	4	0	0	1	9	0	0	1	6	1	17	2	5	3	6	3	5	1	5
Q10	a	20	67	22	54	31	69	8	53	5	45	6	55	15	83	1	17	25	61	28	54	46	73	9	43

Q11	b	10	33	18	44	14	31	7	47	6	55	5	45	3	17	5	83	16	39	23	44	17	27	12	57
	c	0	0	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	0	0	0	0
	a	22	73	28	68	28	62	13	87	10	91	11	100	15	83	5	83	32	78	39	75	43	68	18	86
Q12	b	8	27	11	27	17	38	2	13	1	9	0	0	3	17	1	17	9	22	11	21	20	32	3	14
	c	0	0	2	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	4	0	0	0	0
	a	0	0	1	2	5	11	1	7	0	0	0	0	0	0	0	0	0	0	1	2	5	8	1	5
	b	4	13	3	7	2	4	1	7	0	0	1	9	1	6	0	0	4	10	4	8	3	5	1	5
	c	1	3	5	12	4	9	3	20	0	0	0	0	1	6	0	0	1	2	5	10	5	8	3	14
	d	6	20	11	27	9	20	4	27	2	18	2	18	4	22	2	33	8	20	13	25	13	21	6	29
Q13	e	17	57	17	41	24	53	5	33	8	73	8	73	10	56	3	50	25	61	25	48	34	54	8	38
	f	2	7	4	10	1	2	1	7	1	9	0	0	2	11	1	17	3	7	4	8	3	5	2	10
	a	7	23	6	15	9	20	2	13	0	0	2	18	4	22	0	0	7	17	8	15	13	21	2	10
	b	4	13	3	7	6	13	4	27	2	18	3	27	1	6	1	17	6	15	6	12	7	11	5	24
	c	2	7	9	22	7	16	6	40	1	9	1	9	3	17	0	0	3	7	10	19	10	16	6	29
	d	3	10	9	22	11	24	0	0	4	36	4	36	3	17	2	33	7	17	13	25	14	22	2	10
Q14	e	12	40	10	24	11	24	2	13	3	27	1	9	5	28	2	33	15	37	11	21	16	25	4	19
	f	2	7	4	10	1	2	1	7	1	9	0	0	2	11	1	17	3	7	4	8	3	5	2	10
	a	7	23	13	32	14	31	4	27	5	45	2	18	1	6	1	17	12	29	15	29	15	24	5	24
	b	21	70	23	56	29	64	10	67	5	45	9	82	15	83	4	67	26	63	32	62	44	70	14	67
	c	2	7	4	10	1	2	1	7	1	9	0	0	2	11	1	17	3	7	4	8	3	5	2	10
Q15	d	0	0	1	2	1	2	0	0	0	0	0	0	0	0	0	0	0	0	1	2	1	2	0	0
	a	2	7	5	12	8	18	0	0	0	0	1	9	1	6	0	0	2	5	6	12	9	14	0	0
	b	1	3	5	12	3	7	0	0	0	0	2	18	1	6	0	0	1	2	7	13	4	6	0	0
	c	8	27	12	29	15	33	2	13	5	45	1	9	5	28	1	17	13	32	13	25	20	32	3	14
	d	8	27	7	17	2	4	2	13	3	27	2	18	2	11	2	33	11	27	9	17	4	6	4	19
TOTAL		30	100	41	100	45	100	15	100	11	100	11	100	18	100	6	100	41	100	52	100	63	100	21	100

APPENDIX – 9

**PERCEIVED JOB SATISFACTION & CARRIER CONCERNS**

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**Q1: How often have you had a feeling of dissatisfaction with your present job?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes
- (d) Often (e) Always

**Q2: When you think about the various aims & ambitions you had at the beginning of your career, how satisfied do you feel with what you have achieved by now?**

**RESPONSE RANGE**

- (a) Not at all satisfied (b) To some extent dissatisfied
- (c) Neither satisfied or dissatisfied (d) To some extent satisfied
- (e) Very much satisfied

**Q3: How much satisfied are you with your present rank?**

**RESPONSE RANGE**

- (a) Not at all satisfied (b) To some extent dissatisfied
- (c) Neither satisfied or dissatisfied (d) To some extent satisfied
- (e) Very much satisfied

**Q4: Are you satisfied with your career prospects in BSF?**

**RESPONSE RANGE**

- (a) Not at all satisfied (b) To some extent dissatisfied
- (c) Neither satisfied or dissatisfied (d) To some extent satisfied
- (e) Very much satisfied

**Q5: Taking all pros & cons into consideration, how do you feel about this job?**

**RESPONSE RANGE**

- (a) Not at all satisfied (b) To some extent dissatisfied
- (c) Neither satisfied or dissatisfied (d) To some extent satisfied
- (e) Very much satisfied

**Q6: How much satisfied are you with your present salary?**

**RESPONSE RANGE**

- (a) Not at all satisfied (b) To some extent dissatisfied
- (c) Neither satisfied or dissatisfied (d) To some extent satisfied
- (e) Very much satisfied (f) Not-Mentioned

**Q7: Do you have any chance for further promotion and advancement?**

**RESPONSE RANGE**

- (a) Poor (b) Fair (c) Can't say
- (d) Good (e) Very Good (f) Not-Mentioned

**Q8: Are you satisfied with your present posting?**

**RESPONSE RANGE**

- (a) Yes (b) No

**Q9: Do you feel that you have accomplished something in your job?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes
- (d) Often (e) Always



**Q10: How do you assess yourself vis-à-vis your job? Are you satisfied with it?**

**RESPONSE RANGE**

- (a) Poor (b) Fair (c) Can't say
- (d) Good (e) Very Good (f) Not-Mentioned

**Q11: How do you assess yourself vis-à-vis your family? Are you satisfied with it?**

**RESPONSE RANGE**

- (a) Never (b) Seldom (c) Sometimes
- (d) Often (e) Always (f) Not-Mentioned

**Q12: If given a second chance, would you like to have the same life?**

**RESPONSE RANGE**

- (a) Yes (b) No

A9.1:

CROSS-TABULATION BETWEEN NATURE OF DUTY AND PERCEIVED JOB SATISFACTION & CARRIER CONCERNS

ITEM NUMBER	RESPONSE RANGE	JAMMU								KASHMIR					COMBINED FIGURES						
		STATIC LOCATION	PERCENTAGE (%)	LINE-OF-CONTROL	PERCENTAGE (%)	INTERNATIONAL BORDER	PERCENTAGE (%)	COUNTER-TERRORISM DUTY	PERCENTAGE (%)	STATIC LOCATION	PERCENTAGE (%)	COUNTER-TERRORISM DUTY	PERCENTAGE (%)	LINE-OF-CONTROL	PERCENTAGE (%)	JAMMU FRONTIER	PERCENTAGE (%)	KASHMIR FRONTIER	PERCENTAGE (%)	J&K FRONTIERS	PERCENTAGE (%)
Q1	a	8	27	6	21	4	11	7	18	4	25	3	17	1	8	25	19	8	17	33	19
	b	3	10	3	11	7	20	3	8	1	6	1	6	4	33	16	12	6	13	22	12
	c	12	40	13	46	15	43	20	53	6	38	9	50	7	58	60	46	22	48	82	46
	d	5	17	5	18	4	11	2	5	2	13	4	22	0	0	16	12	6	13	22	12
	e	2	7	1	4	5	14	6	16	3	19	1	6	0	0	14	11	4	9	18	10
Q2	a	6	20	5	18	6	17	13	34	3	19	3	17	3	25	30	23	9	20	39	22
	b	4	13	2	7	6	17	4	11	3	19	2	11	1	8	16	12	6	13	22	12
	c	1	3	2	7	2	6	1	3	3	19	1	6	0	0	6	5	4	9	10	6
	d	16	53	13	46	19	54	15	39	7	44	11	61	7	58	63	48	25	54	88	50
	e	3	10	6	21	2	6	5	13	0	0	1	6	1	8	16	12	2	4	18	10
Q3	a	6	20	9	32	7	20	11	29	7	44	5	28	6	50	33	25	18	39	51	29
	b	4	13	3	11	4	11	2	5	1	6	4	22	0	0	13	10	5	11	18	10
	c	2	7	2	7	3	9	3	8	1	6	2	11	2	17	10	8	5	11	15	8

