



Impact Of Welfare Services On Job Performance Of Khyber Pakhtunkhwa Police

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Abstract

Police play a prominent role in the peace and stability of a country. Dedication, devotion, productivity, efficiency and effectiveness of police department can result advancement and progress for a nation. That is why police employees need to be retained, maintained and kept contented, motivated and pleased. To do so different tools and techniques are used, provision of welfare services is considered of utmost importance in this regard. Welfare programs are used to ensure wellbeing of employees, raise their standard of living and keep them contented and pleased because such activities of the organization reward provision of basic facilities to the employees. The study in hands was conducted with the objectives to know about different welfare services available to employees of KP Police, to know the satisfaction level of employees about the available welfare services, to identify welfare related problems faced by KP police employees, to study the impact of welfare services on police performance and to suggest some recommendations to KP Police department in light of the study findings. Research design employed in the study was descriptive in nature. All employees of KP Police comprise the population of the study wherein stratified and convenient sampling technique was use to collect data through questionnaire. The collected data was analyzed with the help of descriptive statistical techniques including frequency, percentage and multiple linear regression models and was presented in form of tables with explanations. Findings of the study showed that many of the welfare facilities are available to some employees in KP Police department and not available to others. Some of the employees were satisfied about the available welfare facilities while majority of the employees rated the available welfare facilities as dissatisfactory. The findings of the study also portrayed that welfare services have a positive impact on performance of KP Police employees as positive linear relationship was observed in between.

Key words: Welfare Service; Job Performance; Police; Pakistan

Introduction

Every person has diverse needs, wants and goals for which an individual strives to accomplish. The source which guarantees the fulfillment of these needs and wants satisfies that person (S Prabakar, 2013). Employees satisfaction and motivation is a complicated construct and due attention is required to understand it fully with its factors. It requires the utilization of both financial as well as nonfinancial tools (Mathauer & Imhoff, 2006; Shepherd & DeTienne, 2005). Welfare of employees is one of these tools and employee welfare includes different types of facilities and benefits which are given to the employees. These welfare benefits may not necessarily be pure monetary in manifestation (K.Lalitha & T.Priyanka, 2014). It is any sort of assistance provided to an employee or his family by a government, state, institution, city or an organization which can be in any form rather than being monetary (Keitany, 2014). Welfare services of employees can be termed as corporate attitude based on dedication and commitment of management to express utmost care for employees in all levels based on employees nature of work and work environment (Odeku & Odeku, 2014). (Keitany, 2014). Likewise organizations need to realize that a satisfied, motivated and stress free employee is a valuable asset for them, hence along with other motivation tools welfare facilities also need to be provided to them as corporate social responsibility also emphasizes organizations to work for the provision of welfare



services to its employees (Armstrong, 2006). Employers have generally been found providing facilities and benefits to their employees so that they may deliver productively and efficiently (KT, 2013). Objectives of welfare services are to offer employees a standard life and good health, to make them happy, motivated and satisfied, to give them some what relief from work, to develop their psychological and physical state of life (Kamkari, Ghafourian, & Ghadami, 2014).

Welfare Services of Employees

However welfare services can be defined as; it is the inclination of management which influences the ways by which activities of the organization are undertaken (Dhinakaran & Rajarajan, 2012). As per Oxford Dictionary employee's welfare is the name of all those efforts which make life worth living for the employees. According to K.Lalitha&T.Priyanka(2014) it includes anything done for the ease and enhancement of employees apart from pay which is not essential for the organization. Its basic aim is to raise standard of living of employees and keep them contented and pleased so that they may deliver productively.

Welfare facilities of employees can be classified into two types which are Statutory and Non Statutory (S. Prabakar, 2013). Statutory benefits are schemes which an organization is supposed to provide to its employees as a part of its compliance to the prevalent labour laws for the purpose of ensuring employee's security, wellbeing and health fitness, including; clean drinking water, first aid facility, changing rooms, proper lighting arrangements, comfortable sitting arrangements, canteen with hygienic food, wash rooms, toilets and urinals, spittoons and rest rooms. Though non statutory schemes are subject to incessant variation from temporal as well as contextual point of view from organization to organization, but it includes assistance programs for employees, health insurance policies, flexi time, referral schemes for employees, harassment policies etc(Tiwari, 2014).

