

# Structural Factors Affecting Police Performance: An Evidence from Pakistan

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**Abstract--** Various factors indicate the performance of police department such as policing style, resources available with the police department, strength & geographical area covered by police stations, the promotion and recruitment system, accountability, duty hours of police personnel, nature of duty etc. These factors are actual barriers for the better performance of police. The present research work was interested to highlight the structural barriers that affect the police performance. We collected data through cross-sectional interviews by interviewing 502 respondents that included affectees (247) and non-affectees (255) in Islamabad and Rawalpindi cities of Pakistan. It was revealed through regression analysis that major indicators are technical soundness of police and support from the government. It was concluded that the effective policing strategies such as community policing and the enhancement of resources available with the police department have a strong association with their effective performance. We also considered the factor of political interference in the police department which affects the overall performance of police. For rapid development and performance of police, there is a dire need of pumping up of new hope and the structure needs fulfilment and depoliticizing the police department.

**Keywords:** Public, Police, Perception, Performance, Political and Structural.

## I. INTRODUCTION & REVIEW

Police attends the public and guards the law and order situation of the communities around the world. According to Schaefer (2000), it is a branch of government with a role to preserve tranquility, order, public safety promotion, morals and security. It also identifies crimes and prevents, punishes and detects the crimes as it is a law enforcement agency which is equipped for maintaining the social order. It also leads and protects society at all fronts by securing the general public. According to Shigri (2004), the role of police for societal peace augmentation and prosperity is vital for nation building. Relation of police with community is an older concept for living democratic societies. Police works with the cooperation of general public in order to protect rights of the general public and to win the trust of the general public which leads to societal peace and harmony (Mohan, 2003).

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However, Alemika & Chukwuma (2000) are having the view that police safeguard a significant majority of the public but are found to be hostile for another significant portion as well. It is a sub-system of any democratic set-up. Good governance depends on the smooth functioning of public institutions so that public also participates in the working of routine matters freely.

### **Research Objectives**

- i) To discover those structural factors which directly or indirectly affect the performance of police
- ii) To comprehend the association between police performance and structural factors
- iii) To suggest various improvement measures to enhance societal police-public relationship

## **II. MATERIAL AND METHODS**

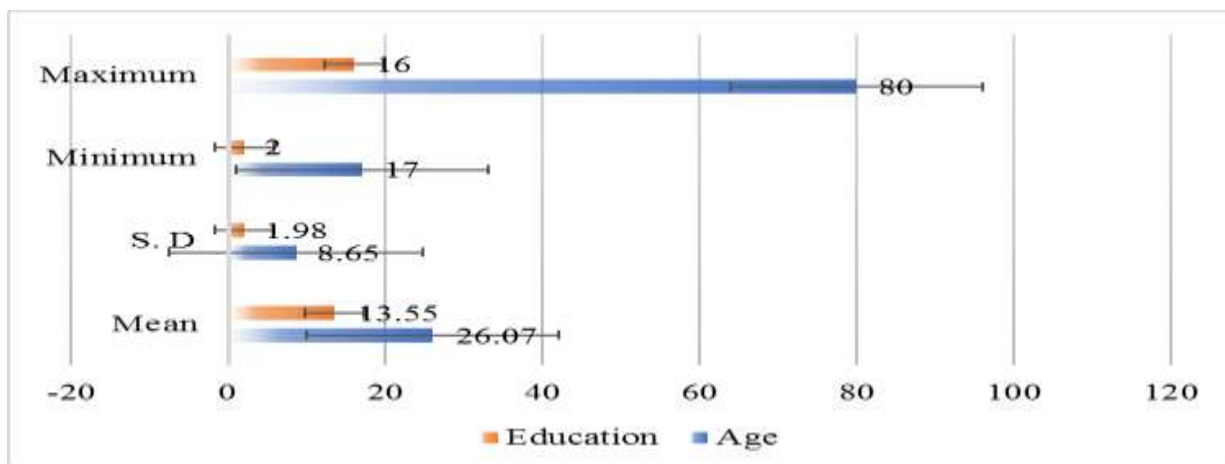
This research work was carried out in two major cities (Islamabad, Rawalpindi) of Pakistan. The former is the Federal Capital of the country and latter is one of the prominent cities of Pakistan. Both cities combined form the third largest population of the country. The location and population of both cities are intermingled so it is called as twin cities. Researchers decided to collect data from the population of both the cities. Researchers also maintained a criterion for the selection of the respondents from both the cities. All those respondents who ever registered a complaint in police station or had an interaction with the department were included in the research. We also considered the factors of comparison of both cities who had an interaction & who had no interaction with the police. Both the versions of perceptions of the public were taken into account. Common citizens were made the part of this research as control group. After selecting respondents, we shortlisted different police stations of both the cities. We approached police stations to find out the complainants who had registered any complaint or interacted with the policemen. Police stations were approached with the prior permission of higher authorities in order to access records of police stations. Our request was entertained and subsequently we identified the respondents of the research. After the selection of the police stations, the FIR record was consulted for the complainants' identification. Every information about the complainant and complaint was assisted by a relevant person. Random selection of the collected reports was finalized. Respondents were subdivided into experimental and control group. Majority of the cases were positive in terms of cooperation and gave their consent to continue with the protocols of the research. Our questionnaire contained both open and close ended questions which was used to obtain relevant information.