	d	8	27	10	36	19	54	17	45	6	38	5	28	4	33	54	41	15	33	69	39
	e	10	33	4	14	2	6	5	13	1	6	2	11	0	0	21	16	3	7	24	14
Q4	a	8	27	7	25	11	31	14	37	8	50	8	44	4	33	40	31	20	43	60	34
	b	8	27	6	21	3	9	3	8	1	6	3	17	2	17	20	15	6	13	26	15
	c	2	7	1	4	2	6	1	3	1	6	0	0	0	0	6	5	1	2	7	4
	d	8	27	10	36	15	43	18	47	6	38	6	33	6	50	51	39	18	39	69	39
	e	4	13	4	14	4	11	2	5	0	0	1	6	0	0	14	11	1	2	15	8
Q5	a	3	10	0	0	3	9	6	16	3	19	2	11	2	17	12	9	7	15	19	11
	b	6	20	5	18	7	20	7	18	3	19	3	17	2	17	25	19	8	17	33	19
	c	3	10	10	36	4	11	3	8	0	0	1	6	1	8	20	15	2	4	22	12
	d	16	53	11	39	19	54	21	55	10	63	11	61	7	58	67	51	28	61	95	54
	e	2	7	2	7	2	6	1	3	0	0	1	6	0	0	7	5	1	2	8	5
Q6	a	12	40	10	36	9	26	9	24	6	38	5	28	3	25	40	31	14	30	54	31
	b	4	13	3	11	6	17	7	18	1	6	4	22	2	17	20	15	7	15	27	15
	c	0	0	4	14	1	3	3	8	1	6	0	0	1	8	8	6	2	4	10	6
	d	13	43	10	36	18	51	17	45	7	44	8	44	5	42	58	44	20	43	78	44
	e	1	3	1	4	1	3	1	3	1	6	1	6	1	8	4	3	3	7	7	4
	f	0	0	0	0	0	0	1	3	0	0	0	0	0	0	1	1	0	0	1	1
Q7	a	9	30	5	18	12	34	10	26	8	50	8	44	2	17	36	27	18	39	54	31
	b	13	43	13	46	9	26	13	34	2	13	5	28	7	58	48	37	14	30	62	35
	c	7	23	6	21	5	14	5	13	2	13	3	17	1	8	23	18	6	13	29	16
	d	0	0	3	11	7	20	7	18	4	25	1	6	2	17	17	13	7	15	24	14
	e	1	3	1	4	2	6	1	3	0	0	1	6	0	0	5	4	1	2	6	3
	f	0	0	0	0	0	0	2	5	0	0	0	0	0	0	2	2	0	0	2	1
Q8	a	20	67	14	50	20	57	21	55	5	31	10	56	10	83	75	57	25	54	100	56
	b	10	33	14	50	15	43	17	45	11	69	8	44	2	17	56	43	21	46	77	44
Q9	a	4	13	5	18	7	20	5	13	3	19	5	28	0	0	21	16	8	17	29	16
	b	3	10	0	0	0	0	1	3	2	13	1	6	2	17	4	3	5	11	9	5
	c	17	57	7	25	12	34	16	42	1	6	3	17	2	17	52	40	6	13	58	33
	d	5	17	7	25	9	26	9	24	7	44	4	22	5	42	30	23	16	35	46	26

	e	1	3	9	32	7	20	7	18	3	19	5	28	3	25	24	18	11	24	35	20
Q10	a	7	23	10	36	13	37	11	29	10	63	10	56	3	25	41	31	23	50	64	36
	b	5	17	1	4	3	9	5	13	1	6	1	6	1	8	14	11	3	7	17	10
	c	7	23	9	32	10	29	9	24	2	13	3	17	2	17	35	27	7	15	42	24
	d	7	23	4	14	5	14	7	18	2	13	2	11	3	25	23	18	7	15	30	17
	e	4	13	4	14	4	11	5	13	1	6	2	11	3	25	17	13	6	13	23	13
	f	0	0	0	0	0	0	1	3	0	0	0	0	0	0	1	1	0	0	1	1
Q11	a	9	30	15	54	14	40	13	34	8	50	8	44	5	42	51	39	21	46	72	41
	b	3	10	2	7	5	14	5	13	2	13	5	28	3	25	15	11	10	22	25	14
	c	8	27	4	14	3	9	9	24	2	13	2	11	3	25	24	18	7	15	31	18
	d	5	17	3	11	7	20	6	16	1	6	1	6	0	0	21	16	2	4	23	13
	e	5	17	4	14	6	17	4	11	3	19	2	11	1	8	19	15	6	13	25	14
	f	0	0	0	0	0	0	1	3	0	0	0	0	0	0	1	1	0	0	1	1
Q12	a	12	40	11	39	14	40	10	26	3	19	1	6	4	33	47	36	8	17	55	31
	b	18	60	17	61	21	60	28	74	13	81	17	94	8	67	84	64	38	83	122	69
TOTAL		30	100	28	100	35	100	38	100	16	100	18	100	12	100	131	100	46	100	177	100

A9.2:

## CROSS-TABULATION BETWEEN RANKS AND PERCEIVED JOB SATISFACTION &amp; CARRIER CONCERNS

ITEMS NUMBER	RESPONSE RANGE	JAMMU								KASHMIR								COMBINED FIGURES							
		OFFICERS RANKS	PERCENTAGE (%)	SUB-ORDINATE OFFICERS	PERCENTAGE (%)	OTHER-RANKS	PERCENTAGE (%)	ENROLLED FOLLOWERS	PERCENTAGE (%)	OFFICERS RANKS	PERCENTAGE (%)	SUB-ORDINATE OFFICERS	PERCENTAGE (%)	OTHER-RANKS	PERCENTAGE (%)	ENROLLED FOLLOWERS	PERCENTAGE (%)	OFFICERS RANKS	PERCENTAGE (%)	SUB-ORDINATE OFFICERS	PERCENTAGE (%)	OTHER-RANKS	PERCENTAGE (%)	ENROLLED FOLLOWERS	PERCENTAGE (%)
Q1	a	6	20	9	22	7	16	3	20	2	18	2	18	4	22	0	0	8	20	11	21	11	17	3	14
	b	7	23	6	15	3	7	0	0	4	36	0	0	2	11	0	0	11	27	6	12	5	8	0	0
	c	14	47	16	39	26	58	4	27	3	27	5	45	9	50	5	83	17	41	21	40	35	56	9	43
	d	2	7	3	7	5	11	6	40	1	9	4	36	0	0	1	17	3	7	7	13	5	8	7	33
	e	1	3	7	17	4	9	2	13	1	9	0	0	3	17	0	0	2	5	7	13	7	11	2	10
Q2	a	3	10	12	29	10	22	5	33	2	18	2	18	4	22	1	17	5	12	14	27	14	22	6	29
	b	2	7	3	7	10	22	1	7	1	9	1	9	2	11	2	33	3	7	4	8	12	19	3	14
	c	1	3	3	7	2	4	0	0	2	18	0	0	1	6	1	17	3	7	3	6	3	5	1	5
	d	19	63	19	46	18	40	7	47	6	55	7	64	10	56	2	33	25	61	26	50	28	44	9	43
	e	5	17	4	10	5	11	2	13	0	0	1	9	1	6	0	0	5	12	5	10	6	10	2	10
	a	6	20	6	15	14	31	7	47	2	18	2	18	12	67	2	33	8	20	8	15	26	41	9	43
	b	2	7	3	7	7	16	1	7	1	9	1	9	2	11	1	17	3	7	4	8	9	14	2	10
	c	0	0	7	17	3	7	0	0	1	9	4	36	0	0	0	0	1	2	11	21	3	5	0	0