Performance of Employees

Employee's performance is a basic concept in every organization. According to Armstrong (2006) performance of employees is usually considered in the form of outcomes produced however the same can also be considered in terms of employee's behavior. Specific performance benchmarks are set and performance of employees is measured in accordance to these performance standards in an organization (Kanungo, 1982). Employee's performance constitutes everything done by employees in an organization and the extent to which employees do their duty. Employee's performance is a composition of all the activities that are relevant to the assigned job which are expected from an employee with an eye on the fact that how well these activities have been executed. According to K.Lalitha&T.Priyanka, (2014) while measuring performance; indicators like profitability, effectiveness, efficiency, productivity, quality and quantity are kept in considerations. Organizations use to ensure productivity with the help of employees performance management because it is focused on all those activities which guarantee that organizational goals are met consistently with efficiency and effectiveness. Dessler(2008) argue that employee's performance management is the process which combine goals and target settings, performance evaluation and making a combine system to make sure that performance of employees are in alignment to support achievement of strategic goals of the organization. Many researches had been conducted on productivity which has showed that employees with high satisfaction about their job are having higher job performance with absolute retention as compared to those who are not satisfied from their jobs (Landy, 1989).

Khyber Pakhtunkhwa Police

The current study is an effort to assess welfare conditions of Khyber Pakhtunkhwa Police Force. The provincial police force consists of approximately 70 thousands employees including men and women. It's headquarter is in Peshawar, the capital of the province. The force is headed by Inspector General of Police (IGP). Inspector General Police (IGP) is assisted by three Additional Inspector General's (Addl. IG's), two Deputy Inspector General (DIG) and two Assistant Inspector General (AIG). KP has been divided into six regions; each region is headed by Regional Police Officer (RPO) while a district is headed by District Police Officer (DPO). Peshawar region is in controlled by Capital City Police Officer (CCPO) with employees having



strength of about eight thousands. Khyber Pukhtunkhwa police have different functional units including Frontier Reserve Force (FRP) which serves as a reserve unit and consists of ten thousands employees. Elite Force Unit includes six thousands force who are very unique and have been specially trained for operations of high security risk and counter terrorism. Khyber Pukhtunkhwa Bureau of Investigation (KPBI) is a special unit consists of three thousands officers from the police department. They are having the responsibility of managing the criminal investigation. KPBI is in command of Additional Inspector General Police (Addl. IGP) who is further assisted by four Deputy Inspector Generals (DIG's). In each district of Khyber Pukhtunkhwa KPBI is led by Superintendent of Police (SP). Organization of Special Branch Unit is based on Intelligence activities. Directorate of Counter Terrorism (DCT) is a distinguished unit which is responsible for research and analysis on matters of militancy and terrorism in the area. Forensic Science Laboratory (FSL) is situated in Peshawar which gives scientific and technical report on criminal cases with special focus on evidence and crime. Police Training College Hangu (PTC) is a training institution where pre-service as well as in-service training is given to police employees from ranks of constable to Inspector. Along with PTC Hangu there are two training centers situated in Kohat and Mansehra known as Recruit Training Wings (RTW). Traffic and Telecommunication Unit is led by Assistant Inspector General (AIG), having the responsibility to manage traffic, transportation and wireless. Some modern, unique and advanced level projects are also in progress which will add value to the efficiency of Khyber Pukhtunkhwa Police including Joint Police Training College (JPTC) Nowshera, Secure Armory, up gradation of Telecommunication System, Police Canine (K-9) and modernization of other projects related to human resource (Khan, 2014). Police department plays a vital role in the maintenance of peace and provision of safety and security to the general public. It also strives to ensure proper law and order situation in the country (Alam, Ali, Haider, & Ali, 2015). Khyber Pukhtunkhwah Police strives for prevailing peace in the state which is obvious from their mission statement as "To protect the life, property and honour of the citizens; maintain public order and enforce the laws of the land, to the best of our ability and without any discrimination, through modern, proactive policing and community participation" (Khan, 2014).