## **III. RESULTS AND DISCUSSION**

Outcomes of research were helpful to assess the perception and socioeconomic status of the respondents. We also emphasized the performance of police, features along with behavior of the police.

**Table – I:** *Profile of survey respondents*

Variable	Mean	S.D	Minimum	Maximum
Age	26.07	8.65	17	80
Education	13.55	1.98	2	16
Family Income	67521.91	9156.14	10000	250000



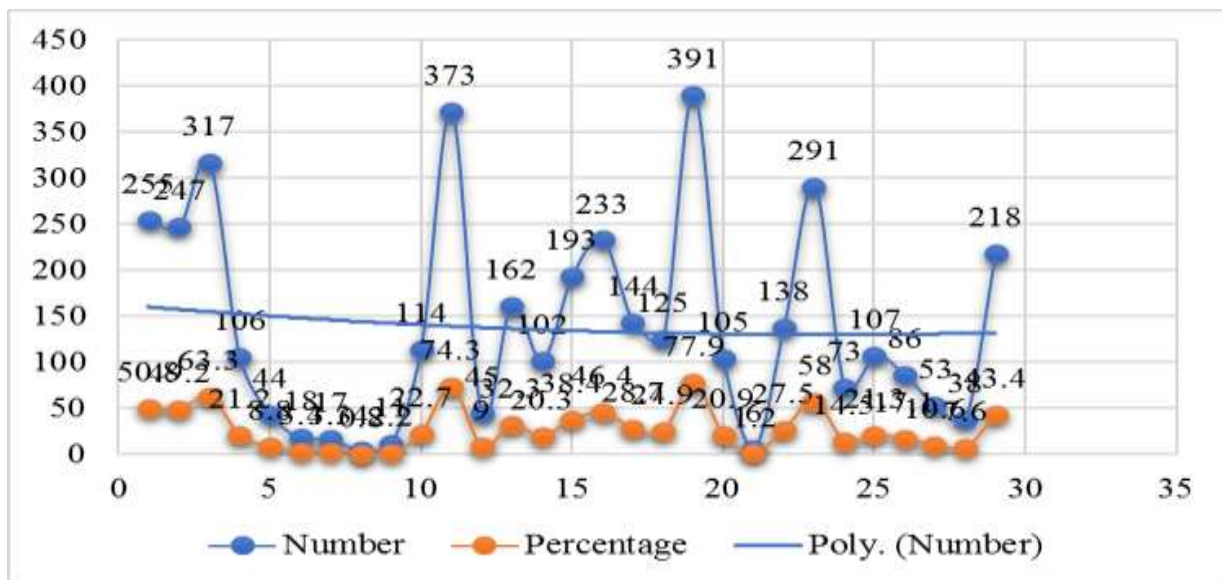
Tabular data represents age, family income and educational status of the respondents. Number of respondents were adults, middle class and college graduates. In the age bracket of (17 – 80) years the mean age was 26 years. Educational status was taken as complete schooling years. The range of education was from two years to sixteen years. Mean educational level was reported as (13.55 ± 1.98). An average income of the family was (67,521) PKR which refers to middle class families.