Q3	d	14	47	20	49	15	33	5	33	7	64	2	18	3	17	3	50	21	51	22	42	18	29	8	38
	e	8	27	5	12	6	13	2	13	0	0	2	18	1	6	0	0	8	20	7	13	7	11	2	10
Q4	a	10	33	11	27	14	31	5	33	4	36	6	55	6	33	4	67	14	34	17	33	20	32	9	43
	b	5	17	3	7	7	16	5	33	3	27	0	0	2	11	1	17	8	20	3	6	9	14	6	29
	c	0	0	5	12	0	0	1	7	1	9	0	0	0	0	0	0	1	2	5	10	0	0	1	5
	d	10	33	20	49	19	42	2	13	3	27	4	36	10	56	1	17	13	32	24	46	29	46	3	14
	e	5	17	2	5	5	11	2	13	0	0	1	9	0	0	0	0	5	12	3	6	5	8	2	10
Q5	a	1	3	7	17	2	4	2	13	2	18	1	9	4	22	0	0	3	7	8	15	6	10	2	10
	b	6	20	4	10	12	27	3	20	1	9	0	0	4	22	3	50	7	17	4	8	16	25	6	29
	c	3	10	5	12	8	18	4	27	0	0	2	18	0	0	0	0	3	7	7	13	8	13	4	19
	d	18	60	22	54	22	49	5	33	8	73	7	64	10	56	3	50	26	63	29	56	32	51	8	38
	e	2	7	3	7	1	2	1	7	0	0	1	9	0	0	0	0	2	5	4	8	1	2	1	5
Q6	a	6	20	7	17	15	33	12	80	1	9	2	18	8	44	3	50	7	17	9	17	23	37	15	71
	b	8	27	6	15	6	13	0	0	1	9	2	18	3	17	1	17	9	22	8	15	9	14	1	5
	c	3	10	2	5	3	7	0	0	0	0	2	18	0	0	0	0	3	7	4	8	3	5	0	0
	d	10	33	26	63	20	44	2	13	8	73	4	36	6	33	2	33	18	44	30	58	26	41	4	19
	e	3	10	0	0	1	2	0	0	1	9	1	9	1	6	0	0	4	10	1	2	2	3	0	0
	f	0	0	0	0	0	0	1	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Q7	a	4	13	10	24	10	22	12	80	2	18	1	9	10	56	5	83	6	15	11	21	20	32	17	81
	b	11	37	11	27	24	53	2	13	1	9	7	64	6	33	0	0	12	29	18	35	30	48	2	10
	c	7	23	11	27	5	11	0	0	4	36	0	0	1	6	1	17	11	27	11	21	6	10	1	5
	d	6	20	7	17	4	9	0	0	4	36	2	18	1	6	0	0	10	24	9	17	5	8	0	0
	e	2	7	1	2	2	4	0	0	0	0	1	9	0	0	0	0	2	5	2	4	2	3	0	0
	f	0	0	1	2	0	0	1	7	0	0	0	0	0	0	0	0	0	0	1	2	0	0	1	5
Q8	a	19	63	27	66	21	47	8	53	9	82	6	55	7	39	3	50	28	68	33	63	28	44	11	52
	b	11	37	14	34	24	53	7	47	2	18	5	45	11	61	3	50	13	32	19	37	35	56	10	48
Q9	a	1	3	3	7	10	22	7	47	0	0	1	9	5	28	2	33	1	2	4	8	15	24	9	43
	b	0	0	2	5	2	4	0	0	1	9	2	18	0	0	2	33	1	2	4	8	2	3	2	10
	c	14	47	20	49	12	27	6	40	2	18	2	18	2	11	0	0	16	39	22	42	14	22	6	29

	d	9	30	10	24	9	20	2	13	7	64	4	36	4	22	1	17	16	39	14	27	13	21	3	14
	e	6	20	6	15	12	27	0	0	1	9	2	18	7	39	1	17	7	17	8	15	19	30	1	5
Q10	a	4	13	7	17	23	51	7	47	2	18	6	55	10	56	5	83	6	15	13	25	33	52	12	57
	b	3	10	7	17	3	7	1	7	1	9	1	9	0	0	1	17	4	10	8	15	3	5	2	10
	c	5	17	16	39	10	22	4	27	1	9	1	9	5	28	0	0	6	15	17	33	15	24	4	19
	d	11	37	8	20	3	7	1	7	5	45	1	9	1	6	0	0	16	39	9	17	4	6	1	5
	e	6	20	3	7	6	13	2	13	2	18	2	18	2	11	0	0	8	20	5	10	8	13	2	10
	f	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	0	0	0	0	0	0
Q11	a	7	23	15	37	22	49	7	47	0	0	8	73	9	50	4	67	7	17	23	44	31	49	11	52
	b	3	10	5	12	6	13	1	7	3	27	2	18	4	22	1	17	6	15	7	13	10	16	2	10
	c	5	17	8	20	6	13	5	33	3	27	0	0	3	17	1	17	8	20	8	15	9	14	6	29
	d	9	30	8	20	4	9	0	0	2	18	0	0	0	0	0	0	11	27	8	15	4	6	0	0
	e	5	17	5	12	7	16	2	13	3	27	1	9	2	11	0	0	8	20	6	12	9	14	2	10
	f	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	0	0	0	0	0	0
Q12	a	10	33	16	39	16	36	5	33	3	27	3	27	2	11	0	0	13	32	19	37	18	29	5	24
	b	20	67	25	61	29	64	10	67	8	73	8	73	16	89	6	100	28	68	33	63	45	71	16	76
TOTAL		30	100	41	100	45	100	15	100	11	100	11	100	18	100	6	100	41	100	52	100	63	100	21	100

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# **ANNEXURE**

# QUESTIONNAIRE

[QN No: \_\_\_\_\_ Code: \_\_\_\_\_]

## INSTRUCTIONS

This questionnaire consists of both personal as well as job related questions. It contained total 105 questions. Most of them are close-end. However, due to the nature of information few of the question have been kept open while few other are being provided with both options. Please read out the questions thoroughly & choose the appropriate option as they are true for you. Please feel free as confidentiality will be ensured.

Date of Interview: Day \_\_\_\_\_ Month \_\_\_\_\_ Year **200** \_\_\_\_\_

Time: (1) Start \_\_\_\_\_, (2) Finish \_\_\_\_\_

Place of interview: \_\_\_\_\_

### SECTION-I: SOCIO-DEMOGRAPHIC PROFILE

Q1. Unit: \_\_\_\_\_ Bn. Company: \_\_\_\_\_, Rank: \_\_\_\_\_

Q2. Nature of Duty of the unit: \_\_\_\_\_, Nature of Duty of the Company: \_\_\_\_\_

Q3. Salary (per month): \_\_\_\_\_

Q4 Age: \_\_\_\_\_ Years \_\_\_\_\_ Months

Q5. Education: \_\_\_\_\_

Q6. Home State: \_\_\_\_\_, District \_\_\_\_\_, Town/ Village \_\_\_\_\_

Q7. Domicile: Rural ( ) Urban ( ) Semi-rural ( ) Semi-urban ( )

Q8. Place of Upbringing: \_\_\_\_\_

Q9. Religion: \_\_\_\_\_

Q10. Caste: \_\_\_\_\_

Q11. Marital Status: Married ( ) Unmarried ( ) Divorce ( ) Widowed ( )

Q12. When did you get married (if applicable)?

- Date of marriage: ( \_\_\_\_\_ ) Years of married life: ( \_\_\_\_\_ )

**13. Children (if applicable):**

Sex	Age	Education	Employed/Un-employed	Married/Unmarried
Male				
Female				

• Who is taking care of them? \_\_\_\_\_

**14. Where does your family stay?**

- (a) Own/ or purchased (    )                      (b) Govt. House (    )  
(c) Rented house (    )

**15. Who is in your 'Family':** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- (a) Nuclear (You, your wife & children) (    )  
(b) Joint (Nuclear family, your parents & siblings) (    )

**16. House hold income from all sources (Per Annam):**

- (a) Upto 70000/- (    )                      (b) 70001-120000/- (    )  
(c) 120001/- 200000/- (    )                      (d) More than 200000/- (    )

**17. How many dependents are in your family, please specify the number (    )**



## SECTION-II: JOB HISTORY

18. What was the age when you joined the BSF \_\_\_\_\_

- Date of joining BSF: \_\_\_\_\_

19. How did you come to know about BSF? (or) Where from you came to know about BSF (this job)?

- (a) Family member(s) (    )      (b) Relative(s) (    )      (c) Friend(s) (    )  
 (d) Other (    )

- If 'd', please specify: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

- Why did you choose BSF only? Any specific reason? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

- Duration in present Service: \_\_\_\_\_

- Duration of present posting in Kashmir: \_\_\_\_\_

20. Previous postings (with lengths):

Periods of posting		Place of Posting	Length	Rank	Nature of Job
1 <sup>st</sup>	-to-				
2 <sup>nd</sup>	-to-				
3 <sup>rd</sup>	-to-				
4 <sup>th</sup>	-to-				
5 <sup>th</sup>	-to-				
6 <sup>th</sup>	-to-				
7 <sup>th</sup>	-to-				
8 <sup>th</sup>	-to-				
9 <sup>th</sup>	-to-				
10 <sup>th</sup>	-to-				

21. How many promotions you got after entering this job? \_\_\_\_\_

22. What is the nature of your present job?

(a) Field work ( ) (b) Office work ( ) (c) Both ( )

- If your answer is 'a' does it involves moving from one place to another during a working day (24-hours)?