Employee's Welfare

A country and its citizens can think of progress, prosperity and advancement if peace is prevailing in the state. Peace is mainly linked with prevention of all types of crimes, detection, justice, control, rules implementation and enforcement of law, which is the basic duty of Police forces (Hills, 2008; Nyamwamu et.al., (2012). Provision of adequate welfare services to the police force is very important for security and crime management in a state. Impact of employee's welfare services on performance of police force is considered of great importance. If these welfare services are inadequate then it will have an adverse effect on performance of police force (Nyamwamu et al., 2012). Police duty usually exposes soldiers to stress or trauma which can affect performance (Moss, 1999). In Nigeria poor performance of police force was reported due to lack of proper welfare policy (Victor, 2014). That is why soldiers and officers have complained about poor welfare services provided to them by Nigerian Police department which had been regularly featured in newspapers (Akinrefon, 2014). The prevailing welfare conditions of Nigeria Police Force is an obstruction in the efficient and effective performance of the soldiers and officers hence improvements in these welfare services are needed on emergency basis so that police may contribute positively to protect the democracy (Onyeozili, 2005).

Different factors have been identified to be the causes of employees' poor performance. Among these factors poor employee's welfare services, is an area that warrants researcher's attention (Fiedler, 2011). It has also been anticipated that provision of improved welfare services will solve majority of the problems faced by police (Karimu & Olusola, 2015). Study undertaken by Ransley(2009) reveals that lack of sufficient welfare benefits and poor working conditions are of high concern as it does not let police force to maintain law and order situation due to the complex nature of crimes of the current times.

Police men have been reported to have worked for long hours due to shortage of employees and emergencies. In some cases working duration of police officers and men got extended for more than 16 hours in single working shift. Services rendered by police officers and men for extended hours in a particular shift serve as a potential threat that adversely affect their performance. Research studies has also revealed that in Nigeria



police men have complained that due to emergencies and special duties they remained disturbed due to shortage of sleep. (Karimu & Olusola, 2015). Police men needs to come back to a comfortable and safe house after coming back from duty spot. But in circumstances where the barracks are not in good conditions then the performance of the police men is affected (Famutimi, 2014). According to Armstrong, (2010) the aim of medical facilities is to help those employees who remained absent from duty for extended periods due to health related problems. Provision of medical services aim to speed up the return of staff members back to work. Problem of staff absenteeism can be minimized to a reasonable level if welfare services are provided to the employees (Mishra & Bhagat, 2007). Labour commission, 2002 of the Indian Government recommended provision of the extended welfare services to employees in his report. The officers or other trained individuals need to visit the sick staff member with the aim to show them, that the organization and fellows are deeply concerned about their wellbeing and also to remove their loneliness.

Theoretical Framework of the study

Many theories have been presented about provision of employee's welfare services including public relation theory, placating theory, paternalistic theory, philanthropic theory, religion theory, paternalistic theory, social exchange theory and functional theory as shown in Figure2.1 below (Mishra & Bhagat, 2007). The study in hands is guided by Efficiency Theory, Social Exchange Theory, Expectancy Theory and Philanthropic Theory.

Relationship between Welfare Services & Performance of Employees

Many scholars had advocated the existence of a fair relationship between welfare services of employees and employee's performance. According to Onitiri, (1983) poor conditions of housing, health, transportation, and work place declines productivity of employees. It was further stated that management provide certain welfare services like health facilities, recreational facilities, transport facilities, cultural facilities, housing facilities, educational facilities and gym etc with an aim to satisfy and motivate their employees. Torjman(2004) argue that provision of welfare services results healthy employees along with encasing their gladness and emotional quotient. McDonnel and McGuire stated that welfare services help in rising understanding level and self-confidence of employees. According to Mathew and Pinder provision of welfare services work as Oxygen to motivate staff members and raise effectiveness of employees. Kirsch (2009) advocated that welfare programs for employees need to be elastic and frequent and timely innovation needs to be adopted in it (Emeka, 2015).

