



**A Doctoral Thesis**

**On**

**Reform of Human Resource Management System in Police  
Administration of Bangladesh**

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# Declaration by Student

I do hereby declare that the thesis entitled

**Reform of Human Resource Management System in Police  
Administration of Bangladesh**

Is submitted for the partial fulfillment of the requirement

**For the degree**

**Of**

**Doctor of Philosophy (Ph.D)**

**In**

the Department of Political Science, University of Dhaka, as my original work and have not submitted the thesis for the award of any other Degree, Diploma, Fellowship or other similar title or prizes.

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# Dedication

To

To My parents



**Md. Shamsul Haque & Mst. Amena Begume** for their love, encouragement and blessing towards the way of my life.

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*Figure 1* HRM System

## **List of Abbreviations**

ACR - Annual Confidential Report

Addl. DIG- Additional Deputy Inspector General

Addl. IG- Additional Inspector General

Addl. SP- Additional Superintendent of Police

APBN- Armed Police Battalion

ASI- Assistant Sub Inspector

ASP- Assistant Superintendent of Police

ATSI- Assistant Traffic Sub Inspector

B.A. - Bachelor of Arts

BBS- Bachelor of Business Studies

B.Com- Bachelor of Commerce

B.Sc. - Bachelor of Science

BSS- Bachelor of Social Science

BCS- Bangladesh Civil Service

BMA- Bangladesh Military Academy

BP - Bangladesh Police

BPATC- Bangladesh Public Administration Training Center

BPSC- Bangladesh Public Service Commission

BRTA- Bangladesh Road Transport Authority

CID- Criminal Investigation Department

DIG- Deputy Inspector general

DTS- Detective Training School

HRD - Human Resource Development

HRM - Human Resource Management

HSC- Higher Secondary School Certificate

IG- Inspector General

IGP- Inspector General of Police

LLB- Bachelor of Law

LLM- Master of Law

LMX - Leader-Member Exchange

M. Com- Master of Commerce

M.Sc./MS- Master of Science

MA-Master of Arts

MBS- Masters of Business studies

MBA- Master of Business Administration

MDTS- Motor Driver Training School

MPS- Master of Police Science

MS- Master of Science

M. Pharm. - Master of Pharmacy

MSS- Master of Social Science

PA- Performance Appraisal

PAL- Promotion Approve List

PCSOs- Police Community Support Officers

PRB- Police Regulations of Bengal

PRP- Police Reform Program

PSC- Public Service Commission

RAB- Rapid Action Battalion

RMMRU- Refugee and Migratory Movements Research Unit

RO- Reserved Officer

SB-Special Branch

SCO- Security Control Organization Wing

Sgt- Sergeant

SI- Sub Inspector

SMG-submachine gun

SPSS- Statistical Package for Social Science

SSC- Secondary School Certificate

TDS-Traffic & Driving School

TA & DA- Travelling Allowance and Dearness Allowance

UNDP - United Nations Development Program

VIP- Very Important Person

## **Abstract**

Human Resources Management (HRM) is the key instrument for the development of any organization. In Bangladesh, one police works for about 800 people that indicates the police population ratio is very high in compare to other countries. Hence, the development of human resource management is essential for Bangladesh Police (BP). Consequently, this dissertation has discussed the issues of HRM Strategy with an attempt to improve human resource and service conditions of Bangladesh Police. In doing so, this research looks into different Human Resource Development (HRD) theories. Beside this, it presents the evolving path of Bangladesh Police with the current HRM system. Moreover, it has analyzed the quantitative data collected from police personnel to identify the challenges and gaps of the existing system. Taking this together, the qualitative data collected from experts have also been analyzed to suggest possible ways to overcome those challenges.

The main focus of this research is on seven key areas of HRM which are: recruitment, training, transfer, promotion, performance evaluation, superior-subordinate relationships, and incentive structure. From the findings it is revealed that excessive workload, miserable infrastructural (vehicle, accommodation etc.) condition, shortage of manpower, insufficient technical training and low incentive setup are the main obstacles to serve people expectation. The efficacy of the current Performance Appraisal (PA) system is also questionable. Moreover, limited promotion scope because of the pyramid shape organizational structure creating frustration among officers for what many of them do not care about their good service record rather try to be happy with making money illegally. So, this is crucial for Bangladesh Police to think about addressing this issue to save police image. Nevertheless, lack of transparency, influence of power and politics, financial transaction and ignorance of existing policy regarding recruitment, posting and promotion are degrading the HRM standard of Bangladesh Police.

As a consequence, the necessity of establishing a Separate Service Commission for police recruitment and increasing the educational qualification of police Constables in recruitment for upgrading their social status has revealed from both qualitative and quantitative data. Besides this, formation of dedicated and honest teams for recruitment,

transparent implementation of transfer and promotion policy is highly recommended by the expert's to diminish the frustration of police officers. The experts also suggested to augment the training on behavioral approaches, stress management, technology based training (forensic, cybercrime etc.), first-aid training and training on remand execution especially for the mid-level officer to provide quality service to the people. In terms of superior- subordinate relationship, it is observed that dissatisfaction among junior police personnel exists with the behavior of their senior. Therefore, 'Code of Conduct' and 'Rules of Engagement' could be introduced to improve the relationship. Adjusting with the opposite gender, gender-sensitive policies and directives need to be introduced.

Police encounter multiple traumatic incidents in extremely stressful situations to combat violent criminals while on duty. Moreover, they are truly on duty 24/7 days including social and religious festive days. Therefore, the experts opined that without any doubt separate pay scale is essential for police. Moreover, overtime, holiday allowance and risk allowance for all ranks need to be incorporate for ensuring service expectation of people from police.

Finally, this study is concluded with the opinion that, as the progress of a country depends on people's safety and security, the highest priority should be given for the development of police department as an investment. Though, considering the political and socio-economic condition of the country, the standard HRM strategy is not possible to implement to full extent but the sincere attention of the government is required for diminishing the issues of existing HRM system to motivate police for ensuring the safety and security of public lives.

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# **CHAPTER – I**

## **Introduction**

An efficient and skilled police force is crucial for maintaining law and order, and ensuring the safety and security of citizens that contribute significantly to the economic development and overall human welfare of any country. Research on human resource management is very important in the police organisation because police officers deal with the people of a community as a visible symbol of the government. In Bangladesh, the police department is increasingly challenged by ideological and political pressures, shortage of efficient manpower and equipment and depressing public perception. To overcome these challenges, the reformation of human resource management is vital in police administration. Human resource is the most important out of four basic resources of an organisation human, physical, financial, and information resources (Griffin, R.W., 2002).

All organisations, be it government or non-government, are basically social systems. These organisations are run by the people. The functioning of these organisations depends on how people work and perform. Hence, the police department is not an exception. Human Resource Management (HRM) is of vital importance for the police administration as it delivers direct services to the society and is responsible for protecting life, safety and property of the members of society.

## **Human Resource Management**

Human resource significantly affects organisational effectiveness. It will be clear from the following statement that human resource is the most crucial element of any organisation even in today's world of computer, automation and the ever-increasing role of technology.

“Human resource management is concerned with effective management of people at work and examines what can and should be done with a view to making working people more productive and satisfied” (John M. Ivancevich, 1998).

Lawrence A Appley(1956), former president of the American Management Association stresses that management is the development of people rather than the direction of things and in his view, “Management and Personnel Administration are one and the same. They should never be separated. Management is Personnel Administration”.

Human resource planning is concerned with ensuring that the organisation obtains and retains the human capital it needs to achieve its systematic goal. Human resource planning and target setting is the process of ensuring that the human resource requirements of the organisation are identified and planned accordingly in order to achieve the targets and goals of the organisation(Armstrong,2003).

“Human Resource Development deals with creating a condition that enables people to get the best out of themselves and their lives. As people develop themselves in new directions, new problems and new issues arise, requiring them to develop new competencies to meet changing requirements, aspirations and problems”-T.V. Rao (1996).

The organisations are increasingly getting involved in more complex technologies and are passing through more complex socio-economic and political situation. Therefore, managers have to be more skilled in how to;

1. Select and train their subordinates,
2. Design and run meetings and groups
3. Deal with conflict between individuals and groups.
5. Integrate the efforts of diverse technical specialists.

Training is the most important means of imparting knowledge, and skills to improve the employees’ efficiency to get satisfactory service. In the process, this allows for the trainees to develop a sense of belonging to the department and add to the pride of the service. It is however, observed that the training programs of any institution are not adequate as per the requirements. Human Resource Management strategy always emphasizes the need for adequate training and motivation, two of the most critical factors for getting the best from the employee. Reflecting upon the above circumstances,



the need for Human Resource Development is increasingly coming to the centre point for every organisation (Schein, 1987).

In general term, Human Resource Management refers to those activities undertaken by an organisation to utilize its human resource effectively. According to Dowling (1999) these activities include at least the following

1. Human resource planning
2. Staffing
3. Performance management
4. Training and development
5. Compensation and benefits
6. Labour relations.

The definition of Human Resources Management by Dowling is more suited for this research.

## **Police - Population Ratio**

Bangladesh Police is continuously facing new problems with new issues in service delivery because of globalisation, radical extremism as well as the political conflict and the economic challenges of the country. Therefore, it is necessary for Bangladesh Police to adopt new competencies to meet changing requirements and problems. Moreover, in Bangladesh one police officer serves for about 800 people. In these circumstances, the implementation of Human Resource Management theory is an urgent need for Bangladesh Police force. If we compare this with the global scenario, the number of persons served by police is higher in developed western countries. Table 1.1 gives an idea about this.

**Table: 1.1 Police - Population Ratio of some selected Countries**

Country or dependency	Number of Police Personnel	Year	Per Police to Population
 Bangladesh	202,551	2020	800
 China	2,000,000	2018	699
 India	1,926,000	2018	505
 Kosovo	9,000	2018	218
 Germany	315,900	2018	262
 United States	686,665	2018	420
 Netherlands	50,400	2018	339
 Singapore	9,591	2018	588
 Philippines	170,000	2017	625
 Japan	296,700	2017	427
 Australia	53,857	2017	459
 Belgium	37,840	2017	300
 Canada	67,425	2017	532

[https://en.wikipedia.org/wiki/List\\_of\\_countries\\_and\\_dependencies\\_by\\_number\\_of\\_police\\_officers#cite\\_note-31](https://en.wikipedia.org/wiki/List_of_countries_and_dependencies_by_number_of_police_officers#cite_note-31)

## **1.1. Background of the Study**

Human Resource Development (HRD) theory is the key instrument for efficient and effective service delivery of any organisation. HRD emphasizes creating continuous learning opportunities within an organisation to make its human resource competent for achieving the organisational goal. It always seeks optimum utilization of human resources (Fombrun et al, 1984). The police department plays a vital role in the socio-economic development of every country. Bangladesh is an over populated developing nation with a severe unemployment problem.

As we have been seen earlier, the ratio of Bangladesh police is very high at 1: 800. Moreover, political and economic challenges frequently create social unrest in the country. As a result, providing services to the citizens of Bangladesh is becoming more complex and vulnerable with every passing day. In addition, low salaries and benefits, shortage of manpower and tremendous workload are obstacles for efficient and effective service delivery by Bangladesh police. Under such circumstances, improving Human Resource Management and conditions of service is essential for Bangladesh Police (BP).

Therefore, this study will try to find-out the problems of the existing HRM system practiced in Bangladesh Police and identify the structural ways to improve the Human Resources Management System. Finally, with the theory of Human Resource Development, this research will offer recommendations for the development of the human resource management system and the condition of Bangladesh police service to provide efficient and effective service delivery to the people.

## **1.2. Rationale of the Study**

The Institutional capacity of Bangladesh police is developing continuously. There is still a good governance deficit that contributes to negative public perceptions about the police force. Reform of the human resource management system may reduce good governance deficits. In the global contest Kearney and Williams identified that in contrast with the huge amount of empirical literature devoted to the impact of Human Resource Management practices on private sector performance, similar research on HRM in police administration remains limited (Hays and Kearney, 2001; Gould-Williams, 2003).

Bangladesh is no exception; surprisingly there has been little research conducted on the human resource management system of Bangladesh police. Despite the recent emphasis on technological change, modernisation and globalisation, calling for a continuous expansion of the frontiers of human skill and potential, Bangladesh Police is still caught in an ironclad framework of rules and regulations.

The findings of this research will help minimize the challenges of human resource management system of Bangladesh police, thus making police department a more effective public organisation that fulfills people's expectations.

### **1.3. Objectives**

a. The main objective of this study is to identify the challenges of existing Human Resource Management system of Bangladesh Police administration.

b. Police force is hierarchically organized. The challenges of HRM differ according to their position. The aim of this research is to determine the differences and gaps, if any, by different groups of employees.

c. Suggest ways in which the Bangladesh Police can bring in necessary reform to meet the challenges.

### **Vision**

The vision of the study is that, Human Resource Management in Bangladesh Police force will result in a diverse, competent and well-managed workforce, capable of and committed to delivering high quality services to make people's lives and property safe and secured.

### **1.4. Methodology**

The methodology of the research was designed carefully and extensively. Bangladesh is divided into 64 administrative districts. To conduct a research on police reform, all the districts needed to be covered. For a PhD thesis, collecting data from all 64 districts does sound ambitious. Therefore, this research decided to study a large district that police personnel have working experience of all over the country.

## **Participants**

Gazipur is a large district. In the present study, target population was police personnel serving in Gazipur district during the interview but had previous work experience from all over the country. This research wanted to represent police personnel served all over the country, Gazipur district was selected purposively for the sampling. The sample size of the present study is 100 police personnel of different ranks working in Gazipur during survey.

At first, a list of the police personnel (from BCS police officer to Constable) working in the Gazipur district was collected. After collecting the list of police working in Gazipur, it was found out that only 10 BCS police officers were working there during survey period and that is why all of them were included purposively into the sample. Among the 10 BCS police officers, seven of them were male and three of them were female.

In the second layer, Sub-inspectors/ Sergeants and Police Constables were divided into two categories according to the officers “Rank” during their appointment, i.e. the Sub-inspector/ Sergeant and Police Constable. From the category of Sub-inspectors and Sergeants 30 sampling units were randomly selected. Similarly, 60 sampling units out of those recruited as ‘Police Constable’ were randomly selected from another category. The previous work stations of all selected sampling units were checked, which means before joining in Gazipur Police Department, the district they were working in previously were taken into consideration. It was found that all sampling units selected by random sampling technique covered the 58 districts of Bangladesh. Afterwards, four samples for other four districts which were not covered by random sampling were purposely selected, and working experience of another two districts Panchagarh and Chuadanga could not be incorporated, as no officers worked in these two areas. Thus, the work experience of the sample of police personnel covered 62 districts out of 64 districts of Bangladesh. This was done to make the sample more representative of the whole target population of the study.

Then, the number of males and females in the selected sampling units were counted. Proportionately, the number of female officers recruited in Bangladesh Police was less than the male officers. Therefore, no female officers were selected in the sampling units who were recruited as ‘Sub-inspector and Sergeant’. Since women were

required as respondent in this research, two female officers recruited as ‘Sub-Inspector were purposively selected. Out of 60 samples, those who were recruited as Police Constable, 13 females were selected randomly. So there was no need to select female sample purposively in this category. Thus, a total of 100 samples were selected.

In the third layer of the methodology, 12 expert’s interviews were taken for their opinion and recommendations to solve the problems reported by the 100 respondents. Those 12 experts were purposively selected from different professions as the stakeholders of police service such as: Secretary, senior police officers university teacher, jurist, district commissioner, civil society member etc.

### **Sampling technique**

Random sampling and purposive sampling techniques, both were followed to select a sample from the accessible population. Simple random sampling is a type of probability sampling technique in which each member of the accessible population has an equal opportunity of being chosen as a sample. It is a biased free sampling technique.

Purposive sampling technique is a non-probability sampling technique where sample is selected based on the characteristics of population and objective of the study.

### **Design of the Study**

In the present study, a questionnaire survey was used. By administering questionnaire-based survey, participants were requested to report directly about their own thoughts, perceptions, feelings and behaviors. The variables of interest are measured using self-reports.

### **Survey Questionnaires**

In the present research, to identify the challenges in the HRM system of police administration, three survey questionnaires were developed. These are:

1. Questionnaires for the Police officers appointed as BCS Cadre
2. Questionnaires for the Police officers appointed as Sub-Inspector/ Sergeant
3. Questionnaires for the Police officers appointed as Constable

The questionnaires were self-administered with multiple response options. There were four response options for each question was along with an ‘others’ option to accommodate opinion beyond the given 4 options. In the first section of all questionnaires, socio-demographic information of the respondents was taken. It covered the basic information (e.g. age, gender, educational qualification etc.). Each of the questionnaires above mentioned had 13 similar questions with different response options. These 13 questions covered information of all areas of the HRM system of police administration. Again, there was a question in every sub-group questionnaire that was varied according to male and female.

### **Development of the questionnaire**

The questionnaires were developed by taking inputs from police personnel by organizing a day long workshop.

According to the proportion, from three categories of 100 samples (BCS Police officer, Sub-Inspector/ Sergeant, Constable), 20 officers were selected randomly to locate the significant issues. Among the 20 officers, male and female officers were proportionately included based on the number of males and females in the whole sample.

At the beginning of the workshop, the research purpose was explained to the participants. Each of the issue areas were presented one by one for more clearance. One set of questionnaire was prepared for 20 participants on the existing HRM issues seeking descriptive type answers. The respondents were requested to complete the questionnaire within sufficient time. By this questionnaire, detailed information about the shortcomings of existing HRM system of police administration was collected. From their responses, similar responses were sorted and possible options were included in the final questionnaires.

The issues were then divided in three subgroups. First group constituted the Police officers appointed as BCS Cadre, the second group for the Police officers appointed as Sub-Inspector/ Sergeant and the third group for the Police officers appointed as Constable.

First, the responses of the BCS police officers were sorted. Responses were sorted according to the question number. In the first question for BCS police officers, the maximum similar responses were taken as the first option, then the second option holds the second most related responses, similarly, the other options were sorted

according to the sequence. After sorting all the responses, the first 4 options were selected for the main questionnaires.

The responses received from the SI / Sergeant were sorted just like the process mentioned above. Then from the sorted responses of each question, the first four options were selected for the main questionnaires.

Similarly, the responses received from the Police Constables were also sorted. Then from the responses of each question, the first four options were selected for the main questionnaires. By this process all of the response options of the three questionnaires were formed.

The questions were similar to every category, but the response options were different. Again, there was a question in every questionnaire that is referred to either to men or women in every category. In all the three questionnaires, there were four response options for each question as well as an 'others' option.

### **Data Collection Procedure**

To collect data, a standard data collection procedure was followed. The surveys were conducted by self-administering questionnaires.

Their consent was taken before their participation. They were ensured that all their information will be kept confidential. The rules for fulfilling the questionnaire was stated, both in written and oral form. If they did not understand any question while answering, they were requested to enquire about it again. No specific time limit was set to complete the questionnaire. The respondents completed questionnaire at their own pace. Given the nature of duties, assignments and availability of the respondents, it was essential to remain flexible in terms of receiving feedback from the respondent. It took around 3 months to complete the questionnaires surveys.

For experts to reflect upon the response of the responders, a checklist was prepared and thereafter in-depth interviews were taken of selected experts.

### **Data Analyses**

Data were analyzed in two ways. To analyze quantitative data from structured questionnaire, descriptive percentage analysis was done with the help of computer software called Statistical Package for Social Science (SPSS); version 20.

Qualitative data from expert's interviews were analyzed thematically by following the content analysis technique.



## **Research Questions**

The major research questions are-

1. What is the current state of the Human Resource Management System of Bangladesh Police?
2. How has the HRM system of BP evolved over the years?
3. What are the challenges in the existing human resources management system of Bangladesh Police?
4. What are the ways forward to overcome the challenges?

## **1.5. Conceptual Framework**

From the above discussion of different researcher, it is observed that Human Resource Management emphasizes some common issues such as: strategic planning of the organisation, recruitment, staff development through training, evaluation of performance etc. Therefore, with an aim to develop the human resources management system of Bangladesh police following areas are selected to be explored under this research. These are:

1. Recruitment and selection
2. Training and development
3. Orderly transfer
4. Promotion policy
5. Performance management
6. Superior- Subordinate relationship
7. Motivation and compensation

This research conceptualizes the above seven elements as an integral part of a human resource management system. Each element is equally important. The following diagram explains the conceptual framework used in this research. HRM system can produce its desired outcome when all these elements are nurtured by the authority with equal importance.

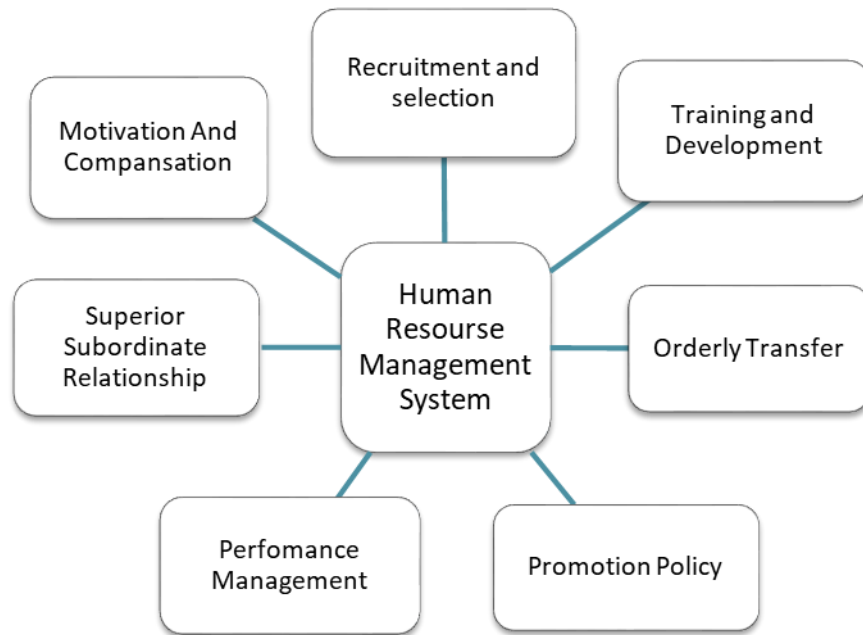


Figure 1: HRM System

## 1.6. Literature Review

Elements of Human Resource Management can be traced back to the human relations movement of the 1930s, the discovery of the social needs of workers, and the development in the body of knowledge associated with job satisfaction, motivation and leadership in the 1950s and 1960s in pursuit of increased human performance at work. HRM as a term is defined as an approach to managing people originating from the USA in response to global competitive pressure. U.K. organisations also came under competitive pressures from development and emerging countries and one response was to import Japanese ideas associated with Human Resource Management. This climate was conducive to the individualist and unitary emphasis of the HRM philosophy (Corbridge, 1998).

A study conducted by Jon S.T. Quah (2006) has found that the Singapore Police Force has succeeded in preventing and minimizing police corruption. It has done this by improving its salaries and working conditions, its recruitment and selection procedures, its training programs, and the socialization of its members.

Human resource planning is derived from the strategic plans of the organisation that shapes the overall direction of the unit. It determines the requirements of the number and type of people for an organisation in the given time frame. Performance management is an important aspect of the Human Resource Development plan. It is concerned with the developing skills, knowledge and attitude of employees through appropriate training and also giving sufficient opportunities for growth, improved performance and development of managers. The plans further aim at guiding and helping the employees to realize their potential and develop their abilities (Armstrong, 1999).

According to TV Rao (1986), Human Resource Development in the organisational context is a process by which the employees of an organisation are helped, in a continuous, planned way, to acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles. It also helps develop their general capabilities as individuals to discover and exploit their own inner potentials for their own as well as their organisation's development. HRD develops an organisational culture in which supervisor-subordinate relationships, teamwork and collaboration among sub-units are strong and contribute to the professional well-being, motivation and pride of employees.

Hargreaves, P. et al. (1998) claims that within an organisation, Human Resource Development is concerned with six broad aspects which are:

1. Organisation development linked to staff development
2. Job description
3. Staff planning and recruitments
4. Staff benefits
5. Industrial relation e.g., working with the trade union
6. Training and development

Recruitment is described as the process of attracting sufficient numbers of people with suitable qualifications, on a timely basis and encouraging them to apply for employment an organisation (Mondy and Noe,2008).Research indicates that the source through which organisations make initial contact with potential applicants (eg, newspaper adverts, employee referrals) is very important (Zottoli and Wanous, 2000).

Training is a type of planned and systematic practice that results in an improved level of expertise, knowledge and skills needed to perform a task/job efficiently (Gordon,

1992). Any effort to increase current or potential employee performance by increasing the capacity of an employee to succeed through learning, typically through improving the employee's attitude or increasing his or her abilities and knowledge, is a formal concept of training & development.

Police Special Forces officers are tasked with responding to the most critical situations, including incidents that require specialized skills and equipment beyond typical policing activities. They encounter multiple potentially traumatic incidents and extremely stressful situations (e.g., violent criminals, loss of a partner while on duty) as part of their work. They are also tasked with responding to the most critical situations, including incidents that require specialized skills and equipment beyond typical policing activities. Therefore, motivation is quite an important aspect of the mental wellbeing of an officer. Higher order needs are more important to the officers than lower order needs. Promotion represents only one source of motivation within the police department. But it is considered to be a significant one (Gaines et al, 1984).

HR and the admin's joint effort can be designed to assist in improving overall departmental administration through providing management training and to produce individual scores that could be used for promotional selection. (Camp Jr., 2008).

Harrison (1989) considers the relationship between the development of education and training as a means of efficient human resource management. Her emphasis is on providing education and training for instilling manners along with intellectual and physical aptitudes. Training is central to instruct and discipline an individual in a particular art, profession, occupation or practice.

With the same attitude, Armstrong (1993) claims that Human Resource Development starts with performance management to improve individual and organisational performance. It includes three important elements such as:

1. Training,
2. Management development and
3. Career management.

Argyris (1992) distinguishes two ways in which the interaction between learning and outcomes can occur. The first called single loop learning essentially involves

detecting errors and correcting them in a continual cycle as the organisation respond to changes in their internal and external environments. The second, labeled double loop, being that learning goes deeper and challenges existing values and procedures and attempt to construct a new concept of organisational processes.

According to Pedler et al. (1989), a learning organisation is defined as one “which facilitates the learning of all its members and continually transforms it”. Moreover, an organisation can be described as continuous learning systems(Harrison, 1992) and organisational learning has been defined as a process of coordinated systems change with mechanisms built in for individuals and groups to access, build and use organisational memory, structure and culture to develop long- term organisational capacity(Marsick, 1994).

From a research on Mumbai police department, it has been found that the satisfactory number of police officers and constables are related to human resource practices of the department. Reforms in human resource practices are urgently needed to create a healthy work culture in Mumbai police. Mumbai Police is a service provider and their performance highly, as well as directly, affects the security of citizens. Recruitment and training areas are many times subject to condemnation. Professionally trained and highly motivated police officers and constables will definitely improve the public image of the police at the police station level (Khurana, P. N. Ed, 2006).

A study of police reforms in the UK showed that highly committed employees are likely to be more effective and concerned about contributing to the organisation. The paper discussed the limitations in management style and personnel procedures and suggested to adopt strategic human resource management in order to increase organisation efficiency. A major implication of the findings was that UK needed to develop a long- term strategy of culture change.

With the help of the survey data, the paper analyzed the extent to which an organisation can be sharpen if it is wholly committed to bring reforms. The employees’ experience of behavior that encourages teamwork, participation, and personal development, provide feedback on role and performance and avoids a defensive work climate. The output shows that these factors significantly influence commitment in all ranks. The result shows that a majority of constables demonstrate lower commitment, and senior officers show higher commitment. Differences in commitment across police

divisions are also pursued. Thus, the need for proper human resource management system for an effective system was emerged (Metcalf, B. and Dick, G., 2001).

In 2011, Richard Common came up with a journal named “International trends in HRM in the public sector: reform attempts in the Republic of Georgia”. The purpose was to explore the limits of HRM in public sector organisations, within the context of international public management. The cultural basis of HRM, derived essentially from North America and Western Europe, continues to underpin public sector HR reforms, aided and assisted by the international institutions. The paper suggested an overview of the impact of wider public sector reform on HR practice by briefly exploring the limitations of orthodox HRM in a public service setting. However, the main argument of the paper aims to follow the conceptual position that an understanding of the institutional and cultural contexts is required before attempting HRM- type reforms (Common, R. 2011).

Identifying an effective selection technique will enable the police service to select people who meet the current and future demands of policing as a profession, while minimizing the likelihood of selecting individuals who are unable to cope with the demanding role of a police officer and the consequent negative outcomes for individuals and forces. Organisations should focus their attention on attracting both quantity and quality of applicants (Collins and Han, 2004, Cascoio and Boudreua, 2008).

Training and development is often used to close the gap between current performance and expected future performance. Training and development falls under HRD function which has been argued to be an important function of HRM (Weil & Woodall, 2005). Training and development deals with increasing and updating the skills, knowledge, competencies and experiences of an employee through a series of training and development programs (Obeidat et al., 2014).

Development prepares employees for different positions in the organisation and builds their capacity to move into jobs in the future (Noe, Hollenbeck, Gerhart and Wright ,2004). Training, as one of the most important practices of HRM, is valuable in strengthening the performance through the high quality of human capital (Delaney and Huselid 1996).

According to Deep (1978), designing satisfying jobs is another strategy of Human Resource development. The key components of job satisfaction are job

enlargement, job rotation, job enrichment and management by objective. Job enlargement makes work more complex and more demanding by giving the worker a greater variety of tasks to perform. Job rotation offers workers a change to perform a various tasks by moving them from job to job. Job enrichment makes jobs more satisfying by providing more opportunity for responsibility, growth achievement, and challenges.

Promotion is the ultimate motivating factor for any employee because it moves the employee forward in the hierarchy of concern in an organisation added with additional responsibility, higher respect, honor, with an increase in grade pay and allowances. ‘Staff Development’ (King, 1992) is defined as the promotion of competence during the organisational membership.

The performance evaluation of police personnel becomes crucial because they provide services and fight crime and have the power to restrict rights and freedoms of citizens with their actions or inactions. Police are often in public view and are subject to constant criticism regarding the efficiency and effectiveness of their services (Gaston & King, 1995).

Study of Getnet et al., (2014) support the notion that perception of fairness of performance appraisal is closely related to employee’s commitment to their organisation.

Trust in a superior-subordinate relationship is socially significant because supervisors directly impact many people's well-being at work. Being a superior entails certain benefits and duties. For instance, in unit meetings, a superior is in charge and it is his or her duty to get people to cooperate. A superior is therefore obligated to take care of the safety and health of employees at work. The burden for employees and outcomes is difficult to bear. (Laine, 2008)

International Public Management Review published a paper on “Performance Appraisal System of Bangladesh Civil Service: An Analysis of its Efficacy” prepared by Mohammad Ashraful Haque, that says even though performance appraisal plays a vital role in maintaining a high quality and competitive workforce. This has been ignored so far from the civil service reform agenda in Bangladesh. Annual Confidential Report (ACR) introduced in the Pakistan period and retained with minor modification is used to measure performance. The usual gross inadequacy of the Bangladesh Civil Service gives the impression that this appraisal system is poorly effective. This report expresses the

difficulties in planning or designing a good appraisal system in the public sector. For example, security consciousness is highly relevant for the Police Service, but not equally relevant for the Finance and the Economic Services.

On the other hand, public relation is critical for the Administrative Service but indirectly applicable for the other two services. Analytical ability is very critical for the Economic Service, though there is no scope to measure this factor in the appraisal process. A certain degree of rationality, consistency and perceived fairness is essential for an appraisal system to be efficacious.

The paper found that though the current ACR holds some degree of fairness, but significantly lacks in validity as well as reliability, and therefore reforming the system through proper management is crucial (Haque, M. A. 2012).

Various researchers have shown that effective supervisory communication can help organisation members achieve job satisfaction and to be fully committed to their organisation. Some communication scholars suggest that effective superior-subordinate communications in an organisation can also contribute to its effectiveness (Krone, 1992; Kramer, 1995, 2004; Lee, 2005; Lee & Jablin, 1995).

The supervisor-subordinate relationship is crucial to public sector employees. The supervisor-subordinate relationship is often examined using Leader-Member Exchange (LMX) theory. LMX theory argues that reciprocity in workplace support develops over time when interactions between the supervisor and subordinate are perceived as friendly and mutually beneficial (Gerstner & Day 1997).

Managers have to create an atmosphere where individuals work willingly to contribute to the achievement of the goals of the organisation. Effective motivation, therefore, is the willingness and ability to achieve the goal (Stoner & Freeman, 1989).

Monetary incentive acts as a stimulus for greater action and inculcates zeal and enthusiasm toward work; it helps an employee in recognition of achievement (Park, 2010).

The importance of incentives originates from the need for the employee to be recognized and appreciated for his or her efforts. Actually, appreciating people for their efforts by giving them incentives is a very significant factor in satisfying the internal desires of an individual. The individual's own skills are not enough to let them work



with high productivity unless there is an incentive system that encourages their internal motives and then leads very hardworking efforts (Locke and Braver, 2008).

Compensation refers to all forms of financial returns, tangible services and benefits employees receive as part of employment relationships (Milkovich, G., & Newman, J; 1990).

One of the characteristics of the police is that most departments are in constant operation (Bittner, 1970). This requires having officers on duty at nights and on weekends when employees working traditional business hours are off from work. Adams' (1963, 1965) theory of inequity focused on the wage exchange relationship, more specifically the causes and effects of wage inequity. Individuals perceive equity or fairness when the ratio or balance of their outcomes to their inputs is equal (Adams, 1963, 1965; Walster, Walster, & Berscheid, 1978).

It is essential that the government and international donors view police reform as part of a wider reform process that encompasses Bangladesh's civil service, judiciary and prison system. Police reform is only likely to be effective if it occurs alongside reforms in other parts of government. Thus as a starting point, the government could address corruption in each of these vital sectors by implementing the recommendations of the pay commission to boost salaries of government employees. To increase accountability and limit the scope for corruption the government should also publicize its pay structure, transfer and promotion system (Asia Report N°182 – 2009).

A study group found out that Bangladesh has both internal and external security concerns. As far as internal security is concerned, the list is of some length. It appears that the security sector, especially the police, has not been accountable, transparent and efficient in Bangladesh.

Adequate and coherent measures for a holistic reform in the security sector have not been evident in Bangladesh. Moreover, there remains a lack of coordination and accountability even in the reforms undertaken till date. The effectiveness of any measures taken is further compromised by rampant corruption and bureaucratic lethargy.

The article aimed to examine the functionality of the security sector in Bangladesh and the role of oversight transfer and promotional system in making it more accountable to the people. The article also discussed the key obstacles of reform in the

security sector in Bangladesh which include the corrupted policy of promotion and transfer systems and the unjust act that is needed to be undone as soon as possible (Uddin, M. J. 2009).

A research study comprising of representatives from the Government of Bangladesh and United Nations Development Program (UNDP) started a comprehensive Needs Assessment Report on “Strengthening Bangladesh Police”. This study delivered the foundation for the Police Reform Program (PRP), which was considered as a ten year phased initiative to build the capacity of Bangladesh Police to deliver well-organized, and effective rule of law to the people of Bangladesh.

The main purpose of this outcome is to improve the human capital of the Bangladesh Police department. Strengthened human resource management and development processes will support recruitment, promotion, transfer and development opportunities that are managed in a transparent and merit-based manner. The way police discharge their tasks will mostly determine how people feel about their safety in Bangladesh. This is a huge responsibility where high demands of the professionalism and competences of police officers are needed. A professional police service requires strategic direction in terms of Human Resource Management. The selection, training, and welfare of police need to be managed to provide incentives for good performance and encourages positive morale and behavior. Therefore, PRP supported the whole idea of developing and modernizing Human Resource Management policies and introducing competency-based training to link the acquisition of skills and demonstrate competencies to further career progression. There is a clear need to improve training systems and human resource management. More than 75% of Police believe that greater specialization and professionalism will lead to improved police performance overall.