(a) Yes ( ) + Average Number ( ) (b) No ( )

23. Presently how many hours a day do you spend in duty?

(a) 6-8 hours ( ) (b) 9-11 hours ( )  
(b) 12-14 hours ( ) (d) more than 15 hours ( )

24. Is the area of duty at present.....

(a) Sensitive ( ) (b) Non-sensitive ( ) (c) Both ( )

25. Did you find any difference between your present postings and previous ones?

(a) Yes ( ) (b) No ( )

- If yes, please specify the reason: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

26. Where do you stay presently?

(a) Built up accommodation ( ) (b) Barrack ( )  
(c) Tent ( ) (d) others ( )

- If 'd', please specify: \_\_\_\_\_  
\_\_\_\_\_

27. Do you have basic facilities like water, electricity, latrine & bathrooms available?

(a) Yes ( ) (b) No ( )

**28. How much are you satisfied with your present living conditions?**

- (a) Not at all satisfied (    )                      (b) To some extent dissatisfied (    )  
(c) Neither satisfied or dissatisfied (    ) (d) To some extent satisfied (    )  
(e) Very much satisfied (    )

**29. Are you satisfied with the quality & quantity of food you get from your mess?**

- (a) Never (    )                      (b) Seldom (    )                      (c) Sometimes (    )  
(d) Often (    )                      (e) Always (    )

**30. To meet your job requirements adequately, do you find yourself fit as far as your training is concerned? (Or) Was the training provided to you (at the time of joining) adequate to meet your present job requirements?**

- (a) Yes (    )                      (b) No (    )

• If 'no', please specify the reasons: \_\_\_\_\_  
\_\_\_\_\_

• Are you satisfied with your present posting?

- (a) Yes (    )                      (b) No (    )

• If 'No', please specify the reasons: \_\_\_\_\_  
\_\_\_\_\_

**31. What kind of recreation facilities are available to you?**

- (a) Playing games (    )                      (b) Reading books (    )  
(c) Watching TV (    )                      (d) All (    )

• If any other, please specify \_\_\_\_\_

• **How often do you avail them?**

- (a) Never ( )                      (b) Seldom ( )                      (c) Sometimes ( )  
(d) Often ( )                      (e) Always ( )

**32. Are you clear about what is expected of you at your work?**

- (a) Never ( )                      (b) Seldom ( )                      (c) Sometimes ( )  
(d) Often ( )                      (e) Always ( )

**33. Do you have a choice in deciding/ or planning how you do your work?  
(or) Do you have some say over the way you work?**

- (a) Never ( )                      (b) Seldom ( )                      (c) Sometimes ( )  
(d) Often ( )                      (e) Always ( )

**34. Do you have a say/ (or) freedom to work at your own speed?**

- (a) Never ( )                      (b) Seldom ( )                      (c) Sometimes ( )  
(d) Often ( )                      (e) Always ( )

**35. Are you able to take sufficient breaks in your working?**

- (a) Never ( )                      (b) Seldom ( )                      (c) Sometimes ( )  
(d) Often ( )                      (e) Always ( )

**36. Do you have freedom to do so?**

- (a) Never ( )                      (b) Seldom ( )                      (c) Sometimes ( )  
(d) Often ( )                      (e) Always ( )

**37. Do you think you have sufficient opportunities to question about change  
at work?**

- (a) Never ( )                      (b) Seldom ( )                      (c) Sometimes ( )  
(d) Often ( )                      (e) Always ( )

**38. How often you are being consulted about change at work?**

- (a) Never (    )                      (b) Seldom (    )                      (c) Sometimes (    )  
(d) Often (    )                      (e) Always (    )

**39. How often do you get a chance to learn or try new things?**

- (a) Never (    )                      (b) Seldom (    )                      (c) Sometimes (    )  
(d) Often (    )                      (e) Always (    )

**40. How often do you get chance to use your skills or abilities?**

- (a) Never (    )                      (b) Seldom (    )                      (c) Sometimes (    )  
(d) Often (    )                      (e) Always (    )

**41. How often have you felt uncertain, uncomfortable or dissatisfied with your work performance?**

- (a) Never (    )                      (b) Seldom (    )                      (c) Sometimes (    )  
(d) Often (    )                      (e) Always (    )

**42. Did you ever feel that you are not fully qualified to handle your job? (or)  
How often do you feel that you might not be fully qualified to handle your job?**

- (a) Never (    )                      (b) Seldom (    )                      (c) Sometimes (    )  
(d) Often (    )                      (e) Always (    )

**43. Do you think that you are not getting enough time or resources to do as good a job as people expect from you?**

- (a) Never (    )                      (b) Seldom (    )                      (c) Sometimes (    )  
(d) Often (    )                      (e) Always (    )

**44. How often you are being pressurised to work for long hours?**

- (a) Never (    )                      (b) Seldom (    )                      (c) Sometimes (    )  
(d) Often (    )                      (e) Always (    )

**45. How often do you feel pressurised by your superiors to work at the pace & level that are hard to combine/ (or) beyond your/ human capacity?**

- (a) Never (    )                      (b) Seldom (    )                      (c) Sometimes (    )  
(d) Often (    )                      (e) Always (    )

**46. Did you feel over work load due to various annual inspections/ visits of senior officers?**

- (a) Never (    )                      (b) Seldom (    )                      (c) Sometimes (    )  
(d) Often (    )                      (e) Always (    )

**47. Do you have a feeling that you have too much responsibility for the work of others?**

- (a) Never (    )                      (b) Seldom (    )                      (c) Sometimes (    )  
(d) Often (    )                      (e) Always (    )

**48. How often your work made you extremely tired & drained-off all your energy?**

- (a) Never (    )                      (b) Seldom (    )                      (c) Sometimes (    )  
(d) Often (    )                      (e) Always (    )

**49. How often you have been so pre-occupied with your work that you were thinking about it even during rest period?**

- (a) Never (    )                      (b) Seldom (    )                      (c) Sometimes (    )  
(d) Often (    )                      (e) Always (    )

**50. How often has your work affected your sleep or upset your health in any way?**

- (a) Never (    )                      (b) Seldom (    )                      (c) Sometimes (    )  
(d) Often (    )                      (e) Always (    )

**51. Did you have ever failed in clearing physical efficiency test & because of that you could get 'Shape-One' in annual medical examination?**

- (a) Never ( )                      (b) Seldom ( )                      (c) Sometimes ( )  
(d) Often ( )                      (e) Always ( )

**52. Do you feel that your life is at risk? (or) How often do you felt that your life is at risk due to your work? (or) How often has there been a threat to your life?**

- (a) Never ( )                      (b) Seldom ( )                      (c) Sometimes ( )  
(d) Often ( )                      (e) Always ( )

**53. Since your present posting have you ever gone through any kind of punishment like.....**

- (a) Never ( )                      (b) Pithu Pack drill ( )  
(c) Stopping of increment ( )                      (d) Line Arrest ( )  
(e) Quarter Guard ( )                      (f) Other ( )

- **If 'f', please specify:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- **How did you feel after that? How do you rate that experience?**

- (a) Very Disturbed ( )                      (b) Disturbed ( )                      (c) Neutral ( )  
(d) Good ( )                      (e) Very Good ( )

**54. During times of need, whom do you ask for help, advice or who comes to your help?**

- (a) Family ( )                      (b) Relatives ( )                      (c) Friends ( )  
(d) Colleagues ( )                      (e) Superiors ( )                      (f) BSF Department ( )  
(g) Others ( )

**55. Are you satisfied by the help/ or advice that you get at the times of need?  
Can you rely on them?**

- (a) Never ( )                      (b) Seldom ( )                      (c) Sometimes ( )  
(d) Often ( )                      (e) Always ( )

**56. Do you discuss your problems with your co-workers?**

- (a) Never ( )                      (b) Seldom ( )                      (c) Sometimes ( )  
(d) Often ( )                      (e) Always ( )