Research Methodology

Research design of the study is based on descriptive survey. A type of research survey wherein information is obtained from individuals based on their attitude, behavior, values and perceptions describing a particular phenomenon (Mugenda, 2003). The whole population of Khyber Pakhtunkhwa Police consists of approximately 70,000 employees including men and women deployed in Khyber Pakhtunkhwa Province of Pakistan, constitutes the population of the study (Khan, 2014), which has been divided into Senior Ranks and Junior Ranks. Employees of the Junior Ranks constitute 99% of the whole population therefore employees of the Junior Ranks have been selected for the study. Sample-I consists of Constable and Head Constable which constitutes 89% of the whole Population. In data collection 66% of the respondents are from sample-1. Sample-II consists of Assistant Sub-Inspector, Sub-Inspector and Police Inspector which constitutes 9.71% of the whole Population. In data collection 34% of the respondents are from sample-II.

Data collection was carried out in Police Training College (PTC) Hangu through a previously used questionnaire. Police Training College (PTC) Hangu is a training institute wherein different trainings are given to the police employees throughout the year. Data was collected from police employees of all five groups in PTC Hangu in a class room environment. Data collection process through questionnaires was administered personally. Questionnaire was having two portions; the first part was containing particulars of respondent while the second portion was having questions about variables based on five likert scale.



Analysis and Presentation of Data

The data was organized and analyzed by using Statistical Package for Social Sciences (SPSS). Descriptive statistics like frequency and percentages were used to provide the relevant information about the sample. For inferential statistics multiple linear regression analysis was employed to identify the dependence of the variables and nature of relationship between dependent and independent variable. Results of the regression analysis were interpreted accordingly.

Availability of Welfare Services in KP Police

The purpose of the study was to determine the availability and adaptation of welfare services in KP Police because the researcher wanted to determine the availability of different welfare program in KP Police. For this purpose the respondents were asked to record the availability/unavailability of different welfare program at their station according to their understanding by replying with Yes or No. Reply of the respondents for each facility is listed below.

Drinking Water

The respondents reported the availability of drinking water at their station as shown in **Table 4.1**. 87.3% of the respondents were of the opinion that drinking water is available at their station while 12.7% of the responded were of the opinion that drinking water is not available at their station.

Table 4.1: Drinking Water Availability at Your Station (Yes/No)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	309	87.3	87.3	87.3
	No	45	12.7	12.7	100.0
	Total	354	100.0	100.0	

Rest Rooms

87.9% of the respondents reported that rest rooms are available at their station however 12.1% reported that rest rooms are not available at their station having details in **Table 4.2**.

Table 4.2: Rest Rooms Availability at Your Station (Yes/No)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	311	87.9	87.9	87.9
	No	43	12.1	12.1	100.0
	Total	354	100.0	100.0	

Medical Facilities

The respondents were asked to report the availability of medical facilities. 87.3% of the respondents reported that medical facilities are available to them while 12.7% of them reported that medical facilities are not available to them, details are shown in **Table 4.3**.

Table 4.3: Medical Facilities Availability (Yes/No)

		Frequency	Percent	Valid Percent	Cumulative Percent



Valid	Yes	309	87.3	87.3	87.3
	No	45	12.7	12.7	100.0
	Total	354	100.0	100.0	

The respondents were then asked that either they face any problem in availing these medical facilities, their answers are shown in **Table 4.4**. 96.0% of the responded were of the opinion that they face problems in availing medical facilities while 14% employees were of the opinion that they do not face any problem in availing medical facilities.

Table 4.4: Do You Face any Problem in Availing Medical Facilities (Yes/No)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	340	96.0	96.0	96.0
	No	14	4.0	4.0	100.0
	Total	354	100.0	100.0	

From the above findings it can be concluded that KP Police needs to focus the availability and accessibility of medical facilities to their staff.

Comfortable Uniform

Respondents were asked about the provision of uniform. 96% of the respondents replied that uniform is provided to them in one form or another while 14% of them said that uniform is not provided to them as shown in **Table 4.5**.

Table 4.5 Uniform Provided to You (Yes/No)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	340	96.0	96.0	96.0
	No	14	4.0	4.0	100.0
	Total	354	100.0	100.0	

Safety Equipment

Provision of safety equipments are considered of utmost importance because safe and well protected employees can deliver in a better way. Respondents were asked about the provision of safety equipments, 98.6% of the respondents were of the opinion that safety equipments are provided to them however 1.4% of employees answered with no as shown in **Table 4.6**.