The Department will initiate research and generate policies, procedures and systems to ensure that positions are classified accordingly to the level and type of responsibility and job descriptions and that training options are matched to task proficiency. A strong HR department will underline the cultural expectations of the police and promote professionalism and ethical conduct.(Police Reform Program phase ii– UNDP,2016).

A research was conducted to find out the views and opinions of students and young graduates of Bangladesh about their interest in joining Bangladesh Police force.

1000 students and young graduates from private and public universities of Bangladesh had participated and the outcome indicated that an extreme level of reform is needed in the recruitment process for Bangladesh Police. The objective was to identify that the problems exist in Bangladesh Police and link those problems with the issue of lack of interest.

As Bangladesh Police Force is becoming more agile to prove itself a real force of providing citizenship services with honesty and sincerity, talent acquisition will definitely play a vital role in facilitating the ability to perform and the ability to transform. The quality of the selection decision completely depends on the quality of the recruitment process: the best person for the job can only be selected from the pool attracted. If a strong pool of applicants has been attracted and the best persons chosen, the police department stands to benefit greatly from their future contribution to the service.

So, establishment of an HR department is compulsory for Bangladesh Police where the HR personnel would be smart enough to appreciate the importance of hiring talents and to join the opportunities and techniques suggested in their research. The police authority should adopt a better strategic recruitment process to increase efficient and effective services to the community, thus increase number of retention and satisfaction, and personal development of the police officers. However, one of the challenges of the police force is the inability to attract talented graduates through its traditional recruitment approaches. Identifying this inconsistency and by becoming more flexible in the ways of talent search, Bangladesh Police has a greater chance of being more efficient (Chowdhury, M. F., & Chowdhury, T. 2012).

## **1.7. Structure of the Study**

This research paper is organized into six broad chapters to thoroughly overview the HRM system of Bangladesh Police. The first chapter presents the background of the study along with its rationale, objective, methodology, research questions, conceptual framework and literature review. Chapter II provides a brief introduction of Bangladesh police and its organisational structure and the role and function of the existing Human Resources Management System. The following chapter III discusses the challenges of police appointed as BCS officer category and expert's suggestions to meet these challenges. Chapter IV deals with the issues related to Sub-Inspector and Sergeant

category and the experts' suggestions to overcome these issues. Chapter V represents the challenges faced by officers who joined in police service as constable along with expert's opinion on the challenges revealed by them. Chapter VI offers recommendations according to the findings of the study along with concluding remarks.

## **1.8. Chapter Conclusion:**

The first chapter of this research has presented the concept of HRM strategy and its significance for the development of an organization. This part has also discussed about the background of the study along with its objectives, vision, research questions and the rationale. The methodology of the research has also included in this chapter. The conceptual framework of the study is also outlined here with a diagram. The views of different writers regarding HRM has been presented in the literature review section. To get a quick overview, the structure of the whole paper is presented at the end of this chapter. The following chapter II is organized with the history of Bangladesh Police along with the evolving path of its administration and with the discussion of current Human Resource Management system.

# CHAPTER – II

## Bangladesh Police in Historical Perspective

The word "Police" generally defines, the arrangements made in all civilized countries to ensure that the inhabitants manage to keep peace and obey the law. The primary objective of an efficient police force is the prevention and detection of crime and punishment of offenders if and when a crime is committed. To these ends all the efforts of police must be directed. The protection of life and property, the preservation of public tranquility, and the absence of crime, will solely prove whether those efforts have been successful and whether the objectives for which the police were appointed have been attained (Mayne, 1829).

### 2.1. Evolving Path of Bangladesh Police

Bangladesh Police has a long history and heritage. In order to understand the present nature of the police force, it is necessary to analyze the historical process of development of the Police system in the country. It is equally important to understand the socio-political circumstances which helped its growth.

During different ages in different parts of the territories that now constitute of India, Pakistan and Bangladesh, there existed an efficient system of administration. The evolving path of policing system from the early period of *Maurya* to post liberation period of Bangladesh are represented below.

#### **Police management during the *Maurya* period (3rd century BC - 3rd century AD)**

There was a time when the world did not have a well-organized monarchy. At that time, there were no kings, kingdoms, capitals, courts, judges or police force. People used to make a living in a tribal-based society. Each society was governed by a different discipline. Yet the social norms were not perfectly maintained. Class divisions had not yet taken place in the society. Everyone had equal rights on whatever the tribes had. During that time, no one had to pay rent for land, one could own as much land as he could cultivate.

The struggle started when two classes citizens emerged in the society, the rich and the poor. After that, the state system emerged to control or to bring justice among the classes so that they would not be mistreated. The economic and social power holders were the leaders of society. At that time, the army was formed to protect the sovereignty of the states and the police force was formed to maintain internal law and order. The *Maurya* regime was very extensive and the most successful of the then regimes. *Pandit Chanakya*, the founder of the *Maurya* Empire, was a wise and far-sighted politician. According to his advice, a basic structure of the state system was formed (Chowdhury, 1997).

In addition to the army, he formed four other divisions to govern the state. The sections were:

1. Administration
2. Tax
3. Justice and
4. Police

In order to establish good governance and control over the people, each empire was divided into many parts. Such as-

- *Bhukti* (Province)
- *Mandal* (Division)
- *Bishoy* (District)
- *Bithi* (Thana)
- *Borgo* (Union)

The ranks of the police force were created in coordination with the administrative area in the administration of governance. The titles were:

1. *Mahamahattar*
2. *Mahattar*
3. *Nagorik*
4. *Sthanik*
5. *Dashbargik*

**1. Mahamahattar:** *MahamahattarRajPurush* was employed at the centre and in every province. The word “*Mahamahattar*” was used as a surname as an administrator of peace and order keeper in the state. "*Mahamahattar*" was the highest official of the police at that time. His duties were:

- Prevention of theft and robbery in the state, maintaining peace and order.
- Promoting the monarchy in remote areas through its subordinates.
- Punish the violators of royal rules, suppress the people's revolt, and co-operate with the tax revenue officer with the necessary strength.
- Protect the security of the palaces, to provide full cooperation to the *Mahadandik* (Chief Justice), to take measures to enforce the judgment of the judiciary, and to keep the security of the capital city intact.
- Regulate the prices of all commodities in the capital city, to ensure the supply of all commodities, and to maintain and regulate the discipline of its subordinate officers and employees.

**2. Mahattar:** *Mahattarwas*, a “*Rajpurush*”, who was in charge of the *Mandal* (Division). His responsibilities and duties were:

- Fulfill all the orders and instructions given by *Mahamahattar*.
- Maintaining peace and order in the division.
- Stop theft and robbery.

Cooperating in TAX revenue collection, the *Mahattar* of antiquity can be compared with the status of Deputy Inspector general (DIG) in modern times.

**3. Nagorik:** *Nagorik* is a courtier who is in charge of the *bishoy* (district). His responsibilities and duties wereas follows.

- Provide security for the public.
- Maintain peace and order
- Prepare proper list of residents through his subordinates. The number of inhabitants, caste, religion, occupation, income and expenditure and the accounts of men and women were recorded.
- Detailed list-making of the visitors and migrants in the city, set pricing for the merchants, and set pricing for the travelers and ensuring the safety of the passers-by was part of his duty.

- Arranged night watchmen for the city and supervising the work of two subordinate who were called “*Sthanik*” and “*Gop*”.
- Collaborate with the district judge in judicial activities.

Analysis of the activities shows that the “*Nagorik*” is the district Superintendent of Police in modern policing.

**4. Sthanik:** A courtier was in charge of *Bithi* (police station), and his duties were:

- Ensured the overall security and peace of *Bithi*.
- Provided a list of alcoholics and prodigals. Kept a watch on the brothels and on the arriving visitors, be aware of the sale of bad food by the sellers.
- Engage in search and arrest of the suspicious person for carrying undesirable materials (weapon) in the local bazaar, crematorium, shrine, resting place or any other place and take other necessary actions

The activities of the “*Sthanik*” show that in the modern times, that rank is equivalent to the Officer-in-Charge of Thana.

**5. Dashbargik:** *Dashbargik* was the head of the *Borgo* (union). Under one *Dashbargik*, 10 *Bhat* or current constables were deployed to maintain peace.

#### **Recruitment:**

In the *Maurya* era, almost all the employees were divided into two categories. One officer was recruited from the centre and the other was recruited by the provincial officer. However, the approval of the centre was required.

#### **Salary:**

The salaries of all employees recruited by the central government were paid in cash from the centre. The salaries of all those appointed by the provincial governor were paid by the provincial government. During the *Maurya* period, there was practice named “*Chouro-boddhorkorpratha*” which was formed to prevent the burglary by increasing the number of police guards.

#### **Dress:**

Ordinary *Dats* (constables) wear thick cotton cloth limbs (fatwa), knee-length dhoti above the knees, turban on the head, a royal symbolic



“*Ghatabachakra*”emblazoned on the waist with a cut band, and an iron spear blade with the handle of a beautiful family clan held in the hand.

A list to determine the head positions of the police system in the ancient state structure along with the other major departments:

<b>Administrative centre</b>	<b>Administrative Officer</b>	<b>Head of Tax Revenue Department</b>	<b>Chief Justice</b>	<b>Officer of the Police Department</b>
<i>Dukti</i> (Province)	<i>Mohapatra</i>	<i>Mohavougik</i>	<i>MohaDandik</i>	<i>Mahamahattar</i>
<i>Mandal</i> (Division)	<i>Mandolik</i>	<i>Vougik</i>	<i>Dandik</i>	<i>Mahattar</i>
<i>Bishoy</i> (District)	<i>BishoyPati</i>	<i>VogPati</i>	<i>DandoPashik</i>	<i>Nagorik</i>
<i>Bithi</i> (Police station)	<i>BithiPoti</i>	<i>Shoilikok</i>	<i>Dondoshokti</i>	<i>Sthanik</i>
<i>Borgo</i> (Union)	<i>Borgik</i>	<i>Gop</i>	<i>Dashaporadhik</i>	<i>Dashborgik</i>

**Police management during the Gupta period (3rd century AD - 7th century AD)**

During the *Gupta* period, the governing structure of the state was formed imitating that of the previous *Maurya* regime. In some cases, only minor changes or additions occurred. During the *Gupta* period, the empire was divided just like the *Maurya* period. The divisions were:

1. *Bhukti* (Province)
2. *Bishoy* (Division)
3. *Mandal* (Thana)
4. *Kul*(Union)
5. *Gram* (Village)

The following ranks of police force were created to maintain administrative facilities and discipline.

1. *MahaProtihar*
2. *Protihar*
3. *Churodoronik*
4. *MorogGraho*
5. *Khorogi* (Constable)

The high-ranking courtier of the peacekeeping force was called *MahaProtihar*. During the *Gupta* period there was a great expansion of industrial trade. Foreign trade increased and internal trade relations were developed with other regions of the subcontinent. By water and land, the movement of merchants increased. Infestation of street bandits or thieves increased as well. The police force was strengthened and reinforced to maintain peace.

List of posts in the administrative units and the royal staff of various departments during Gupta period:

<b>Administrative centre</b>	<b>Administrative Officer</b>	<b>Head of Tax Revenue Department</b>	<b>Chief Justice</b>	<b>Officer of the Police Department</b>
<i>Vukti</i> (Province)	<i>Uporik</i>	<i>Mohavougik</i>	<i>MohaDandik</i>	<i>MahaProtihar</i>
<i>Bishoy</i> (Division)	<i>BishoyaDhikronik</i>	<i>Vougik</i>	<i>Dandik</i>	<i>Protihar</i>
<i>Mandal</i> (Police station)	<i>BirPati</i>	<i>Shoushikok</i>	<i>Dondoshokti</i>	<i>Chouroduronik</i>
<i>Kul</i> (Union)	<i>Kulik</i>			<i>KhorogGraho</i>
<i>Gram</i> (Village)	<i>Gramik</i>			

**Police management during the *Pala* and *Chandra* periods (8th century - 10th century)**

During the *Pala* and *Chandra* periods, the state administrative was extended widely. New weapons and vehicles were added to the army along with several new posts. At this time the administrative units were dismantled and made into the smaller units to facilitate the administration. During this period, communication gaps between the local people's representatives and the state apparatus had increased. The responsibilities and rights of a large part of the social structure were abducted from this time and became the property of the state. Due to the spread of bureaucracy, the people's relationship with the state apparatus was detached.

Since the responsibilities of multiple departments of the state were in the same hands of the person, power got monopolised. *Maha-Sandhi Bigrarik* was an important position. *Maha-SandhiBigrarik* was the Chief of the Police Force, Home Affairs, and Intelligence division(Chowdhury,2006).

He played the main role in maintaining peace and order in the state, was leading the army during wartime and maintain liaison with the enemy. In peacetime, he supervised the *Maharaja's* entrance of the *Mahal/Prasad* and body guarded, punished those who disobeyed the monarchy, suppressed the troublemakers, ensured the religious freedom of various communities, and facilitated the patronage of religious institutions. In other words, he was named the police chief.

*Sandhi Bigrarik* was another important position who was the in charge of a *Mandal*. *Chouroddonik* was the in charge of a Bishoy (District). *KhorogGraho* was in charge of *Dashgram* (Thana).

List of administrative posts formed during the *Pala* and *Chandra* periods:

<b>Administrative centre</b>	<b>Administrative Officer</b>	<b>Head of Tax Revenue Department</b>	<b>Chief Justice</b>	<b>Officer of the Police Department</b>
<i>Vukti</i> (Province)	<i>MohamataDhikoronik</i>	<i>Mohavougopoti</i>	<i>MohaDondoNayok</i>	<i>MahaShandhiBigrarik</i>

<i>Mandal</i> (Division)	<i>MandalDhikoronik</i>	<i>VougoPati</i>	<i>DandoNayok</i>	<i>ShandhiBighrahik</i>
<i>Bishoy</i> (District)	<i>BishoyaDhikoronik</i>	<i>Shoilokok</i>	<i>Dondoshokti</i>	ChouroDoronik
<i>DashGram</i> (Police station)	<i>DashGramik</i>	<i>Dashdhikrito</i>	<i>Dashaporadhik</i>	KhorogGraho

### **Police Management in the *Burman- Sen* Period (Eleventh-Twelfth Century)**

During the *Burman* and *Sen* Periods, religious influence on the state apparatus increased severely. The *Brahmins* monopolized the state apparatus. At this time the distance between the people and the state increased while the prosperity of the state and the happiness of citizens were ignored (Chowdhury, 1997).

A list of officers of other departments along with the police department during the *Burman* and *Sen* periods:

<b>Administrative centre</b>	<b>Administrative Officer</b>	<b>Head of Tax Revenue Department</b>	<b>Chief Justice</b>	<b>Officer of the Police Department</b>
<i>Vukti</i> (Province)	<i>MohamataDhikoronik</i>	<i>MohaVougopoti</i>	<i>MohaDhormaDhokkho</i>	<i>MahaShantotik</i>
<i>Mandal</i> (Division)	<i>Mandal Dhikoronik</i>	<i>VougoPati</i>	<i>DhormaDhokkho</i>	<i>Shantokik</i>
<i>Khondol</i> (District)	<i>KhondolaDhikoronik</i>	<i>Vougik</i>	<i>KhondaDhokkho</i>	<i>KhondoRokkho</i>
<i>Oshtokul</i> (Police station)	<i>OhtoKulik</i>	<i>Oshtokuladhikrito</i>		<i>Churoddorlik</i> 1. <i>Rastro</i> (State) 2. <i>Dat</i> (Constable)

### **Police Management during the Sultanate of Delhi**

From the very beginning of the establishment of Muslim rule in Delhi, there was a tendency to accept the legitimacy of the *Khaliphs* of the Muslim world in Arabia.

Without the *Khaliphate* of *Khaliphs*, the foundation of the Muslim state could not be strong and prosperous. Because of this reason, the Sultans of Delhi adopted the *Khaliphate* from the *Khaliphs* of Arabia and followed the example and norm of the *Khaliphate* in most of the affairs of the state. The sultans were always trying to maintain peace and justice in the kingdom. The police department introduced by the Delhi Sultans was modeled on the "*Hisbah*" of Arabia.

A civilian armed force provided by the state was deployed under *Mohtasib* to facilitate the duties and responsibilities of *Mohtasib*. *Mohtasib* was the sole royal representative to protect the interests of the people. *Motasib's* main responsibility was to maintain law and order in the state, to uphold religious and moral education, and to investigate and punish the perpetrators. *Mohtasibs* were the controllers of public character. Their responsibilities were to ensure full observance of the rituals of all religious communities in the state, ban the open production and sale of provocative liquor and alcohol, gambling, and prohibit illegal marriages.

It was *Motasib's* responsibility to stop the mistreatment and torture of domestic slaves or workers and to take care of the abandoned children. *Mohtasib* was also responsible for the supply of clean water to the city, maintenance of city walls and buildings, maintenance of roads, lighting system, market, hospital and sanitation. *Motasib* can be compared to IGP of modern police system.

A list of the formerly police officers along with other officers of the Sultanate regime:

<b>Administrative centre</b>	<b>Administrative Officer</b>	<b>Head of Tax Revenue Department</b>	<b>Chief Justice</b>	<b>Officer of the Police Department</b>
<i>Ekli</i> (Province)	<i>Owali</i>	<i>Shaheb-E-Dewan</i>	<i>Mufti</i>	<i>Moshir</i>
<i>Shik</i> (Division)	<i>Shikder</i>		<i>Qazi-E-Shikh</i>	<i>Foujdar</i>
<i>Porgana</i> (District)	<i>Amildar</i>	<i>Mutasarrif</i>	<i>Qazi-E-Pargana</i>	<i>Thanadar</i>
<i>Gram</i> (Village)	<i>Pancho</i>	<i>Patowari</i>	<i>Shor-E-Pancho</i>	<i>PonchayetkritoKonikjuktoChoukidar</i>

Towards the end of the Sultanate period there were several changes in the administrative activities. In this period the responsibilities of *Muhtasib* were reduced to some extent which was taken over by *Faujdar* and *Kotwal*.

A list of administrative systems of the Sultanate of Delhi in the early sixteenth century is given below:

<b>Administrative centre</b>	<b>Administrative Officer</b>	<b>Head of Tax Revenue Department</b>	<b>Chief Justice</b>	<b>Officer of the Police Department</b>
<i>Eklm</i> (Province)	<i>Owali</i>	<i>Shaheb-E-Dewan</i>	<i>Qazi-E-Shodor</i>	<i>Fojdar</i>
<i>Shikh</i> (Division)	<i>Shikhder</i>	<i>MoonShifan</i>	<i>Qazi-E-Shikha</i>	<i>Foujdar</i>
<i>Archa</i> (District)	<i>AmolGuzar</i>	<i>Mon Sif</i>	<i>Qazi-E-Archa</i>	<i>Kotowal</i>
<i>Pargana</i> (Police Station)	<i>Amil</i>	<i>Mutasarrif</i>	<i>Qazi-E-Pargana</i>	<i>Daroga</i>
<i>Mouza</i> (Union)	<i>ShariPanch</i>	<i>PonchayetShongho</i>	<i>Tahsildar</i>	<i>GrammoChoukidar</i>

### **Police management of *Hossain Shahi* period**

After the establishment of the independent sultanate of the *Shahi* dynasty, no fundamental change could be observed except for minor changes in the various stages of the system of governance. The police system in the state apparatus was structured as the Delhi Sultanate. Under the chief police officers of the *Kotwal-i-Bakali*, a few other classes of *Kotwals* (police officers) were employed who performed different duties in the provincial capitals and major cities. The court gave the title of police officer to *Dewane Kotwal*. He read the complaints brought against the accused or the criminal in the court. He was responsible for arresting the accused and bringing him/her before the court and enforcing the verdict of the court. The person who conducted police activities at the royal court was called *Shahi Kotwal*. The function of the *Shahi Kotwal* was to broadcast the market directives or the *Shahi Farman* through his subordinates throughout the state, to complete the formalities of the judicial process from appearing at the *Shahi* court. There

was another *Kotwal* named “*Shohor Kotwal*” whose job was to provide security for the capital and the city (Chowdhury, 2006).

### **Police management during the *Mughal* period**

During the *Mughal* period, the Muslim state was founded on the solemn oath to ensure the safety of life and property of all, irrespective of race or religion, and to maintain peace and order. Inspired by this ideology, the Muslim rulers of vast *Mughal* India incorporated the judiciary into the structure of the state apparatus. As part of this judiciary, a strong police force was formed. Although the police system was initially started in imitation of the Delhi Sultan, it expanded vastly during the long *Mughal* rule. The *Mughal* emperors expanded the police system from the capital to the villages following “the sense of local responsibility” originated by the policing system of the reign of *SherShah*.

To perform daily police duties in the capital city and suburbs, some royal employees were appointed the title of *Kotwali*. *Kotwal* was appointed by the emperor. But he had to be under the control of *Kazi-ul kujjat*. Even in the major cities and ports of the state, the *Kotwals* stationed in the provincial capital were centrally appointed but controlled by the local administration. *Kotwals* had few *Darogas* along with some subordinate officers and employees to assist them with their work. The order of subordinates under *Kotwal* which is as follows:

1. *Kotwal*
2. *Daroga* (Inspector)
3. *Jamadar*
4. *Habildar*
5. *Nayok*
6. *Shower and Barkandaj Bahini* (Constables)

Apart from the above mentioned titles, some other titled employees were under *Kotwal*. The list is mentioned below.

1. *Habildar* (Palace guard)
2. *Jandar* (Bodyguard)
3. *SilahDar* (Armor guard)
4. *Dafadar* (Captain of ten cavalry *Barkandaj*)
5. *Jallad* (Executioner)

## **Duties and Responsibilities**

### ***Kotwal***

*Kotwals* divided the city into *mahallas*, delegating responsibilities to local influential people and collected the news through the person in charge of the *mahalla*. To prevent theft and robbery in the city streets, *Kotwals* arranged and supervised night patrols in every *mahalla*. They were also responsible for keeping a close eye on brothels and observing the movements of unfamiliar women and men, and overseeing the proper management of the *Safakhana*s. *Kotwal's* duties included overseeing the supply of clean water in the city, price control, weight fraud and the sale of adulterated food.

It was the duty of the *Kotwal* to stop making provocative liquor and wine anywhere in the city. *Kotwal* had an armed presence with other high-ranking officials during the trial in the court of the provincial governor. The prisons were controlled by the *Kotwals*.

The main duty of the *Kotwal* was to prevent adultery and to take steps to prevent social degradation. They also had a duty to protect a wife from being forcibly burnt to death with her husband through *satidah*. Along with police officers, they also performed the duties of a municipal governor.

### ***Daroga (Inspector)***

The *Daroga* (Inspector) under the *Kotwal* had to be trustworthy, well-educated, honest and physically sound. They supervised all the work of *Kotwal's* office and performed all the work directed by *Kotwal* with integrity. Also they properly preserved and supervised of all documents provided by the court to produce the accused directed by the judge. They collected the news of the robbery and proceeded to arrest them. They investigated anti-social incidents, proper supervision of roads and outposts or police stations. In addition, they dispatched the royal decree to the public and to lead the patrol party of town (Chowdhury, 1997).

### ***Jimmadar (Jamadar):***

*Jamadar* was the captain of 45 *Barkandaj*. They were responsible for the controlled exercise of *Barkandaj* and maintaining their peace, informing them of royal orders and arranging a night watch party in the town.



***Habildar:***

*Habildar* led ten *Barkandajas* to prevent theft and robbery.

***Nayek:***

The *Nayek* was the assistant of *Habildar*. He served on behalf of the *Habildar*, during his absence.

During the *Mughal* period, the police system was divided into urban police system and rural police system. In this period, *Kotwals* were head of urban police and *Faujdar*s were responsible for maintaining law and order in rural area and they were in-charge of *Pargana*. The *Faujdar*s used to set up one or more police stations in each *Pargana* to maintain peace in the *Parganas*. Their task was to appoint a trustworthy and honest person as a police officer. Besides, the *Faujdar*'s own forces were fully appointed by the military and the central government(Chowdhury,1997).

A list of manpower under the *Kotwal* and *Faujdar* was provided.

City Police Officer <i>Kotwal</i> Staff	Manpower of the police station under the <i>Faujdar</i>
1. <i>Daroga</i> (Inspector)	1. <i>Thanadar</i>
2. <i>Jamadar</i>	2. <i>Jamadar</i>
3. <i>Habildar</i> (Palace guard)	3. <i>Dafadar</i>
4. <i>Nayok</i>	4. <i>Habildar</i>
5. <i>Jaandar</i> (Bodyguard)	5. <i>Nayok</i>
6. <i>Silahdar</i> (Armor guard)	6. <i>Showar, Barkandaj, Pike</i>
7. <i>Jollad</i> (Executioner)	7. <i>Peyada</i> (Pion)
8. <i>Pike / Barkandaj</i> (Constable)	
9. <i>Peyada</i> (Pion)	

Here is a list of provincial administrations from the beginning of the *Mughal* period to the reign of *Shahjahan* (1556 AD to 1627 AD) and the police system in the rural area.

<b>Administrative centre</b>	<b>Administrative Officer</b>	<b>Head of Tax Revenue Department</b>	<b>Chief Justice</b>	<b>Officer of the Police Department</b>
<i>Shura</i> (Province)	<i>Nazim/Subeder</i>	<i>Dewan-E-Shodor</i>	<i>Qazi-E-Shodor</i>	<i>Kotowal-E-Shodor</i>
<i>Shorkar</i> (Division)	<i>Shikder</i>	<i>Amol Gujar</i>	<i>Qazi-E-Shorkar</i>	<i>Foujdar</i>
<i>Porgana</i> (District)	<i>Amildar</i>	<i>S</i>	<i>Qazi-E-Pargana</i>	<i>Thanadar</i>
<i>Tohsil</i> (Police Station)	<i>Tohsildar</i>	<i>Tohsildar</i>	<i>Qazi-E-Tohsil</i>	<i>Jomadar</i>
<i>Mohal</i> (Union)	<i>Sar-E-Panch</i>	<i>MohlaNobish</i>	<i>Shor-E-Pancho</i>	<i>GrammoChoukidar</i>

### 1650-1800

<b>Administrative centre</b>	<b>Administrative Officer</b>	<b>Head of Tax Revenue Department</b>	<b>Chief Justice</b>	<b>Officer of the Police Department</b>
<i>Shura</i> (Province)	<i>Nazim/Subeder</i>	<i>Dewan-E-Shodor</i>	<i>Qazi-E-Shodor</i>	<i>Kotowal-E-Shodor</i>
<i>Chakla</i> (Division)	<i>Chakladar</i>	<i>Dewan</i>	<i>Qazi-E-Chakla</i>	<i>Foujdar</i>
<i>Porgana</i> (District)	<i>Shikder</i>	<i>Amil</i>	<i>Qazi-E-Pargana</i>	<i>Foujdar</i>

<i>Tohsil</i> (Police Station)	<i>Tohsildar</i>	<i>Tohsilda</i>	<i>S</i>	<i>Thanadar</i>
<i>Mohal</i> (Union)	<i>Mahaldar</i>	<i>MohlaNobish</i>	<i>Shor-E-Pancho</i>	<i>GrammoChoukidar</i>

In the early stages of the East India Company, the police and justice system were administered by the Chief Merchant called *Zamindar*. In 1765, after attaining the *Dewani*, the *Zamanders* became de-facto rulers. They relied on the local administration system which they found in each locality. The old administrative system was sustained with minor variations of administrative system till 1770 when collectors were established by the *Verelst's* supervisors. Afterwards, two sets of court, *Dewani* and *Faujdari* were established under Regulation of 15th August 1772.

### **Police under Warren Hastings**

During the period of Warren Hastings, two issues were given high priority, which were the administration of Justice and the maintenance of public peace. In the context of the crime situation and social disorder, he developed his ideas on the subject of Police and decided to re-establish the *Mughal Faujdars* for the control of violent crime.

Warren Hasting introduced some extraordinary legislation to prevent outlaws as a temporary measure. On 18th July, 1773 he sent a letter to the members of the council explaining the contemporary situation regarding crime prevention and police system. As this document revealed an attempt to lay the foundation of the organized police system, the Governor- in -Council accepted the concept of Warren Hastings. In a number of stations *Faujdars* were appointed for the protection of the people, detection of crime and apprehend the criminals. Though, the system of police organized by Warren Hastings was not able to solve the problems of crime to bring peace and tranquility over the society(Kibria,1976).

### **Lord Cornwallis and Regulation XXII, 1793**

When the country falls into complete chaos and confusion because of a failure to establish an effective police system, the first priority of the Company was to establish a

feasible police system. The offense against property, particularly outlaws, increased to an alarming extent. The collectors could hardly manage any effective control.

Lord Cornwallis upon arrival from England in 1787, organized a regular Police force and also set the “Regulations for the Police of the Collectorship in Bengal, Behar, and Orissa” which was approved by the Governor-in-Council on 7th December 1792. After that the responsibility of maintaining the police organisation by *Zamindars* were relieved. The Magistrates were ordered to segregate their areas into Police authorities. At the same time, Magistrates also authorized to nominate the *Darogas* with the approval of Governor-in-Council.

*Pykes*, *Chowkidars*, and other types of village watchmen were placed under the control of *Drogas*. This regulation was subsequently re-established as Regulation XXII of 1793. The *Zilla* Judges who in 1774 took over the *Faujdars* duty and exercised magisterial powers were required to divide their *zillas* into police jurisdiction. Each jurisdiction to be of the area of four hundred square miles and the guarding of this area was committed to a *Daroga* with an establishment of junior police officers to be paid by the Government.

The Magistrates at Dhaka (previously Dacca), Murshidabad, and Patna cities were directed to divide their cities into wards, each ward was to be guarded by a *Daroga* and the *Darogas* were to be under the immediate authority of a *Kotwal*. The *Kotwals* and *Darogas* were required to arrest the criminals, who are proven guilty by breaching the law. They were empowered to receive reports of offenses. People arrested by the patrol at night were brought to the *Kotwali* at sunrise and the *Kotwal* delivered all the prisoners before the Magistrate by 11 O'Clock.

The Police *Darogas* were further authorized to arrest without a written charge and directed to transmit immediate information concerning crimes and criminals to all neighboring *Darogas* and Magistrates. For all these difficult duties, the *Darogas* were to receive a commission of 10 percent of the value of stolen properties recovered and also a paltry sum of TK.10/- as a reward for the capture of the lawbreakers.

The modifications introduced under the Regulations of 1792 and Regulation XXII of 1793 did not improve the situation. The Police organisation under *Darogas* was incompetent to deal with violent crimes and turbulence.

### **Regulation XX of 1817**

Thus, the system of police established for the territorial possessions under the Presidency of Bengal continued till 1807. Under the Regulation X of 1808, for the supervision of *Thanas* and for general co-ordination, an officer with the title of Superintendent of Police was appointed in Dhaka (previously named Dacca) and other cities. But the post was abolished in 1829 when the powers and duties given to S.P. were transferred to Commissioner of Revenue and Circuit(Kibria,1976).

The *Thanadari* system did not achieve any positive result and failed to bring about a change in the social situation. Wellesley tried to come up with a solution for the country where the flood of crime was happening over the country but it failed. The crime situation in Bengal was described by the Governor-General in a report on 29th May 1810, which described the commission of robberies, murders, the most awful and intentional cruelties of Bengal.

The Governor-General, Lord Moira held a thorough inquiry into the efficiency of the system of *Thanadari* police introduced by Lord Cornwallis. As a consequence of the inquiry, the whole of the law relating to the Police administration was brought together under Regulation XX of 1817 in which the duties of *Darogas* and other Police Officers were re-arranged under 34 sections.

During the time of Lord Bentinck, the Police were accused of corruption and carelessness. The crime was violent and Colonel Sleeman made great efforts to control the criminals(Kibria,1976).

### **Bird's Committee**

During the early stage of the Industrial Revolution ,when England was facing a severe crisis due to socio-economic transformation and the fight against crime and mob violence, the organized police service was developed. Sir Robert Peel invented the idea of a protective body of well-trained police officers. In 1829, he introduced a bill that formed an organized Civil Police Force in the cities and nearby areas.

In 1838, a Committee presided over by Mr. Bird was assigned with the task of drawing up a plan for the most efficient organisation of the police. The Bird's Committee found that, among others, the chief reason for failure was inadequate supervision. The corruption and inability of the *Thanadars* were admitted by all concerned. It was also revealed that in comparison to the duties and responsibilities, the salary of the *Darogas*

were inadequate. The Committee tried to strengthen the old *chowkidari* system and recommended an increase of salary and proper service security for the *Darogas*.

Sir F.J. Halliday disagreed with the recommendations of the Committee because the service of the police to the people was not at all satisfactory and the public hated police and had no trust on police administration. Therefore, he proposed to reform the whole police system with a Superintendent- General of Police at Head Quarters and 23 Local Superintendents, 32 Assistant Superintendents, 888 *Darogas*, 888 Sub-Inspectors, 4440 Jamadars, and 66,600 Barkandazesi.e, 75 to each *thana*. His recommendation for Superintendents of Police in each district was accepted but this slight change failed to produce any good result.

### **Act V of 1861**

The Court of Directors wanted to reform police organisation in Bengal on the lines of Irish Constabularies. It was not possible until 1860 when the Police Commission was appointed. During all these years, the police set up was kept under the control of a magistrate. In the words of Sir William Hunter thought magistrate is a representative of the paternal but not of a constitutional government. While introducing the Police Bill in the Legislative Council on 29th September 1860, Sir Bartle Frere had expressed his dissatisfaction on police claiming that police were ill-supervised, very oppressive, corrupted and undisciplined(Kibria,1976).

Therefore, the Commission had proposed a new Constabulary Force for different provinces in British India and appointed Colonel Bruce temporary Inspector-General of Police in India to assist in the Organisation of this new force. The police Act (Act V of 1861) laid the foundation of an organized police service in our country. Though the volume of work increased and the police operation became difficult, the organisation of Bangladesh Police is still governed by the Act V of 1861.

### **Police Commission of 1902**

Severe abuse of policing service was causing extensive dissatisfaction. Therefore, in October 1902, Lord Curzon set up a police Commission and its recommendations formed the basis of the future police system in the country. The Commission represented a miserable picture of the police and the attitude of the people towards them. As per the report, the Police was inefficient, ill-organized, ill- supervised, corrupted and oppressive. They completely failed to secure the confidence of the people. The Police had earned

such an unsavory reputation that decent parents were unwilling to allow their sons to accept direct appointments to the rank of Inspectors.

In 1921, Indian Officers were taken directly into the Imperial Service. A provision was made for the training of all the police officers at police Training College and a set recommendation in respect of recruitment and training were carried out. Also some further changes were made as a result of the Blandy-Gordon Committee report of 1937. In the meantime, war intervened and no other reform was possible for that moment. The administrative committee of 1944-45 considered that the Police organisation was not in a position to keep pace with the volume of work. With the birth of Pakistan in 1947, the Police Department was running through various challenges including a shortage of manpower and equipment.

After 1947, in addition to the normal police duties, the force had to deal with various complex tasks such as smuggling, border controlling etc. The Shahabuddin Report of 1953; the Hatch-Barnwell Report of 1956; the Committee regarding the increase of forces in Dhaka and Narayanganj in 1957; altogether examined the different aspects of the questions connected with the improvement of the Police Force. But no substantial measure was taken by the Government to improve the effectiveness of the Force. A Police Commission was set up in 1960-1961, to make a full inquiry into the working of the Police Force and some of the recommendations were accepted by the Government for implementation. In 1969, another Police Commission was set up but, according to its recommendation, no action was taken. (Kibria,1976).