**57. Can you approach any of your senior officers to sort out your personal  
problems, complaints & grievances at anytime of requirements at ease?**

- (a) Never ( )                      (b) Seldom ( )                      (c) Sometimes ( )  
(d) Often ( )                      (e) Always ( )

**58. Are you satisfied with the action taken by the senior officers?**

- (a) Never ( )                      (b) Seldom ( )                      (c) Sometimes ( )  
(d) Often ( )                      (e) Always ( )

**59. How often you have been personally harassed with unkind words or  
behaviour by your Officers?**

- (a) Never ( )                      (b) Seldom ( )                      (c) Sometimes ( )  
(d) Often ( )                      (e) Always ( )

**60. How often you have been personally harassed with unkind words or  
behaviour by your fellow-workers?**

- (a) Never ( )                      (b) Seldom ( )                      (c) Sometimes ( )  
(d) Often ( )                      (e) Always ( )

**61. Have you ever felt that you are being personally harassed because of  
your religion?**

- (a) Never ( )                      (b) Seldom ( )                      (c) Sometimes ( )  
(d) Often ( )                      (e) Always ( )



**62. Have you ever felt that you are being personally harassed because of your caste?**

- (a) Never ( )                      (b) Seldom ( )                      (c) Sometimes ( )  
(d) Often ( )                      (e) Always ( )

**63. Have you ever felt that you are being personally harassed because of your ethnicity/ regionalism?**

- (a) Never ( )                      (b) Seldom ( )                      (c) Sometimes ( )  
(d) Often ( )                      (e) Always ( )

**64. Are you receiving the respect at work that you deserve from your superiors?**

- (a) Never ( )                      (b) Seldom ( )                      (c) Sometimes ( )  
(d) Often ( )                      (e) Always ( )

**65. Are you receiving the respect at work that you deserve from your colleagues?**

- (a) Never ( )                      (b) Seldom ( )                      (c) Sometimes ( )  
(d) Often ( )                      (e) Always ( )

**66. Do you get appreciation/ or supportive feedback from your senior officers for your work? (or) How often do you get appreciation/ or supportive feedback from your senior officers for your work?**

- (a) Never ( )                      (b) Seldom ( )                      (c) Sometimes ( )  
(d) Often ( )                      (e) Always ( )

**67. How you rate your relationship with your superiors?**

- (a) Poor ( )                      (b) Fair ( )                      (c) Can't say ( )  
(d) Good ( )                      (e) Very Good ( )

**68. How often do you feel confused by contradictory/ opposing orders from various senior officers?**

- (a) Never (    )                      (b) Seldom (    )                      (c) Sometimes (    )  
(d) Often (    )                      (e) Always (    )

**69. How you rate your relationship with your co-workers?**

- (a) Poor (    )                      (b) Fair (    )                      (c) Can't say (    )  
(d) Good (    )                      (e) Very Good (    )

**70. How you rate your relationship with your general public?**

- (a) Poor (    )                      (b) Fair (    )                      (c) Can't say (    )  
(d) Good (    )                      (e) Very Good (    )

**71. Do you feel that you have accomplished something in your job?**

- (a) Never (    )                      (b) Seldom (    )                      (c) Sometimes (    )  
(d) Often (    )                      (e) Always (    )

**72. How often have you had a feeling of dissatisfaction with your present job?**

- (a) Never (    )                      (b) Seldom (    )                      (c) Sometimes (    )  
(d) Often (    )                      (e) Always (    )

**73. When you think about the various aims & ambitions you had at the beginning of your career, how satisfied do you feel with what you have achieved by now?**

- (a) Not at all satisfied (    )                      (b) To some extent dissatisfied (    )  
(c) Neither satisfied or dissatisfied (    ) (d) To some extent satisfied (    )  
(e) Very much satisfied (    )

**74. How much satisfied are you with your present rank?**

- (a) Not at all satisfied ( )                      (b) To some extent dissatisfied ( )  
(c) Neither satisfied or dissatisfied ( ) (d) To some extent satisfied ( )  
(e) Very much satisfied ( )

**75. Are you satisfied with your career prospects in BSF?**

- (a) Not at all satisfied ( )                      (b) To some extent dissatisfied ( )  
(c) Neither satisfied or dissatisfied ( ) (d) To some extent satisfied ( )  
(e) Very much satisfied ( )

**76. Taking all pros & cons into consideration, how do you feel about this job?**

- (a) Not at all satisfied ( )                      (b) To some extent dissatisfied ( )  
(c) Neither satisfied or dissatisfied ( ) (d) To some extent satisfied ( )  
(e) Very much satisfied ( )

**77. Other than your job do you have any other source of income?**

- (a) None ( )                      (b) Land ( )                      (c) Shop ( )  
(d) Wife employed ( )                      (e) Son/ Daughter employed ( )  
(f) Family Business ( )                      (g) Others ( )

- If 'g', please specify \_\_\_\_\_
- Who is taking care of that? \_\_\_\_\_

**78. Is your income sufficient to meet your family's basic needs (e.g. food, housing, education of your children or siblings & health care etc)?**

- (a) Yes ( )                      (b) No ( )

**79. Do you have any other liabilities other than your family?**

- (a) Yes ( )                      (b) No ( )

- **If yes, please specify:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**80. How much satisfied are you with your present salary?**

- (a) Not at all satisfied ( )                      (b) To some extent dissatisfied ( )  
(c) Neither satisfied or dissatisfied ( ) (d) To some extent satisfied ( )  
(e) Very much satisfied ( )

**81. Do you have any chance for further promotion and advancement?**

- (a) Poor ( )                      (b) Fair ( )                      (c) Can't say ( )  
(d) Good ( )                      (e) Very Good ( )

**82. Is your family staying with you? / Do you stay with your family?**

- (a) Yes ( )                      (b) No ( )

- **If 'yes', do you get enough time to spend with your family?**

- (a) Never ( )                      (b) Seldom ( )                      (c) Sometimes ( )  
(d) Often ( )                      (e) Always ( )

- **If 'no', where do they live? How frequently do you visit your family (per year)?** \_\_\_\_\_

**83. Are you satisfied with these visits?**

- (a) Not at all satisfied ( )                      (b) To some extent dissatisfied ( )  
(c) Neither satisfied or dissatisfied ( ) (d) To some extent satisfied ( )  
(e) Very much satisfied ( )

**84. Do you get permission easily to keep your family at place of posting whenever required?**

- (a) Never ( )                      (b) Seldom ( )                      (c) Sometimes ( )  
(d) Often ( )                      (e) Always ( )

**85. Do you get leave easily at the time of your requirement?**

- (a) Never ( )                      (b) Seldom ( )                      (c) Sometimes ( )  
(d) Often ( )                      (e) Always ( )

**86. What is the thing that you are most worried about your children?**

- (a) Education ( )                      (b) Career ( )                      (c) Marriage ( )  
(d) Others ( )

- If 'd', please specify \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**87. Was there any incident in your life when somebody died in your 'family' and you were not present?**

- (a) Yes ( )                      (b) No ( )

**88. If not, do you fear of having such experience?**

- (a) Yes ( )                      (b) No ( )

**89. How do you rate your relationship with you wife?**

- (a) Poor ( )                      (b) Fair ( )                      (c) Can't say ( )  
(d) Good ( )                      (e) Very Good ( )

**90. How do you rate your sexual life?**

- (a) Poor ( )                      (b) Fair ( )                      (c) Can't say ( )  
(d) Good ( )                      (e) Very Good ( )

**91. What do you think is there anything which deteriorates your relations with your wife? (or) Do you ever think that your relationship with your wife is deteriorating?**

- (c) Yes ( )                      (b) No ( )

- If yes, please specify the reasons? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**92. Do you feel that your job is preventing you from looking after your family, the way you would have liked to?**

- (a) Never ( )                      (b) Seldom ( )                      (c) Sometimes ( )  
(d) Often ( )                      (e) Always ( )

**93. Since last year were you ever involved in any counter-insurgency/ military operation in which you killed the enemy/ saw killing?**

- (d) Yes ( )                      (b) No ( )

**94. During your present posting have you ever experienced any incident which disturbed so much that you felt traumatised/ helpless/ worried?**

- (e) Yes ( )                      (b) No ( )

**95. If 'yes', please specify the incident:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**96. What course of action did you choose to overcome that problem & why?**

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**97. What was the outcome?**

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**98. How do you assess yourself vis-à-vis your job?**