**Table – II:** Distribution of Respondents with Respect to Demographic Variables

Variables		N umber	Per centage
Respondent's Category	Non- Affected	2	50.
	Affected	47	2
Age (Years)	17 - 24	3	63.
	25 - 32	17	3
		1	21.

		06	2
	33 - 40	4 4	8.8
	41 - 48	1 8	3.4
	Above 48	1 7	3.3
Educational Status	1 - 5 Years	4	0.8
	6 - 8 Years	1 1	2.2
	9 - 12 Years	1 14	22. 7
	13 - 16 Years	3 73	74. 3
Family Income	10,000 - 25,000	4 5	9
	25,001 - 40,000	1 62	32. 3
	40001 - 55,000	1 02	20. 3
	Above 55,000	1 93	38. 4
Area	Urban	2 33	46. 4
	Semi-Urban	1 44	28. 7
	Rural	1 25	24. 9
Marital Status	Single	3 91	77. 9
	Married	1 05	20. 9
	Divorced	6	1.2
Family Type	Nuclear	1 38	27. 5
	Joint	2 91	58

	Extended	7	14.
		3	5
Occupation	Unemployed	107	21.3
	Govt Employee	86	17.1
	Private Employee	33	6.6
	Businessman	38	7.6
	Student	218	43.4
			18



Data analysis largely depends on the background and demographic variables. Demographic variables are presented in Table – II. A large number of respondents were single, urban residents, non-affectees, students and living in a joint family system. Detailed outcomes analysis of age, family income, marital status, area, education and family type is shown in Table – II. Table – III assesses the perceived structural factors including working conditions, unmanageable area, Government support and technical soundness for accessibility, competence, fairness, manners, reliability and responsiveness.

**Table – III: Correlation of Police Performance with Perceived Structural Factors**

Perceived Structural Factors	Accessibility	Competence	Fairness	Manners	Reliability	Responsiveness
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<b>Work ing Condition</b>	Pearson Correlation	.169**	-0.068	0.07	-0.179**	-0.245**	-0.117**
	Sign. (2-tailed)	0	0.128	0.118	0	0	0.009
<b>Unmanageable area of control</b>	Pearson Correlation	.153**	-0.089*	0.033	-0.166**	-0.099*	-0.111*
	Sign. (2-tailed)	0.01	0.045	0.455	0	0.027	0.013
<b>Govt. Support</b>	Pearson Correlation	.230**	-0.032	0.187**	-0.01	-0.139**	-0.035
	Sign. (2-tailed)	0	0.475	0	0.819	0.002	0.43
<b>Technical Soundness</b>	Pearson Correlation	.202**	.549**	.314**	.365**	.320**	.341**
	Sign. (2-tailed)	0	0	0	0	0	0
	<b>Number</b>	<b>502</b>	<b>502</b>	<b>502</b>	<b>502</b>	<b>502</b>	<b>502</b>

It is evident from the literature review that political interference directly affects the performance of police. According to Walker (1983), political interference leads to corruption. Political interference is not only limited to police department rather it prevails in every public institution. The major hurdle is the behavior of the police towards public. MPAs and MNAs are very much involved in the posting, detachment and promotion of police department which is against administrative norms (Mudassir, 2010).