### **Bangladesh Police in Liberation War**

The Armed Bengali Policemen of the then East Pakistan, especially of Dhaka city engaged themselves significantly to the historic non-co-operation movement that began at the call of Bangabandhu Sheikh Mujibur Rahman in March 1971. Pakistan Army did not trust Bengali policemen in their strategy to establish complete control over Dhaka city and the Rajarbagh Police Lines became a headache to the Eastern Command of the Pakistan Army.

Several Policemen from Rajarbagh Police lines joined the slogans such as “Joy Bangla” and declared their solidarity with the mass upsurge on 4th March, 1971.

Afterwards, following the historic 7th March speech of Bangabandhu, the Police at Rajarbagh started preparing themselves to open encounter Pakistan army.



Freedom Fighters celebrating their victory. Photo: Golam Mowla/Drik

On 16th March 1971, Bangabandhu Sheikh Mujibur Rahman came to the President House at Baily Road in a transport, which was carrying the black flag on the bonnet. While the on-duty Pakistan Army Personnel did not pay any respect to Bangabandhu, the armed Bengali Policemen deployed there welcomed him with full honors. On this day the Policemen of Dhaka City expressed their spontaneous support to various programs of the non-co-operation movement.

From March 1971, Pakistan government clearly understood that Bengali policemen would be the main source for armed struggle of the Bengali people. The Pakistan army launched “operation searchlight” specifically for disarming Bengali Policemen of vital districts. (Nurul Huda,2009).

Actions and movements during the non-co-operation days of March 1971 specified that there could be an armed attack on Rajarbagh Police Lines by the Pakistan Army. Hence, the armed Bengali policemen at Rajarbagh remained mentally prepared to resist Pakistan Army attack. A sharp resistance took place at midnight on 25th March



when Pakistan Army attacked the marginally armed policemen at Rajarbagh. The momentous event of being surrounded and attacked by Pakistan Army was transmitted to all districts and sub-divisions through police wireless.



*The 1971 Liberation War shows on display at the Bangladesh Police Liberation War Museum in the capital's Rajarbagh Police Lines. The gallery was established to portray the valour the law enforcers showed during the war. Photo: Collected(Bangladesh Police Website, March,2020).*

There was no high-ranking officer to lead the rebellious policemen at Rajarbagh and thus they fought their own battle. They snatched the keys of the armory from Reserve Inspector Mofizuddin, the police officers distributed 303 rifles and ammunitions amongst their comrades. The police personnel took positions on different sides of Rajarbagh Police Lines, on nearby rooftops and one particular group took position in present-day Bangla Motor Area.

When the convoy carrying the Pakistan Army personnel reached the main gate of Rajarbagh Police Lines they were exposed to continuous volleys of .303 rifle fire from different directions. This heavy attack surprised the Pakistan Army initially but not very long afterward, they counter attacked with heavy machine gun being effectively supported by mortar and tank fire. Four barracks of reserve police caught fire as a result

and policemen ran in different directions to escape from continuous barrage of bullets and intense fire. It did not take long for the Pakistan Army to enter Police lines parade ground with heavy tank support. Even then many police personnel continued firing from the roof of four-storied barrack. The Pakistan Army then fired to light up the zone and killed Bengali policemen at fixed targets.

In the above inspiring and historic resistance by Bengali policemen many brave sons of the soil embraced martyrdom and nearly 150 police personnel of different ranks were captured by the Pakistan Army. The attacking Pakistan Army who carried automatic and heavy weapons like HMG and tanks numbered nearly 800.

The armed battle of Bengali policemen at Rajarbagh would remain a revolutionary milestone in the records of our historic liberation fight. This was a story of poorly armed but extraordinarily determined men. They fought bravely and sacrificed their lives so that we can live in pride and peace. (Nurul Huda, 2009).

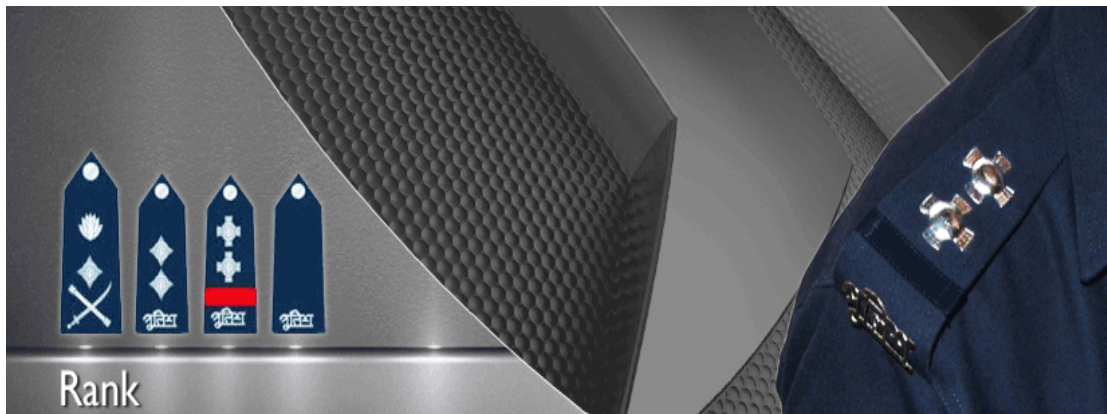
## **2.2. Police Administration of Bangladesh after Liberation**

Since the liberation of Bangladesh on 16th December 1971, the duties and responsibilities of the police increased considerably. The people demanded an effective service which was difficult to provide in view of the shortage of manpower, transport, and equipment. As a consequence, in 1972 the number of police was increased rapidly without considering adequate training (Kibria, 1976).

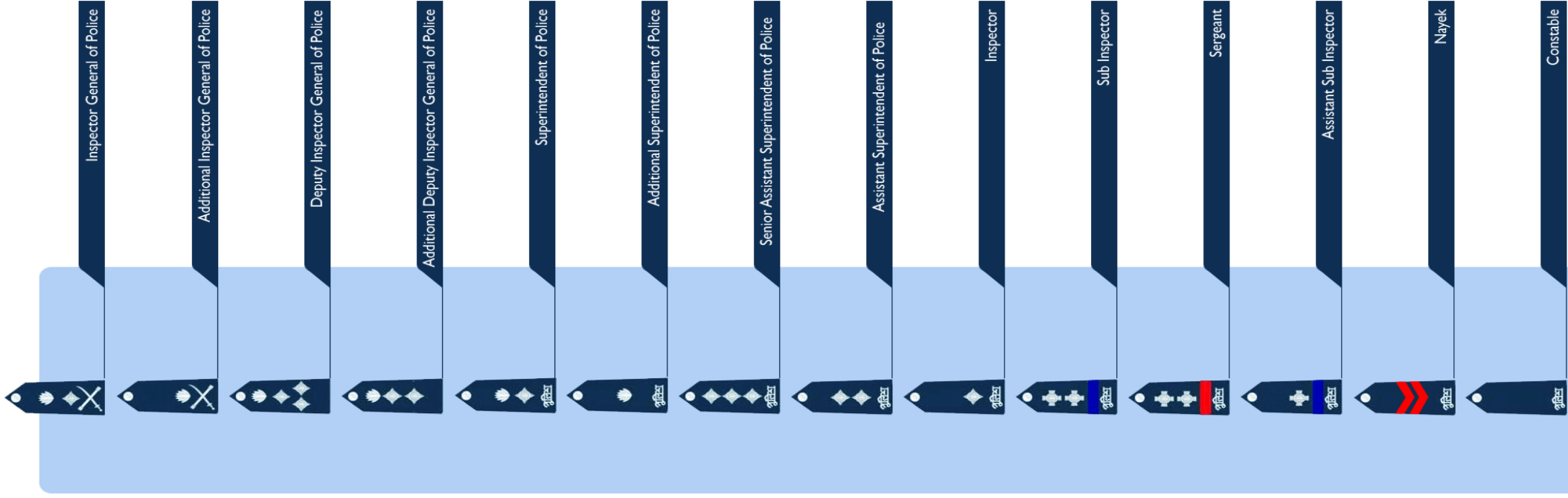
In 1976, Dhaka Metropolitan Police and Armed Police Battalion were established. There were twelve women police who got recruited in the Special Branch for the first time in 1974. During 1978, female police officers were recruited for Dhaka Metropolitan Police. Police had extensively been reformed in the early 1980s according to the recommendations of the Enam Committee and by the Administrative Reforms of 1984. Bangladesh was divided into 64 districts. The number of the police force was also increased and the logistic supports for police were enhanced as per the recommendations of this Committee. In 1988 another committee was established regulated by Justice Aminul Islam. According to the references of this Committee the post of Additional IGP

was created and the number of different police units like police stations, investigation centres, and the number of police force were increased.

## **Ranks of Bangladesh Police**



The rank system forms the base of Bangladesh Police structure and it defines a senior and subordinates police officer's position, role and degree of responsibilities. There are different insignias that the officers and forces use on their uniform according to their designation. Generally, police officers have more managerial and leadership functions rather than their subordinates (Bangladesh Police Webside, March, 2020).



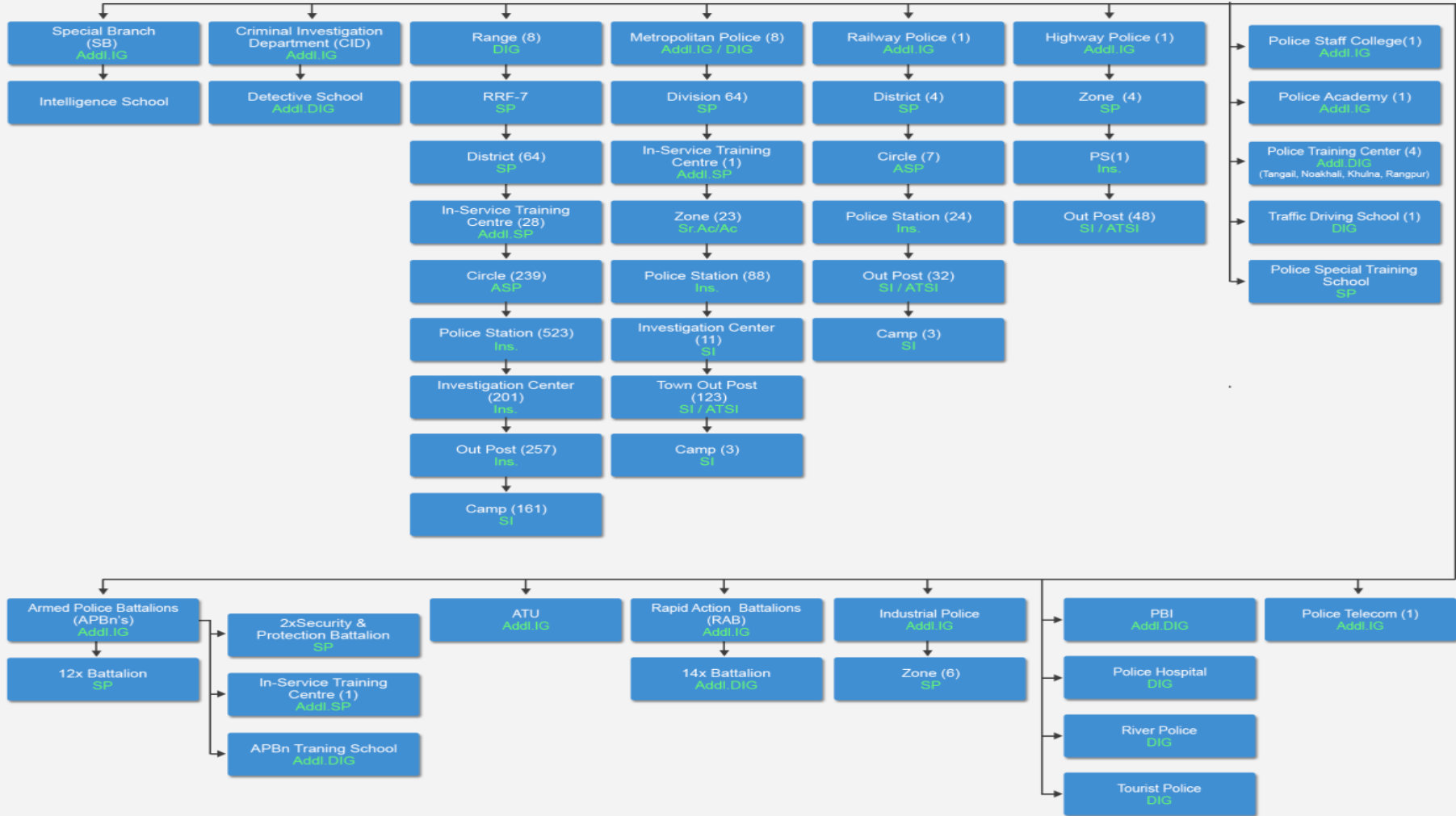
## **Hierarchical Structure of Bangladesh Police**

Bangladesh police consists of a long pyramid-like hierarchical structure and at the head of the national police is the Inspector General of Police (IGP). At the bottom of this structure are the constables. According to PRB (1943) the officers from the rank of assistant superintendent of police are superior officer and the word 'subordinate police officer' means an officer below the rank of assistant superintendent of police. The total strength of Bangladesh police is 2,12,007. Inspector general has 17 additional Inspector Generals and 67 Deputy Inspector Generals who are in charge of different units of Bangladesh police. Superintendent of Police (SP) act as the district in charge who is supported with Additional Superintendent of Police and Assistant Superintendent of Police. Inspectors of police work as the in charge of police stations with the support of sub-inspectors and other subordinate officers according to the jurisdiction and the impotence of the police station. The structure of Bangladesh police is as follows:



# BANGLADESH POLICE

Police Headquarters  
Inspector General of Police (IGP)



After many years of independence, the British colonial heritage is still very often reflected in the administrative structures, behaviors, laws and regulations of the police forces of Bangladesh. Trace of this inherited colonial heritage is also to be found in the criminal justice systems of our country. The Police Act, 1861 and the revised The Police Regulations of Bengal, 1943 are effective till the date.

**The strength and hierarchical Rank of Bangladesh police are as follows:**

<b>SN</b>	<b>Rank</b>	<b>Number</b>
1.	Inspector General (IG)	1
2.	Additional Inspector General (Addl IG)	17
3.	Deputy Inspector General (DIG)	67
4.	Additional Deputy Inspector General (Addl DIG)	105
5.	Superintendent of Police (SP)	368
6.	Additional Superintendent of Police (Addl SP)	1154
7.	Assistant Superintendent of Police (ASP)	1376
8.	Inspector	6850
9.	Sub Inspector (SI)	24311
10.	Sergeant (Sgt)	2162
11.	Assistant Sub Inspector (ASI)	26206
14.	Assistant Traffic Sub Inspector (ATSI)	2047
15.	Naik	7639
16.	Constable	1,29,090
17.	Total Police Posts	201393
18.	Total Non Police Posts	10614
	<b>Grand Total</b>	<b>2,12,007</b>

Source: Bangladesh Police Headquarters(March, 2020)

The administrative system of Bangladesh Police is divided into two main units which are Metropolitan Police and Range (district) Police. There are some other important units which are functioning with the co-operation of Metropolitan Police and Range Police such as; Special Branch (SB), Criminal Investigation Department (CID) and Armed Police Battalion

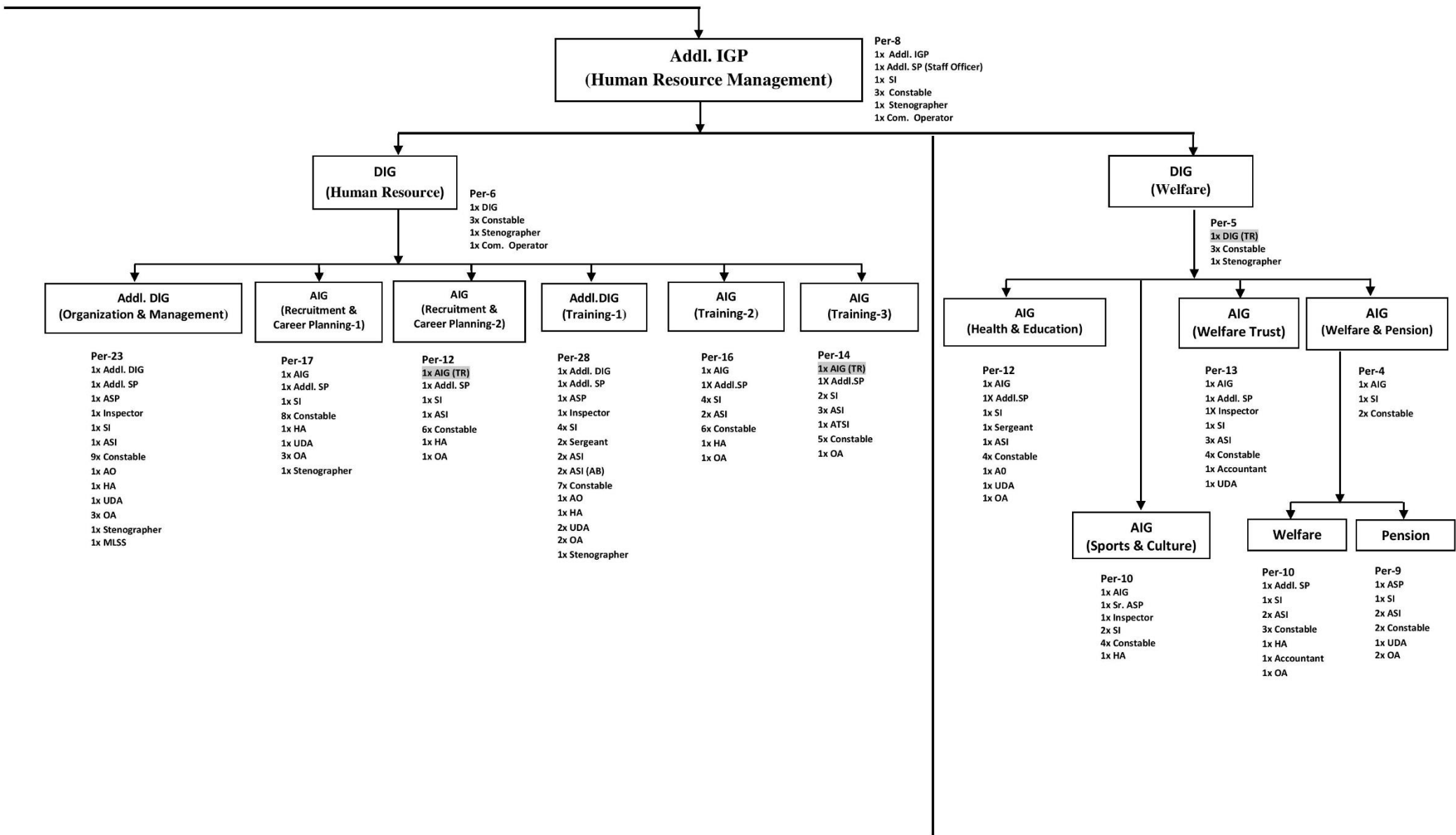
(APBN), Rapid Action Battalion(RAB), Anti-Terrorism Unit, Tourist Police, Industrial Police etc.

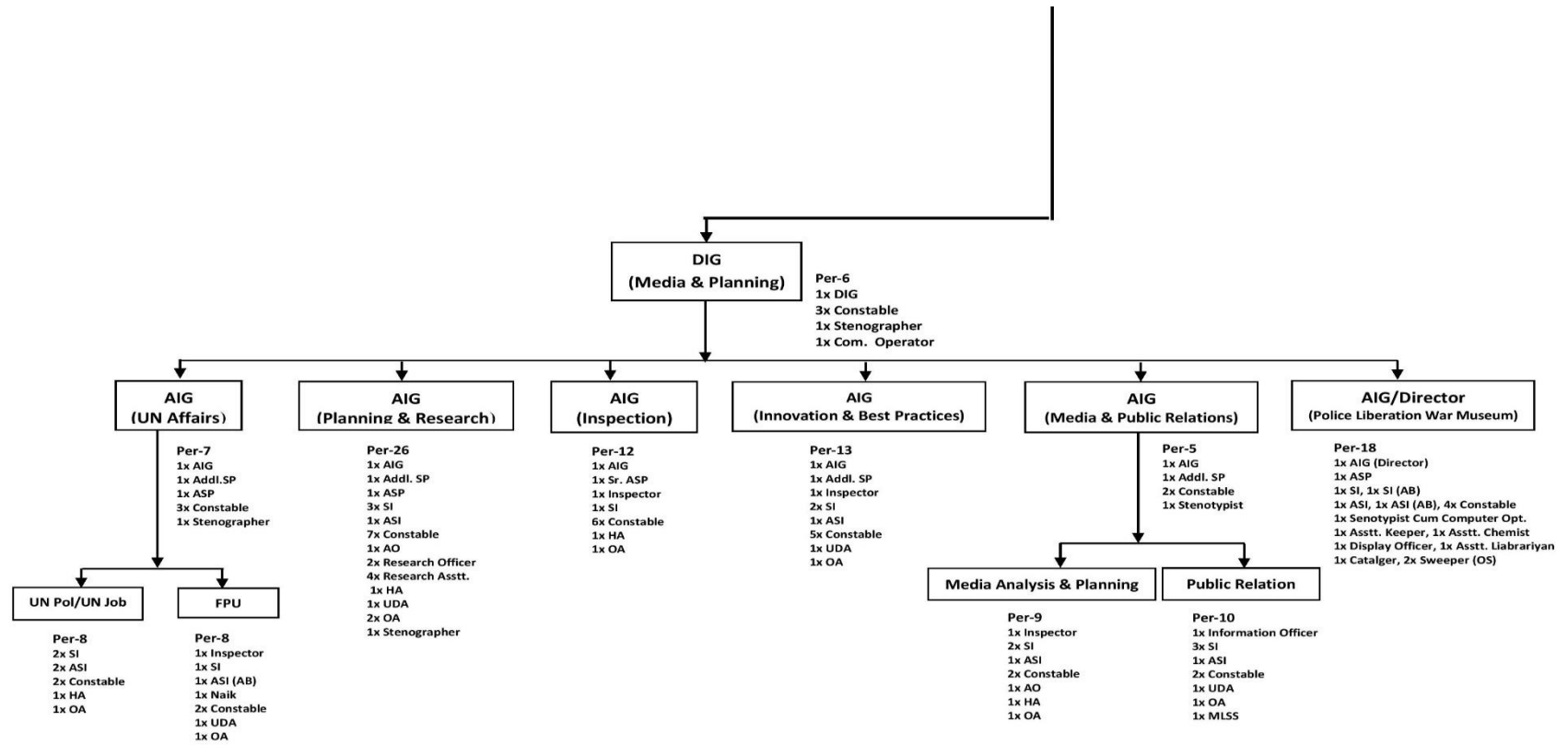
Metropolitan Police covered the 8 big cities such as Dhaka, Chittagong, Khulna, Rajshahi, Rangpur, Sylhet, Gazipur and Barishal. At the same time, there are 64 districts of Bangladesh which are covered by 8 Range Police, headed by 8 Deputy Inspector Generals (DIG) where one Superintendent of Police is in charge for one district.

### **2.3. Establishment of HRM unit in Police Headquarters**

Human Resource Management unit has been established in Police headquarters of Bangladesh in September, 2018 following the recommendation of Police Reform Programme phase II and by fulfilling the target of Bangladesh Police Strategic Plan 2012-14. The head of the Human resources management is one Additional Inspector General (Addl.IG). The organogram is shown below:





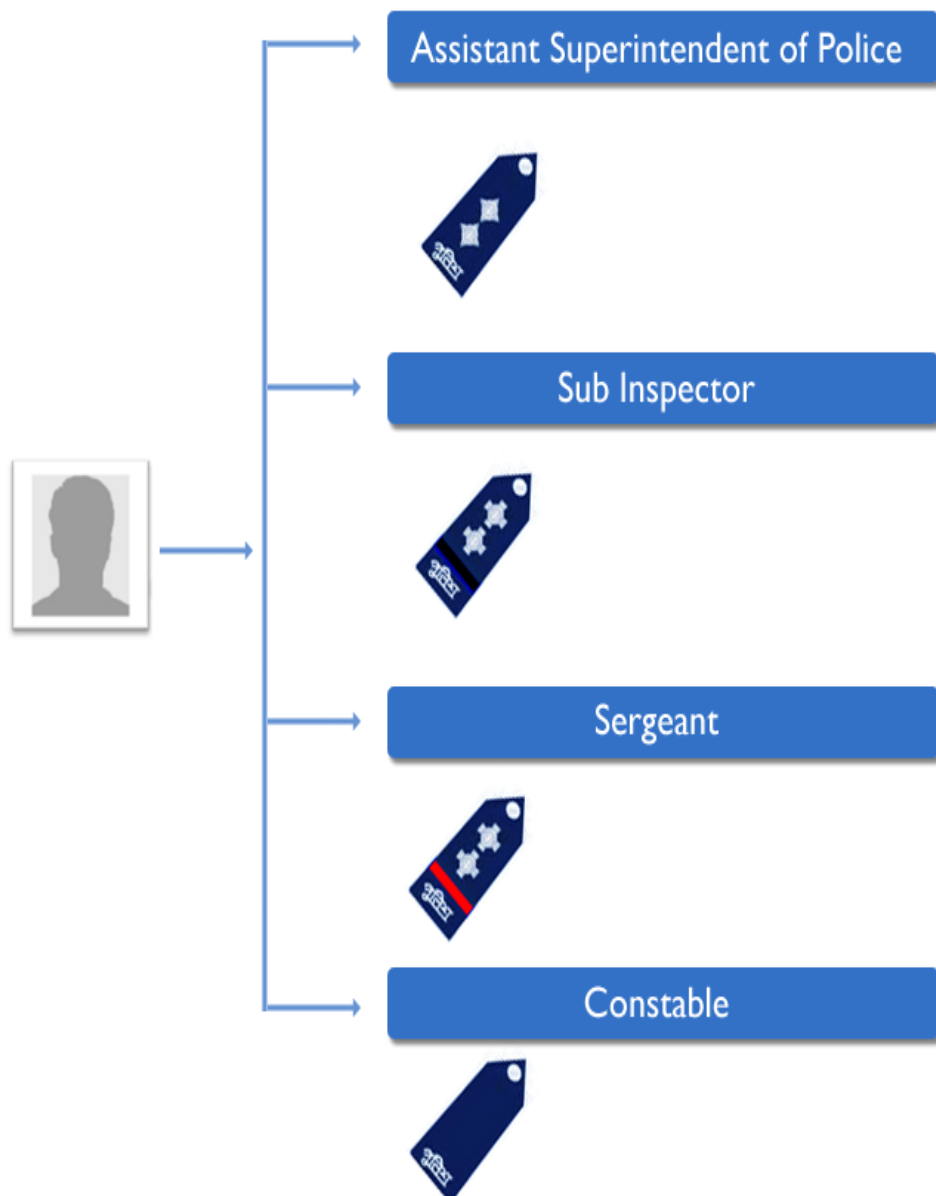


## Recruitment, training and promotion

Bangladesh Police (BP) is always looking to enhance its capacity and reputation by recruiting motivated, disciplined and educated police personnel. Therefore; BP warmly welcomes enthusiastic, tenacious and tough people to join the police and start serving and protecting the community, with the responsibility of maintaining law and order resting on them.

The recruitment of Bangladesh police is held in four levels such as:

1. Assistant superintend of police
2. Sub-Inspector of Police
3. Sergeant of Police
4. Police Constable



The SP of the District recruits officers of and below the rank of Sub-Inspector with the supervision DIG (Kibria, 1976). In first step of the recruitment physical fitness and oral tests are taken and a second stage written examination is held. Those who succeed at these levels are finally put through a police verification process to check whether they were involved with any criminal activities or not. The recruitment of Assistant Superintendent of Police (ASP) is conducted by public service commission with all other civil service cadre of Bangladesh. First two steps of this recruitment are the written exams following the oral test, psychological test and medical test. Finally, police verification is carried out accordingly. After recruitment, all levels of police must complete the basic police training course from police academy *Sharda*.

Recruitment in Bangladesh Police is conducted in the four tiers/ranks such as Assistant Superintendent of Police (ASP), Sub Inspector, Sergeant and Constable. A Bangladeshi male or female citizen fulfilling all required eligibilities can apply for any of these three positions and can get entry through rigorous physical and written tests, interview as well as police verification.

### **Assistant Superintendent of Police (ASP):**

The Assistant Superintendent of Police (ASP) is the highest entry level position or rank of Bangladesh Police. Building a career as an Assistant Superintendent of Police (ASP) is a matter of pride for those who possess patriotic zeal and are dedicated to serving the community as well as upholding human rights (Bangladesh Police Website, March 2020).



Among the total posts of ASPs, two-third are taken directly and the remaining one-third posts are filled up through promotion of the Inspectors. The direct recruitment procedure of ASP is conducted by Bangladesh Public Service Commission (BPSC).

#### **Conditions applicable for direct recruitment**

##### **Educational qualifications:**

Post graduation or 4 year length degree or equivalent degree

##### **Age and height:**

General and other quotas (Male) Age: 21-30 year, Height: 5'4'' (Five feet four inch)

Freedom fighter (Male) Age: 21-32 year, Height: 5'4'' (Five feet four inch)

General and other quotas (Female) Age: 21-30 year, Height: 5' (Five feet )

Freedom fighter (Female) Age: 21-32 year, Height: 5' (Five feet )

##### **Examination:**

Subjects determined by Bangladesh Public Service Commission (BPSC)

Total number of written exam-900 and total number of viva voce exam-200

##### **Training:**

Basic training 1 (one) year and field attachment 06 (six) months

##### **Appointing authority:**

Peoples Republic of Bangladesh

## **Sub-Inspector (SI)**

The Sub Inspector is the non-cadre midlevel entry position of Bangladesh Police. The Sub Inspectors are vital for maintaining criminal law and order in the country. They are competent for the field level operation, combining both to uphold justice and server the public.



Among the total posts of Sub Inspectors, 50% are taken directly and remaining 50% posts are filled up through promotion of the Assistant Sub Inspectors. The direct recruitment procedure of Sub Inspector is conducted by Police Headquarters.

### **Conditions applicable for direct recruitment:**

#### **Educational qualifications:**

Graduation or equivalent degree

#### **Age and height:**

General and other quotas (Male) Age: 19-27year, Height: 5'4'' (Five feet four inch)

Freedom fighter (Male) Age: 19-32year, Height: 5'4'' (Five feet four inch)

General and other quotas (Female) Age: 19-27-year, Height: 5'2'' (Five feet two inch)

Freedom fighter (Female) Age: 19-32-year, Height: 5'2'' (Five feet two inch)

#### **Examination:**

Subjects determined by Bangladesh Police

Total number of written exam-225 and total number of viva voce exam-100

**Training:** Basic training 1 (one) year and field attachment 1 (one) year

**Appointing authority:**

Superintendent of Police (SP)

**Sergeant**

The Sergeant is a mid-level entry position of Bangladesh Police. The Sergeants are enforcers of traffic law and are cardinal to maintaining traffic order in the country. They are dedicated to serving the public by keeping the transportation system safe.



All Sergeants are directly recruited. The direct recruitment procedure of Sergeants is conducted by the Police Headquarters.

**Conditions applicable for direct recruitment****Educational qualifications:**

Graduation or equivalent degree

**Age and height:**

General and other quotas (Male) Age: 19-27 year, Height: 5'8'' (Five feet eight inch)

Freedom fighter (Male) Age: 19-32 year, Height: 5'6'' (Five feet six inch)

**Examination:**

Subjects determined by Bangladesh Police

Total number of written exam-250 and total number of viva voce exam-50

**Training:**

Basic training 06 (six) months and field attachment 06 (six) months

**Appointing authority:**

Assistant Inspector General of Police (AIG) or Superintendent of Police (SP)



### **Constable:**

The Constable is the primary level entry position of Bangladesh Police. Constables are the public face of policing in Bangladesh. They serve the community at the most basic level. All Constables are directly recruited. The direct recruitment procedure of Constable is conducted by the Superintendent of Police of the concerned district (Bangladesh Police Website, March 2020).

### **Conditions applicable for direct recruitment**

**Educational qualifications:** SSC or equivalent degree

### **Age and height:**

General quota (Male) Age: 18-20 year, Height: 5'6'' (Five feet six inch)

Freedom fighter (Male) Age: 18-32 year, Height: 5'4'' (Five feet four inch)

General and other quotas (Female) Age: 18-20 year, Height: 5'2'' (Five feet two inch)

Freedom fighter (Female) Age: 19-32 year, Height: 5'2'' (Five feet two inch)

Tribal quota (male) Age: 18-20 year, Height: 5'4'' (Five feet four inch)

### **Examination:**

Subjects determined by Bangladesh Police

Total number of written exam-40 and total number of viva voce exam-20

### **Training:**

Basic training 06 (six) months



## **Appointing authority**

Superintendent of Police (SP)

## **Training**



In response to changing domestic and global needs, Bangladesh Police puts increasing emphasis on training activities to build the existing capacity of its workforce. The focus is on need based training using state of the art methods and strategies. Bangladesh Police is committed to help its force members develop their skills and career by providing them the opportunity to attend both internal and external training courses.

### **Assistant Superintendent of Police (ASP):**

After joining the service, officers undergo year-long basic training at Bangladesh Police Academy as ASP Probationers. Here they participate in knowledge and skill learning courses on law, physical training, driving, computer, horse-riding , musketry etc. After this they undergo six months of practical training in a district as a Probationer. Then they have to attend the Foundation Training at Bangladesh Public Administration Training Centre (BPATC). They also have to take part in different in-service training courses home and abroad. These include BMA Orientation Training Courses, Survey and Settlement Course, Aid to Good Investigation Course, Close Protection Course, and Orientation Course for SCO officers, Induction Course on Passport Verification Roll etc. Throughout their professional life, they are subject to skills development trainings. These comprise of courses on investigation, financial management, human rights, forensics and financial crimes at Police Staff College, SB and CID.

### **Sub Inspector:**

Recruitment is followed by a year-long training course at Bangladesh Police Academy as Outside Cadets. After this the recruits are put through another year-long practical training with different police units. Sub Inspectors also undergo different in-service training courses at both home and abroad. At CID they undergo courses like Prevention of repression on Women and Children, Special Training Course on Human Rights, Prosecution and Investigation Courses, Post-blast Investigation Course, Training Course on Technology-based Investigation, Special Investigation Training Course etc. At Special Branch (SB), they have courses like Basic Immigration Course, Pre-immigration Course, Basic Intelligence Course, Short term Intelligence Course, Basic Surveillance Course, Staff Development Course etc.

### **Sergeant:**

Once recruited, a Sergeant undergoes a six-month long training program at Bangladesh Police Academy as a Probationary Sergeant. After graduating from the academy, they are put through 6 months long orientation training in their place of posting as a probationer. In addition to these trainings, Sergeants also undergo different internal and external training courses at both home and abroad. These include special training courses on Human Rights at Detective Training School (DTS), CID, Basic Immigration Course at Special Branch and Refresher Course at Police Training Centre, Noakhali.

### **Constable:**

After recruitment constables undergo a six months basic training at different centres including Bangladesh Police Academy as Trainee Recruit Constable (TRC). But while rendering services at different units, constables also undergo different in-service training courses for their skills development and professional growth. These include Immigration Orientation Course, Basic Surveillance Course, Orientation Course for SB Protection Officers, Orientation Course for SCO Officers, Orientation Course on Passport Verification Roll conducted at SB Training School. Moreover, constables also attend driving courses at TDS Dhaka, MDTS Jamalpur, BRTA and Bangladesh- German and Bangladesh- Korean Technical Training Canters, Computer Training Courses at Police Telecom Training School, Bangla Academy, Engineers' Institution and different in-service canters.

## **Promotion and Posting**

Bangladesh Police has a hierarchical organisational structure. Vacancies in most of the ranks and positions in the organisational hierarchy are occupied through internal recruiting and promotion. Promotion is given through fulfilment of some necessary prerequisites. Experience, performance on promotion tests and completion of required training courses are some of the key criteria.