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**99. Are you satisfied with it?**

- (a) Never ( )                      (b) Seldom ( )                      (c) Sometimes ( )  
(d) Often ( )                      (e) Always ( )

**100. How do you assess yourself vis-à-vis your family?**

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**101. Are you satisfied with it?**

- (a) Never ( )                      (b) Seldom ( )                      (c) Sometimes ( )  
(d) Often ( )                      (e) Always ( )

**102. If given a second chance, would you like to have the same life?**

- (f) Yes ( )                      (b) No ( )

**103. If 'no', please specify the reasons:**

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**104. Habits:**

<b>Item</b>	<b>Quantity per day</b>	<b>Since when</b>	<b>Monthly expenditure</b>
<b>Alcohol</b>			
<b>Smoking</b>			
<b>Chewing Tobaccos</b>			
<b>Smoking cannabis, opium, heroin</b>			
<b>Illicit drug</b>			

**105. If any other, please specify \_\_\_\_\_**



**INSTRUCTIONS**

This questionnaire consists of both personal as well as job related questions. It contained total 105 questions. Most of them are close-end. However, due to the nature of information few of the question have been kept open while few other are being provided with both options. Please read out the questions thoroughly & choose the appropriate option as they are true for you. Please feel free as confidentiality will be ensured.

साक्षात्कार दिनांक: दिन \_\_\_\_\_ महीना \_\_\_\_\_ वर्ष **200**  
 समय: (1) आरम्भ \_\_\_\_\_, (2) अन्त \_\_\_\_\_  
 साक्षात्कार स्थान: \_\_\_\_\_

**भाग 9 सामाजिक विवेचना**

1. यूनिट (इकाई): \_\_\_\_\_ Bn. कम्पनी: \_\_\_\_\_, पद: \_\_\_\_\_
2. यूनिट में कर्तव्य के प्रकार: \_\_\_\_\_, कम्पनी में कर्तव्य के प्रकार: \_\_\_\_\_
3. मासिक आय : \_\_\_\_\_
- 4 आयु: \_\_\_\_\_ वर्ष \_\_\_\_\_ माह
5. शिक्षा: \_\_\_\_\_
6. राज्य: \_\_\_\_\_ Bn. जिला: \_\_\_\_\_, तहर/गाँव: \_\_\_\_\_
7. स्थायी पता: ग्रामीण क्षेत्र ( ) नगर क्षेत्र ( ) अर्ध ग्रामीण क्षेत्र ( ) अर्ध नगर क्षेत्र ( )
8. जन्म स्थान और पालन पोषण: \_\_\_\_\_
9. धर्म: \_\_\_\_\_
10. जाति: \_\_\_\_\_
11. वैवाहिक स्थिति : विवाहित ( ) अविवाहित ( ) तलाकशुदा ( ) विधुर ( )
12. वैवाहिक विवरण (अगर उचित हो)?  
 • दिनांक: ( \_\_\_\_\_ ) अवधि/ वर्ष: ( \_\_\_\_\_ )

13. सन्तान (अगर उचित हो):

लिंग	आयु	शिक्षा	रोजगार/बेरोजगार	विवाहित/अविवाहित
लड़का				
लड़की				

• उनकी देखभाल कौन करता है? \_\_\_\_\_

14. पारिवारिक निवास ?

- अ. अपना मकान/खरीदा हुआ मकान ( )      ब. सरकारी मकान ( )
- स. किराये का मकान ( )

15. परिवार के सदस्य: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

- (a) Nuclear ( )
- (b) Joint ( )

16. पारिवारिक सालाना आय सभी श्रोतों द्वारा:

- अ. 70,000/- ( )      ब. 70,001 से 120,000/- ( )
- स. 120,001/- से 200,000/- ( )      द. 200,000/- से अधिक ( )

17. परिवार में अवलम्बियों की संख्या ( )

भाग २ व्यवसायिक विवरण

18. BSF में नियुक्ति के समय आयु \_\_\_\_\_

- दिनांक: \_\_\_\_\_

19. आपका BSF की जानकारी कहां से प्राप्त हुई ?

अ. पारिवारिक सदस्य ( )                      ब. सम्बंधी ( )

स. मित्र ( )    द. अन्य ( )

- यदि 'द', वर्णित कीजिए: \_\_\_\_\_

- BSF चयन करने का विशेष कारण \_\_\_\_\_

- वर्तमान सेवा अवधि: \_\_\_\_\_

- कश्मीर में वर्तमान पोस्टिंग की अवधि ? \_\_\_\_\_

20. पूर्वगत पोस्टिंग:

पोस्टिंग की अवधियाँ		सीन	अवधि	पद	इयूटि का प्रकार
१ज	-to-				
२दक	-to-				
३तक	-to-				
४जी	-to-				
५जी	-to-				
६जी	-to-				
७जी	-to-				
८जी	-to-				
९जी	-to-				
१०जी	-to-				

21. सेवा में आने के उपरान्त कितनी पदोन्नतियाँ हो चुकी है? \_\_\_\_\_

22. वर्तमान सेवा का प्रकार ?

अ. क्षेत्रीय कार्य ( )      ब. ऑफिस कार्य ( )      स. दोनों ( )

- यदि 'अ' तो क्या इसमें : एक स्थान से दूसरे स्थान तक जाना भी सम्मिलित है (२४ घंटे में)?

अ. हाँ ( ) + औसतन संख्या ( )      ब. नहीं ( )

23. वर्तमान कार्य करने के घंटे?

अ. ६-८ घंटे ( )      ब. ९-११ घंटे ( )  
स. १२-१४ घंटे ( )      द. १५ घंटे से अधिक ( )

24. वर्तमान कार्य करने का क्षेत्र .....

अ. संवेदनशील ( )      ब. अंसवेदनशील ( )      स. दोनों ( )

25. क्या आप अपनी वर्तमान व पूर्व पोस्टिंग में तैनाती के दौरान कोई अंतर महसूस करते हैं?

अ. हाँ ( )      ब. नहीं ( )

- यदि हाँ, कृपया कारण स्पष्ट करें: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

26. आप कहाँ रहते हैं ?

अ. टेन्ट ( )      ब. बैरेक ( )  
स. निर्मित डेरा ( )      द. अन्य ( )

- यदि हाँ, कृपया कारण स्पष्ट करें: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

27. क्या आपको मूल सुविधाएँ (पानी, बिजली, शौचालय, स्नानगृह) उपलब्ध ह?

अ. हाँ ( ) ब. नहीं ( )

28. आप जिन परिस्थितियों में जीवन यापन कर रहे हैं, उनसे आप कितने संतुष्ट ह?

अ. बिल्कुल नहीं ( ) ब. कुछ सीमा तक असंतुष्ट ( )  
द. न संतुष्ट न असंतुष्ट ( ) द. कुछ हद तक संतुष्ट ( )  
ई. पूर्ण संतुष्ट ( )

29. क्या आप अपने मेस के खाने की गुणवत्ता एवं मात्रा से संतुष्ट है?

अ. कभी नहीं ( ) ब. कदाचित् ( ) स. कभी कभी ( )  
द. प्रायः ( ) य. सदैव ( )

30. अपनी ट्रेनिंग (प्रशिक्षण) के मद्देनजर रखते हुए क्या अपने आपको वर्तमान कार्य के लिए उपयुक्त समझते हैं ?(अथवा) क्या आपको ऐसा लगता है कि आपको दिया गया प्रशिक्षण आपके वर्तमान कार्य के लिए उपयुक्त है अथवा नहीं?

अ. हाँ ( ) ब. नहीं ( )

• यदि ना तो कृपया कारण स्पष्ट करें: \_\_\_\_\_  
\_\_\_\_\_

• क्या आप अपनी वर्तमान पोस्टिंग से संतुष्ट हैं?

अ. संतुष्ट ( ) ब. असंतुष्ट ( )

• अगर असंतुष्ट तो कारण स्पष्ट करें: \_\_\_\_\_  
\_\_\_\_\_

31. आपको किस प्रकार के मनोरंजन के साधन उपलब्ध कराए गये है?

अ. खेल खेलना ( ) ब. पुस्तके पढ़ना ( ) स. टी.वी. ( )  
द. अन्य ( ) य. उपर्युक्त सभी ( )

• यदि अन्य, तो कृपया स्पष्ट कीजिए \_\_\_\_\_

• आप इन सुविधाओं का कितनी बार उपयोग करते हैं?

अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

32. क्या आपको स्पष्ट है कि आपके कार्य के दौरान आपसे क्या उपेक्षा की जाती है?

अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

33. क्या आप अपने कार्य को करने के लिए या योजना बनाने के लिए स्वतन्त्र हैं? या आपके कार्य करने के तरीके पूर्व नियोजित हैं?

अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

34. क्या आपके पास अपनी तरह से कार्य करने की आजादी है?

अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

35. क्या आप अपने कार्यावधि से पर्याप्त अवकाश ले सकते हैं?

अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

36. क्या आपके पास ऐसा करने की आजादी है?

अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

37. क्या आपको कार्य में परिवर्तन के बारे में कहने के लिए पर्याप्त अवसर है ? (या) या अपने कार्य को बदली करने के लिए अपने उच्च अधिकारियों से कारण जान सकते हैं?

अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

38. कितनी बार आपसे कार्य स्थल पर परिवर्तन के बारे में सुझाव माँगे जाते हैं?

अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

39. कितनी बार आपको कुछ नया सीखने या करने का अवसर प्राप्त होता है?

अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

40. कितनी बार आपको अपनी दक्षता एवं क्षमता को इस्तेमाल करने का मौका मिलता है?

अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

41. कितनी बार आपको ऐसा प्रतीत हुआ है कि आप अपने कार्य को लेकर अनिश्चित, असुविधाजनक या असंतुष्ट हैं?

अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

42. क्या कभी आपको ऐसा प्रतीत हुआ है कि आप अपने कार्य के लिए सर्वथा योग्य नहीं हैं?

अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

43. क्या आप ऐसा सोचते हैं कि आपको पर्याप्त समय अथवा साधन उपलब्ध है जिससे कि आप अपने अधिकारियों की आशाओं पर खरे उतर सकें?

अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

44. कितनी बार आप पर अधिक समय तक कार्य करने के लिए दबाव डाला जाता है?

अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

45. कितनी बार ऐसा हुआ है कि आपको आपके वरिष्ठ अधिकारियों के द्वारा आप पर आपकी क्षमता से अधिक कार्य करने के लिए दबाव डाला गया है?

अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

46. क्या आपने विभिन्न सालाना निरीक्षणों के कारण अपने ऊपर अतिरिक्त कार्यभार महसूस करते हैं?

अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

47. क्या आपको ऐसा लगता है कि आपके पास दूसरे लोगों के कार्यों को करने के कारण अधिक जिम्मेदारी बढ़ जाती है?

अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

48. कितनी बार आपको आपके कार्य से सबसे ज्यादा थकान महसूस होती है?

अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )



49. कितनी बार ऐसा हुआ है कि आप अपने कार्य में पहले से लीन और उसके बारे में विश्रामावधि में भी सोचते हैं।?

- अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

50. कितनी बार आपके कार्य से आपको स्वास्थ्य अथवा नींद पर असर हुआ है?

- अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

51. क्या कभी आप शारीरिक क्षमता के परीक्षण में असफल हुए हैं और जिसके कारण आपको सालाना चिकित्सक परीक्षण में 'shape-one' नहीं मिला हो?

- अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

52. कितनी बार आपको ऐसा लगा है कि आपके कार्य के कारण आपके जीवन को खतरा है?

- अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

53. क्या आपको अपनी वर्तमान पोस्टिंग में कभी किसी प्रकार की सजा मिली है?

- अ. बिल्कुल नहीं ( )      ब. पिटू पैक ड्रिल ( )      स. इनक्रिमेंट पर रोक ( )  
द. लाइन एरेस्ट ( )      य. क्वार्टर गार्ड ( )      फ. अन्य ( )

• यदि 'अन्य' है तो कृपया स्पष्ट कीजिए: \_\_\_\_\_

• आपने उसके बाद कैसा महसूस किया?

- अ. अधिक परेशान ( )      ब. परेशान ( )      द. सामान्य ( )  
ई. अच्छा ( )      फ. बहुत अच्छा ( )

54. आवश्यकता के समय आप किससे मदद लेने के लिए जाते हैं ? या सलाह और मदद के लिए आपके कौन आता है?

- क. परिवार ( ) ख. सम्बंधी ( ) ग. मित्र ( )  
घ. सहयोगी ( ) ड. वरिष्ठ अधिकारी ( ) च. बीएसएफ विभाग ( )  
छ. अन्य ( )

55. क्या आप अपनी परेशानियाँ अपने सहयोगियों से बताते हैं?

- अ. कभी नहीं ( ) ब. कदाचित् ( ) स. कभी कभी ( )  
द. प्रायः ( ) य. सदैव ( )

56. क्या आप इन मदद से संतुष्ट हैं जो आपको जरूरत के समय पर प्राप्त होती है ? क्या आप मदद करने वालों पर भरोसा करते हैं?

- अ. कभी नहीं ( ) ब. कदाचित् ( ) स. कभी कभी ( )  
द. प्रायः ( ) य. सदैव ( )

57. क्या आप अपने वरिष्ठ अधिकारियों के समक्ष अपने परेशानियों व समस्याओं के समाधान के लिए आसानी से कभी भी जरूरत पड़ने पर जा सकते हैं?

- अ. कभी नहीं ( ) ब. कदाचित् ( ) स. कभी कभी ( )  
द. प्रायः ( ) य. सदैव ( )

58. क्या आप अपने वरिष्ठ अधिकारियों के द्वारा उठाए गये कदमों से संतुष्ट हैं?

- अ. कभी नहीं ( ) ब. कदाचित् ( ) स. कभी कभी ( )  
द. प्रायः ( ) य. सदैव ( )

59. कितनी बार ऐसा हुआ है कि अपने वरिष्ठ अधिकारियों के दुर्व्यवहार व अपशब्दों से आप व्यक्तिगत रूप से शोषित हुए हैं?

- अ. कभी नहीं ( ) ब. कदाचित् ( ) स. कभी कभी ( )  
द. प्रायः ( ) य. सदैव ( )

60. कितनी बार ऐसा हुआ है कि अपने साथियों के दुर्व्यवहार व अपशब्दों से आप व्यक्तिगत रूप से आहत हुए हैं?

- अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

61. क्या कभी आपको ऐसा प्रतीत हुआ है कि धर्म के कारण आपको व्यक्तिगत रूप से शोषित किया गया है?

- अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

62. क्या कभी आपको ऐसा प्रतीत हुआ है कि जाति के कारण आपको व्यक्तिगत रूप से शोषित किया गया है?

- अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

63. क्या कभी आप अपने प्रजाति या क्षेत्र को लेकर व्यक्तिगत रूप से परेशान किये गये हैं?

- अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

64. क्या आपको अपने काम के दौरान अपने वरिष्ठ अधिकारियों के द्वारा उतनी इज्जत मिल रही है जितनी आपको मिलनी चाहिए?

- अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

65. क्या आपको अपने काम के दौरान अपने साथियों के द्वारा उतनी इज्जत मिल रही जितनी आपको मिलनी चाहिए?

- अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

66. क्या आपको कभी आपके कार्य के लिए आपके अधिकारियों द्वारा सराहना/प्रशंसा की जाती है?

- अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

67. आप और आपके अधिकारियों के साथ आपके कैसे संबंध हैं?

- अ. खराब ( )      ब. ठीक-ठाक ( )      द. कह नहीं सकते ( )  
ई. अच्छे ( )      फ. बहुत अच्छे ( )

68. कितनी बार आपके अधिकारियों के विवादित आदेशों ने आपको भ्रमित किया है?

- अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

69. आप और आपके साथियों के साथ आपके कैसे संबंध हैं?

- अ. खराब ( )      ब. ठीक-ठाक ( )      द. कह नहीं सकते ( )  
ई. अच्छे ( )      फ. बहुत अच्छे ( )

70. आपके आम जनता के साथ कैसे संबंध हैं?

- अ. खराब ( )      ब. ठीक-ठाक ( )      द. कह नहीं सकते ( )  
ई. अच्छे ( )      फ. बहुत अच्छे ( )

71. आपको ऐसा लगता है कि आपने अपने कार्य में कुछ भी पूर्ण (सिद्ध) किया है?

- अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

72. कितनी बार आपको अपने वर्तमान कार्य से असंतुष्टि की भावना हुई है?