Table 4.6: Safety Equipments Provided to you (Yes/No)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	349	98.6	98.6	98.6
	No	5	1.4	1.4	100.0
	Total	354	100.0	100.0	

Welfare Programs and Employees Satisfaction Level



It was further sought to know the satisfaction level of employees about the available welfare services. Employees were asked different questions to rate their satisfaction level about each and every welfare service accordingly which is presented in the form of tables below;

Drinking Water

The results showed that 75.9% of the respondents were somehow satisfied with the available drinking water however 24.1% of the respondents were dissatisfied.

Rest Rooms

The results showed that 50.1% of the respondents were somehow satisfied with the available rest rooms however 48.9% were dissatisfied.

Medical Facilities

The respondents rated the availability of medical facilities as under;

- **Routine Checkup:** Among the respondents 7.6% of the respondents were somehow satisfied with the routine medical checkup while a huge number of the respondents constituting 92.4% were dissatisfied with routine medical checkup.
- **First Aid:** The results showed that 13.0% of the respondents were somehow satisfied with the first aid facility available to them however 87.0% of the respondents were dissatisfied with the available first aid facilities.
- **Medicine Supply:** The study revealed that 4.51% of the respondents were somehow satisfied with the medicine supplied to them while 95.49% of the respondents were dissatisfied with medicine supply.
- **Ambulance Services:** The results of the study showed that 37.6% of the respondents were somehow satisfied with the ambulance services available to them however 62.4% of them were dissatisfied.
- **Medical Facilities as a whole:** The respondents were asked that how would they rate the medical facilities as a whole. From their responses it was revealed that 17.8% of the respondents were somehow satisfied with the medical facilities as a whole while 82.2% of them were dissatisfied as shown in above.

Uniform Facility

The respondents were asked to rate their satisfaction level for the uniform that is provided to them. Among the respondents 27.1% were somehow satisfied with the uniform while 72.9% were dissatisfied.

Safety Equipment

Respondents were asked to rate their satisfaction level about the available safety equipments, having the following results;

- **Eye Wear:** The results showed that 13% of the respondents were somehow satisfied with the available Eye Wear while 87% of them were dissatisfied.
- **Body Armor:** The study revealed that 52.5% of the respondents were somehow satisfied with body armor while 47.5% were dissatisfied.
- **Rain Wear:** The study showed that 61.5% of the respondents were somehow satisfied with the rain wear available in KP Police department while 38.5% of them were dissatisfied.
- **Jackets & Out Wear:** The finding showed that 48.5% of the respondents were somehow satisfied however 51.5% of them were dissatisfied.
- **Gloves:** It was established by the study that a small portion of the respondents constituting only 10% were somehow satisfied however a huge portion of the respondents constituting 90% were dissatisfied from gloves.
- **Flash Light:** The finding revealed that only 7.3% of the respondents were somehow satisfied while a huge number of 92.7% of the respondents were dissatisfied.



- **Boots:** Among the respondents 66% were somehow satisfied with the boots that are provided to them in KP Police while 34% were dissatisfied.
- **Shield:** The study revealed that 70% of the respondents were satisfied from the shield while 30% were dissatisfied.
- **Safety Equipments as a Whole:** At the end respondents asked to rate their satisfaction level about the available safety equipments as a whole. The findings of the study showed that 45% of the respondents were somewhat satisfied while the remaining 55% were dissatisfied.

Working Hours

The respondents were asked to rate their satisfaction level about the working hours. In first step they were asked about the duration of their working hours, among the respondents 32.4% were somewhat satisfied while 67.6% were dissatisfied. In second step they were asked to rate their satisfaction level about the timing/shift of their working hours, from the results it was revealed that 45% of the employees were somehow satisfied while 55% were dissatisfied.

Impact of Welfare Services on Employee’s Performance

To study the relationship between the dependent variable and independent variable multiple linear regression analysis was used. Welfare services were taken as independent variables while police employee’s performance was taken as dependent variable and thus the combined effect of all welfare services was tested in relationship to employee’s performance as shown in **table 4.7** below.