Posting and promotion of police officers from Assistant Superintendent of Police (ASP) to Inspector General of Police (IGP) is carried out in accordance with Bangladesh Civil Service Recruitment Rule 1981, the Bangladesh Civil Service (Examination for promotion) Rules 1986 and directives of the People's Republic of Bangladesh issued from time to time.

Promotion and appointment of police officers from Constable of Police to Inspector of Police is carried out in accordance with the Junior Police Service Rules 1969, Assistant Telecommunication Officer Recruitment Rules 1982, Police Regulations of Bengal 1943 and directives of the People's Republic of Bangladesh and instructions of Police Headquarters issued from time to time (Bangladesh Police Website, March 2020).

## **Leave, salary and benefit**

All police officers are entitled to get 20 days of annual leave and woman officers get 6 months of maternity leave. The salary structure of the police is same as other government servant. The facilities of lower-level police force are very inadequate for bearing their family expenditure. Housing facilities are also not sufficient with the existing strength of the department.

The risk allowance from the rank of Constable to Sub-Inspector and Sergeant is Given Below:

SL	Rank	Length of Service (0 - 5 years)	Length of Service (5 - 10 years)	Length of Service (10 - 15 years)	Length of Service (15-20 years)	Length of Service (20-25 years)
1	Constable	1500/-	1800/-	2200/-	2500/-	3000/-
2	Naek	1700/-	2000/-	2400/-	2900/-	3400/-
3	ASI(Armed)/ATST/ ASI(Unarmed)	1800/-	2200/-	2700/-	3200/-	3800/-
4	SI(Unarmed)/TSI/ Sergeant/SI(Armed)	2700/-	3200/-	3800/-	4500/-	5400/-

Other Allowances for different ranks:

SL	Rank	Allowance	Amount
1	All rank	Medical Allowance	1500/-
2	Constable to ASI	Tiffin Allowance	200/-
3	Constable to SI	Washing Allowance	300/-
4	All ranks	Education Allowance	500/- for 1 child and 1000/- for 2 children
5	Constable of SAF	Arms allowance	100/-
6	Only for unmarried	Food allowance	750/-
7	Constables work in Police Station	WAR allowance	30/-

8	Constable to Inspector	DSB Allowance	Constable 300/-, ASI to Inspector 500/-
9	SI and Sergeant	Motorbike Allowance	500/-
10	Constable of Transport Section	Cleaner Allowance	150/-
11	Only for drivers	Driving Allowance	300/-
12	Constable to ASI work in Armory	Armory Allowance	150/-
13	Beauguler Trained Police	Beaugular Allowance	100/-
14	Constable to SI and equivalent	Traffic Allowance	30% of basic salary as of 30 June,2015 and maximum 3250/-

Bangladesh Gazette (March 16,2020)

## 2.4. Chapter Conclusion

This chapter provides us a historical overview of the development of Bangladesh Police Administration with the evolving path from *Mourya* period to post-liberation period of Bangladesh. It also described the current HRM system of the police services with showing the strength and organisational structure of the department. The following, Chapter III, is organized with the findings of qualitative data collected from BCS police officers about the challenges of current HRM system . At the end, expert's opinion will also be presented as the suggestive measure on those issues.

# Chapter III

## **Human Resource Challenges and Opportunities of BCS Police Officers**

The main objective of this study was to identify the challenges of the existing Human Resource Management system of Bangladesh Police administration. With this intention, the questionnaire was designed based on seven key areas of Human Resource Management such as- recruitment, training, transfer, promotion, performance management, relationships between colleagues, motivation and compensation. From this questionnaire survey, the significant challenges and gaps of the police department were revealed and thereby possible solutions were suggested by experts to overcome those challenges. In order to represent the findings precisely, this chapter is organized with two broad sections. They are:

3.1. Findings of the Quantitative Data

3.2. Findings of the Qualitative Interview

### **3.1. Findings of the Quantitative Data**

#### **3.1.1. Socio-Demographic Characteristics**

To comprehend the socio- demographic characteristics of respondents, data were collected from 10 respondents who were appointed as BCS Police Officers. The socio-demographic characteristics of the respondents were presented in table 3.1.1.1, 3.1.1.2, 3.1.1.3 and 3.1.1.4.

##### **Designation**

In the table 3.1.1.1, the proportion of respondents is shown according to their designation. There were 10 respondents of BCS Police Officer category. Among them, 7 respondents are Additional Police Super and the remaining 3 respondents are Assistant Police Super.

**Table 3.1.1.1***Number of Respondents According to Designation*

Designation	
Additional Police Super	7
Assistant Police Super	3
Total	10

The total number of police personnel working in Bangladesh is 212007. Among them, 7 % are female.

**Gender of the respondent**

In Table 3.1.1.2, the percentage of respondents based on their gender has been presented. Among the BCS Police Officers participating in this study, 3 of the members were female and 7 of the members were male.

**Table 3.1.1.2***Number of Respondents Based on Gender*

Gender of the respondent	
	Frequency
Female	3
Male	7
Total	10

### **Educational qualification**

In Table 3.1.1.3, the number of respondents alongside their educational qualifications is described. All of the respondents have master's degree from different faculty. Three of the respondents have Master of Social Science (MSS). Other than that, the remaining 7 officers' master degree varies from each other. Three of the respondents have Master of Police Science (MPS) degree in addition to their university degree.

**Table 3.1.1.3**

*Number of Respondents Regarding Educational Qualification*

Educational qualification	
	Number of respondents
B. COM, M. COM	1
BA, MA, MPS	1
BSC, MSC, MPS	1
LLB, LLM	1
MBA	1
MBBS, LLB, MPS,	1
MS, MPS	1
MSS	3
Total	10

### **Age of the respondents**

In table 3.1.1.4 below, the mean age of the participants of BCS police officers have been described. The Maximum age was 43 and the minimum age was 30, therefore, the mean



age of the BCS police officers is 36.20. The given statistics reflect that, the respondents are in both their mid and early career.

**Table 3.1.1.4**

*Mean Age of the Participants*

Age of the respondents			
N	Minimum	Maximum	Mean
10	30	43	36.20

### **3.1.2 Incompatibility in the appointment of the police department:**

This section talks about the appointment of BCS Police cadres. In order to find out the incompatibility or inconsistency in the recruitment process of the Police department, 10 respondents of the BCS police officers (both male and female included) were asked about the challenges of the recruitment process from their perspective. In this portion, they were also asked about the harmful effects of illegal hiring, and the obstacles faced by female police officers during recruitment for this post. All the respondents were asked for their opinion with a multiple response close-ended questionnaire. The questionnaire also had an open-ended portion where their opinion regarding those statements could be expressed easily. The respondents had to respond to all parts of the question.

#### **Lack of Separate Physical Qualification**

According to table 3.1.2.1, it is said that, in case of BCS police recruitment, except height the physical qualifications are not checked separately. Physical fitness of the cadres should be a mandatory requirement as they always need to be ready to perform their duties as a part of the defense forces. Prevention and detection of crime as well as maintaining peace, law and order in the society are the key role of the police service which requires sound mental health and physical fitness. Therefore, in recruiting BCS Police cadre separate physical fitness criteria should be set up.

In Table 3.1.2.1, it can be seen that 6 of the respondents agreed on the statement that there is no separate physical qualification for appointment in Police Cadre. On the other hand, the rest of the 4 officers disagreed.

**Table 3.1.2.1**

*“Lack of Separate Physical Qualification” as an Incompatibility*

There is no separate physical qualification for appointment in Police Cadre	
	Frequency
Yes	6
No	4
Total	10

**Appointment and political consideration**

For Table 3.1.2.2, sometimes it is seen that even after the formalities of all types of appointments, the candidates are not being given final elected posts due to political reasons. This view was expressed in the workshop organized to frame the questionnaire. 6 out of 10 respondents do not agree to this. 4 however felt that political consideration is playing a role in appointment.

In table 3.1.2.2, it is can be observed that 4 out of 10 respondents were positive to the statement that appointment happens through prioritizing political views. The rest of the 6 officers disagreed to this statement.

**Table 3.1.2.2**

*“Appointment on the basis of Political views” As an Incompatibility*

Appointment and political consideration	
	Number
Yes	4
No	6
Total	10

## Recruitment and Financial Transaction

Table 3.1.2.3 is related to the problems of recruitment which identifies that unqualified people are being recruited in the police department due to financial corruption. In this case, it is very important to suppress financial corruption. Appointment of an unskilled police officer is the same as putting the state at a disadvantage. In addition, in this way, the real purpose of the police force is not served. If they are recruited illegally, they will be given the opportunity for future corruption as well.

Table 3.1.2.3 shows that, 7 out of 10 respondents didn't feel that financial transaction plays a role in appointment but 3 of the BCS officers were convinced that such transactions take place.

**Table 3.1.2.3**

*“Financial Transactions “As an Incompatibility*

Financial Transactions	
	Number of respondent
Yes	3
No	7
Total	10

## Choice of the employee

Table 3.1.2.4 is related to the problems of recruitment which identified that recruitment is not always available according to the cadre choice list. It can be seen that many officers have been recruited as Police Cadres even after putting the name of “**Police Cadre**” as the last preference of the cadre choice list. As a consequence, those officers are not dedicated to serve the society as well as the police department at the desired level.

As shown in table 3.1.2.4, half of the respondents agreed that despite of choosing police cadre as the last choice, many officers are being recruited as BCS police officer. On the other hand, half of them did not agree with the statement.

**Table 3.1.2.4**

*“Priorities Doesn’t Get Valued as Expected” as an Incompatibility.*

---

Despite of choosing “police department” as least preferable in the choice list, many cadres get appointed in this department

---

	Number of Respondent
Yes	5
No	5
Total	10

---

## Other opinion on recruitment

Respondents who reported their opinion apart from the given options are presented here. Some of the respondents expressed that, all the cadres get the same question paper in the recruitment exam but separate exam should be taken for the police cadres. Another group of respondent said that, Bangladesh government should establish Bangladesh Police Service (BPS) to recruit police personnel like India has Indian Police Service (IPS).

### 3.1.2.1 The harmful effects of unethical hiring

In this part of the study, the aftereffects of unethical hiring were presented by the data collected from the BCS police officers throughout the research. All the respondents were asked for their opinion with a multiple response close-ended questionnaire. Also, they had an open-ended portion where their opinion regarding those statements can be expressed easily. The respondents had to respond to each and every part of the question.

#### Tendency to Make Unethical Money

For table 3.1.2.1.1, it is said that if the police are hired with the help of corruption, there would be no doubt that the person will get involved in unethical activities again.

According to Table 3.1.2.1.1, it is discernible that all of the BCS Police officers, which were 10 in total, agreed in this regard that if the person gets unethically recruited without having proper quality; they will have a tendency to make money illegally. All 10 officers felt that quality of service offered by police will be compromised if the job is secured through unethical practice.

**Table 3.1.2.1.1**

*“Tendency to Unethical Money Making “As an Effect*

---

There is a tendency to make money unethically

---

	Frequency
Yes	10

---

#### Tendency to Break the Rules

In Table 3.1.2.1.2, it can be seen that if an undeserving person gets recruited unethically, he will have the tendency to break the law from the beginning of the career for protecting their own interests. She/he will continue this behavior by breaking the discipline of the police force which will break down the image of police service.

According to Table 3.1.2.1.2, it can be seen that 9 out of 10 respondents said that, an officer getting hired illegally, will be involved with corruption in the workplace and thus they will be capable of breaking the rules without thinking about morality. Only one respondent disagreed with this statement.

**Table 3.1.2.1.2**

*“Can Break the Rules “As an Effect*

---

One can break the rules

---

	Number of Respondents
Yes	9
No	1
Total	10

---

**Lack of Quality of service**

In Table 3.1.2.1.3, it can be seen that if qualified people are not recruited as police, the expected service for the mass people will never be provided. Those who get recruited illegally, might compromise with the law, and will not provide good service to the general people. Therefore, people will be deprived of good service.

It is observed from the table 3.1.2.1.3 that, all of the respondents said people cannot expect proper service from those who resort to dishonest means for their own benefit. This proves that people do not get the desired service from those who are employed illegally.

**Table 3.1.2.1.3**

*“Unavailability of Desired Service” As an Effect*

---

People do not get the desired service from those who are employed unethically

---

	Frequency
Yes	10

---

**Image of Police Force**

Image of police force is extremely important in ensuring law and order in a society. If police officers conduct unethical action, the image of the whole police force will be tarnished.

Unethically recruited officers always compromise with justice to the people and ruins the trust and confidence of the people towards the police. Also, they cannot provide good service as they themselves are not respectful enough towards the law.

By observing Table 3.1.2.1.4, it can be claimed that all 10 out of 10 respondents from BCS Police officers agreed on the statement that the image of the police force gets destroyed because of illegal hiring.

**Table 3.1.2.1.4**

*“Disgrace of the department “as an effect*

The image of the police force is destroyed	
	Number of Respondent
Yes	10

**Other Opinion on Effects of Unethical Hiring**

Respondents who expressed their opinion apart from the given options regarding illegal hiring is presented here. One of the respondents informed that if somebody gets recruited illegally, s/he will never hesitate to get facilities by doing other misconducts in every aspect of their job responsibility.

**3.1.2.2 Obstacles to Recruit Female Police Officers:**

Here in this portion, the obstacles to recruit female police officers are presented by the data collected from the BCS Police Officers. There are lots of obstacles to recruit female officer in Bangladesh. The main obstacles are fear about rigorous physical training, lack of support from society, negative social perception, and lack of family support etc. In addition, females have lack of confidence about their own physical ability to acquire physical training and to perform duty especially in handling criminals and controlling riots.

### **Fear of rigorous training**

Every BCS police officer has to successfully complete one year basic training from Police Academy Sarda, Rajshahi. This training includes horse riding, shooting, driving, roping, jumping (long and high), parade with carrying riffle etc. Moreover, there are also regular classes on different law related subjects. This one year training is mandatory and same for both male and female. Therefore it is observed that women are often not interested to join police force due to their fear of training.

As demonstrated in Table 3.1.2.2.1, 7 out of 10 respondents of BCS police officer think it is a true fact that female officers have fear of training which makes it difficult for the department to hire more female candidates. On the other hand, the rest of the 3 respondents disagreed with this opinion and think that assumption of female candidate's action should not be counted while recruiting process goes on.

**Table 3.1.2.2.1**

*“Fear about Training” As an Obstacles*

Fear about training	
	Frequency
Yes	7
No	3
Total	10



### **Social perception**

In table 3.1.2.2.2, it is said that females are recruited less compared to male officers in the police department because of social discrimination. Our society is not yet ready to accept female leadership from their heart. Carrying the same attitude in their mind, most of the families are not yet ready to welcome their daughter/ daughter-in- law/ wife as a police officer without very few exceptions. From a social point of view, female police officers have always been looked down upon.

From Table 3.1.2.2.2, it can be noticed that 10 out of 10 respondents from BCS Police Officers agreed on the statement that social perception is a barrier in case of hiring female candidates.

**Table 3.1.2.2.2**

*“Social perception” as an obstacle*

Social perception	
	Number of Respondents
Yes	10

### **Lack of family support**

For table 3.1.2.2.3, it is said that- women often cannot join the police department due to lack of family support because most of the family members are not yet liberal enough to see a female as a police in their family. Specially, after marriage this problem gets more complicated during pregnancy and child caring period. Even if they join with their own interest, it gets problematic while performing their duties.

From this Table 3.1.2.2.3, it can be observed that, 9 out of 10 respondents of BCS Police officer agreed with this statement that lack of family support is a barrier for female candidates to join Police Department. On the other hand, one respondent believes that, lack of family support is not at all a barrier for being a police officer.

**Table 3.1.2.2.3***“Lack of family support” as an obstacle*

Lack of family support	
	Frequency
Yes	9
No	1
Total	10

**Lack of self-confidence**

There is one year mandatory rigorous basic training for both male and female police officers that include horse riding, shooting, parade with carrying rifle etc. This training requires sound physical and mental fitness as well as self-confidence. Moreover, handling criminals and controlling riot makes them feel less confident. Therefore, sometimes it is known that, women are not interested to join police service due to lack of self-confidence.

By observing Table 3.1.2.2.4, it can be claimed that 6 out of 10 respondent voted that lack of self-confidence about their own physical ability is the main obstacle for potential women candidates to join the Bangladesh police. The rest of the candidates showed their disagreement with this statement. Those 4 respondents think confidence is not an issue to hinder the recruitment of female police officers.

**Table 3.1.2.2.4***“Lack of confidence” as an obstacle*

Lack of self-confidence about own physical ability	
	Number of Respondent
Yes	6
No	4
Total	10

### **Opinion apart from the given options**

Respondents who reported their opinion apart from the given options is discussed here. One of the respondents said, for women, (in Bangladesh) gender discrimination is present in working places. Another respondent of BCS police officers said, some male officers think of a female officer as an encumbrance. A female officer is seen worthy only when she shows her expertise more than a male officer.

### **3.1.3 Gap in the Existing Police Training Management:**

To detect the gap in the Existing Police Training Management system of BCS police officers, 10 respondents were asked about the gaps in existing training management and about the effect of insufficient training through immoral activities. From their response, insufficient training on firearms handling, investigating cybercrime, driving etc. and lack of first aid training are identified as the gaps in existing training system. In this section the effects of completing training period through immoral practices are also identified. If an officer is getting insufficient training through immoral activities, he/ she cannot perform his duty properly and will be incapable of handling rules and regulations of law.

#### **Insufficient Driving and Firearms Training**

The confidence on firearms handling is the most essential part of being a police officer for their own safety as well as to control the criminals. But from table 3.1.3.1, it is found that Police officers recruited as BCS police cadre are given less time on weapons handling training than the actual requirement. The same scenario is noticed regarding driving training.

According to Table 3.1.3.1, it is apparent that, all of the respondents of BCS Police Officer agreed that they feel like there is a lack of classes in the training sessions for developing driving and handling firearms. This scenario reflects the urgency of increasing the training on driving and firearms handling.

**Table 3.1.3.1**

*“Insufficient Driving and Firearms Training” as a Gap*

Lack of classes in the training sessions for developing driving and handling firearms

	Number of Respondents
Yes	10

**Backdated Training Programs**

For table 3.1.3.2, it is said that, the training programs are arranged based on the system of British period. There are some training which is not needed in modern time. At the same time trainings needed for the present time such as- training on cyber crime, technology based investigation etc. are insufficient in the training system. Where the other defense forces of the world always keep themselves upgrading, the Bangladesh Police force remains regressive.

The result showed in table 3.1.3.2 indicates that the majority of the respondents think training programs are formed based on the system of British period which is backdated and not worthy enough as per the current situation. 9 out of 10 respondents voted in favor of this statement. Only one respondent showed disagreement.

**Table 3.1.3.2**

*“Backdated Training Programs” as a Gap*

Training programs are formed based on the system of British period

	Frequency
Yes	9
No	1
Total	10

### **Lack of First-Aid Training Classes**

Police work as the first respondent of any incidents or accidents happening at their surroundings. Therefore it is very essential for police personnel to have training on first aid care.

In table 3.1.3.3, the result shows, 9 out of 10 respondents voted in favor of the statement that there is no first aid training class. On the other hand, only one respondent disagreed on this.

**Table 3.1.3.3**

*“Lack of First-Aid Training Classes” As a Gap*

---

There is no first-hand training class for emergency first-aid	
	Frequency
Yes	9
No	1
Total	10

---

### **Lack of Proper Training on Detective and Cybercrime**

Detection of crime and prevention of crime are the key responsibilities of police. In the modern age, cybercrime has become a very common social problem. Therefore the competency on technology based investigation is necessary to deal with those types of crimes.

According to table 3.1.3.4, it is discernable that, 8 out of 10 BCS police officers agreed with the statement that lack of proper training on detective/investigation programs and cybercrime is a major gap in the existing Police Training Management. The other 2 officers do not feel the same.

**Table 3.1.3.4**

*“Lack of Proper Training on Detective and Cybercrime” as a Gap*

Lack of proper training on detective/investigation programs and cybercrime	
	Number of Respondents
Yes	8
No	2
Total	10

#### **Other Opinion on Gap in Existing Training Management**

Respondents who reported their opinions apart from the given options are presented here. One of the respondents from BCS police said that most of the training sessions are lengthened as they have been designed using traditional materials but the quality remains questionable. Another person pointed that only imparting the theoretical knowledge is given more importance than practiced based training. Another respondent said, there is no theoretical practice in Civil Law and Land Management, but handling these issues is an impartial part of daily police service.

#### **3.1.3.1 Effect of Insufficient Training through Immoral Activities:**

The training period is very essential and compulsory for every apprentice BCS police cadre. If someone fails to acquire sufficient training during the training sessions, it will affect their work afterward. Some officers take shortcuts to pass the training sessions anyway by unfair means. Those unfair activities can severely affect the officer’s actions as well as the institution later on.

### **Incapable of Guiding Junior Officers**

For table 3.1.3.1.1, it is said that if police officers are appointed without appropriate training, they will be unable to perform their duties properly and cannot give proper instructions as a superior officer.

Table 3.1.3.1.1 represents the effect of insufficient training through immoral activities and it shows that 10 out of 10 respondents of BCS police officers agreed that the senior officer may not be able to give proper guidance.

**Table 3.1.3.1.1**

*“Seniors Will Be Incapable of Guiding Others” As an Aftereffect of Insufficient Training.*

---

The senior officer may not be able to give proper guidance	
	Frequency
Yes	10

---

### **Incapable of Handling Law and Order**

For table 3.1.3.1.2, it is said that- since they have completed their training with negligence, they will be unable to make the right decisions to regulate law and order.

By observing Table 3.1.3.1.2, it can be claimed that all the respondents, which is 10 out of 10 officers, voted for this statement that if the training is insufficient, s/he will be incapable of handling rules and regulations of law.

**Table 3.1.3.1.2**

*“They Will Be Incapable of Handling Law and Order” As an Aftereffect of Insufficient Training*

---

S/He will be incapable of handling rules and regulations of law	
	Frequency
Yes	10

---

### **Lack of Physical Fitness and Unable to Provide Quality work**

Being a police officer, physical fitness is very essential for performing quality service for the people. The one year basic training enhances the physical fitness and upholds the self-confidence to face any crisis of the police service. If they have completed their training with negligence and do not have sufficient training, their mental and physical fitness will not be at the standard level to provide quality service.

As demonstrated in Table 3.1.3.1.3, it can be noticed that all the respondents, which is 10 out of 10 officers, agreed to this statement that without proper training an officer would be physically unfit and will not be able to perform quality work.

**Table 3.1.3.1.3**

*“They Won’t Be Able To Perform Quality Work” As an Aftereffect of Insufficient Training*

S/He will be physically unfit and won’t be able to perform quality work	
	Frequency
Yes	10

### **Failing to implement proper law**

To provide justice to the people it is necessary to have accurate knowledge about existing laws, regulations etc. Inappropriate exercise of law may bring terrible situation for the people and for the society. If the training period is ended in an unethical manner without proper training, the officer will be unaware about the law. Therefore, s/he cannot implement proper law to control law and order situation in his/her area of responsibility.

According to table 3.1.3.1.4, it is apparent that all the respondents of BCS Police, which is 10 out of 10 officers, voted for this statement that due to unawareness of the law, s/he will fail to implement proper law.



**Table 3.1.3.1.4**

*“They will fail to implement proper law” As an Aftereffect of Insufficient Training*

---

Due to unawareness of the law, s/he will fail to implement proper law

---

	Frequency
Yes	10

---

**Other Opinion on After effect of Insufficient Training**

Respondents who reported their opinion apart from the given options are discussed here. One of the respondents said that some officers encourage others to not take the training session seriously, thus the purpose of the training is hampered.

**3.1.4 Inconsistencies of Current Transfer Management System:**

10 respondents of BCS police officers were asked about the inconsistency they face or observed during the transfer period in order to reveal the inconsistencies of the current transfer management system. All of the respondents were asked to respond to every single options of a question. Also, they were given an open-ended portion as well where their opinion regarding those statements can be expressed completely.

**Financial Transactions and Political Influence**

For table 3.1.4.1, it is said that financial transaction in transfer management leads to irregularities in the Police department. Because of the financial transactions, many police officers are getting favorable transfer according to their preference. Sometimes political influence also has a considerable impact on the transfer management of police department.

By observing Table 3.1.4.1, it can be claimed that all the respondents of BCS Police, which is 10 out of 10 officers, voted for this statement- the major inconsistency of Current Transfer Management System is considering money transactions and political reference during the transfer period.

**Table 3.1.4.1**

*“Money transactions and political reference” as an inconsistency of transfer system*

---

Considering money transactions and political reference	
	Frequency
Yes	10

---

**Transferring the nescient in a vital place**

For table 3.1.4.2, it is said that due to political influence and bribery, many incompetents were transferred to significant places. For this reason, despite having skills, many have been transferred to less important posts. Thus, this creates frustration among the officers.

From table 3.1.4.2, the result shows that 6 out of 10 BCS police officers identified transferring the nescient in a vital place as a noticeable inconsistency of transfer system. And the rest 4 of the respondents haven't seen any issues regarding this matter.

**Table 3.1.4.2**

*“Transferring the nescient in a vital place” as an inconsistency of transfer system*

---

Transferring the nescient in a vital place	
	Frequency
Yes	6
No	4
Total	10

---

**Long Time Stay in Same Station**

For table 3.1.4.3, it is said that according to the existing rules, a police officer is supposed to stay in a certain place for a certain period of time usually for 2 years. But due to political and other influences, sometime officers stay in a desirable place for a long time, which slows down the pace of work.

It can be seen from Table 3.1.4.3 that, 8 out of 10 respondents complained about some officers who get to work in the same place for quite a long period of time due to political influence. The rest of the 2 officer have no complaints against this inconsistency.

**Table 3.1.4.3**

*“Some Officer Stay in Desirable Place for Quite a long Time” As an Inconsistency of Transfer System*

---

Working in the same place for quite a long period of time by political influence

---

	Number of Respondents
Yes	8
No	2
Total	10

---

**Posting in an Inexperienced Field**

It is described in Table 3.1.4.4 that sometime officer are posted in a new position without considering the record of their previous experience or expertise. As a result, the department is being deprived of getting the opportunity to explore the appropriate service from the officers alongside the officers are also having to experience boredom from working in an inexperienced field.

In table 3.1.4.4, 9 out of 10 respondents identified that posting an officer, who has expertise in a particular field; to a very different kind of field is an inconsistency of the current transfer management system. Only one respondent out of ten says the opposite.

**Table 3.1.4.4**

*“Posting in an inexperienced field” as an Inconsistency of Transfer System*

---

Posting an officer, who has expertise in a particular subject ,to a very different kind of field

---

	Frequency
Yes	9
No	1
Total	10

---

**Other Opinion on Transfer Management**

Respondents who reported their opinion apart from the given options are discussed here. One of the respondents said that some of the police officers are given the responsibility of a specific unit for a very long time. Although, it will be fine if that individual is specialized in the area of work of that respective unit. Another respondent complained that the officers who is already holding an important rank, wants to go for a further higher rank. One of the respondents said there is no proper standard for measuring an officer’s efficiency in the police department.

Another respondent said that it cannot be said that only inefficient officers are holding important ranks. Many worthy officers are holding the important rank as well but still there are exceptions. In case of transfer, there is no specific policy to follow. Therefore policymaking regarding this has to be done immediately and implemented as soon as possible. Another respondent complained that the governmental orders are not followed properly. For example, one officer cannot stay in a same place for more than 5 years, but some are staying anyway. Also other officers are transferred to a remote place despite their given family situation.

### 3.1.5 Mismanagement in the system of promotion:

To reveal the mismanagements in the system of promotion, 10 respondents of BCS Police Officers were asked about the inconsistency they faced or noticed during the promotional period.

#### Not Following Merit List

For table 3.1.5.1, it is said that although exams for promotion are taken every year, biased promotions are observed. Merit list is not followed properly. The deserving officers get frustrated seeing this unfair situation.

As per table 3.1.5.1, 9 out of 10 respondents of BCS police officers were complaining about promotion without following the merit lists. According to them the correct or systematic way gets ignored in the time of promotion which creates discrimination among the officers. Only one respondent did not agree with this statement.

**Table 3.1.5.1**

*“Not following merit list” as a Mismanagement*

Not following merit list	
	Frequency
Yes	9
No	1
Total	10

#### Political Consideration for Promotion

For Table 3.1.5.2, it is said that-There is a tendency for giving promotion due to political considerations. As a result, those who are deprived of promotion become frustrated and lose their motivation to work. On the other hand, when unqualified people get important positions, they create a devastating situation for the police department, as well as for the country.

According to table 3.1.5.2, it can be seen that all of the respondents of BCS Police Officer agreed to the statement that most of the time, promotion happens due to political consideration. They have experienced/seen these injustice.

**Table 3.1.5.2**

*“Political Consideration for Promotion” as a mismanagement*

Promotion happens over political consideration	
	Frequency
Yes	10

**Not valuing Sincerity and Efficiency**

For table 3.1.5.3, it is said that-as promotion is based on PSC’s seniority level only, there is no subsequent assessment of qualifications and expertise for promotion.

Table 3.1.5.3 demonstrates that all of the respondents of BCS Police Officer agreed to the statements that officers do not get promotion on the basis of their earned merit and efficiency.

**Table 3.1.5.3**

*“Not Valuing Merit and Efficiency” as a mismanagement*

Not getting promoted on the basis of merit and efficiency	
	Frequency
Yes	10

**Not Following Existing Promotion Policies**

There is a set of rules and regulations for promoting officers to higher ranks. But most of the time those rules and regulations are not followed during decision making process of promotion.

The given Table 3.1.5.4 shows, the majority of the respondents, which is 9 out of 10 officers, agreed with the statement that existing promotion policies are not properly

implemented. That is why all of the BCS police officers identified this mismanagement of promotion.

**Table 3.1.5.4**

*“Existing promotion policies are not followed” as a Mismanagement*

Existing promotion policies are not properly implemented	
	Frequency
Yes	9
No	1
Total	10

**Other Opinion on Mismanagement in Promotion**

Respondents who reported their own observation apart from the given options about mismanagement regarding promotion is presented here. One of them said the promotion shouldn't be granted over PSC merit list. Only one exam cannot determine someone's talent and the life long effort behind it. Rather, the perimeter for promotion, motivation should be on overall activities of personnel during his job period.

Another respondent said, currently there are some officers who pursued grouping under some certain officers, this has to be stopped and all the other members of the police department need to be treated as Bangladesh Police.

**3.1.6 Performance Management**

In this portion, the shortcomings regarding performance management was identified. The Annual Confidential Report (ACR) and the constraint of serving people as per their expectations from BCS Police officers are presented here as well.

**3.1.6.1 Shortcomings of administering ACR:**

To observe the shortcomings of the annual confidential report (ACR) or administration of performance appraisal system of BCS Police Officers, 10 respondents were asked about the irregularities they have faced or noticed so far.

### **No Specific Policy for Marking ACR**

For Table 3.1.6.1.1, it is said that there is no specific policy to follow in marking ACR. That is why qualifications are not being evaluated properly.

From the results of table 3.1.6.1.1, it can be seen that 6 out of 10 respondents of BCS police officer said there is no specific policy for numbering the ACR, which they consider as a shortcoming of administering ACR. The rest of the 4 respondents of BCS police officer have no complain about the evaluation system of ACR.

**Table 3.1.6.1.1**

*“There is no specific policy” as a shortcoming*

---

There is no specific policy for marking ACR

---

	Frequency
Yes	6
No	4
Total	10

---

### **Monopolistic Domination of the ACR Evaluating Officer**

The monopolistic dominance of the ACR Assessing Officer exists in assessing ACR. The information obtained from the ACR Assessing Officer, are not getting checked from other aspects. As a result, there is a chance for arbitrariness in providing ACR.

According to Table 3.1.6.1.2, 6 out of 10 respondents from BCS police officers said one of the major shortcomings for administering ACR is monopolistic domination of the evaluation officer on ACR, which is very illogical. The rest of the 4 respondents from BCS police officers face no domination regarding their evaluation. Therefore, they disagreed with this statement.

**Table 3.1.6.1.2**

*“The monopolistic domination of the evaluating officer” as a shortcoming*

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The monopolistic domination of the evaluating officer on ACR

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Frequency

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Yes	6
No	4
Total	10

**Lack of Evaluation for Eligibility**

In the current appraisal system, eligibility is not properly assessed during the assessment of ACR. Eligibility measures are not considered seriously rather dealt with illogical procrastination.

In table 3.1.6.1.3, it can be observed that, 6 out of 10 respondents from BCS police officers said during the ACR evaluation period, there is no proper assessment regarding eligibility. The rest of the 4 respondents from BCS police officer disagreed with this statement. May be they did not face this kind of situation during evaluation.

**Table 3.1.6.1.3**

*“Lack of evaluation for eligibility” as a shortcoming*

There is no proper evaluation of eligibility	
	Number Of
Yes	6
No	4
Total	10

**Maintaining Favoritism to ACR evaluating Officer**

For Table 3.1.6.1.4, it is said that there is no opportunity to get any feedback regarding ACR from the supervisor. In the name of maintaining confidentiality, the officers have no opportunity to see their ACR. So there is a tendency to keep favorable relation by any means with supervising officer.

From Table 3.1.6.1.4, it can be observed that all of the respondents of BCS Police Officers agreed to the statement that all the officers have to maintain unnecessary favorable impressions with the evaluator just to make sure their evaluation does not get ruined.

**Table 3.1.6.1.4**

*“Maintaining favoritism to the evaluator” as a shortcoming*

Officers have to maintain unnecessary favorable impression to the evaluator

	Frequency
Yes	10

### **Other Opinion on ACR Management**

Respondents who reported their opinion apart from the given options is presented here. One of the respondents reported that most of the time, the ACR evaluator officer is not efficient enough. Therefore, the marking of the subordinate’s ACR is not provided professionally as well. The matter of adequate physical ability does not get enough priority. Another respondent said, the current ACR needs to be upgraded.

### **3.1.6.2 Constraints of Serving People as Expectations:**

Findings of this portion describe the limitations of serving people as per the public expectations and the data were collected from BCS Police Officers. There were many constraints that are discussed in the following tables.

#### **Not Having Specific Working Hour**

A police officer has to be on duty day and night for 24 hours. As a human being, this situation leads to impatience in providing services as per expectations of the mass people. In order to perform their duties properly, having fixed working hours is very essential.

From table 3.1.6.2.1, it can also be observed that not having specific working hours is counted as a rational drawback in the system, regarding serving the mass people according to their expectations and 8 out of 10 respondents agreed on that. The rest of the 2 respondents do not have any complaints about their duty hour.

**Table 3.1.6.2.1**

*“Not having specific working hours” as a constraint on serving people.*

Not having specific working hours	
	Number of Respondent
Yes	8
No	2
Total	10

**Shortage of Manpower**

The scarcity of manpower is also a noticeable limitation. There is only 1 police officer deployed for every 800 citizens.

According to the Table 3.1.6.2.2, it is discernible that shortage of manpower is considered as a constraint of serving people as per their expectations. 7 out of 10 respondents of BCS police officers agreed to this statement. The rest of the 3 respondents showed their disagreement on that.

**Table 3.1.6.2.2**

*“Shortage of manpower” as a constraint of serving people*

Shortage of manpower	
	Number of Respondent

Yes	7
No	3
Total	10

### **Insufficiency of Police Vehicle**

The shortage of vehicle in proportion to the need of the police department is also a noticeable limitation. Due to lack of vehicles in times of need, it is not possible to provide services as per the expectations of the people.

From table 3.1.6.2.3, it can also be observed that 9 out of 10 respondents of BCS police officers identified shortage of vehicles as a major constraint. Therefore, it becomes a limitation for the BCS Police Officers to serve people as per the expectations. Only one respondent did not support this statement.