Various structural factors statements about the department of police had an association with independent variable along with various dependent variable such as performance of police. Foremost structural factor is working

condition which has a negative association with accessibility ( $r = 0.169^{**}$ ,  $p < 0.05$ ). It asks for the betterment of the working condition of the police department for efficient policing. We also associated working condition with fairness and competence which had no significant correlation ( $r = -0.179^{**}$ ,  $p < 0.05$ ); whereas, similar outcomes were about the responsiveness, working condition and reliability ( $r = -0.245^{**}$ ,  $p < 0.05$ ) and ( $r = -0.117^{**}$ ,  $p < 0.05$ ) of the police department.

Another independent variable was unmanageable areas which was associated with various parameters of the performance of police; it was associated with accessibility and presented a negative correlation ( $r = 0.153^{**}$ ,  $p < 0.05$ ). In correlation with competence there was a negative correlation between both ( $r = -0.089^*$ ,  $p < 0.05$ ). There was no significant association with fairness; whereas, a negative association was available with control of unmanageable areas and manners ( $r = -0.166^{**}$ ,  $p < 0.05$ ). Similar outcomes were found about another dependent variable which is reliability with a negative association with control of unmanageable areas ( $r = -0.099^*$ ,  $p < 0.05$ ). The responsiveness and control of unmanageable areas was ( $r = -0.111^*$ ,  $p < 0.05$ ) so that police may be made even responsive.

Another independent variable was support of government to police department which was also associated with different items of performance of police. No significant association of competence was there with this variable; whereas, negative association was present with accessibility ( $r = 0.230^{**}$ ,  $p < 0.05$ ). Fairness increases with government support ( $r = 0.187^{**}$ ,  $p < 0.05$ ). Government support also enhances the performance of police; whereas, negative association of reliability with Government support was also realized ( $r = -0.139^{**}$ ,  $p < 0.05$ ). Government support did not correlate with manners; whereas, no significance of responsiveness with government support.

Last independent variable was technical soundness which was associated with various police performance items. It showed negative association with accessibility ( $r = 0.202^{**}$ ,  $p < 0.05$ ); whereas, there was a negative association with competence ( $r = -0.549^{**}$ ,  $p < 0.05$ ). Similar negative association was of fairness with technical soundness ( $r = 0.314^{**}$ ,  $p < 0.05$ ). Manners, reliability and responsiveness also had a negative association with technical soundness with respective values as ( $r = -0.365^{**}$ ,  $p < 0.05$ ), ( $r = -0.320^{**}$ ,  $p < 0.05$ ) and ( $r = -0.341^{**}$ ,  $p < 0.05$ ). It proves that better police performance is dependent on technical soundness.

**Table – IV: Multiple Linear Regression (Step-wise Method) Predicting Perceived Police Performance**

Model	1	2	3	4	5	6	7	8	9
<b>Standardized Coefficients (Beta=B)</b>									

<b>Stereotypes About Police</b>	.434***	.394***	.389***	.389***	.445***	.440***	.373***	.352***	.364***
<b>Technical Soundness</b>		.381***	.383***	.335***	.366***	.362***	.361***	.356***	.352***
<b>Type of Respondent</b>			.244***	.274***	.244***	.219***	.209***	.238***	.258***
<b>Political Based Recruitment</b>				.161***	.250***	.277***	.243***	.255***	.269***
<b>Working Environment</b>					.224***	.241***	.261***	.275***	.290***
<b>Education</b>						.126***	.153***	.161***	.154***
<b>Political Interference</b>							.166***	.136***	.124***
<b>Involvement in Prostitution Business</b>								.115***	.112***
<b>Family Income</b>									.070***
<b>Constant</b>	102.75***	73.35***	77.86***	94.08***	85.03***	66.22***	67.73***	71.79***	77.23***
<b>F-test</b>	F(497)=15.06	F(497)=23.13	F(497)=06.13	F(497)=7.32	F(497)=0.08	F(497)=0.62	F(497)=5.31	F(497)=9.28	F(497)=3.45
<b>R</b>	.434	.576	.626	.644	.67	.681	.695	.702	.705
<b>Adjusted R Square</b>	.187	.33	.338	.41	.443	.457	.475	.484	.487