Table 4.7 Summary Model of Multiple Linear Regression Analysis

Model No	R	R ²	Adjusted R ²	Standard Error of Estimate
1	.794 ^a	.630	.629	.34345

a. Predictors: Welfare Services_Average

b. Dependent Variable: Employees Performance_Average

The value of multiple correlation coefficients between independent/predictors and dependent variables is represented by R, which is equal to 0.794 as shown in the table above. R² (R Square) or the coefficient of determination is the square of the multiple correlation coefficient and shows the extent of the variation that is explained by the regression line in total observed variation. The results showed that the value of R Square is equal to 0.630 which tells that 63% of the variation in employee’s performance (Dependent Variable) is explained by welfare services (independent variables. However the remaining 37% variation could be explained by other factors.

An Overview of Findings

The results of the study clearly showed that the respondents agreed to a high extent that there needs proper mechanism for the provision of welfare services to the employees in Khyber Pukhtunkhwa Police. Some of the welfare services were available and employees rated them somewhat satisfactory, some of the available welfare services were reported as dissatisfactory while some were reported as not available.

The results showed that water availability was rated as 87% and 76% of the employees were satisfied from the availability while 13% rated water as not available. Rest rooms availability was rated 87% however employees satisfaction about the availability was 51%. Among the employees 87% rated medical facilities as available however 96% of the respondents were facing problems in availing medical facilities. Routine medical checkup, First Aid and medicine supply were rated as dissatisfactory by almost 90% of the respondents however ambulance services reported satisfactory by 62% of respondents. In short 82% of the respondents were dissatisfied about the availability of medical facilities. Availability of comfortable uniform was rated as 96% but employees satisfaction with the availability was only 27% hence the remaining 73% were dissatisfied. Availability of safety equipments was rated as 98% in which more than 50% of the



respondents were satisfied about the availability of Head Wear, Body Armor, Rain Wear, Boots and Shield however more than 50% were dissatisfied about the availability of Eye Wear, Jackets & Out Wear, Gloves and Flash Light. In short 45% of the respondents were satisfied about the availability of safety equipment while 55% were dissatisfied. Less than 50% were satisfied from the duration and timing of working hours.

Conclusion

As conclusion it can be uttered that organizations need to provide welfare services to its employees with an aim to retain, maintain and motivate employees, to keep them contented and pleased, to enhance employees productive performance and effective contribution, to improve their health, standard of life and economic conditions. In current competitive era retention is also an emerging issue; organizations are required to give somewhat more than financial compensation in order to keep their key employees that is why provision of welfare services have got such prominent place. The main logic behind the provision of welfare services is to prepare devoted, efficient, healthy, loyal and satisfied workforce for an organization. Some of the welfare services like safety facilities, medical facilities, cleanliness, restrooms and comfortable uniform serve to improve standard of life of employees and make them to focus their job.

Recommendations

As the results of the study had revealed that provision of welfare services have a significant impact on police performance, it is recommended that the Khyber Pukhtunkhwa government needs to improve the provision of police welfare programs to enhance their productivity and service delivery. Well versed polices needs to be formulated about every component of the welfare services in K.P Police department along with follow-up and implementation.

Limitations of the Study

- The study was limited to employees of KyberPukhtunkhwa Police only.
- Some of the respondents hesitated to give accurate information.
- Selection of the respondents was based on convenient sampling.
- Only structured questionnaire were used for data collection.

Suggestions for Further Research

As this study was conducted on K.P Police so it can be further extended to other organizations and departments to evaluate the impact of welfare services on perceived performance there. In further research studies non-governmental, semi-governmental and private organizations can be targeted to know about the complete picture that how employees performance is effected by welfare programs. The relationship can be evaluated in broader perspective by utilizing advanced statistical tools in future researches. Along with exploring the impact of welfare services on employee's performance, future research studies needs to examine more complicated models of the said relationship and to test that how the use of employees welfare programs rewards raise in productivity. Future studies can also judge the extent of welfare services implementation needed for raise in staff productivity.

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