**Table 3.1.6.2.3**

*“Insufficient vehicle” as a constraint on serving people*

Insufficient vehicle	
	Number of Respondents
Yes	9
No	1
Total	10

### **Lack of Technology Based Training**

In this age of information technology, most officers do not have enough technical knowledge to combat the technology based crimes. As a result, sometimes officers are not able to serve the people as per their expectations.

By observing the table 3.1.6.2.4, it can be said that all of the respondents of BCS Police Officers agreed to the statement that lack of necessary training and technical knowledge is a drawback for the police officers because while serving people, they never can reach the expected standard.

**Table 3.1.6.2.4**

*“Lack of training and tech-based knowledge” as a constraint on serving people*

Lack of necessary training and technical knowledge	
	Number of Respondent
Yes	10

**Opinion apart from the given options**

Respondents who reported their own observation apart from the given options about constraints of serving people as expectations is presented here. One of the respondents said there is infrastructural default within police department. Another respondent complained that sometimes lack of proper motivation and personal aspiration from the supervising officer is a limitation of serving people.

One of the respondents expressed that there is no limitations to expected services from police which is also a big constraint to serve the people at their desired level. Sometimes there is a lack of cooperation from the mass people, e.g. crime scene conservation.

### 3.1.7 Problems of Superiors-Subordinates Relationships

To detect the problems between superiors-subordinates relationships of BCS Police Officers, 10 respondents were asked about the problem they experienced or noticed from their colleagues in their work environment. Also, female officers were asked about what kind of harassment they faced while working with the male colleagues. The male officers were also asked about the difficulties they faced while working with their female colleagues.

#### **Lack of Trust**

In police service, because of their job nature and chain of command, meeting with senior officers is not alike to other jobs. This circumstance sometimes creates a communication gap between the relationships of seniors and juniors that generate mistrust amongst them.

From table 3.1.7.1, it is shown that, 7 out of 10 respondents were positive about the statement that senior officers treat their subordinates unfairly and thus they do not have a trustworthy relationship. The rest of the 3 respondents opposed that. Maybe those 3 respondents have a very good and understanding relationship with their superior officers.

**Table 3.1.7.1**

*“Lack of trust” as a problem*

Lack of trust	
	Frequency
Yes	7
No	3
Total	10

#### **Lack of sincerity in understanding**

It is often seen that the superiors do not want to understand the problems of their subordinates and force them to work. On the other hand, subordinates also abuse

opportunities when the time comes. This problem would not have happened if there was sincerity in understanding each other's problems.

In table 3.1.7.2, the result shows that 9 out of 10 respondents said lack of sincerity among both party in understanding each other's problems creates difficulty in many cases. Only one respondent did not support this statement.

**Table 3.1.7.2**

*“Lack of sincerity in understanding” as a problem*

Lack of sincerity in understanding each other's problems	
	Number of Respondent
Yes	9
No	1
Total	10

**Assigning the Subordinates to Personal Jobs**

Superior officers do not respect their subordinates in many aspects. Subordinates are often assigned to private work, which causes dissatisfaction in them. Sometimes subordinates are assigned to do a personal job for the superior who might be odd. They are asked to do such things which hurt their self-esteem. Therefore, superiors' attitude makes their relationship more hostile day by day.

In table 3.1.7.3, the results show that 8 out of 10 respondents of BCS Police officers complained that the superior officers assign the subordinate police officers to an odd personal job. However, the rest of the 2 respondents disagreed with this opinion.

**Table 3.1.7.3**

*“Assigning the Subordinate Police Officers to a Personal Odd Job” As a Problem*

---

Assigning the subordinate police officers to a personal odd job

---

	Number of Respondent
Yes	8
No	2
Total	10

---

### **Humiliating Junior Subordinates**

Most of the time superiors insult their subordinates. Insulting a subordinate in front of their subordinates or misrepresenting them hurts their self-esteem very much. They are asked to do such things that hamper their self-esteem. Therefore, superior's arrogance makes their relationship more hostile.

In Table 3.1.7.4, it can be seen that, 8 out of 10 respondents of BCS Police officers complained that insulting one subordinate, in front of other junior subordinates, for the mistakes they made brings problems in superiors-subordinates relationship.

**Table 3.1.7.4**

*“Humiliating Junior Subordinates” As a Problem*

---

Disregarding one subordinates in front of other junior subordinates  
for the mistakes they made

---

	Number of Respondent
Yes	8
No	2
Total	10

---



### **Other Opinion on Superior- Subordinate Relationship**

Respondents who reported their opinion about problems of superiors-subordinates relationship apart from the given options is presented here. One of the officers complained that personal desires were forcefully imposed on the junior officers. However, some junior officers who have links with higher level authority do not respect the senior officers.

Another respondent said, the senior officers do not maintain professional behavior with the junior officers or they (the senior officers) do not know how they should behave or they do not have any training in this matter. As a result, it is not possible for them to behave normally with everyone. Lastly, one of the respondents said lack of training on behavioral approach is needed.

### **3.1.7.1 The kind of harassment female officer face**

#### **Bullying from Male Colleagues**

The work environment in police service is not yet favorable for the female employees. Frequently they have to face bullying from their counterparts within and outside of the office environment. Male colleagues make fun of them whenever they get a chance in the workplace.

In the table 3.1.7.1.1, 2 out of 3 female respondents of BCS Police Officers said female officers get harassed by their colleagues, which is identified as a severe issue at present for women in this career. Only one respondent among 3 female police officers had the opposite view.

**Table 3.1.7.1.1**

*“Female Officers Have to Deal with Bullying” As an Issue*

Have to deal with bullying	
	Number of Respondents
Yes	2

No	1
Total	3
Missing System	7
Total	10

### Seeing Female Officers as only Opposite Gender

For Table 3.1.7.1.2, it is said that male officers think, being a women, it is easier for female officers to get extra benefits. And thus male officers do not see women as an officer and instead bully them for their gender. Male officers are very mean and it is hard for them to accept and recognize the quality of a female officer.

According to Table 3.1.7.1.2, 2 out of 3 female respondents agreed on the statement mentioned above- male officers have a misconception that being a woman makes them different from their male colleagues. Only one respondent disagreed with this statement. Therefore it can be said that it might vary according to the colleague’s point of view whether the female officers will be seen as colleagues or the inferior opposite gender.

**Table 3.1.7.1.2**

*“Seeing female officers as opposite gender” as an issue*

Seeing female officers as opposite gender rather than subordinates officer

	Frequency
Yes	2
No	1
Total	3
Missing System	7
Total	10

## Lack of Recognition

For Table 3.1.7.1.3, it is said that even if female officers perform well, there is no proper appraisal for them rather male colleagues slander female colleagues as beneficiaries without giving them proper appreciation.

According to the Table 3.1.7.1.3, it is apparent that, 1 out of 3 respondents identified that even if female police officers are performing well, they do not get much of recognition. Though 2 among 3 of the BCS Police officers did not have any complaints regarding this one.

**Table 3.1.7.1.3**

*“Lack of Recognition” as an issue*

---

Even if female police officers are performing well, they do not get much of recognition

---

	Frequency
Yes	1
No	2
Total	3
Missing System	7
Total	10

---

## Blame of Unwillingness to Work

Sometimes male officers underestimate the importance of women's work without giving them proper respect. Because of gender inequality, male officers indicate that female officers work less and are unwilling to work in the outside environment. Without giving job responsibilities, there is a tendency of the male officers to think that women cannot or will not fulfill their responsibilities alone.

According to the Table 3.1.7.1.4, it is found that all the female respondents were certain about being offended by their male colleagues. Their words and actions indicate that female officer's work less, compared to male officers.

**Table 3.1.7.1.4**

*“Words and actions indicates women are inferior “as an issue*

Often their (male officers) words and actions indicate that female officer’s work less, compared to male officers.

	Frequency
Yes	3
Missing System	7
Total	10

**Other Opinion on Female Harassment**

Respondents who reported their opinion apart from the given options regarding harassment from colleagues is presented here. One of the respondents said female officers get physically abused, but most of the cases were not revealed. Many female officers were sexually harassed by their senior officers.

**3.1.7.2 The Difficulties to Work with Female Colleagues:**

**Unwillingness to take risky missions**

Male officers said that women officers are not much interested to do night shift duty because of the risk. Women generally do not want to take responsibility for risky work.

The given Table 3.1.7.2.1 shows that 5 out of 7 male respondents agreed with the statement that due to the unwillingness of taking risky mission, it becomes tough to work with female colleagues. The remaining 2 respondents disagreed with that perspective.

**Table 3.1.7.2.1**

*“Unwillingness to take risky missions” as an issue*

Expressing unwillingness to take on any risky mission

	Frequency
Yes	5

No	2
Total	7
Missing System	3
Total	10

**Possibility of Getting Involved in Immoral Relation**

For Table 3.1.7.2.2, it is said that while working with female officers, it sometimes leads to getting involved in immoral relationships.

As per Table 3.1.7.2.2, 2 out of 7 male respondents from BCS police officers said while working with the female colleagues, they feel like there are possibilities of getting involved in immoral affection. The remaining 5 respondents of the BCS police officers did not think working with the female colleagues could be a problem in this regard.

**Table 3.1.7.2.2**

*“Possibility of getting involved in immoral action” as an issue*

The possibility of getting involved in immoral Relation

	Frequency
Yes	2
No	5
Total	7
Missing System	3
Total	10

**Conservative Social Outlook**

For Table 3.1.7.2.3, it is said that socially, men and women’s formal relationship is not taken positively, so it becomes uncomfortable to work with women at night.

According to Table 3.1.7.2.3, it is apparent that 5 out of 7 male respondents said it was socially unaccounted to work together with female colleagues during the night shift. Thus, this situation makes it is difficult to work with female colleagues at night due to conservative social outlook. Though the remaining 2 male respondents have no complain regarding this matter.

**Table 3.1.7.2.3**

*“Conservative social outlook” as an issue*

Difficulty to work with female colleagues at night due to conservative social outlook	
	Frequency
Yes	5
No	2
Total	7
Missing System	3
Total	10

**Restriction of Female Police Deployment**

Women are often prevented from deploying religious seminars and gatherings because of extremist religious ideologies.

It can be seen from Table 3.1.7.2.4 that 6 out of 7 male respondents of BCS Police Officers said due to religious extremism there is always a risk of deploying women police officers in crowd control-like in different religious seminars and gatherings. Only one of the male respondents showed his disagreement with this statement. Therefore it is clear that a very small portion of the BCS police officers believe that women can handle risky jobs.

**Table 3.1.7.2.4**

*“Deploying women police officers in crowd control, where religious prejudice exists” as an issue*

---

Risk of deploying women police officers in crowd control in different religious seminars and gatherings due to religious prejudice

---

	Frequency
Yes	6
No	1
Total	7
Missing System	3
Total	10

---

### **Other Opinion on Working with Female Collogues**

Respondents who reported their opinion apart from the given options is described here. One of the officers said female members are more mercurial to their family responsibilities, thus they try to finish their job responsibilities early so that they can leave for home early as possible. However, another respondent said there has been significant progress in socially and religiously dogmatic views and positions.

### **3.1.8 Changes Needed For the Current Salary-Allowance System**

To find out the changes needed for the current salary-allowance system of BCS Police Officers, 10 respondents were asked about the challenges in the current salary-allowance system. What kind of changes is needed in current salary allowances system is described from their point of views.

#### **Separate Pay Structure**

For Table 3.1.8.1, it is said that a separate salary structure is required for the police department. Police Officers have to work 24 hours in a day and 7 days in a week. Even on the days of religious and social festivals, an officer has to work relentlessly.

From table 3.1.8.1, it is shown that 9 out of 10 respondents of the BCS Police officers agreed on this term and wanted to have a separate pay structure. It will increase the motivation and commitment of the officers towards their responsibilities. On the other hand 1 of the respondents did not show any interest in this statement.

**Table 3.1.8.1**

*“Separate Pay Structure” As a need of change.*

Separate pay structure is required for police members	
	Frequency
Yes	9
No	1
Total	10

**Risk Allowances**

For Table 3.1.8.2, it is said that since they have a full-time responsibility of working with criminals to combat crimes, a police officer is always exposed to various risks. So it is essential to include risk-allowances to their salary.

According to Table 3.1.8.2, all the respondents wanted to have a risk allowance with the additional facilities which is very rational.

**Table 3.1.8.2**

*“Risk Allowances” as a need of change*

Risk allowances need to be included	
	Frequency
Yes	10



### **Overtime Arrangement**

For Table 3.1.8.3, it is said that within the same pay scale, a police officer has to be on duty all the time. This is an obstacle in providing services as per the expectations of the people, as they are human beings as well. Thus they cannot perform their duties properly due to lack of motivation. So “overtime” should be arranged to increase enthusiasm.

In table 3.1.8.3, it is shown that 9 out of 10 respondents agreed that the police personnel need to have an arrangement for overtime. On the other hand, only one of the respondents of BCS police officers showed disagreement on this statement.

**Table 3.1.8.3**

*“Overtime Arrangement” As a need of change*

---

Make arrangements for overtime

---

	Frequency
Yes	9
No	1
Total	10

---

### **Holiday Allowances**

For Table 3.1.8.4, it is said that while everyone enjoys the festive days with family, the police are responsible for keeping them safe. So “Holiday Allowance” needs to be included for their sacrifice.

In table 3.1.8.4, it is seen that 8 out of 10 BCS police officers agreed to the statement that holiday allowance should be added with extra benefits provided by government. Remaining 2 respondents had no complaint about this matter, which is truly surprising.

**Table 3.1.8.4**

*“Holiday Allowances” As a need of change*

---

Include Holiday Allowances

---

	Frequency
Yes	8

---

---

No	2
Total	10

---

### **Opinion Apart From the given Options**

Respondents who reported their opinion apart from the given options about their current salary-allowance system is presented here. One of the officers said regardless of the current structure there should be a department of police in the ministry.

## **3.2 Findings of the Qualitative Interview**

Expert's opinion is very important to solve the problems and develop resolutions based on reliable, experience-based information. Experts offer advices according to their past experiences. Also, valuable insights on various solutions to different challenges were suggested by the expert. Following "Content analysis" technique, open ended responses from different professional experts were categorized according to the different area of HRM which is covered by this study. Eventually suggestions have been categorized on seven area of HRM by the expert. These are described below.

### **3.2.1 Expert's Reflection on Recruitment**

The issues and shortcomings identified by the respondents regarding recruitment were also brought to the experts and the experts came up with possible solutions. One suggestion was, in order to bring transparency in the recruitment of BCS police, there is a need for a Separate Service Commission, where there will be provisions for the recruitment of the officers. If there is a Separate Service Commission, the problems regarding inconsistency in recruitment will disappear.

Another expert pointed out that as there is a provision for special physical qualifications for joining the army, navy, or air force, there is a need for special physical qualifications pre-requisites for recruitment in the police cadre as the work of the police is similar to these forces. Some other experts suggested, before the final selection, dope test needs to be compulsory. Some experts suggested appointing cadres in the police department who choose police Cadre at least in the third place in their choice list. Experts also think that political transparency of the government and determined Public Service Commission is needed to bring transparency in the recruitment process.

At the same time, those who are involved in the recruitment process of Public Service Commission should be closely monitored so that they do not get involved in any immoral activities.

### **3.2.2 Expert's Reflection on Training Management**

Regarding the existing police training management's gap, the experts suggested arranging technology-based training. Some experts suggested that skilled trainers must be needed for improving the training system. They also said that special emphasis on cybercrime or tech-based crime handling should be placed in training in order to deal with the current cybercrimes. Also, training sessions should be arranged according to the trend and need in a timely manner, just like the developed countries are applying to their forces. Some experts think that increasing the time duration of firearms handling and driving training would be helpful for improving the existing police training system.

Other experts said making arrangement for training at a specific time of the year is very necessary as it allows the officers to focus on their training more precisely. Awareness training like humanity, child rights, and gender issue should be arranged.

### **3.2.3 Expert's Reflection on Transfer management**

According to some experts, there should be specific policies regarding transfer management. Half of the problems would drop down in the first place if that policy is followed strictly. Because of the vague and lengthy procedure, there remains scope for misconduct in the system of transfer management. During transfer, the eligibility and efficiency criteria (performance appraisal) must be determined and followed properly.

Without specific complaints, BCS police officers should not be transferred before 2 years of duration and they should not stay in the same posting longer than 2 years as well. Some experts believe that an officer who is experienced or specially trained in a subject need to be deployed in such a way that their expertise can be explored by the department. Therefore, high-ranking officials need to have special supervision in this matter. All the officers must be deployed both in the city and metropolitan areas gradually. Some of the experts suggested provision may be made to treat any kind of lobbying or unjust caprice as professional

misconduct. This situation can be avoided by formulating a proper and precise policy and adhering to it strictly.

### **3.2.4 Expert's Reflection on Promotion**

Some experts think that higher ranks need to be increased in number because not everyone gets the promotion when the time comes. Some of the most fortunate of the officers can hold the promoted position. Therefore, the expert's opinion regarding promotion was quite direct. Some experts said political considerations are not desirable in the case of promotion. Qualifications and skills should get priority in this matter to inspire officers to maintain their professionalism. In case of promotion, the existing rules between Cadre and Non-Cadres should be followed. Promotion to the post of "ASP" from the post "Inspector" should not be procrastinated. It should be given as soon as possible.

The experts also suggested to form an independent multi-stakeholder commission. This commission should have specific policies regarding promotion and transfer. Qualification and efficiency criteria need to be determined (performance appraisal) and it has to be followed properly.

### **3.2.5 Expert's Reflection on Performance management**

From some expert's point of view, all the mismanagement regarding performance management can be prevented if the core problem of the system can be identified and dealt with proper action. Experts said it is true that most of the time eligibility is not properly assessed in ACR. And that happens due to the ignorance of the assessing officer or due to the personal resentment of the ACR Assessing Officer. In this case, this problem can be solved by arranging ACR writing training for all the senior officers.

Other specialists suggested to hire multiple evaluating officer i.e. ACR evaluating officer should not be just one officer, rather a board or committee should be formed. Another expert said even after performing well, sometimes the evaluation of ACR comes out negatively due to assessing officer's personal resentment. Thus, the image of the potential officer becomes ruined. That's why there should be an opportunity for the evaluated officer to express their disagreement on any issues about his/her ACR if any. The officer who will evaluate ACR, should not be biased and unjust because of their personal issues. Performance should be determined jointly with the concerned officer.

### **3.2.6 Expert's Reflection on Superior Subordinate Relationship**

The cultural aspects regarding superior subordinate relationship need to improve. Cognitive or behavioral code of conduct should be preset so that there will be a clear and precise mandate to follow. Additionally, every officer has to attend the behavioral training and apply them to their work place. Institutional culture cannot be changed within a day. It will take years but still determination of the current Police department can contribute for the future generation. And this change will only be possible if the behavioral change happens from the mid-level officers. Because our research identified that the mid-level officers are the most pressurized and misbehaving unit. For that, cognitive training can help them better deal with the situation.

The code of conduct or line of precedence should not be ignored. To decrease the nonprofessional activities with the junior officers "Rules of Engagement" should be introduced.

### **3.2.7 Expert's Reflection on Salary and Allowances**

Some of the experts said, if someone is on duty on a holiday then he/she should be given holiday allowances. Considering the type of work the police do, some of the experts advised to introduce risk allowance for everyone from constables to SP level officers. Overtime and entertainment allowance should also be arranged. Also, arranging adequate holidays and giving the opportunity to spend time with family is very much needed- said some of the experts.

Experts suggested to arrange medical insurance for all of the officers. If anyone is seriously injured while performing their duties, they are treated at a local government hospital. But the local government hospitals do not provide all kinds of facilities and so nearby private hospitals seem inaccessible as those are expensive. As a result, victim's condition gets worse when this type of situation arrives. If there is a medical insurance, it would be possible to take appropriate action without worrying about money.

## **3.3. Chapter Conclusion**

In this chapter, the main focus was basically on the challenges and opportunities of BCS police officers that cover seven core areas of Human Resource Management of Police.

Those areas are recruitment, training, transfer, promotion, performance management, Superior-Subordinate relationship and issues regarding salary-allowances.

Covering these areas, regarding training, all of the respondents identified the lack of sufficient training on driving and firearms. Beside this, they also reported there is lack of technology based training such as; forensic, cybercrime and on intelligence collection. On the issues of transfer and promotion, 100% of the respondents claimed that the financial transaction, political influence and violating the seniority as the remarkable drawbacks of the system. In terms of recruitment it was found that 6 out of 10 respondents of BCS police officers agreed that there is a lack of separate physical qualification requirement for BCS police cadres. Regarding performance appraisal all respondents said officers have to maintain unnecessary favourable relation to evaluator because of the monopolistic domination of the evaluating officer. Regarding salary allowances, 9 out of 10 respondents spoke about arranging overtime facilities, 8 respondents demanded holiday allowance and all of the respondents has strongly claimed risk allowance.

From the qualitative data of experts it is reflected that to address the recruitment related issues, separate service commission should be formed and special physical qualification is required. To solve the gaps in existing training management, the experts suggested to give emphasize on technology-based training and training on intelligence and firearms. To bring transparency in the transfer and promotion, the experts suggested forming an independent multi-stakeholder commission. This commission should have specific policies regarding promotion and transfer. Qualification and efficiency criteria needs to be determined and it has to be followed properly. Experts suggested to hire multiple evaluating officers i.e. ACR evaluating officers should not be just one officer, rather a board or committee could be formed. Performance should be determined jointly with the concerned officer rather than keeping it confidential. Regarding salary- allowances experts suggested incorporating holiday allowance, risk allowance and medical insurance coverage for all officers.

The following chapter IV will discuss the gaps in human resource management of Sub-Inspector & Sergeant levels, along with the possible solutions suggested by the experts on their issues.

# Chapter -IV

## Gapes in Human Resource Management of Sub-Inspector & Sergeant Levels

The main objective of this study was to identify the challenges of existing Human Resource Management system of Bangladesh Police administration and thereby to meet the challenges and suggest possible ways to the Bangladesh Police to bring the necessary reformation. In order to identify the challenges of the existing Human Resource Management system of Bangladesh Police, this chapter deals with 7 corner stones of human resource management- recruitment, training, transfer, promotion, performance appraisal, relationships between colleagues, incentive structure. In this study, the significant challenges and mismanagements of the police department were revealed and thereby suggested with possible solutions or ways to bring necessary reformation to face those challenges. In order to represent the findings precisely, this chapter is organized with two broad sections. These are:

4.1. Findings of the Quantitative Data

4.2. Findings of the Qualitative Interview

### 4.1 Findings of the Quantitative Data

#### 4.1.1 Socio-Demographic Characteristics of the Respondents

To comprehend the socio-demographic characteristics of respondents, data were collected from 30 respondents who were appointed as Sub-inspector or Sergeant. The socio-demographic characteristics of the respondents are presented in table 4.1.1.1, 4.1.1.2 and 4.1.1.3.

#### Gender of the Respondents

The Table 4.1.1.1 represents the percentage of respondents as per their gender. It can be observed from the table that in the present study the total number of respondents who were recruited as sub- inspectors and sergeants were 30. Among them 93.3% of the respondents were male whereas 6.7% of the respondents were female.

**Table 4.1.1.1***Percentage of Respondents According To Gender*

Gender of the respondent			
	Frequency	Percent	Valid Percent
Female	2	6.7	6.7
Male	28	93.3	93.3
Total	30	100.0	100.0

In Table 4.1.1.2, percentage of respondents regarding their educational qualifications is described. Among the officers, 39.9% had a Master's degree in different field, 20% of the respondents had a BA degree and 16.7% had a BSS degree. Other than that, the rest of the 23.4% officers' educational background partially varies from each other.

**Table 4.1.1.2***Percentage of Respondents Regarding Educational Qualification*

Educational qualification			
	Frequency	Percent	Valid Percent
	2	6.7	6.7
BA	6	20.0	20.0
BA, MA	3	10.0	10.0
BBS, MBS	1	3.3	3.3
BCOM	1	3.3	3.3
BCOM, MCOM	1	3.3	3.3



BSC	2	6.7	6.7
BSC, BAD	1	3.3	3.3
BSS	5	16.7	16.7
M. Pharm	1	3.3	3.3
MA	2	6.7	6.7
Masters	1	3.3	3.3
MBA	1	3.3	3.3
MSC	1	3.3	3.3
MSS	2	6.7	6.7
Total	30	100.0	100.0

### Age of the Participants

The given Table 4.1.1.3 describes the mean age of the participants. The Maximum age was 58 and the minimum age was 27, therefore, the mean age of the Sub-inspector/Sergeant was 39.36.

**Table 4.1.1.3**

*Mean Age of the Participants (28 respondents)*

Age of the Participants					
	N	Minimum	Maximum	Mean	Std. Deviation
Age	28	27	58	39.36	8.812

## 4.1.2 Incompatibility in the Appointment of the Police Department

To find out the incompatibility in the recruitment system of sub-inspectors and sergeants, 30 respondents were asked about the challenges in the recruitment process, the harmful effects of unethical hiring and the obstacles to recruiting female police officers for this post.

The major Challenges of recruitment are political influence, quota system, financial transaction and issues related to age of applying. All the respondents were asked for their opinion with a multiple response close-ended questionnaire. Also, they had an open-ended portion where their opinion regarding those statements can be exposed completely. The respondents had to respond to each of the options of a question.

### Political influence and Recruitment

According to Table 4.1.2.1, many people join the Bangladesh Police by exerting political influence. Sometimes it has also been seen that at the final stage of recruitment, the selected qualified people are not being recruited due to political issues.

In Table 4.1.2.1, 30 respondents were asked whether Political influence was an incompatibility or not. 83.3% of the respondents agreed that during the appointment, political influence was an incompatibility and the rest 16.7% disagreed.

**Table 4.1.2.1**

*Percentage of Respondents Who Reported “Political influence” as an Incompatibility*

Political influence			
	Frequency	Percent	Valid Percent
Yes	25	83.3	83.3
No	5	16.7	16.7
Total	30	100.0	100.0

## The Quota System

According to Table 4.1.2.2, since the position of SI/sergeant is the tenth grade, all type quotas are applicable in this post and other eligible citizens are getting fewer benefits compared to quota holders.

Therefore, in Table 4.1.2.2, it is discernible that 53.3% of the respondents identified the quota system as an incompatibility in the appointment of the police department. On the other hand, 46.7% of the respondents did not find it unsuitable.

**Table 4.1.2.2**

*Percentage of Respondents Who Reported “The quota system” as an Incompatibility*

The quota system			
	Frequency	Percent	Valid Percent
Yes	16	53.3	53.3
No	14	46.7	46.7
Total	30	100.0	100.0

## Financial Transactions

As per Table 4.1.2.3, incompetent people are being recruited in the police department due to financial corruption. It is very important to curb financial corruption because this could detriment the state through the appointment of incompetent police personnel. In addition, the real purpose of the police force is undermined in this way. If they are recruited due to corruption, they are given the opportunity for further corruption in the future.

According to Table 4.1.2.3, it is observed that 30 respondents were asked whether financial transaction was an incompatibility or not. Among them 80% of the respondents identified that financial transaction happens and was an incompatibility in the recruitment. But, the other 20% of the respondents disagreed.

**Table 4.1.2.3***Percentage of Respondents Who Reported “Financial transactions” as an Incompatibility*

Financial transactions			
	Frequency	Percent	Valid Percent
Yes	24	80.0	80.0
No	6	20.0	20.0
Total	30	100.0	100.0

**Aging Issues**

In Table 4.1.2.4, it is observed that the quantitative response regarding aging issues in recruitment is low. The age limit for applying to the post SI is a maximum of 27 years. It is often observed that the completion of Honors-Masters takes 28 years easily. So many people lose the eligibility to apply even if they want to.

But in Table 4.1.2.4, it is seen that only 40% of the respondents agreed that- aging issues in recruitment was an incompatibility. Other than that 60% of the respondents of Sub-inspector police officers opposed it.

**Table 4.1.2.4***Percentage of Respondents Who Reported “Aging issues in recruitment” as an Incompatibility*

Aging issues in recruitment			
	Frequency	Percent	Valid Percent
Yes	12	40.0	40.0
No	18	60.0	60.0
Total	30	100.0	100.0

## Opinions apart from the given options

Opinions of the respondents apart from the given options are presented here. One of the respondents said, appointment without proper talent assessment was the biggest incompatibility. Another respondent said for the rank of officers, the quota system should not be much effective. And all type of unethical recommendations should be stopped.

One of the respondents opined that the requirement criteria of being unmarried needs to be removed for appointment of “sub inspector”.

### 4.1.2.1 The Harmful Effects of Unethical Hiring

In this part of the study, the aftereffects of unethical hiring are presented by the data collected throughout the research. Sometimes it is observed that some police personnel are recruited unethically. Unethical hiring has many harmful effects in the police department. According to the respondents, the effects are involvement in corruption, decrease of public trust, compromises in the state’s law and shortage of qualified people. All the respondents were asked for their opinion with a multiple response close-ended questionnaire. Also, they had an open-ended portion where their opinion regarding those statements can be exposed completely. The respondents had to respond to each of the options of a question.

#### Involvement in Corruption

If the police are hired through corruption, it goes without doubt that this officer will be involved in corruption throughout his whole service life.

From Table 4.1.2.1.1, it can be noticed that all the respondents of Sub inspectors/Sergeants agreed on the statement that, if an officer is hired unethically, he/she will be involved with corruption in the workplace. Among the 30 respondents all of them said it was a true fact.

**Table 4.1.2.1.1**

*Percentage of Respondents Who Reported “Get involved in corruption” As an Effect*

Get involved with corruption in the workplace			
	Frequency	Percent	Valid Percent
Yes	30	100.0	100.0

## Reliance on police department Mislead

According to Table 4.1.2.1.2, the public cannot expect proper service from those who look out only for their own interests. In this way, the confidence and trust of the people on police get destroyed. As a result, the image of the police force is tarnished.

In Table 4.1.2.1.2, it is shown that 93.3% of the respondents of Sub-Inspector/Sergeant identified that reliance on police department might be misled from public as an aftereffect of illegal hiring. The rest 6.7% of the officers disagreed.

**Table 4.1.2.1.2**

*Percentage of Respondents Who Reported “Reliance on police might be gone “As an Effect*

Reliance on police department might be misled from public

	Frequency	Percent	Valid Percent
Yes	28	93.3	93.3
No	2	6.7	6.7
Total	30	100.0	100.0

## Compromise the State’s Law

In Table 4.1.2.1.3, it can be seen that if someone breaks the law from the beginning and protects his interests, then in the future they will try to protect their interests by breaking the discipline of the police force.

According to Table 4.1.2.1.3, those who get recruited unethically, might compromise the law causing the loss of the state and will not provide good service. 96.7% of the respondents were supporting this as a very credible effect. Because it is obvious that unethical hiring will definitely ruin the actual image of the police department. On the other hand, the other 3.3% of the respondents were not concerned about this effect.

**Table 4.1.2.1.3**

*Percentage of Respondents Who Reported “Can cause loss of the state and will not provide good service “As an Effect*

Who gets recruited illegally, might compromise the law, causing the loss of the state and will not provide good service

	Frequency	Percent	Valid Percent
Yes	29	96.7	96.7
No	1	3.3	3.3
Total	30	100.0	100.0

**Lack of Qualified Police**

In Table 4.1.2.1.4, sometimes qualified people do not get recruited because of unethical hiring. As a result, if unqualified people are recruited often, there will be shortage of qualified people in the police department.

It is observed in table 4.1.2.1.4 that among the respondents, 96.7% said illegal hiring creates the shortage of qualified people in the police department. Also, a low portion of the candidates which was about 3.3% of the respondents choose the opposite option.

**Table 4.1.2.1.4**

*Percentage of Respondents Who Reported “The shortage of qualified people arises “As an Effect*

	Frequency	Percent	Valid Percent
Yes	29	96.7	96.7

---

No	1	3.3	3.3
Total	30	100.0	100.0

---

### **Opinion apart from the given options**

Respondents who reported their opinion apart from the given options is presented here. One of the respondents said those who get recruited unethically tend to avoid public interest and focuses on self-interest. Until the end of their job, they only try to go for the unethical way and hamper others. Another respondent said after getting the job illegally, officers will have the tendency to engage in wrongdoing.

One of the respondents of sub inspectors said illegally hired officer does not care about law. Thus humanity and morality among them will decline. Since they are recruited by abusing the power, they will drag themselves and others towards many wrongdoings. E.g. getting recruited over bribery/ lobbying, they will recruit others in the same way. They also exert influence on the administration, which remains unseen or unknown to all.

### **4.1.2.2 Obstacles to Recruit Female Police Officers**

Here in this portion, the obstacles to recruit female police officers are presented by the data collected from the respondents. Social perception, lack of security, condition of being unmarried and fear of basic training are the key obstacles for females joining in police service.

#### **Social Perception & Lack of Security**

According to Table 4.1.2.2.1, from a social point of view, female police officers are looked down upon. It is not well accepted in our society that the daughter of the house or the wife of the house would be a police officer.

In Table 4.1.2.2.1, it can be seen that there were 73.3% of the respondents who actually agreed with the option about the obstacles female officers face. There is a huge effect of social perception and lack of security in female police career. Though, 26.7% of the respondents did not agree with that.



**Table 4.1.2.2.1**

*Percentage of Respondents Who Reported “Social perception and lack of security” As an Obstacle*

Social perception and lack of security			
	Frequency	Percent	Valid Percent
Yes	22	73.3	73.3
No	8	26.7	26.7
Total	30	100.0	100.0

### **Marriage as a Barrier**

According to the Table 4.1.2.2.2, many respondents said that marriage is a barrier to employment in police as there is a condition of being unmarried for appointment to the post of Sub-inspector/ Sergeant.

Form Table 4.1.2.2.2, It can be observed that 60% of the respondents from sub-inspectors/ sergeants identified the condition of being unmarried as an obstacle. Marriage should not be a barrier for this job. Apart from the 60% mentioned above, the other 40% of the respondents showed their disagreement with this thought.

**Table 4.1.2.2.2**

*Percentage of Respondents Who Reported “The Condition of Being Unmarried” As an Obstacle*

Married females are not allowed to have the opportunity to get a job			
	Frequency	Percent	Valid Percent
Yes	18	60.0	60.0

No	12	40.0	40.0
Total	30	100.0	100.0

### Religious Orthodoxy

For Table 4.1.2.2.3, religious orthodoxy is an obstacle in in the recruitment of females in the police department. Religious orthodoxy does not support women's empowerment in many ways, which affects society and hinders women from joining the police force.

From this Table 4.1.2.2.3, it can be observed that 73.3% of the respondents identified religious orthodoxy as an obstacle to hire a female candidate. Because social perception matters to most of the families and it also affects the potential female candidate's career choice. On the other hand, 26.7% respondents said they don't think this obstacle is real for the female candidates.

### Table 4.1.2.2.3

*Percentage of Respondents Who Reported "Religious Orthodoxy" As an Obstacle*

Religious Orthodoxy			
	Frequency	Percent	Valid Percent
Yes	22	73.3	73.3
No	8	26.7	26.7
Total	30	100.0	100.0

### Fear of Training

For table 4.1.2.2.4, it can be said that sometimes females are afraid of rigorous basic police training which make them less confident in joining police service compared to other services.

Table 4.1.2.2.4 shows that 60% of the respondents agreed on the matter that female candidates were afraid of training and that's why they remain unwilling, which becomes an obstacle during their recruitment. Other 40% of the candidate's responses were negative.

**Table 4.1.2.2.4**

*Percentage of Respondents Who Reported "Fear of basic training" As an Obstacle*

Fear of basic training			
	Frequency	Percent	Valid Percent
Yes	18	60.0	60.0
No	12	40.0	40.0
Total	30	100.0	100.0

#### **Opinion apart from the given options**

Respondents who reported their opinion apart from the given options is presented here. One of the respondents said that lack of education and awareness is an obstacle in the recruitment of female police officers. Another officer said female quota should be increased. Also, the kind of attire female police use is the main reason why many don't want to join police.