Note= \*\*\*  $p < 0.001$

Stepwise linear regression technique helped to understand all the dependent and independent variables. Every model is introduced with one variable; meanwhile the effect of the other variables is also controlled. Major indicator of police is stereotype thoughts about the police. Stereotype thoughts were negatively related with the performance of police ( $B = -0.434$ , Adjusted  $R^2 = 0.187$ ,  $p < 0.001$ ). Every stereotype is preoccupied with negative thoughts about the police which affects the performance of police. Second most associated variable in model – II was technical soundness which explained the performance of police ( $B = 0.381$ ; Adjusted  $R^2 = 0.330$ ,  $p < 0.001$ ). It is concluded that technical soundness increases the performance of the police. We included recruitment of the police in Model – IV as a predictor of the police performance which negatively affected the performance of police ( $B = -0.161$ , Adjusted  $R^2 = 0.410$ ,  $p < 0.001$ ). Political influence on the recruitment process directly affects the performance of police. It affects the performance in negative way. Transparent recruitment process will definitely increase the performance of police.

Detailed analysis of dependence of performance of police with working environment and police performance ( $B = 0.224$ ; Adjusted  $R^2 = 0.443$ ,  $p < 0.001$ ). It means performance increases with better working environment. People perception also affects respondents' educational level ( $B = 0.126$ ; Adjusted  $R^2 = 0.457$ ,  $p < 0.001$ ). By reducing political interference, we can increase performance of police. Model – VIII shows that police provided shelter to the prostitution business ( $B = -0.115$ ; Adjusted  $R^2 = 0.484$ ,  $p < 0.001$ ). Performance also depends on the elimination of such malpractices in police department.

#### IV. CONCLUSION

Our research proved that public opinion has a role to play in the performance of police department. Police needs to enhance its capacity and competence. We tried to understand all those structural elements which directly or indirectly affect the performance of police. Respondents were clear about the political interference that it affects negatively the performance of police. Police provided undue favors and extended its services in the favor of or in the influence of political pressure. Police also indulged itself in malpractices such as sheltering the business of prostitution. It was even alarming that families approaching for the solution of problems to police were even on the risk to get their issues increased which encouraged to settle down the issues at their own. Police working schedule was not in a routine and working conditions were also not favorable for the personnel of police. In some cases, they were not sent on leave until the provision of a suitable alternative. Fighting the weather and inhuman circumstances was another issue which directly affected the health of the police personnel. Police faced severe working condition in terms of weather effects. In case of injuries, whether minor or lethal, police department was unable to provide proper support to the affected personnel and their families. In case of outperformance or sacrifice, the awards were not that much hefty which satisfy the individuals or their families. Specialized training is required in the prevalent law and order situation of terrorism. Modern weapons' provision and training is inevitable. Physical fitness of armed and civil armed forces can never be left at stake. Lifesaving equipment such as bomb disposal equipment, life jackets, bullet proof jackets and helmets are also necessary with

proper utilization and training. Public dealing needs more respectful treatment of the general masses at all costs in order to develop confidence about the police department. Police needs to gear up its investigation process on the lines of technology and latest trends of the developed countries.

## RECOMMENDATIONS

Performance of police can be enhanced by keeping following few points in consideration:

- Latest tools, weapons and allied equipment is to be provided to police with specialized training in real time situation.
- Registration of complaints is to be encouraged in general public by establishing strong reporting rooms with well-trained reception staff of police.
- Monetary rewards should match the sacrifice and achievements of the police personnel.
- Better performance against crimes control should be paralleled with equal incentives.
- Constant and effective accountability process will improve the police department.

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