- अ. कभी नहीं ( )      ब. कदाचित् ( )      स. कभी कभी ( )  
द. प्रायः ( )      य. सदैव ( )

73. जब आप अपने लक्ष्यों व इच्छाओं, ( जो कि इस जीवन वृत्ति (कैरियर) की शुरूआत में आपके थे ) के बारे में सोचते हैं उसकी अपेक्षा जितना भी कुछ आपने अभी तक प्राप्त किया है उससे आप कितना संतुष्ट हैं?

- अ. बिल्कुल नहीं ( )                      ब. कुछ सीमा तक असंतुष्ट ( )  
द. न संतुष्ट न असंतुष्ट ( )                      द. कुछ हद तक संतुष्ट ( )  
ई. पूर्ण संतुष्ट ( )

74. आप अपने वर्तमान पद (रैंक) से कितना संतुष्ट हैं?

- अ. बिल्कुल नहीं ( )                      ब. कुछ सीमा तक असंतुष्ट ( )  
द. न संतुष्ट न असंतुष्ट ( )                      द. कुछ हद तक संतुष्ट ( )  
ई. पूर्ण संतुष्ट ( )

75. क्या आप बीएसएफ में अपने जीवनवृत्ति (कैरियर) सम्भावनाओं से संतुष्ट हैं?

- अ. बिल्कुल नहीं ( )                      ब. कुछ सीमा तक असंतुष्ट ( )  
द. न संतुष्ट न असंतुष्ट ( )                      द. कुछ हद तक संतुष्ट ( )  
ई. पूर्ण संतुष्ट ( )

76. सारे पक्ष एवं पक्ष तथ्यों को ध्यान में रखते हुए, इस कार्य के प्रति कैसे महसूस करते हैं?

- अ. बिल्कुल नहीं ( )                      ब. कुछ सीमा तक असंतुष्ट ( )  
द. न संतुष्ट न असंतुष्ट ( )                      द. कुछ हद तक संतुष्ट ( )  
ई. पूर्ण संतुष्ट ( )

77. इस कार्य के अतिरिक्त क्या आपके पास आय का कोई और साधन है?

- अ. भूमि ( )                      ब. दूकान ( )  
द. पत्नी के रोजगार द्वारा ( )                      द. संतान के रोजगार द्वारा ( )  
ई. घरेलू व्यवसाय ( )                      फ. अन्य ( )

- यदि 'अन्य' है तो स्पष्ट कर \_\_\_\_\_

- उसकी देखभाल कौन करता है? \_\_\_\_\_

78. क्या आपकी आय आपके परिवार की न्यूनतम जरूरतों (खाना, मकान, शिक्षा आदि) को पूरा करती है?

- अ. संतुष्ट ( )                      ब. असंतुष्ट ( )

79. क्या आप पर आपके परिवार के अतिरिक्त और भी जिम्मेदारियाँ हैं?

- अ. संतुष्ट ( )                      ब. असंतुष्ट ( )

- यदि हाँ स्पष्ट करें: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

80. आप अपने वर्तमान वेतन से कितना संतुष्ट हैं?

- अ. बिल्कुल नहीं ( )                      ब. कुछ सीमा तक असंतुष्ट ( )  
द. न संतुष्ट न असंतुष्ट ( )                      द. कुछ हद तक संतुष्ट ( )  
ई. पूर्ण संतुष्ट ( )

81. आपको क्या लगता है कि भविष्य में आपकी पदोन्नति की कितनी संभावनाएँ ह?

- अ. खराब ( )                      ब. ठीक-ठाक ( )                      द. कह नहीं सकते ( )  
ई. अच्छे ( )                      फ. बहुत अच्छे ( )

82. क्या आपका परिवार आपके साथ रहता है?

- अ. संतुष्ट ( )                      ब. असंतुष्ट ( )

- अगर 'हाँ' तो क्या आप उनके साथ पर्याप्त समय बिता पाते हैं?

- अ. कभी नहीं ( )                      ब. कदाचित् ( )                      स. कभी कभी ( )  
द. प्रायः ( )                      य. सदैव ( )

- यदि 'नहीं', तो वे कहाँ रहते हैं? \_\_\_\_\_

83. क्या आप इन भेटों से संतुष्ट हैं?

- अ. बिल्कुल नहीं ( )                      ब. कुछ सीमा तक असंतुष्ट ( )  
द. न संतुष्ट न असंतुष्ट ( )                      द. कुछ हद तक संतुष्ट ( )  
ई. पूर्ण संतुष्ट ( )

84. क्या आपको अपने परिवार को अपने साथ अपनी पोस्टिंग की जगह पर रखने के लिए आसानी से अनुमति मिल जाती है?

- अ. कभी नहीं ( )                      ब. कदाचित् ( )                      स. कभी कभी ( )  
द. प्रायः ( )                      य. सदैव ( )

85. क्या आपको जरूरत पड़ने पर आसानी से छुट्टी मिल जाती है?

- अ. कभी नहीं ( )                      ब. कदाचित् ( )                      स. कभी कभी ( )  
द. प्रायः ( )                      य. सदैव ( )

86. ऐसा क्या है जो आपको आपकी संतानों के लिए सबसे ज्यादा चिंतित करता है?

- अ. शिक्षा ( )                      ब. कैरियर (व्यवसाय) ( )  
द. विवाह ( )                      ई. अन्य ( )

- अगर अन्य तो कृपया करके स्पष्ट करें \_\_\_\_\_

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87. क्या कभी ऐसा हुआ कि आपके परिवार में किसी की मृत्यु हो गई हो और आप वहाँ अनुपस्थित थे?

- अ. संतुष्ट ( )                      ब. असंतुष्ट ( )

88. यदि नहीं, तो क्या आपको भविष्य में इस प्रकार का कोई भय है?

अ. संतुष्ट ( )

ब. असंतुष्ट ( )

89. आपके अपने पत्नी के साथ कैसे संबंध है?

अ. खराब ( )

ब. ठीक-ठाक ( )

द. कह नहीं सकते ( )

ई. अच्छे ( )

फ. बहुत अच्छे ( )

90. आप अपने यौन जीवन को कैसे आँकते हैं?

अ. खराब ( )

ब. ठीक-ठाक ( )

द. कह नहीं सकते ( )

ई. अच्छे ( )

फ. बहुत अच्छे ( )

91. क्या आप सोचते हैं कि कुछ ऐसा है जिसके कारण आपके अपनी पत्नी के साथ सम्बंध बिगड़ रहे हैं या बिगड़ चुके हैं?

अ. संतुष्ट ( )

ब. असंतुष्ट ( )

• अगर 'हाँ' तो कृपया करके कारण स्पष्ट करें! \_\_\_\_\_

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92. क्या आपको ऐसा लगता है कि, आप अपने कार्य के कारण अपने परिवार की उतनी देखभाल नहीं कर पा रहे हैं, जितनी आप करना चाहते हैं?

अ. कभी नहीं ( )

ब. कदाचित् ( )

स. कभी कभी ( )

द. प्रायः ( )

य. सदैव ( )

93. पिछले एक साल में क्या आपने कभी किसी सैन्य कार्यवाही के दौरान किसी दुश्मन को मारा है या अपने साथी या दुश्मन को मरते हुए देखा है?

अ. संतुष्ट ( )

ब. असंतुष्ट ( )



94. आपकी वर्तमान पोस्टिंग में कभी ऐसी घटना हुई है कि आप बहुत अधिक परेशान या चिंतित हुए हो या असहाय महसूस किया हो?

अ. संतुष्ट ( )

ब. असंतुष्ट ( )

95. यदि 'हाँ' तो कृपया करके घटना स्पष्ट करें: \_\_\_\_\_

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96. आपने उस परेशानी से उभरने के लिए क्या कदम उठाएँ और क्यों? \_\_\_\_\_

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97. उसका परिणाम क्या हुआ था? \_\_\_\_\_

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98. अपनी नौकरी के संदर्भ में आप अपने जीवन का आंकलन कैसे करते हैं? \_\_\_\_\_

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99. क्या आप इससे संतुष्ट हैं?

अ. कभी नहीं ( )

ब. कदाचित् ( )

स. कभी कभी ( )

द. प्रायः ( )

य. सदैव ( )

100. अपने परिवार के संदर्भ में आप अपने जीवन का आंकलन कैसे करते हैं? \_\_\_\_\_

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