One of the respondents said that arranging proper accommodation for females is very important. Another officer reported that the professional relationship between male and female colleagues in the police department was not as strong as other sectors.

### **4.1.3 Gap in the Existing Police Training Management**

To detect the gap in the existing Police Training Management system of sub-inspectors and sergeants, 30 respondents were asked about the gaps and the effect of insufficient training through immoral activities. All of the respondents were asked to respond to each of the options of a question. They were asked for their opinion with a multiple

response close-ended questionnaire. Also, they had an open-ended portion where their opinion regarding those statements can be exposed completely.

### **No Salary during Basic Training**

For Table 4.1.3.1, it is said that after being recruited, the officers start their basic training in Police Academy, Sarda. During this period, they do not get monthly salary except training allowance.

In Table 4.1.3.1, the majority of respondents which is about 86.7%, complained about not receiving a basic salary during the training period. It deprives the officers from their rights. Without incentives, proper dedication and motivation level cannot be achieved. On the other side, 13.3% of the respondents had no complaints about this issue.

**Table 4.1.3.1**

*Percentage of Respondents Who Reported “Not Receiving Basic Salary during Training “As a Gap*

Salary is not paid during the training period			
	Frequency	Percent	Valid Percent
Yes	26	86.7	86.7
No	4	13.3	13.3
Total	30	100.0	100.0

### **Lack of Firearms Training**

For Table 4.1.3.2, it is said that inadequate firearms training makes the officers less confident in shooting to combat criminal and crime.

According to Table 4.1.3.2, it is discernable that 50% of the respondents among the sub-inspectors / sergeants agreed that there is a shortage in firearms training whereas the other half, i.e. 50% of the respondents had no complaints about the shortage in firearms training.

**Table 4.1.3.2**

*Percentage of Respondents Who Reported “shortage in firearms training management” As a Gap*

There is a shortage in firearms training management			
	Frequency	Percent	Valid Percent
Yes	15	50.0	50.0
No	15	50.0	50.0
Total	30	100.0	100.0

**Lack of Technology based Investigation Training**

Criminals are continuously changing their techniques and day by day they are committing crimes using technology. To combat those crimes and criminals technology based investigation is very essential for the investigating officers. But in reality, those types of training facilities are not adequate in the existing system.

Table 4.1.3.3 indicates that the majority of the respondents think that insufficient training in investigation and tech-based crime is a gap of training management. 96.7% of them agreed on this opinion and the rest 3.3% disagreed.

**Table 4.1.3.3**

*Percentage of Respondents Who Reported “Insufficient training on investigation/tech-based crime” As a Gap*

Insufficient training on investigation and technology-based crime			
	Frequency	Percent	Valid Percent

Yes	29	96.7	96.7
No	1	3.3	3.3
Total	30	100.0	100.0

### Unsuitable Training

Despite being unsuitable for the present times, some of the trainings are still followed by the current training programs; such as horse riding. Those trainings need to be changed and appropriate training should be arranged.

According to Table 4.1.3.4, it is apparent that 60% of the respondents identified unsuitable training as a gap of existing training system. On the other hand, 40% of the respondents disagreed because they think all types of training is required for police personnel.

**Table 4.1.3.4**

*Percentage of respondents who reported “unsuitable training is inefficient for the time requirement” as a gap.*

Some training is inappropriate for the current time, such as horse riding

	Frequency	Percent	Valid Percent
Yes	18	60.0	60.0
No	12	40.0	40.0
Total	30	100.0	100.0

### Opinions apart from the given options

Respondents who reported their opinions apart from the given options are presented here. One of the respondents from sub inspectors said lack of modern skilled trainer, inadequate transportation and accommodation, lack of up-to-date training was the main gap in the existing training management. Another officer said lack of training in computer learning and driving, cybercrime handling etc. has to be arranged.

Both the physical training and field training continues for one year duration each. But it would be better if the physical training lasts for six months and the field training lasts for 18 months. Another suggestion recommended that case writing, completing driving course and getting license needs to be done during training session. Staying updated with the latest technology is also needed.

#### **4.1.3.1 Effect of Insufficient Training through Immoral Activities**

Though completion of the training period is compulsory for every novice officer of sub-inspector and sergeant, some of them take insufficient training during training period through unfair means. This unfair activity during training can have a negative affect on an officer and the institution later on.

##### **Fail to Enforce Law**

If the training is completed in an unethical manner or with insufficient training, they will fail to acquire adequate knowledge about law, rules and regulations of police service. As a result, they cannot implement appropriate law to ensure justice to the people in the workplace.

By observing Table 4.1.3.1.1, it can be claimed that 100% of the respondents agreed that insufficient training will make them fail to enforce appropriate law.

##### **Table 4.1.3.1.1**

*Percentage of Respondents Who Reported “officers will fail to enforce law” As an Aftereffect of Insufficient Training.*

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Will fail to enforce law at work

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	Frequency	Percent	Valid Percent
Yes	30	100.0	100.0

### Unable to carry out responsibilities

Since the training period is completed in an unethical manner or without proper training, the officers will fail to perform assigned duties properly.

It is discernable from Table 4.1.3.1.2 that 100% of the respondents from Sub-Inspectors said without proper training, officers will be incapable of performing duties properly.

**Table 4.1.3.1.2**

*Percentage of Respondents Who Reported “officers will be incapable of performing duties properly” As a consequence of Insufficient Training.*

Will be incapable of performing duties properly			
	Frequency	Percent	Valid Percent
Yes	30	100.0	100.0

### Lack of interpersonal skills

For a police officer, having patience is important in professional life. Since the officers ended their training period in an unethical way by choosing the shortcut, without putting proper effort, a patient career for them cannot be expected in the future.

According to Table 4.1.3.1.3, it is apparent that 96.7% of the respondents agreed, the officers who have insufficient training will have insufficient patience and will not be able to work hard in professional life. The rest of the 3.3% respondents were against this opinion.



**Table 4.1.3.1.3**

*Percentage of Respondents Who Reported “officer’s patience will be insufficient to be able to work hard in professional life” As an Aftereffect of Insufficient Training.*

---

Patience will be insufficient and will not be able to work hard in professional life

---

	Frequency	Percent	Valid Percent
Yes	29	96.7	96.7
No	1	3.3	3.3
Total	30	100.0	100.0

---

**Lack of Morality**

Those who don’t have sufficient training, they will be unable to make the right decisions when the time comes to control the situation. They will think of unethical means to find a shortcut to summarize the work without finishing it properly.

From the Table 4.1.3.1.4, it can be noticed that 80% of the respondents stated that those who have insufficient training or finished their training session through immoral activities, will think immoral stuff at the workplace in the future. Rest of the 20% respondents didn’t complain about this matter.

**Table 4.1.3.1.4**

*Percentage of Respondents Who Reported “officers will think immoral stuff at workplace” As an Aftereffect of Insufficient Training.*

---

Will think immoral stuff at workplace

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	Frequency	Percent	Valid Percent
Yes	24	80.0	80.0

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No	6	20.0	20.0
Total	30	100.0	100.0

---

### **Opinion apart from the given options**

Respondents who reported their opinion apart from the given options is discussed here. One of the respondents said if the training is inefficient, the police personnel's professional qualifications will be insufficient. There will be no sense of discipline in them and they will not hesitate to go for an unethical act. This will be a threat for the whole police department.

Another respondent of sub-inspector said, without training, respect for supervisor will decrease. Therefore without proper training, police personnel will not be able to become responsible or reliable. Training enriches the quality of work in the field. With proper training, good outcomes can be found in real-life investigations. If an untrained officer is in charge, the enforcement of law will be unfair. There is a high chance that mass people will fall in danger.

### **4.1.4 Inconsistencies of Current Transfer Management System**

Thirty respondents were asked about the inconsistency they face or noticed during the training period to uncover the inconsistencies of current transfer management system of sub-inspectors and sergeants. All of the respondents were asked to respond to every single options of a question. They were asked for their opinion with a close-ended questionnaire. Also, they were given an open-ended portion as well where their opinion regarding those statements can be expressed completely.

## Political Lobbying

There was inconsistency in transfer management due to political lobbying. Because of the political recommendations, many police officers are staying in the same place year after year.

As per Table 4.1.4.1, 93.3% of the respondents stated that political lobbying was a major inconsistency of the transfer system. Due to political lobbying many people cannot get the chance to prove themselves regardless of their dedication. The rest of the 6.7% people prefer political lobbying.

**Table 4.1.4.1**

*Percentage of Respondents Who Reported “Political lobbying” as inconsistency of transfer system*

Political lobbying			
	Frequency	Percent	Valid Percent
Yes	28	93.3	93.3
No	2	6.7	6.7
Total	30	100.0	100.0

## Monetary Influence

In table 4.1.4.2, it is said that there were allegations of disobedience regarding the transfer rules through economic influence. It makes impossible to put/place the right person in the right place.

From table 4.1.4.2, the result shows that 76.7% of the respondents were against monetary influence and they identified this situation as an inconsistency of the current transfer management system. The rest 23.3% of the respondents did not perceive this problem as an issue.

**Table 4.1.4.2**

*Percentage of Respondents Who Reported “Monetary influence” as inconsistency of transfer system*

Economic influence			
	Frequency	Percent	Valid Percent
Yes	23	76.7	76.7
No	7	23.3	23.3
Total	30	100.0	100.0

### **Violation of Government Rules**

For table 4.1.4.3, it is said that since transfer management is being affected by corruption, it is obvious to say government rules and regulations are not being followed.

In table 4.1.4.3, 86.7% of the respondents identified disobedience of government rules and regulations as an inconsistency of transfer system. The rest of the 13.3% respondents didn't complain about that.

**Table 4.1.4.3**

*Percentage of Respondents Who Reported “government rules are not followed” as inconsistency of transfer system*

For transfer, government rules are not being followed

	Frequency	Percent	Valid Percent
Yes	26	86.7	86.7
No	4	13.3	13.3
Total	30	100.0	100.0

## **Inappropriate Transfer**

For table 4.1.4.4, it is said that the right person is not transferred to the right place due to political and economic influences. If the policy was followed from the beginning and political and economic influence was dismissed, then the police department would have been in a worthy position.

In table 4.1.4.4 it can be seen that, 86.7% respondents said that the right person is not transferred to the right place. On the other hand, 13.3% of the respondents disagreed with this statement.

**Table 4.1.4.4**

*Percentage of Respondents Who Reported “The right person is not transferred to the right place” as inconsistency*

The right person is not transferred to the right place			
	Frequency	Percent	Valid Percent
Yes	26	86.7	86.7
No	4	13.3	13.3
Total	30	100.0	100.0

## **Opinion apart from the given options**

Respondents who reported their opinion apart from the given options is discussed here. One of the respondents said, as there is no specific duration for working in a certain place or unit, officers always has the fear of transfer. Another respondent said before the transfer, the junior officer's consent should be taken. One of the respondents said that the transfer of the officers in different units should be followed through the Service Book. Transfer should also follow a circular flow.

Another respondent complained that the people of some specific districts get priority over others on transfer. Without lobbying, the transfer never happens in a good place.

#### 4.1.5. Mismanagements in the system of promotion

To reveal the mismanagements in the system of promotion, 30 respondents of sub-inspectors and sergeants were asked about the inconsistency they faced or noticed during the promotional period. All of the respondents were asked to respond to every single option of a question. They were asked for their opinion through a close-ended questionnaire. Also, they were given an open-ended portion where their opinion regarding those statements can be expressed completely.

#### Stuck in One Position

Since promotion is based on seniority precedence, it is seen that junior officers have to stay in the same post for a long time due to the non-promotion of the senior officers.

As per table 4.1.5.1, 93.3% of the respondents were complaining about being stuck in one position for a long time because of the procrastination in the promotional system. It brought dissatisfaction among most of the sub-inspectors. Though, 6.7% of the respondents did not complain about that.

**Table 4.1.5.1**

*Percentage of Respondents Who Reported “Being stuck in one position for a long time” as mismanagement*

Being stuck in one position for a long time			
	Frequency	Percent	Valid Percent
Yes	28	93.3	93.3
No	2	6.7	6.7
Total	30	100.0	100.0

### **Lack of Coordination in Promotion**

Lack of coordination of promotion is seen between the cadres and non-cadres. The promotion process for cadres is much higher than that of non-cadres.

It can be observed from the Table 4.1.5.2 that all of the candidates agreed that there is no coordination of promotion between cadre and non-cadre.

**Table 4.1.5.2**

*Percentage of Respondents Who Reported “no coordination in promotion between cadre and non-cadre” as a mismanagement*

---

There is no coordination of promotion between cadre and non-cadre

---

	Frequency	Percent	Valid Percent
Yes	30	100.0	100.0

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### **Promotion of less Eligible People**

For Table 4.1.5.3, it is said that, many incompetents are promoted due to political influence and bribery. As a result, many officers do not get promotion despite having qualifications.

According to table 4.1.5.3, it is apparent that 60% of the respondents complained about promoting ineligible people over political influence. This also creates dissatisfaction among sub inspectors as they are getting deprived of their rightful positions. On the other hand, 40% of the respondents were not concerned about this issue.

**Table 4.1.5.3**

*Percentage of Respondents Who Reported “Promoting ineligible people over political influence” as mismanagement*

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Promoting ineligible people over political influence

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	Frequency	Percent	Valid Percent
Yes	18	60.0	60.0
No	12	40.0	40.0
Total	30	100.0	100.0

---

**Delay of Promotion after PAL**

For Table 4.1.5.4, it is said that eligible candidates do not get promotions immediately after the PAL meeting. They are often deprived of getting promotion in many ways. This unpleasant situation makes the subordinates de-motivated.

From table 4.1.5.4, it can be seen that all the respondents of the sub inspectors complain about not being promoted after the PAL meeting.

**Table 4.1.5.4**

*Percentage of Respondents Who Reported “Not being promoted long after the PAL meeting” as mismanagement*

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Not being promoted long after the PAL meeting

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	Frequency	Percent	Valid Percent
Yes	30	100.0	100.0

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**Opinion Apart from the Given Options**

This part represents the respondents who reported their own observation apart from the given options about mismanagement regarding promotion.. One of them said that the



system regarding promotion was always adopting different policies and favoritism among personnel seems to exist. Transparent rules should be made about how long a rank can be held. Another officer opined that in the promotion of an “SI (Unarmed)” to the rank “Inspector of Police”, the traditional written examination system should be eliminated e.g. Sergeant to TI. The past eligibility of an officer should be considered for promotion.

One of the respondents identified that the time duration for inspectorships exam is only 2 hours, which is very insufficient because within that a candidate has to earn 200 marks. Minimum time duration should be 4 hours. Another respondent said, if there is continuity of promotion, both the respect and focus towards the profession will be strong. If an officer stays in the same position for a long time and the juniors are promoted, s/he will be disheartened and will be reluctant and inattentive towards their duty.

#### **4.1.6 Performance management**

In this portion, shortcomings of Performance Management and the constraint of serving people as per their expectations are presented. To perceive those shortcomings, 30 respondents were asked about the irregularities they faced or noticed so far. They were asked for their opinion through a multiple response close-ended questionnaire. Also, an open-ended portion was given where their opinion regarding those statements can be expressed completely.

##### **4.1.6.1 Shortcomings of Administrating the Annual Confidential Report (ACR)**

To perceive the shortcomings of the annual confidential report (ACR) or administrating performance appraisal system of sub-inspectors and sergeants, 30 respondents were asked about the irregularities they faced or noticed so far.

##### **Lack of Supervision**

For Table 4.1.6.1.1, it is said that many rewards or reprimands do not go up in service book due to lack of supervision. It is seen that even though s/he gets the award many times, the points do not record in the service book and the award is not fruitful for them in the future.

It can be observed from the Table 4.1.6.1.1 that 80% of the respondents who participated from Sub-Inspectors complained that many good deeds or bad deeds were not

recorded in the service book due to lack of supervision. Yet 20% of the respondents were satisfied with the service book procedure.

**Table 4.1.6.1.1**

*Percentage of Respondents Who Reported “Service Book Records Were Not Supervised Properly” as a shortcoming*

Many good deeds or bad deeds were not recorded in the service book due to lack of supervision

	Frequency	Percent	Valid Percent
Yes	24	80.0	80.0
No	6	20.0	20.0
Total	30	100.0	100.0

**Failure to Provide Updated ACR**

For Table 4.1.6.1.2, it is said that senior officers do not provide updated ACR on time which leads to complications in the promotion process on time.

According to Table 4.1.6.1.2, 86.7% of the respondents complained about the sincerity of seniors regarding junior officers ACR. It was said that senior officers do not provide updated ACR on time which leads to complications in the promotion process on time. Though, the rest of the 13.3% respondents had no complaint.

**Table 4.1.6.1.2**

*Percentage of Respondents Who Reported “Failure to provide updated ACR on time” as a shortcoming*

Failure to provide updated ACR timely

	Frequency	Percent	Valid Percent
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Yes	26	86.7	86.7
No	4	13.3	13.3
Total	30	100.0	100.0

### Assessment Officer's Ignorance

For Table 4.1.6.1.3, it is said that the assessment officer does not know the rules regarding the issues of ACR properly. Because, there was no proper training that could introduce the senior officer with ACR's procedure as a whole.

In table 4.1.6.1.3, it can be seen 83.3% respondents complained about the senior officer's ignorance about ACR. As they did not have enough knowledge about ACR, they could not give a proper review about the junior officers through ACR whereas 16.7% respondents disagreed with that.

**Table 4.1.6.1.3**

*Percentage of Respondents Who Reported "assessment officer's ignorance about ACR" as a shortcoming*

Not have the right knowledge about ACR			
	Frequency	Percent	Valid Percent
Yes	25	83.3	83.3
No	5	16.7	16.7
Total	30	100.0	100.0

### Unfair Assessment

For Table 4.1.6.1.4, it is said that often senior officers submit their own fictitious or biased ACR. The exclusive dominance of the ACR assessing officer causes trouble for the subordinate officers. Sometimes ACR does not get impartial due to personal resentment or any other personal reasons.

In table 4.1.6.1.4, 73.3% respondents from Sub-Inspector officers said that sometimes senior officers give unfair ACR according to their wish. Also, 26.7% respondents think the opposite.

**Table 4.1.6.1.4**

*Percentage of Respondents Who Reported “Superior Officer’s Unfair Assessment on ACR” As a Shortcoming*

Senior officers give unfair ACR according to their wish			
	Frequency	Percent	Valid Percent
Yes	22	73.3	73.3
No	8	26.7	26.7
Total	30	100.0	100.0

**Opinion apart from the given options**

This part represents the respondents who reported their opinion apart from the given options. One of the officers said sometimes the officer who is given the responsibility to evaluate the ACR, passes on the ACR evaluation to the office assistant. Another respondent said the ACR should be written on time or else the impression about the officer might change over time. One humble request came from an officer that it would be very helpful if the officers could see their own ACR report.

One of the respondents reported that there is a tendency of the senior officers to make others do immoral activities by giving the fear of making ACR marking poor. Another one said, it is better to mention the good qualities in the merit evaluation. In case of reprimand, proper guideline should be shown to the officer for correction.

#### 4.1.6.2 Constraints of Serving People as Expectation

Findings of this portion describe the limitations of serving people as per the public expectations. There were many constraints that were discussed in the following tables.

##### Insufficient Ratio of the Police

For Table 4.1.6.2.1, it is said that the shortage of police in proportion to the population of the country is also a noticeable limitation. Only 1 police officer was appointed for every 800 citizens.

From table 4.1.6.2.1, it can also be observed that 100% of the respondents identified that there is a shortage of police officers according to the need. Therefore, it becomes a constraint to serve the people as per their expectations.

**Table 4.1.6.2.1**

*Percentage of Respondents Who Reported “The shortage of police in proportion to the population” as a constraint on serving people*

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According to the population, the ratio of the police in the country is much less

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	Frequency	Percent	Valid Percent
Yes	30	100.0	100.0

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##### Lack of Vehicle

In police service, adequate vehicle is very essential for quick response to the people’s need. It is said that due to lack of vehicles in times of need, it is not possible to provide services as per the expectations of the people.

In table 4.1.6.2.2, 96.7% of the respondents complained that due to lack of vehicles in the times of need, it is not possible to provide services as per the expectations of the people. The rest 3.3% had no complaints though.

**Table 4.1.6.2.2**

*Percentage of Respondents Who Reported “Lack of adequate vehicle” as a constraint on serving people*

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Lack of adequate vehicle

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	Frequency	Percent	Valid Percent
Yes	29	96.7	96.7
No	1	3.3	3.3
Total	30	100.0	100.0

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**Lack of Expertise in the Technical Field**

For Table 4.1.6.2.3, it is said that there is a lack of necessary training and technical knowledge in the current era of information technology. Because of the shortage of necessary stuff it is not possible to provide services as per the expectations of the people.

In table 4.1.6.2.3, 93.3% of the respondents said lack of expertise in the use of technical equipment was a constraint on serving people. 6.7% of the respondents answered negatively.

**Table 4.1.6.2.3**

*Percentage of Respondents Who Reported “Lack of expertise in the use of technical equipment” as a constraint on serving people*

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Lack of expertise in the use of technical equipment

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	Frequency	Percent	Valid Percent
Yes	28	93.3	93.3
No	2	6.7	6.7
Total	30	100.0	100.0

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## Moral Clash with Senior’s Command

In Table 4.1.6.2.4, it was said that sometimes junior officers cannot perform fair services while obeying the senior officer’s command. Even if the senior officers are giving immoral commands, juniors have to cooperate with them.

By observing table 4.1.6.2.4, it can be claimed that 80% of the respondents complained that most of the time junior officers cannot perform fair services while obeying the senior officer’s command. On the other hand 20% of the respondents opposed that.

**Table 4.1.6.2.4**

*Percentage of Respondents Who Reported “Providing Fair Services is Difficult While Obeying the Senior Officer’s Command” As a Constraint*

Sometimes junior officers cannot perform fair services while obeying the senior officer’s command			
	Frequency	Percent	Valid Percent
Yes	24	80.0	80.0
No	6	20.0	20.0
Total	30	100.0	100.0

This part represents the respondents who reported their own observation apart from the given options about constraints of serving people as per their expectations one of the respondents said that general people do not know about the limitations which the police have, and also people always expect more. Another officer said, the people of Bangladesh do not want to follow law. In that case, the police department needs to operate with psychologists all the time. Thus they (Police) can understand them (people) more.

One of the respondents of SI said that insufficient opportunity and benefits are available; there is no time limit for duty; sometimes because of political power, police cannot provide the expected service. Another officer said, influence of local political leaders create pressure. If the officer refuses to cooperate, then the higher authority transfers that individual

somewhere else. One respondent opined that there is also lack of availability of fast transportation like motorbike which is less time consuming so an officer can reach the crime scene soon.

#### 4.1.7 Problems of Superiors-Subordinates Relationships

To detect the problems between superior-subordinate relationship of sub-inspectors and sergeants, 30 respondents were asked about the problem they faced or noticed while working with colleagues. They were asked about what kind of harassment female officers’ face while working with male colleagues and the difficulties to work with female colleagues

They were asked for their opinion through a close-ended questionnaire. Also, an open-ended portion was given where their opinion regarding those statements can be expressed completely.

##### Lack of Interaction

For Table 4.1.7.1, it is said that the superiors and subordinates do not trust each other in many aspects. Thus, lack of trust creates communication gaps among them.

From table 4.1.7.1, it is seen that, 96.7% of the respondents agreed about the lack of interaction between subordinates and superiors. The rest 3.3% respondents opposed that.

**Table 4.1.7.1**

*Percentage of Respondents Who Reported “Lack of interaction” as a problem*

Lack of interaction between subordinates and superiors			
	Frequency	Percent	Valid Percent
Yes	29	96.7	96.7
No	1	3.3	3.3
Total	30	100.0	100.0



### **Not Allowing Subordinates to Give Opinion**

For Table 4.1.7.2, it is said that subordinates are not given a chance to have an opinion of their own. Decisions are always made without their suggestion. Subordinate police members are often assigned to private work, which causes dissatisfaction in the minds of subordinate police members.

In table 4.1.7.2, the result shows, 83.3% of the respondents reported that superior officers do not allow subordinates to give opinion. That is why the subordinate officer did not have the proper satisfaction towards their responsibilities. From the respondents, 16.7% officers did not think that considering opinion is necessary.

**Table 4.1.7.2**

*Percentage of Respondents Who Reported “Not Allowing Subordinates to Give Opinion” As a Problem*

Subordinates are not allowed to give a suggestion			
	Frequency	Percent	Valid Percent
Yes	25	83.3	83.3
No	5	16.7	16.7
Total	30	100.0	100.0

### **Immoral Orders from Senior**

For Table 4.1.7.3, it is said that sometimes senior officers impose immoral decisions that have to be obeyed by the subordinates and this creates misunderstanding among them. As a consequence, the work environment becomes uncomfortable.

From table 4.1.7.3, it is apparent that 63.3% of the respondents said that the senior officer had a tendency of forcing the juniors to obey the wrong orders given by them whereas 36.7% of the respondents disagreed with this opinion.

**Table 4.1.7.3**

*Percentage of Respondents Who Reported “Forcing the juniors to obey the immoral orders” As a Problem*

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Forcing the juniors to obey the wrong orders given by the senior members

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	Frequency	Percent	Valid Percent
Yes	19	63.3	63.3
No	11	36.7	36.7
Total	30	100.0	100.0

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**Lack of proper evaluation by the superior**

Sometimes juniors think that their work and effort are not evaluated properly because of the seniors’ deficiency or lack of supervision. Insulting or misrepresenting a subordinate in front of his/her subordinates hurts their self-esteem very much. This approach makes their relationship more hostile day by day.

From the result shown in table 4.1.7.4, it was shown that 76.7% of the respondents think there is a lack of sincerity in proper evaluation by the superior, which is a big problem for maintaining good relationships among the superiors and subordinates. Also, 23.3% of the respondents from sub-inspectors disagreed on this portion.

**Table 4.1.7.4**

*Percentage of Respondents Who Reported “Lack of proper evaluation by the superior” As a Problem*

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Lack of proper evaluation by the superior officer

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	Frequency	Percent	Valid Percent
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Yes	23	76.7	76.7
No	7	23.3	23.3
Total	30	100.0	100.0

**Opinion apart from the given options**

Respondents who reported their opinion apart from the given options is presented. One of the officers said that the superiors do not behave cooperatively and cordially with subordinates. Another respondent said if there is any complain about the subordinates, supervisor jumps into conclusions without justifying everything properly. Senior officers should ask for the explanation of the junior officer’s action and guide them properly.

One of the officers opined that a respectable friendly relationship should be built with both the senior and junior officer. If someone makes an error, s/he should be guided to correct him/herself. No one should be treated as a neglected one. Senior officers should have faith in the subordinate officers.

**4.1.7.1 The kind of harassment female officer face**

**Female Officers Get Harassed about their Apparel**

In Table 4.1.7.1.1, it is seen that due to the accommodation crisis of female officers in workplace, many come from their home in civilian clothes and bring uniforms to the police station. Since the police station does not have the facility to change clothes, it becomes a problem for them.

In the table 4.1.7.1.1, 100% of the female respondents of sub-inspectors said female officers get harassed about their apparel and identified this issue in their career.

**Table 4.1.7.1.1**

*Percentage of Respondents Who Reported “Female Officers Get Harassed about their Apparel” As an Issue*

Get harassed when it came to apparel		
Frequency	Percent	Valid Percent

Yes	2	6.7	100.0
Missing System	28	93.3	
Total	30	100.0	

### Not assigning important duties

For Table 4.1.7.1.2, it is said that female officers are not given important duties or investigation of cases because the superior officers do not have confidence in female officers.

According to Table 4.1.7.1.2, it is observed that 50% of the female respondents agreed on the statement mentioned above. The other 50% of the respondents disagreed. Therefore it can be told that it might vary according to the superior officer's desire whether the female officers will be given leading responsibility and investigation of the case or not.

### Table 4.1.7.1.2

*Percentage of Respondents Who Reported “Not having superior officers’ reliance” As an Issue*

The women officers are not given the important duty or investigation of the case

	Frequency	Percent	Valid Percent
Yes	1	3.3	50.0
No	1	3.3	50.0
Total	2	6.7	100.0
Missing System	28	93.3	
Total	30	100.0	

### Tendency to look down upon Women

For Table 4.1.7.1.3, it is said that often male officers look down upon female officers all the time. Without giving them (female officers) due respect, they (male officers) act like female officer’s work is less important.

From the Table 4.1.7.1.3, it is discernible that 50% of the respondents identified this issue and the rest 50% denied.

**Table 4.1.7.1.3**

*Percentage of Respondents Who Reported “Tendency to Look down Upon Women” As an Issue*

Always look down upon women			
	Frequency	Percent	Valid Percent
Yes	1	3.3	50.0
No	1	3.3	50.0
Total	2	6.7	100.0
Missing System	28	93.3	
Total	30	100.0	

**Gets insulted in the form of sarcasm**

For Table 4.1.7.1.4, it was said that a female officer has to face a lot of insults in the form of sarcasm. There is always the tendency to think of women as beneficiaries and their qualifications do not get evaluated properly.

According to Table 4.1.7.1.4, it can be observed that 50% of the female respondents were certain about being insulted in the form of sarcasm by male colleagues, on the other hand 50% of the female respondents of sub inspector had no complaint.

**Table 4.1.7.1.4**

*Percentage of Respondents Who Reported “Gets insulted in the form of sarcasm” As an Issue*

Gets insulted in the form of sarcasm			
	Frequency	Percent	Valid Percent

Yes	1	3.3	50.0
No	1	3.3	50.0
Total	2	6.7	100.0
Missing System	28	93.3	
Total	30	100.0	

### Opinion apart from the given options

Respondents who reported their opinion apart from the given options is presented here. One of the respondents said instead of helping a female colleague, male officers keep them away from important work all the time.

### 4.1.7.2 The Difficulties to Work with Female Colleagues

#### Feeling hesitant to get along with female officers

For Table 4.1.7.2.1, it is said that generally male colleagues are unwilling to socialize with female colleagues due to our socio-cultural perception. Moreover, as the number of female police is very few, male colleagues feel hesitant to work alone with female colleagues.

According to Table 4.1.7.2.1, 53.6% of the respondents agreed with the statement that male colleagues are unwilling to socialize with female colleagues as there are fewer female police officers in the department. The rest 46.4% respondents disagreed.

**Table 4.1.7.2.1**

*Percentage of Respondents Who Reported “Feeling hesitant to get along with female officers” as an issue*

Feeling hesitant to get along with female officers all the time			
	Frequency	Percent	Valid Percent

	Yes	15	50.0	53.6
	No	13	43.3	46.4
	Total	28	93.3	100.0
Missing	System	2	6.7	
Total		30	100.0	

### Possibility of Immoral Relationship

For Table 4.1.7.2.2, it is said that in many cases, there is a chance of getting involved in an immoral relationship while performing duties together.

As per Table 4.1.7.2.2, 50% of the respondents said while working with the female colleagues, there is a high chance of getting involved in immoral relation. The other 50% of the respondents did not think this could be a problem.

#### Table 4.1.7.2.2

*Percentage of Respondents Who Reported “The possibility of getting involved in immoral affection” as an issue*

The possibility of getting involved in immoral affection				
		Frequency	Percent	Valid Percent
	Yes	14	46.7	50.0
	No	14	46.7	50.0
	Total	28	93.3	100.0
Missing	System	2	6.7	
Total		30	100.0	

### **Difficulty in controlling riots and fighting possession**

From Table 4.1.7.2.3, it can be seen that male officers have difficulty allowing women to deal with fights in dangerous or in complex situations such as controlling riots and fighting possessions.

According to Table 4.1.7.2.3, it is apparent that 75% respondents said it is difficult to work with female colleagues while controlling riots and fighting possession. They think women are more vulnerable and weak to save themselves. Though, 24% of the male respondents had no complaint about this.

**Table 4.1.7.2.3**

*Percentage of Respondents Who Reported “Difficulty in controlling riots and fighting possession” as an issue*

Difficulty in controlling riots and fighting possession			
	Frequency	Percent	Valid Percent
Yes	21	70.0	75.0
No	7	23.3	25.0
Total	28	93.3	100.0
Missing System	2	6.7	
Total	30	100.0	

### **Unwilling to go to fieldwork**

For Table 4.1.7.2.4, it can be said that women are often reluctant to fulfill their responsibilities. Also, they do not want to work outside or in the field due to family reasons.

From Table 4.1.7.2.4, it can be observed that 82.1% male respondents of sub inspector said female officers are unwilling to go for fieldwork whereas, 17.9% of the male respondents showed their disagreement with this statement.



**Table 4.1.7.2.4**

*Percentage of Respondents Who Reported “Female officers are unwilling to go for fieldwork” as an issue*

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Female officers are unwilling to work outdoors / go for a fieldwork

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	Frequency	Percent	Valid Percent
Yes	23	76.7	82.1
No	5	16.7	17.9
Total	28	93.3	100.0
Missing System	2	6.7	
Total	30	100.0	

---

#### **Opinion apart from the given options**

Respondents who reported their opinion apart from the given options is presented here. One of the officers said if a male colleague is maintaining a good relation with his female colleague, others talk behind their back. Another respondent said, it is mandatory to protect the female colleague in the crisis period like fighting, especially during night shifts. One of the respondents opined that female colleagues need to enhance mutual empathy and respect. One officer said it is difficult for women to play an equal role with men in protecting law in riots.

#### **4.1.8 Changes Needs For the Current Salary-Allowance System**

To find out the changes needed for the current salary-allowance system of sub-inspectors and sergeants, 30 respondents were asked about the gaps in existing system. All

the respondents were asked for their opinion with a multiple response close-ended questionnaire. Also, they had an open-ended portion where their opinion regarding those statements can be exposed completely. The respondents had to respond to each of the options of a question.

**Increasing risk allowance**

For Table 4.1.8.1, it is said that since the full-time responsibility of police officers exposes them to various risks, it is necessary to increase the risk allowance for them.

In table 4.1.8.1, it is shown that 100% of the respondents agreed on this term and wanted to increase the risk allowance. It will increase the motivation and commitment of the officers towards their responsibilities.

**Table 4.1.8.1**

*Percentage of Respondents Who Identified “Increasing risk allowance is required” As a need of change.*

Increasing risk allowance is required			
	Frequency	Percent	Valid Percent
Yes	30	100.0	100.0

**Including Overtime**

For Table 4.1.8.2, it is said that a police officer has to be on duty all the time. This is an obstacle in providing services as per the expectations of the people, as they are human beings as well. Thus they cannot perform their duties properly due to lack of inspiration. Therefore, overtime should be arranged to increase motivation.

According to Table 4.1.8.2, 100% respondents said overtime facilities need to be arranged. It is very unfair to make the officers work for 24 hours, all 7 days in a week without proper salary arrangements.

**Table 4.1.8.2**

*Percentage of Respondents Who Identified “Arrangement of Overtime facility” As a need of change*

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Arrange for overtime facility

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	Frequency	Percent	Valid Percent
Yes	30	100.0	100.0

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**Providing Rations**

For Table 4.1.8.3, it is said that lifetime ration should be provided to the police personnel as their salary allowance is very little.

In Table 4.1.8.3, it is observed that 100% respondents agreed that the police personnel need to have an arrangement of lifetime ration facilities.

**Table 4.1.8.3**

*Percentage of Respondents Who Identified “Providing rations” As a need of change*

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Provide lifetime rations

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	Frequency	Percent	Valid Percent
Yes	30	100.0	100.0

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**Separate pay scale**

For Table 4.1.8.4, it is said that a separate pay structure is required for police department as a police personnel have to be on duty for 24 hours a day, even on a religious or national holiday.

By observing Table 4.1.8.4, it can be claimed that 93.3% of the respondents agreed to the statement that a separate pay scale should be implemented for the police department. Rest of the 6.7% respondents had no complaints about this matter.

**Table 4.1.8.4**

*Percentage of Respondents Who Identified “Implementation of a separate pay scale” As a need of change*

Implementation of a separate pay scale for police department			
	Frequency	Percent	Valid Percent
Yes	28	93.3	93.3
No	2	6.7	6.7
Total	30	100.0	100.0

**Opinion apart from the given options**

Respondents who reported their opinion apart from the given options is presented here. One of the officer said there is a need to increase the allowances for treatment, laundry and food. He also added it should be ensured that the source of money goes to the officer’s hand properly. Another respondent opined that according to rank, risk allowances need to be increased and special allowances can be arranged rather than creating separate salary scale.

Another respondent said the salary needs to be coordinated with other forces. Police Department should have the freedom to control its own affairs like autonomous institutions. One of the respondents said the cost limit of the case or investigation should be according to the voucher rather than making the cost limit beforehand. Also, the medical system needs to be improved. Necessary steps should be taken if needed.

**4.2 Findings of the Qualitative Interview**

Expert’s opinion is very much needed to get the ability to develop resolutions based on reliable, experience-based information collected from respondents. Experts offer advice based on past experience. Also, valuable insights on various solutions to different challenges can be suggested by the expert. Following “Content analysis” technique, open ended

responses from different professional experts was classified according to the areas of HRM which is covered by this study. Eventually seven type of suggestion have been categorized.

#### **4.2.1 Expert' Reflection on Challenges of Recruitment**

The issues and shortcomings identified by the respondents regarding recruitment were also brought to the experts and the experts came up with possible solutions. One suggestion was, if the SI/Sergeant is recruited with the help of PSC (Public Service Commission), there might be a little bit of political influence, but the financial transaction will disappear permanently.

Some experts suggested an independent board can be formed for the recruitment of SI/Sergeant. Retired police chief, military officer, university teacher, members of the judiciary, media personalities and prominent citizens may be involved in the recruitment process who will work jointly with the government's recruitment committee. One of the experts said, partial solution of financial transaction problems can be possible with the formation of Separate Service Commission. This situation will not change within a day. Therefore, the rule of law needs to be established and practiced. However, completing the recruitment process as soon as possible and increasing the use of technology can be the apparent solution.

#### **4.2.2 Expert' Reflection on Training Management**

Regarding the existing police training management's gap, the experts suggested arranging salary allowances during training sessions. There are no risk allowances during the training period. Thus, arranging risk allowances should be taken into consideration. Another expert said, arranging updated technology-based training could help update the whole system. Special emphasis on cybercrime or tech-based crime handling training and long term firearms training should be provided.

Some experts suggested that the arrangement for training should be at a specific time of the year. Also, there needs to be specific guidelines on how to interrogate an accused during remand. With the help of technology, information can be extracted using various techniques or therapies rather than using physical torture. According to the experts,

awareness training on subjects like humanity, child rights, and gender issue should be arranged because these practices always come handy.

One of the experts pointed that, it is not appropriate to rely too much on section 164 of the CRPC in crime confession. As punishment cannot be given based on this alone if there is no circumstantial evidence and corroborative evidence available. During training period, the trainer should be given focus on that issue.

Lastly, from expert's point of view, Basic training for one year and practical training for two years must be introduced. In the case of Basic training, 1 years' time is very inadequate for proper training.

#### **4.2.3 Expert' Reflection on Transfer Management**

According to some experts, there should be specific policies regarding transfer. Half of the mismanagement would drop down in the first place if that policy is followed strictly. Because of the vague and lengthy procedure, there remain scopes for misconduct. The eligibility and efficiency criteria (performance appraisal) must be determined and followed properly.

The experts highly advised to ensure and maintain transparency in the transfer management system. Otherwise, the institution will never achieve the police personnel's trust. Also, it is necessary to stop politicization and nepotism in order to make the system clear and trustworthy for the officers. Because the core of the police department is the manpower it has. If the police personnel are not happy with their work, they will never give their 100% effort to uphold the countries interest in order to make it a better place.

Experts suggested taking enough measures and precautions while transferring an officer. Training and work experience should be considered. It will help them to grow their career path and expertise. Some experts suggested making a rule for not staying in the same workplace for more than 2 years. Because, it will make them get used to a certain place which can create scope for corruption.

#### **4.2.4 Expert' Reflection on Promotion**

Some experts think that higher ranks should be increased in number because not everyone gets the promotion when the time comes. Only some of the most fortunate

inspectors can hold the position of Assistant Police Super or more than that. Quota should be increased for the position of “Assistant Police Super” to promote the sub inspectors.

In case of promotion, experts suggested that the existing rules between Cadre and Non-Cadres should be followed. And by following the rules and regulations, promotion should be given according to seniority and efficiency. Other than that dissatisfaction will arise. The promotion should be given during the expected timeframe.

Immediate After the PAL meeting or after all the formalities have been processed, the promotion gets stuck due to systemic complexity and communication gaps. These things should be taken care of. Higher level officers should be more sincere to make the situation more endurable. If the position is empty and the candidate officers have the eligibility for promotion, then they should be given promotion.

#### **4.2.5. Expert’ Reflection on Performance Management**

From some expert’s point of view, all the mismanagement regarding performance management can be prevented if the core problem of the system can be identified and dealt with proper action. The senior officer who are given the authority to verify the assessment of the junior officers, have to have a clear idea about the ACR and service book. And that is why the expert suggestion was to provide a clear idea about ACR through post-recruitment training. Apart from training, supervision was also an important aspect where some experts suggested to put the authorities focus on. In order to do that, a proper monitoring and supervising team have to be formed. Performance should be determined jointly with the concerned officers so that they should be given the opportunity to counter their failure. Otherwise, there is no scope for clearance or transparency regarding evaluation. To make the appraisal system clearer for both the superior and subordinate officer, ACR and service book must follow through more than one person’s approval.

Some of the experts said there should be a Reserved Officer (RO) or the officer in charge, who will be held accountable for updates in the service book. All the rewards or reprimands the candidates achieves or fails to achieve should be noted down with proper procedure. Also, rewards or reprimands need to be timely updated in the service book. During the time of ACR submission, service book needs to be checked thoroughly within multiple supervisions.

#### **4.2.6. Expert' Reflection on Superior Subordinate Relationship**

Regarding the issues related to superior subordinate relationship, some of the experts suggested dealing with that by appointing an honest, skilled and qualified person as a senior office who will ensure freedom of action of their subordinates. The relationship regarding the superiors and subordinates should be defined with proper and written form of "Rules of engagement". If the "Rules of engagement" will be followed accordingly, there will be no misunderstanding and superior officers will not be able to force unethical orders to the subordinates. It will also manage the working relationship between junior and senior officers.

The nature of the work police is such that even a small unethical decision can harm the lives and belongings of the overall community. Therefore, it is necessary to have a truthful and accountable superior officer. On the other hand, the junior officers also need to make a habit of saying "NO" to the unjust or unethical orders of the senior officers with due respect. Moreover, it becomes easier to say no if there is no expectation of good posting or opportunities.

Some experts advised to deal with the punishment of the subordinate officers with patience and compassion. If the senior officer complains a little, the junior officers get punished or sent to inaccessible places as punishment posting. Instead of doing that, the accused should be given a chance to defend themselves. A strong protection mechanism needs to be formed for junior officers. All officers need counseling to acquire more accurate moral and human qualities.

#### **4.2.7. Expert' Reflection on Salary and Allowances**

Some of the experts said, Sub-Inspector performs very risky tasks. But they do not get enough risk allowances which hinders them to be committed at the desired level. So, the authorities should make arrangements for adequate risk allowances. Also, Sub- Inspectors do not have any specific working hour. It is very unfair to make the officers work for 24 hours, all 7 days in a week without proper salary arrangements. Thus, there is a need for an arrangement of overtime and risk allowances.



Some of the expert suggested that since the sub inspectors get ration facilities, they should not be given overtime allowance. According to existing law, “every police officer is always on duty” .If the police department is given overtime allowances; questions will arise from other departments as well. But the question still remains that whether the other defensive department’s responsibilities have similarities with the police department.

### **4.3. Chapter Conclusion**

This chapter discusses the challenges faced by Sub-Inspector & Sergeant levels on the seven core areas of HRM such as: recruitment, training, transfer, promotion, performance management, Superior-Subordinate relationship and issues regarding salary-allowances. Along with this, expert’s reflection regarding those issues has also been discussed here.

In the recruitment process, political influence and financial corruption are the major gaps. 83.3% of the respondents spoke about political influence and 80% of the respondent informed that incompetent people were being recruited in the police department due to financial corruption. 96.7% of the SI/Sergeant said, there was insufficient training to investigate the technology-based crime. Regarding transfer, 93.3% of the respondents identified political lobbying, 76.7% of the respondents identified financial transaction and 86.7% of the respondents said disobeying existing regulations as the drawback of transfer.

In terms of promotion, 100% of the respondents reported that there is no coordination of promotion between cadre and non-cadre and 93.3% of the respondent complained for being stuck in one position for a long time. Regarding the Shortcomings of Administrating the Annual Confidential Report, 86.7% of the respondents reported superior officer’s failure to provide updated ACR timely as a shortcoming. 83.3% of the respondents said that the superiors were not aware enough about the ACR. 100% respondents said, risk allowance needs to be increased and there should be an arrangement for overtime facility. 93.3% of the respondents said there should be a Separate Pay Scale for police department.

From expert’s points of view, if the SI & Sergeant is recruited with the help of Public Service Commission(PSC), there might be a little bit of political influence, but the financial transaction will disappear permanently. Special emphasis on cybercrime or tech-based crime handling training and long term firearms training should be provided. Also, there needs to be specific

guidelines on how to interrogate an accused during remand. With the help of technology, information can be extracted using various techniques or therapies rather than physical torture

According to some experts, there should have specific policies regarding transfer. Half of the mismanagement would drop down in the first place if that policy is followed strictly. Some experts suggest that higher ranks should be increased in number and existing rules between Cadre and Non-Cadres should be followed. And by following the rules and regulations, promotion should be given according to seniority and efficiency. Performance should be determined jointly with the concerned officer so that they are given the opportunity to counter their failure. ACR and service book must follow through more than one person's approval. Increase of risk allowance, incorporation of overtime and medical insurance coverage and determination of specific working hours are suggested by experts.

The following chapter V will be discussed about the human resource gaps identified by the group those were appointed as Constables. The possible ways forward reflected from qualitative data by the expert will also be presented.

# Chapter V

## **Human Resource Gaps Identified by the Police Constable**

The main objective of this study was to identify the challenges of the existing Human Resource Management system of Bangladesh Police administration and thereby to meet the challenges and suggest possible ways to bring the necessary reformation. In order to identify the challenges of the existing Human Resource Management system of Bangladesh Police, the questionnaire was designed with seven portions of Human resource management- recruitment, training, transfer, promotion, performance appraisal, relationship between colleagues and incentive structure. In this study, the significant challenges and mismanagements of the police department were revealed and thereby suggestions were presented with the possible solutions or ways to bring necessary reformation to face those challenges. In order to represent the findings precisely, this chapter is divided into two broad sections. These are:

4.1. Findings of the Quantitative Data

4.2. Findings of the Qualitative Interview

## **5.1 Findings of the Quantitative Data**

### **5.1.1 Socio-Demographic Characteristics of the Respondents of the Constables:**

To comprehend the socio- demographic characteristics of respondents, data were collected from 60 respondents who were appointed as Police Constables. The socio-demographic characteristics of the respondents were presented in table 5.1.1.1, 5.1.1.2 and 5.1.1.3.

#### **Gender of the respondent**

In Table 5.1.1.1, the percentage of respondents based on their gender has been shown. In this study, it can be observed that the total number of the respondents, who were recruited as Constables, was 60. Among the Constables, about 21.7% of female members and 78.3% of male members participated in this research.

**Table 5.1.1.1***Percentage of respondents based on gender*

Gender of the respondent			
	Frequency	Percent	Valid Percent
Female	13	21.7	21.7
Male	47	78.3	78.3
Total	60	100.0	100.0

**Educational qualification**

In the table below, the percentage of respondents regarding educational qualification is presented. Among the Constables, 35% of the respondents had a HSC degree and 28.3% have a SSC degree. Other than that, the rest of the 36.7% Constables had different educational backgrounds.

**Table 5.1.1.2***Percentage of respondents regarding Educational qualification*

Educational qualification			
	Frequency	Percent	Valid Percent
	4	6.7	6.7
Alim	1	1.7	1.7
BA	4	6.7	6.7
BSS	2	3.3	3.3
Class 8	6	10.0	10.0

Diploma in Electrical Engineering	1	1.7	1.7
HSC	21	35.0	35.0
MA	2	3.3	3.3
MCOM	1	1.7	1.7
MSS	1	1.7	1.7
SSC	17	28.3	28.3
Total	60	100.0	100.0

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### Age of the respondents

In Table 5.1.1.3, the mean age of the respondents from Police Constables are described. The Maximum age was 57 and the minimum age was 21, therefore, the mean age of the Constables can be said to be 36.04.

**Table 5.1.1.3**

*Mean Age of the Participants*

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Age of the respondent					
	N	Minimum	Maximum	Mean	Std. Deviation
Age	56	21	57	36.04	8.226
	56				

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### 5.1.2 Incompatibility in the appointment of the police department:

In order to find out the incompatibility or inconsistency in the recruitment process of the Police department, 60 respondents of the Constables (both male and female included)

were asked about the challenges of the recruitment process from their perspective. In this portion, they were also asked about the harmful effects of illegal hiring, and the obstacles to recruiting female police officers for this post. All the respondents were asked for their opinion with a multiple response close-ended questionnaire. Also, they had an open-ended portion where their opinion regarding those statements can be exposed completely. The respondents had to respond to each of the options of a question.

### **Lack of integrity of the hiring authority**

According to Table 5.1.2.1, sometimes it is observed that comparatively less qualified candidates are recruited in Bangladesh Police due to lack of honesty and integrity of the hiring authority. It is quite a common scenario during recruitment. Any unprofessional conduct in the appointment of the authority can hamper the recruitment process.

In Table 5.1.2.1, it can be seen that 51.7% of the respondents agreed on the statement that lack of integrity of the hiring authority is an incompatibility of the recruitment procedure. On the other hand, 48.3% of the respondents from Constables did not agree with the statement. The 48.3% is quite a big portion of respondents. They feel that way perhaps because either they think that the issue is too small to notice or perhaps they do not think unprofessional conduct can hamper the recruitment process at all.

**Table 5.1.2.1**

*Percentage of Respondents Who Reported “Lack of Integrity of the Hiring Authority” as an Incompatibility*

Lack of integrity of the hiring authority			
	Frequency	Percent	Valid Percent
Yes	31	51.7	51.7
No	29	48.3	48.3
Total	60	100.0	100.0

## Political intervention and lobbying

According to Table 5.1.2.2, it is said that sometimes candidates get recruited through political influence. Sometimes it is also seen that candidates are not getting the final elected posts even after the completion of all the formalities, just because of some political issues.

Now, the result of Table 5.1.2.2 shows that, 80% of the respondents said political intervention and lobbying is an incompatibility within recruitment. Therefore it can be said that political intervention is quite a big problem during recruitment. The other 20% did not see political intervention and lobbying as a problem perhaps because they never noticed the problem or they actually supported political intervention and lobbying personally.

**Table 5.1.2.2**

*Percentage of Respondents Who Reported “Political intervention and lobbying” as an Incompatibility*

Political intervention and lobbying			
	Frequency	Percent	Valid Percent
Yes	48	80.0	80.0
No	12	20.0	20.0
Total	60	100.0	100.0

## Quota problem

For Table 5.1.2.3, it can be said that all type quotas are applicable in the post of Constable. Because of that, other eligible citizens are getting deprived. Apparently, it results in a shortage of qualified police personnel in the department.

In Table 5.1.2.3, it can be observed that 48.3% respondents were positive to the statement that the quota system can be an issue that creates incompatibility in the recruitment process. Because they do not think plenty of quotas should be applicable in the police constable post. On the other hand, majority of the respondents which is about 51.7%, showed their disagreement regarding this statement. It is clear that those 51.7% officers supported quota system because they might get facilities due to the system.

**Table 5.1.2.3***Percentage of Respondents Who Reported “The quota system” as an Incompatibility*

The quota problem			
	Frequency	Percent	Valid Percent
Yes	29	48.3	48.3
No	31	51.7	51.7
Total	60	100.0	100.0

**Lack of proper merit evaluation**

Table 5.1.2.4 is related to the problems of recruitment which identifies not evaluating one candidate’s merit or skills properly. In the police department, recruitment is often influenced by power or bribery without proper assessment of merit.

As shown in Table 5.1.2.4, the majority of the respondents complained about the recruitment process that the candidates are not getting evaluated according to their merit. 63.3% respondents agreed on this statement whereas the rest of the 36.7% respondents did not show their support in this regard. It reflects that those 36.7% respondents think that there is no lacking in merit evaluation.

**Table 5.1.2.4***Percentage of Respondents Who Reported “Not evaluating one’s merit properly” as an Incompatibility*

Not evaluating one’s merit properly			
	Frequency	Percent	Valid Percent
Yes	38	63.3	63.3
No	22	36.7	36.7
Total	60	100.0	100.0



## Other opinion on Incompatibility in recruitment

Respondents who reported their opinion apart from the given options are presented here. One of the respondents said, physical fitness is not getting thoroughly verified and some recruiting authorities are being subjected to political interference which should be taken care of. Also, according to another respondent ignorant and ineligible people are hired through financial transactions. One of the officers suggested that, for Constable, the pre-requirements should be at least “HSC passed” and minimum age should be 22years.

### 5.1.2.1 The harmful effects of Unethical hiring

In this part of the study, the aftereffects of unethical hiring are presented by the data collected from the Constables throughout the research. If somebody is recruited unethically he will have the tendency to misconduct on his duties over the service life and will ruin the police image.

#### Misconduct for extra income

For table 5.1.2.1.1, it is said that if the police are hired with the help of corruption, it goes without doubt that the person will be involved in the wrong thing again.

According to Table 5.1.2.1.1, it is discernible that majority of the Constables which was 90%, agreed on the statement about the negative behavioral tendency of an unethically hired officer. If an officer is hired unethically, he/she will have the tendency to get involved with corruption in the workplace. Among 60 respondents 54 said it was a true fact. The rest 10% respondents did not agree with the statement.

**Table 5.1.2.1.1**

*Percentage of Respondents Who Reported “Tendency to misconduct for extra income “As an Effect*

They try to misconduct for extra income			
	Frequency	Percent	Valid Percent
Yes	54	90.0	90.0
No	6	10.0	10.0
Total	60	100.0	100.0

### **Destruction of Police Image**

If ineligible candidates are recruited unethically, they will not be unable to perform their duties properly due to lack of professionalism. The public cannot expect proper service from those who look out only for their own interests. In this way, the confidence and trust of the people on the police get destroyed. Thus the image of the police gets demolished little by little.

According to Table 5.1.2.1.2, 100% of the respondents from the Constables identified that ineligible people get recruited and the image of the police gets destroyed because of that. All the 60 out of 60 respondents said it was a true fact.

**Table 5.1.2.1.2**

*Percentage of Respondents Who Reported “Abolish Prestige of the Police” As an Effect*

Ineligible people get recruited and the image of the police gets destroyed			
	Frequency	Percent	Valid Percent
Yes	60	100.0	100.0

### **Deprivation of people from good service**

In Table 5.1.2.1.3, it can be seen that if qualified people are not recruited as police, the expected service for the mass people will never be provided. Those who get recruited illegally, might compromise with the law, and will not provide good service to the general people. Therefore, people will be deprived of good service.

According to Table 5.1.2.1.3, it can be seen that 93.3% of the Constables were supporting this as a very credible effect. The other 6.7% of the respondents were not concerned about this effect.

**Table 5.1.2.1.3**

*Percentage of Respondents Who Reported “People are Deprived of Good Service” As an Effect*

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People are deprived of good service

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	Frequency	Percent	Valid Percent
Yes	56	93.3	93.3
No	4	6.7	6.7
Total	60	100.0	100.0

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**Inability to work in a proper manner**

Table 5.1.2.1.4 shows that when candidates are recruited using illegal ways, the hired officer cannot perform their assigned work competently. They do not have the capacity to complete the assigned responsibilities satisfactorily. Also, they cannot provide good service as they themselves are not respectful enough towards the law and at the same time are not committed to the people.

By observing Table 5.1.2.1.4, it can be claimed that, 80% of the respondents of Constables said unethical hiring causes the shortage of qualified people in the police department, who are unable to fulfill the responsibilities assigned to them. Also, a low portion of the respondents which was about 20% of the sample chose the reverse option.

**Table 5.1.2.1.4**

*Percentage of Respondents Who Reported “The responsibilities cannot be properly done” As an Effect*

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The responsibilities assigned to him/her in the workplace cannot be properly maintained

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	Frequency	Percent	Valid Percent
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Yes	48	80.0	80.0
No	12	20.0	20.0
Total	60	100.0	100.0

### **Other opinion on unethical hiring**

Respondents who reported their opinion apart from the given options are presented. One of the respondents informed that illegal hiring could be ruining the image of the police department. Another one said if an officer chose to fulfill his responsibilities in a dishonest way from the start, he will build up a habit of making money from the corrupted route. One of the respondents said that a recruited person will always deal with mental turmoil. S/He does not have emotional satisfaction in the workplace and they cannot put their concentration in work. Therefore, they cannot give expected service to the people and the country and the nation cannot improve as a whole.

### **5.1.2.2 Obstacles to Recruit Female Police Officers**

Here in this portion, the obstacles to recruit female police officers are presented using the data collected from the Constables. Social perception, lack of security, condition of being unmarried and fear of basic training are the key obstacles for females joining in police service.

#### **Crisis of Barracks**

In table 5.1.2.2.1, it is seen that women are often not getting recruited due to the crisis of accommodation facilities of the Police Department that was supposed to be allocated for women.

As demonstrated in Table 5.1.2.2.1, it is shown that 81.7% of the respondents actually agreed with the option about the obstacles female officers face. On the other hand, 18.3% of the respondents did not agree with that.

**Table 5.1.2.2.1***Percentage of Respondents Who Reported “The crisis of barracks” as an Obstacle*

The crisis of barracks			
	Frequency	Percent	Valid Percent
Yes	49	81.7	81.7
No	11	18.3	18.3
Total	60	100.0	100.0

**Reluctant To Perform Duties**

In table 5.1.2.2.2, it is said that the recruitment of female officers compared to male officers in the police department is low because they are very reluctant to perform their duties.

From Table 5.1.2.2.2, it can be noticed that 41.7% of the respondents from Constables identified that female officers are reluctant to perform their duties. Apart from that, 58.3% of the respondents showed their disagreement with this statement. The majority did not express their support in this regard because the effort of the female Constables is quite visible to them.

**Table 5.1.2.2.2***Percentage of Respondents Who Reported “Women are Reluctant to Perform Their Duties as an Obstacle*

Women are reluctant to perform their duties			
	Frequency	Percent	Valid Percent
Yes	25	41.7	41.7
No	35	58.3	58.3
Total	60	100.0	100.0

### **Lack of Physical Fitness and Difficulties**

In table 5.1.2.2.3, it is seen that as female Constables are recruited without the assurance of proper physical constitution, it gets problematic while performing their duties.

From this Table 5.1.2.2.3, it can be observed that, 83.3% respondents said recruiting females without inspecting proper physical eligibility makes it difficult to perform their duties. But it can be true for both male and female Constables. From this result we can clearly say that gender related discriminative perception in the current Police employees are highly present. The rest 16.7% of the respondents disagreed with the statement.

**Table 5.1.2.2.3**

*Percentage of Respondents Who Reported “Get Recruited Without Assessing Proper Physical Constitution” as an Obstacle*

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Recruiting without inspecting proper physical eligibility makes it difficult to perform their duties

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	Frequency	Percent	Valid Percent
Yes	50	83.3	83.3
No	10	16.7	16.7
Total	60	100.0	100.0

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### **Unable to handle shields or sticks**

In table 5.1.2.2.4, it can be said that female Constables cannot use shields or sticks properly in crime suppression due to their physical weakness.

By observing Table 5.1.2.2.4, it can be claimed that majority of the respondents which is about 61.7% said that female Constables cannot use shields or sticks properly due to their physical weakness. On the other hand, 38.3% respondents said the opposite- that females can perform those tasks.

**Table 5.1.2.2.4**

*Percentage of Respondents Who Reported “Cannot Use Shields or Sticks Properly To Suppress Crime” As an Obstacles*

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Cannot use shields or sticks properly to suppress crime

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	Frequency	Percent	Valid Percent
Yes	37	61.7	61.7
No	23	38.3	38.3
Total	60	100.0	100.0

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### **Other Opinion on Obstacles of female constable recruitment**

Respondents who reported their opinion apart from the given options are discussed. One of the respondents said females do not apply for police jobs because there are no daycare facilities for their children. Also, there is no arrangement of resting for females during the menstrual period. The respondents also said being in a Muslim country, many Muslim women do not want to come and join the Police force because of the dress code.

Another respondent said it is important to have a separate car or quarter facilities for female Constables. Some Constables also said women feel insecure about themselves and that is why they are very much unwilling to join the Police. According to some Constables, females do not dare to catch the accused or rescue anything alone. Therefore they have to take support of their male counterparts. Also, the society scolds women Constables. One of the respondents of Constables suggested that in the police department, female Constables have to face many problems so a separate unit should be made for only female members.

### 5.1.3 Gap in the Existing Police Training Management

To detect the gap in the Existing Police Training Management system of Constables, 60 respondents were asked about the gaps and the effect of insufficient training through immoral activities.

This section shows training period without salary, lack of firearms training, lack of technology based investigation training, and unsuitable training are the main gaps in the existing police training management. All of the respondents were asked to respond to each of the options of a question. They were asked for their opinion with a multiple response close-ended questionnaire. Also, they had an open-ended portion where their opinion regarding those statements can be exposed completely.

#### Lack of Computer Training

In table 5.1.3.1, it is seen that there is no computer training for the constable level of police personnel which is making it very difficult for them to keep pace with time.

According to Table 5.1.3.1, it is apparent that, the maximum respondents which is about 96.7%, complained about not receiving a basic computer training session. It logically deprives the Constables from keeping up with time and without proper training, dedication and motivation level cannot be achieved. On the other side, 3.3% of the respondents had no complaint about this issue.

**Table 5.1.3.1**

*Percentage of Respondents Who Reported “Lack of Computer Training” As a Gap*

Adding Computer Training to the policy			
	Frequency	Percent	Valid Percent
Yes	58	96.7	96.7
No	2	3.3	3.3
Total	60	100.0	100.0



### **Lack of Training on behavioral approach**

For table 5.1.3.2, it is said that, since police personnel have to provide their services to the people from a close distance, their behaviour is observed by people at all levels. As the police force represents the system of government, police Constables at all levels should be trained to learn behavioural approach to the people.

According to table 5.1.3.2, it is discernable that 93.3% of the respondents among the Constables agreed that, there is no training arrangement on the behavioural approach with the public whereas the remaining 6.7% of the respondents had no complaints about this statement.

**Table 5.1.3.2**

*Percentage of Respondents Who Reported “Lack of Training on behavioural approach with the public” As a Gap*

Training on the behavioural approach with the public			
	Frequency	Percent	Valid Percent
Yes	56	93.3	93.3
No	4	6.7	6.7
Total	60	100.0	100.0

### **Lack of driving training**

For table 5.1.3.3, it is said that police officers have to respond to any incidents or accident as the first responder. So, training of safe driving is very essential for police personnel especially for the constable. But in reality, driving training for constables is very inadequate.

The result showed in table 5.1.3.3 indicates that the majority of the respondents think insufficient training on driving is a gap in training management. 78.3% of them agreed on

this opinion and the rest 21.7% disagreed. It is very necessary for a police officer to get enough training on driving as per the situation demands.

**Table 5.1.3.3**

*Percentage of Respondents Who Reported “Lack of driving training” As a Gap*

There is no driving training system for everyone			
	Frequency	Percent	Valid Percent
Yes	47	78.3	78.3
No	13	21.7	21.7
Total	60	100.0	100.0

### **Training Center's Housing Crisis**

Proper training of police personnel is sometimes hampered due to lack of adequate training centers as well its accommodation problem.

In table 5.1.3.4, the result shows 76.7% of the respondents of the Constables identified training centre’s housing crisis as a remarkable gap and this gap has to change. On the other hand, 23.3% of the respondents disagreed because they think housing crisis is a minor problem which can be unseen.

**Table 5.1.3.4**

*Percentage of Respondents Who Reported “Training centre’s housing crisis” As a Gap*

Training Centre’s housing crisis			
	Frequency	Percent	Valid Percent
Yes	46	76.7	76.7
No	14	23.3	23.3
Total	60	100.0	100.0

## **Opinions apart from the given options**

Respondents who reported their opinions apart from the given options are presented. One of the respondents from Constables said Police department does not hire skilled trainers and the basic salary is not paid during the training period. Another respondent said that the quality of police training centre and the training itself should be improved. One of the respondents complained that during the menstrual time, female Constables do not get any extra facilities from the training authorities.

One of the respondents pointed out that, there are also shortages of adequate toilet and hand wash facilities in training centres. One opined that arranging courses on the behavioural approach of police with the public is needed. Handling firearms training, needs to be improved and English spoken courses need to be included.

### **5.1.3.1 Effect of Insufficient Training through Immoral Activities**

The training period is very essential and compulsory for every apprentice Constable. If someone fails to take sufficient training during the training period, it will affect their work afterward. Some Constables take shortcuts to pass the training period anyway by unfair means. Those unfair activities can severely affect the officer's actions as well as the institution later on.

#### **Unable to Perform Duties Properly**

For table 5.1.3.1.1, it is said that if a person completes the training session with insufficient training in an unethical way, he/she will be ignorant about the law. Consequently, they will fail to administer police law and cannot perform their duties properly.

Table 5.1.3.1.1 represents the effects of insufficient training through immoral activities. It shows that 93.3% of the respondents agreed on this statement. On the other hand, 6.7% of the respondents disagreed with the statement.

**Table 5.1.3.1.1**

*Percentage of Respondents Who Reported “Unable to Perform Properly” As an Aftereffect of Insufficient Training*

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Will not be able to perform the assigned duties properly

---

	Frequency	Percent	Valid Percent
Yes	56	93.3	93.3
No	4	6.7	6.7
Total	60	100.0	100.0

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**Cannot give good service to people**

In table 5.1.3.1.2, it can be seen that, since the training has been completed through unethical ways without following proper rules, good services cannot be expected from them.

By observing Table 5.1.3.1.2, it can be claimed that 95% of the respondents from Constables said without proper training, officers cannot give good service to people properly. Because then the Constables will not practice the law and thus their actions will never bring justice to the general people. There is a high chance that the new comers will make mistakes if not guided through training properly. On the other hand, only 5 % respondents disagreed on it.

**Table 5.1.3.1.2**

*Percentage of Respondents Who Reported “Can't give good service to people” as an Aftereffect of Insufficient Training*

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Can't give good service to people

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	Frequency	Percent	Valid Percent
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Yes	57	95.0	95.0
No	3	5.0	5.0
Total	60	100.0	100.0

### Lack of Confidence

For table 5.1.3.1.3, it can be said that, those who completed training period using a shortcut without proper training, they will have lack of confidence while performing their duties.

According to table 5.1.3.1.3, it is apparent that 96.7% of the respondents agreed on that, the Constables who have insufficient training will have a lack of confidence to perform their duties. The rest of the 3.3% respondents were against this opinion.

### Table 5.1.3.1.3

*Percentage of Respondents Who Reported “Lack of Confidence in Their Performance” As an Aftereffect of Insufficient Training*

There will be a lack of confidence in their performance			
	Frequency	Percent	Valid Percent
Yes	58	96.7	96.7
No	2	3.3	3.3
Total	60	100.0	100.0

### **Tendency to Abolish Prestige of the Police**

For table 5.1.3.1.4, it is said that, since they have completed their training with negligence and do not have sufficient training, a tendency to break the rules will be visible in them. They will be unable to make the right decision to regulate law and order. And the practice of breaking the rules will ruin the image of the police department.

As demonstrated in Table 5.1.3.1.4, it can be noticed that 98.3% of the respondents of Constables stated that those who have insufficient training or finished their training period through immoral activities, will have the tendency to break the rules that will damage the image of the police department. The rest of the 1.7% respondents did not agree with this statement.

**Table 5.1.3.1.4**

*Percentage of Respondents Who Reported “Tendency to Abolish Prestige of the Police” As an Aftereffect of Insufficient Training*

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The tendency to break the rules will ruin the image of the police department

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	Frequency	Percent	Valid Percent
Yes	59	98.3	98.3
No	1	1.7	1.7
Total	60	100.0	100.0

---

### **Opinion apart from the given options**

Respondents who reported their opinion apart from the given options are discussed here. One of the respondents said without training, confidence in performance gets diminished. Another respondent said if the officers do not complete the training overall, their physical constitution and movement will not be standard, and they will not be able to use

firearms as well and will continue to break the rules everywhere in the workplace. One of the respondents said that their professional side will remain weak. They will not be able to gain experience through training and remain inefficient.

#### **5.1.4 Inconsistencies of Current Transfer Management System:**

60 respondents were asked about the inconsistency they faced or observed during the transfer period to reveal the inconsistencies of the current transfer management system of Constables. All of the respondents were asked to respond to every single options of a question. They were asked for their opinion with a close-ended questionnaire. Also, they were given an open-ended portion as well where their opinion regarding those statements can be expressed completely. The respondents pointed out that political lobbying, monetary influence, violation of government rules, inefficient transfer are the main inconsistencies of the current transfer management system.

#### **Transfer and Financial Transaction**

For table 5.1.4.1, it is said that due to financial transactions, inconsistency in transfer management leads to irregularities in the Police department. Because of the financial transactions, many police officers are getting favourable positions according to their preference.

By observing Table 5.1.4.1, it can be claimed that 50% of the respondents stated that transfer happens in exchange for bribing money. Though, the other half of the respondents did not support the statement. To them, it was either a very common aspect or maybe they supported financial transactions anyway.

**Table 5.1.4.1**

*Percentage of Respondents Who Reported “money transactions” as inconsistency of transfer system*

Get the transfer in exchange of money		
Frequency	Percent	Valid Percent

Yes	30	50.0	50.0
No	30	50.0	50.0
Total	60	100.0	100.0

### **Not Following Any Rules of Transfer**

Sometimes it is heard that because of personal gain or due to political pressure or influential people, rules and regulations of transfer are not followed accordingly.

From table 5.1.4.2, the result shows that 58.3% of the respondents were complaining about not following any rules during the transfer, which was identified as an inconsistency of the current transfer management system. The rest 41.7% of the respondents did not perceive this problem as an issue.

**Table 5.1.4.2**

*Percentage of Respondents Who Reported “Not following any rules” as an Inconsistency of Transfer System*

Not following any rules of transfer			
	Frequency	Percent	Valid Percent
Yes	35	58.3	58.3
No	25	41.7	41.7
Total	60	100.0	100.0

### **Transfer without verifying the previous record**

It is very important to verify the previous records to transfer someone in a new position. But most of the time it is observed that the records are not followed and are not even being updated regularly which leads to break the rules and regulations of posting.



In table 5.1.4.3, it is observed that 66.7% of the respondents identified transfer without verifying the previous records as an inconsistency of transfer system. The rest of the 33.3% respondents did not have any complaints about that.

**Table 5.1.4.3**

*Percentage of Respondents Who Reported “Transfer without verifying the previous record” as an inconsistency of transfer system*

Transfer without verifying the previous record			
	Frequency	Percent	Valid Percent
Yes	40	66.7	66.7
No	20	33.3	33.3
Total	60	100.0	100.0

**Lack of concentration in work due to social- familial pressure**

For table 5.1.4.4, it is said that the frequent transfer increases the loneliness of an officer. Most of the time, it is not possible for them to take the family to their workstation. So they are always worried about their family. There is also a tension of making a whole new arrangement for food and accommodation in a new place.

It can be seen from Table 5.1.4.4 that, 83.3% of respondents identified that the transferred officer had to deal with problems regarding concentrating on work as an inconsistency of the transfer system. And this situation creates social-familial pressure on them. On the other hand, 16.3% of the respondents disagreed with this statement.

**Table 5.1.4.4**

*Percentage of Respondents Who Reported “lack of concentration in work due to social-familial pressure” as inconsistency of transfer system*

Problems with concentrating on work and creating social-familial pressure			
	Frequency	Percent	Valid Percent

Yes	50	83.3	83.3
No	10	16.7	16.7
Total	60	100.0	100.0

### **Opinions apart from the given options**

Respondents who reported their opinions apart from the given options are discussed here. One of the respondents said that not taking immediate action according to the transfer application is unprofessional conduct in the transfer management system. The transfer system needs to be non-biased over political power. Another respondent opined that transfer should be on a seniority basis.

One of the respondents said frequent transfer leads to financial difficulties, hampers children's education, and raises the risk of family safety. According to an officer, before the transfer, one should be given the opportunity to work in a unit for at least 5 years. The transfer to the adjoining district should be considered in the context of the application of the police personnel and transfer should not take place unless it is necessary.

### **5.1.5 Mismanagement in the system of promotion**

To reveal the mismanagements in the system of promotion, 60 respondents of Constables were asked about the inconsistency they faced or noticed during the promotional period. All of the respondents were asked to respond to every single options of a question. They were asked for their opinion through a close-ended questionnaire. Also, they were given an open-ended portion where their opinion regarding those statements can be expressed completely. The respondents found out that the mismanagements in the system of promotion causes them to get stuck in one position. And because of the mismanagements, there is inefficient promoting capacity, lack of coordination in promotion and many officers do not get any promotion at all.

#### **Taking promotional test every year**

For table 5.1.5.1, it is said that although exams for promotion are taken every year, very few get the chance to be promoted. The remaining officer get frustrated over the situation.

As per table 5.1.5.1, 61.7% of the respondents were complaining about being stuck in one position for a long time even though promotional test was being taken every year. It brought dissatisfaction among most of the officers. However, 38.3% of the respondents did not complain about that.

**Table 5.1.5.1**

*Percentage of Respondents Who Reported “Very Few Get the Chance to Be Promoted” as mismanagement*

Taking promotional test every year			
	Frequency	Percent	Valid Percent
Yes	37	61.7	61.7
No	23	38.3	38.3
Total	60	100.0	100.0

### **Financial Transactions and Promotion**

For table 5.1.5.2, it can be said that a lot of incompetents are promoted over financial transactions. As a result, it is seen that many people are not getting promotion despite having qualifications.

Table 5.1.5.2, demonstrates that 45% of the respondents agreed that, giving promotion over financial transactions happens nowadays whereas, 55% of the respondents opposed the idea. Therefore, according to the majority’s point of view, it can be said that promotion does not happen through financial transaction.

**Table 5.1.5.2**

*Percentage of Respondents Who Reported “Giving promotion over financial transactions” as mismanagement*

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Giving promotion over financial transactions

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	Frequency	Percent	Valid Percent
Yes	27	45.0	45.0
No	33	55.0	55.0
Total	60	100.0	100.0

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**Excessive promotions during manpower expansion**

Sometimes when the manpower of a new unit is recruited in the police, many officers are promoted to the higher rank. Consequently, less qualified officers are being promoted compared to the regular promotion system.

According to table 5.1.5.3, it can be seen that 60% of the respondents complained about the excessive promotions during manpower expansion as a mismanagement of promotion. Also, it does not maintain proper assessment of qualifications. This also creates dissatisfaction among Constables as they are getting deprived of their rightful positions. On the other hand, 40% of the respondents were not concerned about this issue.

**Table 5.1.5.3**

*Percentage of Respondents Who Reported “excessive promotions does not result in proper assessment of qualifications” as a mismanagement*

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During manpower expansion, the given excessive promotions does not result in proper assessment of qualifications

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	Frequency	Percent	Valid Percent
Yes	36	60.0	60.0

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No	24	40.0	40.0
Total	60	100.0	100.0

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### Mismanagement in Promotion Tests

For Table 5.1.5.4, it is said that various types of mismanagement can be seen in the promotion test. As a result, it is not possible to accurately determine qualified and skilled candidates.

The given Table 5.1.5.4 shows, 56.7% of the respondents of Constables identified that there are various types of mismanagements in promotion tests. On the other hand 43.3% of the respondents said there is no mismanagement in promotion tests.

### Table 5.1.5.4

*Percentage of Respondents Who Reported “Misconduct in Promotion Tests” as Mismanagement*

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Various types of mismanagement in promotion tests

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	Frequency	Percent	Valid Percent
Yes	34	56.7	56.7
No	26	43.3	43.3
Total	60	100.0	100.0

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### Opinions apart from the given options

Respondents who reported their own observation apart from the given options are presented here. One of the respondents said if an officer passes in the assessment exam once, he should not go for another retrial. Another respondent said the complexity of giving

additional promotions during new recruitment makes it harder to give promotion to long term job holders. One of the respondents identified the problem that promotional exams held in the last week of October or the first week of November. As a result, those who are promoted in November-December cannot participate in the examination.

Some officers do many personal tasks for the superiors and gets promotion using flattery. Another respondent opined that procrastination in promotion from Constable to ASI; ASI to SI; and SI to Inspector of Police is a major issue. Meritorious officers are often deprived of promotion because they do not flatter their superiors. An officer said if someone passes the promotional test, he/she should be given promotion as a senior. Also, those who are experienced in technology should be evaluated quickly. First promotion should be within 4 years (maximum).

### **5.1.6 Performance Management**

In this portion, short comings of performance management was identified. The Annual Confidential Report (ACR) and the constraint of serving people as per their expectations from Constables are presented here as well. The respondents found out several unprofessional conducts regarding the management of ACR. They have identified the lack of supervision, failure to provide updated ACR, assessment officer's ignorance, unfair assessment and many more.

Also, they have pointed out the practical limitations of serving people like insufficient ratio of the police, lack of vehicle, lack of expertise in the technical field and moral clash with senior's command.

They were asked for their opinion through a multiple response close-ended questionnaire. Also, an open-ended portion was given where their opinion regarding those statements can be expressed completely.

#### **5.1.6.1 Shortcomings of administering ACR**

To observe the shortcomings of the annual confidential report (ACR) or administration of performance appraisal system of Constables, 60 respondents were asked about the irregularities they have faced or noticed so far.

### **Not writing ACR in the right time**

For Table 5.1.6.1.1, it is said that not writing ACR at the right time often omits many important reviews which can be important in the promotional affair of an officer in the future.

From the results of table 5.1.6.1.1, it can be seen that 83% of the respondents who participated from Constables complained that the superior officer does not record ACR at the right time, which hampers their future promotional possibilities. Yet 16.7% of the respondents have no complaints about this issue.

**Table 5.1.6.1.1**

*Percentage of Respondents Who Reported “Not writing ACR timey” as a shortcoming*

Not writing ACR in the right time			
	Frequency	Percent	Valid Percent
Yes	50	83.3	83.3
No	10	16.7	16.7
Total	60	100.0	100.0

### **Failure to fully testify the integrity and skill level**

For Table 5.1.6.1.2, it is said that reviews on ACR are being subjected to an arbitrary judgment that lacks proper honesty and efficiency. Thus, the assessment fails to measure the actual integrity and skill level of an officer.

According to Table 5.1.6.1.2 it is observed that 70% of the respondents from Constables complained about the sincerity of senior officers regarding ACR evaluation. It was said that senior officers do not provide updated ACR and fail to fully testify the integrity and skill level which leads to complications in the promotion process on time. The rest of the 30% of the respondents had no complaint on that.

**Table 5.1.6.1.2**

*Percentage of Respondents Who Reported “Failure to fully testify the integrity and skill level” as a shortcoming*

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Failure to fully testify the integrity and skill level  
while writing ACRs

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	Frequency	Percent	Valid Percent
Yes	42	70.0	70.0
No	18	30.0	30.0
Total	60	100.0	100.0

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**Not Evaluating Work Properly**

For Table 5.1.6.1.3, it is said that the ACR is being written as per superior officers' wishes without proper evaluation of the actual work.

In table 5.1.6.1.3, it can be observed that 76.7% of the respondents complained about the senior officer’s ignorance regarding ACR, which is being written as per superior officers' wishes. Without proper evaluation of the actual work, the purpose of the ACR will not be served. That is how senior officers cannot provide a proper review of the junior officers through ACR. On the other hand, 23.3% of respondents disagreed with that.

**Table 5.1.6.1.3**

*Percentage of Respondents Who Reported “Not Evaluating Work Properly” as a shortcoming*

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Not Evaluating Work Properly

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	Frequency	Percent	Valid Percent
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Yes	46	76.7	76.7
No	14	23.3	23.3
Total	60	100.0	100.0

### Confidentiality of ACR and Transparency

For Table 5.1.6.1.4, it is said that there is no opportunity to get any feedback regarding ACR from the supervisor or any other authority. Due to this confidentiality, the officers do not get the opportunity to focus on their lacking to perform better.

From Table 5.1.6.1.4, it can be observed that 63.3% of respondents from Constables said keeping the ACR as a secret is a severe downside of measuring performance appraisal because senior officers sometimes give unfair ACR according to their wish. However, 36.7% of respondents think the opposite. This 36.7% of the respondents think keeping it as a secret will be more beneficial than disclosing it.

**Table 5.1.6.1.4**

*Percentage of Respondents Who Reported “Confidentiality of ACR” as a shortcoming*

Keeping the ACR as secret			
	Frequency	Percent	Valid Percent
Yes	38	63.3	63.3
No	22	36.7	36.7
Total	60	100.0	100.0

### Opinions apart from the given options

Respondents who reported their opinions apart from the given options are presented here. One of the respondents reported that the officers who are responsible for filling up

ACR, neglects their duty on writing it correctly. Another respondent said he thinks that ACR should be disclosed to the concerned police officer.

### **5.1.6.2 Constraints of Serving People as Expectations:**

Findings of this portion describe the limitations of serving people as per the public expectations and the data are collected from Constables. There were many constraints that were discussed in the following tables.

#### **Shortage of vehicles**

For Table 5.1.6.2.1, it is said that the shortage of vehicles in proportion to the need of the police is also a noticeable limitation. Due to the lack of vehicles according to need, it is not possible to provide services as per the expectations of the people.

From table 5.1.6.2.1, it can also be observed that 95% of the respondents identified shortage of vehicles as a major constraint. Therefore it becomes a limitation for the Constables to serve people as per their expectations. A small portion of the respondent, which is about 5% did not support this statement.

**Table 5.1.6.2.1**

*Percentage of Respondents Who Reported “Shortage of vehicles” as a constraint observing people*

Shortage of vehicles			
	Frequency	Percent	Valid Percent
Yes	57	95.0	95.0
No	3	5.0	5.0
Total	60	100.0	100.0

## Shortage of Manpower

For Table 5.1.6.2.2, it is said that the shortage of manpower according to the population is also a vital shortcoming. Only 1 police officer is available for every 800 citizens which is very low compared to police- population ratio of other countries.

According to Table 5.1.6.2.2, it is discernible that, 86.7% of the respondents complained that there is a shortage of police personnel in the country according to need. Therefore, it is not possible to provide services as per the expectations of the people. The rest 3.3% had no complaint though.

**Table 5.1.6.2.2**

*Percentage of Respondents Who Reported “The shortage of police personnel” as a constraint on serving people*

The shortage of police personnel according to need			
	Frequency	Percent	Valid Percent
Yes	52	86.7	86.7
No	8	13.3	13.3
Total	60	100.0	100.0

## Political interference and public dissatisfaction

Sometimes political interference on police activities hinders the service expectations of the general people. Because of political interference sometimes it is not possible to give service honestly and neutrally.

In table 5.1.6.2.3, it is apparent that 85% of the respondents said political interference was a big constraint on serving people. Because it restricts their review according to the political leader’s desire. On the other hand, 15% of the respondents disagreed on that.

**Table 5.1.6.2.3**

*Percentage of Respondents Who Reported “Political interference” as a constraint of serving people*

Political interference			
	Frequency	Percent	Valid Percent
Yes	51	85.0	85.0
No	9	15.0	15.0
Total	60	100.0	100.0

**Fear about Police**

According to Table 5.1.6.2.4, sometimes it is seen that due to the abuse of power, the fear of police increases in mass people’s minds. Therefore, it is not possible to provide services as per their expectations as they do not seek protection in the first place from police.

By observing table 5.1.6.2.4, it can be claimed that 41.7% of the respondents complained that fear of police can hamper the perception of police among the general people, which is clearly a drawback. On the other hand, 58.3% of the respondents opposed that. According to them people do not fear police officers.

**Table 5.1.6.2.4**

*Percentage of Respondents Who Reported “Fear about Police in Public” as a constraint of serving people*

Fear about Police in Public			
	Frequency	Percent	Valid Percent
Yes	25	41.7	41.7

No	35	58.3	58.3
Total	60	100.0	100.0

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### **Opinions Apart From the Given Options**

Respondents who reported their own observation apart from the given options about constraints of serving people as expectations is presented here. One of the respondents said because of overtime duty, police officers are not being able to give time to their family nor can they participate in social events. Thus their focus on duty gets disturbed. As a result, they cannot give proper service to the people according to their expectations. Another respondent said that the police stations do not have adequate equipment to operate. Also they do not have the facility to work independently. Lack of modern technology is another drawback here.

### **5.1.7 Problems of Superiors-Subordinates Relationships**

To detect the problems between superiors-subordinates relationships of Constables, 60 respondents were asked about the problem they experienced or noticed while working with their colleagues. Also, female officers were asked about what kind of harassment they face while working with their male colleagues. The male officers were also asked about the difficulties they face while working with the female colleagues. They were asked for their opinion through a close-ended questionnaire. Also, an open-ended portion was given where their opinion regarding those statements can be expressed completely.

The result showed that lack of interaction, zero scope for junior's opinion, forceful commands, lack of proper evaluation are the main problems in the superiors-subordinates relationship.

### **Unfair Treatment with Subordinates**

For Table 5.1.7.1, it is said that superior officers treat the subordinates badly due to their inferior position and do not give them the respect they deserve. It is often seen that the superiors do not want to understand the problems of their subordinates, rather force them to work. Also, the subordinates abuse the opportunity when the time comes. This problem would not have happened if there was sincerity in understanding each other's problems.

From table 5.1.7.1, it is shown that, 51.7% of the respondents were positive about the statement that senior officers unfairly treat their subordinates. The rest of the 48.3% respondents opposed that.

**Table 5.1.7.1**

*Percentage of Respondents Who Reported “Superior officers are unfair to the subordinates” as a problem*

Senior officers unfairly treats their subordinates			
	Frequency	Percent	Valid Percent
Yes	31	51.7	51.7
No	29	48.3	48.3
Total	60	100.0	100.0

**Not Allowing Desirable Leave**

For Table 5.1.7.2, it is said that the superior officers do not allow subordinates to take leave as per their demand.

In table 5.1.7.2, the result shows, 71.7% of the respondents reported that superior officers have a tendency of not allowing the subordinates to take desirable leave. That is why the subordinates do not have the proper dedication towards their responsibilities. From the respondents, 28.3% officers did not agree with this statement.

**Table 5.1.7.2**

*Percentage of Respondents Who Reported “Not allowing the subordinates desirable leave” as a problem*

Not allowing the subordinates desirable leave			
	Frequency	Percent	Valid Percent

Yes	43	71.7	71.7
No	17	28.3	28.3
Total	60	100.0	100.0

### Gap in superior-subordinate relationships

For Table 5.1.7.3, it is said that superiors and subordinates do not trust each other in many aspects. Lack of trust creates huge gaps in their relationships.

From table 5.1.7.3, the results indicate 68.3% of the respondents reported that there is a huge gap between supervisor-subordinate relationships whereas 31.7% of the respondents disagreed with this opinion.

### Table 5.1.7.3

*Percentage of Respondents Who Reported “Gap between superior-subordinate relationships” as a problem*

Huge gap between supervisor-subordinate relationships			
	Frequency	Percent	Valid Percent
Yes	41	68.3	68.3
No	19	31.7	31.7
Total	60	100.0	100.0

### Treating Subordinates as Servants

For Table 5.1.7.4, it is said that most of the time subordinates are treated as house servants. They are asked to do such things that hurt their self-esteem. Therefore, superiors attitude make their relationship more hostile day by day.

From the Table 5.1.7.4, it can be noticed that, 58.3% of the respondents think most of the times the subordinates are treated as servants by their superior, which was a big problem

for maintaining good relationships among the superiors and subordinates. Also, 41.7% of the respondents from constables disagreed on this statement. According to them the superior subordinate relationship is just fine.

**Table 5.1.7.4**

*Percentage of Respondents Who Reported “Treating Subordinates as Servants” as a problem*

Sometimes subordinates are treated as servants			
	Frequency	Percent	Valid Percent
Yes	35	58.3	58.3
No	25	41.7	41.7
Total	60	100.0	100.0

**Opinions apart from the given options**

Respondents who reported their opinion about problems of superiors-subordinates relationship apart from the given options is discussed here. One of the officers said even if the subordinate does all of the work of the superior officer, they never get any credit or reward in return. Another respondent complained that superior do not listen to the subordinate’s personal or familial problems or do not give any scope for expressing their personal issues. It was the key failure of the superior officer.

**5.1.7.1 The kind of harassment female officer face**

**Making fun of female sicknesses**

For Table 5.1.7.1.1, it is said that female officers often hear sarcastic comments from male officers regarding their sickness.

In table 5.1.7.1.1, it is observed that 76% of the female respondents of constables said female officers get harassed about many things regarding their sickness. The other 23.1% respondents presented the exact opposite opinion.



**Table 5.1.7.1.1**

*Percentage of Respondents Who Reported “Making fun of female sicknesses” As an Issue*

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Makes fun of female sickness

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	Frequency	Percent	Valid Percent
Yes	10	16.7	76.9
No	3	5.0	23.1
Total	13	21.7	100.0
Missing System	47	78.3	
Total	60	100.0	

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**An Assumption about Female Officers as Beneficiaries**

For Table 5.1.7.1.2, it is said that male officers think that being a women, it is easier for female officers to get extra benefits.

According to Table 69.2% of the female respondents agreed on the statement mentioned above that male officers have a misconception about a woman getting more facilities than male officers. The other 30.8% of the respondents disagreed. Therefore it can be said that it might vary according to the colleague’s point of view whether the female officers will be seen as beneficiaries or not.

**Table 5.1.7.1.2**

*Percentage of Respondents Who Reported “An Assumption about Female Officers as Beneficiaries” As an Issue*

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Assumes female officers are getting more facilities

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	Frequency	Percent	Valid Percent
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Yes	9	15.0	69.2
No	4	6.7	30.8
Total	13	21.7	100.0
Missing System	47	78.3	
Total	60	100.0	

### Male Officer’s Irrelevant Offensive Comment

For Table 5.1.7.1.3, it is said that sometimes during work, male officers talk about irrelevant offensive stuff to female officers that is very unprofessional.

According to Table 5.1.7.1.3, it is apparent that, 69.2% of the respondents identified that Female officers have to face irrelevant and offensive comment by a male colleague while on duty. The rest of the 30.8% respondents did not have any complaint regarding this one.

### Table 5.1.7.1.3

*Percentage of Respondents Who Reported “Male Officer’s Irrelevant Offensive Comment” As an Issue*

During work, male officers says irrelevant offensive stuff to female officers

	Frequency	Percent	Valid Percent
Yes	9	15.0	69.2
No	4	6.7	30.8
Total	13	21.7	100.0
Missing System	47	78.3	
Total	60	100.0	

## Referring Equal Rights to Do More Work

For Table 5.1.7.1.4, it was said that sometimes male officers speak of equal rights, just to make female officers do more work. They underestimate the importance of women's work without giving them proper respect.

According to Table 5.1.7.1.4, it is found that 38.5% of the female respondents were certain about this experience from the male counterpart, on the other hand 61.5% of the female respondents of constables disagreed with this statement. Maybe they had no complaint because they never had this sort of experience.

**Table 5.1.7.1.4**

*Percentage of Respondents Who Reported “Making Female Officers Work More” As an Issue*

Referring the equal rights, they make the female officers to do work more than them.			
	Frequency	Percent	Valid Percent
Yes	5	8.3	38.5
No	8	13.3	61.5
Total	13	21.7	100.0
Missing System	47	78.3	
Total	60	100.0	

## Opinion apart from the given options

Respondents who reported their opinion apart from the given options regarding harassment from colleagues is presented here. One of the respondents said female officers are often neglected and their responsibilities are not explained properly. Another respondent complained that women are discriminated regarding their gender while they are on duty. Some male officers comment over menstruation. One of the respondents said that female officers are sexually harassed while on night shift duty, they also got blackmailed by males.

### 5.1.7.2 The Difficulties to Work with Female Colleagues

#### Problem in Night Shift Duty

According to table 5.1.7.2.1, male officers said that women members are not allowed to do night shift duty due to lack of social acceptance and security.

The given Table 5.1.7.2.1, describes that 61.7% of the male respondents agreed with the statement that due to social acceptance and safety, female colleagues have problems with night shift duty. The rest 38.3% respondents disagreed on that problem.

**Table 5.1.7.2.1**

*Percentage of Respondents Who Reported “Have Problem with Night Shift Duty” As an Issue*

Have problem with night shift duty			
	Frequency	Percent	Valid Percent
Yes	29	48.3	61.7
No	18	30.0	38.3
Total	47	78.3	100.0
Missing System	13	21.7	
Total	60	100.0	

#### Ineligible for all types of work

For Table 5.1.7.2.2, it is said that not all work can be done by women members such as controlling riot and aggressive gathering. To the male officers it seems inappropriate to ask women police officers to do any hard job or tasks which involve manual labor.

As per Table 5.1.7.2.2, 72.3% of the male respondents said while working with the female colleagues, they feel like female officers are not eligible for all types of work. The other 27.7% of the respondents did not think working with the female colleagues could be a problem.

**Table 5.1.7.2.2**

*Percentage of Respondents Who Reported “They are not eligible for all type of work” As an Issue*

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Female officers are not eligible for all types of work

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	Frequency	Percent	Valid Percent
Yes	34	56.7	72.3
No	13	21.7	27.7
Total	47	78.3	100.0
Missing System	13	21.7	
Total	60	100.0	

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**Lack of Ability to Shoot**

For Table 5.1.7.2.3, it is said that female officers cannot shoot properly during criminal handling. Most women are afraid of shooting, because they are soft-hearted.

According to Table 5.1.7.2.3, it is apparent that 53.2% of the male respondents said it was difficult to work with female colleagues while controlling riots and fighting possession. They think female officers cannot shoot properly. They are afraid of shooting, because they are soft-hearted. Though 46.8% of the male respondents had no complaint regarding this.

**Table 5.1.7.2.3**

*Percentage of Respondents Who Reported “Female Officers Cannot Shoot” As an Issue*

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Female officers cannot shoot

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	Frequency	Percent	Valid Percent
Yes	25	41.7	53.2

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No	22	36.7	46.8
Total	47	78.3	100.0
Missing System	13	21.7	
Total	60	100.0	

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### **Inability to Control the Convicted Person**

For Table 5.1.7.2.4, it was said that it is not possible to give responsibility to catch the accused person by women police.

It can be seen from the Table 5.1.7.2.4 that, 70.2% male respondents of Constables said female officers cannot control the convicted person whereas 29.8% of the male respondents showed their disagreement with this statement. Therefore it is clear that very small portion of the Constables believe in women that they can control a convicted person.

**Table 5.1.7.2.4**

*Percentage of Respondents Who Reported “Cannot Control the Convicted Person” As an Issue*

<hr/> Cannot control the convicted person			
	Frequency	Percent	Valid Percent
Yes	33	55.0	70.2
No	14	23.3	29.8
Total	47	78.3	100.0
Missing System	13	21.7	
Total	60	100.0	

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## Opinion apart from the given options

Respondents who reported their opinion apart from the given options is presented here. One of the respondents said that female members cannot run to catch the criminals. One of the respondents complained that, it gets quite problematic for female officers to resist political processions, meetings, assemblies, garments worker's movements. Another male respondent of Constables said that women are less efficient than men.

### 5.1.8 Changes Needed For the Current Salary-Allowance System

To find out the changes needed for the current salary-allowance system of Constables, 60 respondents were asked about the changes needed for current salary allowances according to their point of view. All the respondents were asked for their opinion with a multiple response close-ended questionnaire. Also, they had an open-ended portion where their opinion regarding those statements can be exposed completely. The respondents had to respond to each of the options of a question. According to the findings, risk allowances, medical allowance, education allowance and tiffin facility need to be increased and overtime facility, separate pay scale need to be included.

#### Increase the risk allowance

For Table 5.1.8.1, it is said that since the full-time responsibility of police officers is to expose themselves to various risks, it is necessary to increase the risk-allowance for them.

From table 5.1.8.1, it is shown that 98.3% of the respondents of the constable officers agreed on this term and wanted to increase the risk allowance. It will increase the motivation and commitment of the officers towards their responsibilities. On the other hand 1.7% of the respondents did not need any increment.

**Table 5.1.8.1**

*Percentage of Respondents Who Identified "Increase the risk allowance" As a need of change*

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Increase the risk allowance		
Frequency	Percent	Valid Percent

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Yes	59	98.3	98.3
No	1	1.7	1.7
Total	60	100.0	100.0

### **Increasing Medical Allowance**

For Table 5.1.8.2, it is said that the medical allowances of an officer is not enough. A very small amount of allowance of medical treatment is allotted for the Constables which is not adequate. Hence, there is a need to increase the medical allowance immediately.

As the Table 5.1.8.2 shows, 96.7% of the respondents said increment in the medical allowance facilities needs to be arranged. The other 3.3% of the respondents were not concerned about this issue at all.

**Table 5.1.8.2**

*Percentage of Respondents Who Identified “Rise the medical allowance” As a need of change*

Rise the medical allowance			
	Frequency	Percent	Valid Percent
Yes	58	96.7	96.7
No	2	3.3	3.3
Total	60	100.0	100.0

### **Increment of Education allowance and Tiffin facility**

For Table 5.1.8.3, it is said that tuition and Tiffin allowances for the Constables are very inadequate compared to actual needs.



In table 5.1.8.3, it is shown that 96.7% of the respondents agreed that education and tiffin allowances need to be increased. On the other hand, 3.3% of the respondents were not concerned about it.

**Table 5.1.8.3**

*Percentage of Respondents Who Identified “Education allowance and Tiffin facility” As a need of change*

Education allowance and Tiffin facility			
	Frequency	Percent	Valid Percent
Yes	58	96.7	96.7
No	2	3.3	3.3
Total	60	100.0	100.0

**Arranging overtime facilities**

For Table 5.1.8.4, it is said that within the same pay scale, a police officer has to be on full-time duty, which limits the delivery of services as per the expectations of the people. In order to perform his duties properly as a human being, overtime should be arranged to increase motivation.

In table 5.1.8.4, it is seen that 88.3% of the respondents agreed to the statement that an overtime facility should be arranged for police department. Rest of the 11.7% respondent had no complaint about this matter, which is truly surprising.

**Table 5.1.8.4**

*Percentage of Respondents Who Identified “Arrange overtime facilities” As a need of change*

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Arrange overtime facilities

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	Frequency	Percent	Valid Percent
Yes	53	88.3	88.3
No	7	11.7	11.7
Total	60	100.0	100.0

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### **Opinion apart from the given options**

Respondents who reported their opinion apart from the given options about their current salary-allowance system is discussed here. One of the respondents said separate police allowances should be added for police department. Another respondent of constables complained that the comparative salary allowance is insufficient for buying the daily commodities. It is necessary to increase accommodation, laundry, firearms, travel allowances and ensure proper access to it.

One of the respondents said, when they go for training or VIP duty outside of the district, the food allowances should be given in advance. Also, there should be proper arrangements for passing the TA & DA bills. It is better to cover all allowances including salary allowance, risk allowance and TA bill under the banking system.

## **5.2 Findings of the Qualitative Interview**

Expert's opinion is very important to solve the problems and develop solutions based on reliable, experience-based information. Experts offer advice based on the tried out past. Also, valuable insights on various solutions to different challenges can be suggested by the expert. Following "Content Analysis" technique, open ended responses from different professional experts were classified according to the areas of HRM which is covered by this study. Eventually seven type of suggestions have been categorized. These are described below.

### **5.2.1 Expert's Reflection on Recruitment**

The issues and shortcomings identified by the respondents regarding recruitment were also brought to the experts and the experts came up with possible solutions. One suggestion was, in order to bring transparency in the recruitment of constables, it is better not to keep the recruitment process under the supervision of district police superintendents. In the recruitment of constables, 8/10 teams can be formed with the kind of officers who have financial and moral integrity. They will go to different districts and complete the recruitment process and the district police super will assist them. The team will be informed immediately before the recruitment so that they cannot prepare for any kind of corruption. Also, those who are involved in the recruitment process should be closely monitored so that they do not get involved in any immoral activities.

Some experts said that at the district and divisional level recruitment, there should be a recruitment board formed by the government with the officers from different governmental departments which could minimize the corruption. Notably, there was a reformation like this in the jailer recruitment process, which involved Public Administration and PSC Representatives. Thus, nowadays jailer recruitment is quite transparent.

Another suggestion was that, a permanent service commission would be helpful to reduce political pressure and identifying officer's dishonesty. Until then, a powerful taskforce committee or separate recruitment committee should be formed in every district.

### **5.2.2. Expert's Reflection on Existing Police Training Management**

Regarding the existing police training management's gap, the experts suggested arranging technology-based training, e.g. making basic computer training compulsory for every Constable.

Some experts suggested that the arrangement for training on how to deal with the public should be mandatory and there has to be strict disciplinary policies on their (officers) conduct or attitude. At the same time, it is necessary to reward the officers for their good behaviour and this should be taken into account during ACR marking and promotion. Another suggestion was to arrange awareness training on issues like humanity, child rights, and gender inequality. Some of the experts suggested that the educational requirement should be more than current requirements and talent should be thoroughly verified. There are no allowances for

the Constables during the training session. Therefore, some experts suggest that the salary could be added during their training session.

### **5.2.3 Expert's Reflection on Transfer management**

The experts said since the number of constables is much higher than the number of officers at any level, therefore, according to some experts it is advisable not to transfer constables frequently. Another suggestion was in case of transfer, the previous workplace should be considered. It is better not to transfer an officer before 2 years. It needs to be considered if a sick family member depends on the officer or if the husband and wife work in the same place then transfer should not take place. Also, they should not be kept in difficult places for long periods of time as well. The family should be given priority in the transfer of constables so that they may stay mentally well and provide good service.

According to some experts, there should be specific policies regarding recruitment and transfer of Constables. Half of the department would drop down in the first place if the policy is followed properly. Because of the vague and lengthy procedure, there remain scopes for dishonesty in the system of transfer management system. The eligibility and efficiency criteria (performance appraisal) must be determined and followed properly.

### **5.2.4 Expert's Reflection on Promotion**

Due to lack of transparency in promotion, the confidence of the officers gets destroyed. From that depression, their tendency to choose dishonest way gets increased. They lose work enthusiasm as well. Since constables are paid comparatively a lower amount of salary, they need to be treated more humanely. According to some experts, promotion should be given on the basis of excellence by following the correct merit list, so that constables will be inspired.

Some experts think that higher ranks are needed to be increased in number because not everyone gets the promotion when the time comes. Some of the most fortunate of the inspectors can hold the promoted position. The promotion of a constable to the post SI is an extremely inhumane and nontransparent process. Every time a promotion test is taken through corruption. For promotion, a panel has to be formed after the examination is done. Then, when the position is vacant, the candidates will get the promotion gradually.

### **5.2.5 Expert's Reflection on Performance management**

The problems regarding performance management can be easily overcome by proper and close supervision of the activities of the Reserve Office. Those who are responsible for the service book update must be held accountable in a systematic way. From some expert's point of view, all the mismanagement regarding performance management can be prevented if the core problem of the system can be identified and dealt with proper action.

Some of the experts say when the rewards or reprimands do not go up in service books properly, then many ineligible officers get rewarded and many eligible officers get reprimands. Thus, their talents will not be evaluated properly. In this case, strict action needs to be taken against those who neglect their responsibilities to fill up the service book.

One of the suggestions was that a superior officer who fails to write his/her subordinates ACR in a timely manner or fails to submit ACR to the concerned authorities should be punished severely. Also, the superior officer who will write his/her subordinate's ACR in a timely manner should be rewarded as well. Writing ACR of subordinates responsibly is one of the most important responsibilities of any officer.

### **5.2.6 Expert's Reflection on Superior Subordinate Relationship**

The relationship regarding the superiors and subordinates should be defined with proper and written form of "Rules of engagement". If the "Rules of engagement" will be followed accordingly, there will be no misunderstanding and superior officers will not be able to force unethical orders to the subordinates. It will also manage the working relationship between junior and senior officers.

The nature of the work police is such that even a small unethical decision can harm the lives and belongings of the overall community. Therefore, it is necessary to have a truthful and accountable superior officer. On the other hand, the junior officers also need to make a habit of saying "NO" to the unjust or unethical orders of the senior officers with due respect. Moreover, it becomes easier to say no if there is no expectation of good posting or opportunities.

Some experts advised to deal with the punishment of the subordinate officers with patience and compassion. If the senior officer complains a little, the junior officers get punished or sent to inaccessible places as punishment posting. Instead of doing that, the accused should be given a chance to defend themselves. A strong protection mechanism

needs to be formed for junior officers. All officers need counseling to acquire more accurate moral and human qualities.

### **5.2.7 Expert's Reflection on Salary and allowances**

Some of the experts said that Constables have to stay in the field almost all the time in a day and their salary allowance is very low. Thus, the risk allowance, medical allowance, educational allowance and tiffin allowance should be increased. The quality of ration should be ensured. The quality of the accommodation facility should be assured as well.

Some of the experts said, a Police Constable performs very risky tasks. But, they do not get enough risk allowances. So, the authorities should make arrangements for adequate risk allowances. Also, the other allowances of Constables are very inadequate at present so, their allowances need to be increased according to the current situation.

## **5.3. Chapter Conclusion**

This chapter portrays the human resource gaps identified by police constable category regarding seven core area of HRM. These are recruitment, training, transfer, promotion, performance management, Superior-subordinate relationship and issues regarding salary-allowances. Along with this, expert's suggestion regarding those issues also discussed here.

In terms of recruitment, 80% of the respondents of Constable group identifies political intervention and lobbying as the main incompatibility in the recruitment of the police department and 51.7% of them reported lack of integrity of the hiring authority. Regarding training, 96.7% of the respondents identified lack of computer training as a gap, 93.3% of the responded said there was no training on behavioral approach and 78.3% of the respondents complained that there was no opportunity for all the constables to get driving training. It is also remarkably pointed out that sometimes senior officers involved the Constables for their personal odd jobs.

On the issues of ACR management, 83.3% of the respondents said, ACRs were not being written in the right time which often omits many important reviews of an officer that affects their future career. 76.7% of the respondents said ACR was being written as per superior officers' wishes without proper evaluation of the work.

Regarding the transfer and promotion, 66.7% of the respondents from Constable police officers said transfer happens without verifying the previous records. 61.7% of the respondents said although exams for promotion were taken every year, very few get the chance to be promoted.

98.3% of the respondent claimed for the increment of risk allowance 96.7% education and Tiffin allowance. 88.3% said overtime facilities should be arranged to increase motivation.

In order to bring transparency in the recruitment of constables, experts suggested that it is better not to keep the recruitment process under the supervision of district police superintendents. In the recruitment of constables, 8/10 teams can be formed with the kind of officers who have financial and moral integrity. They will go to different districts and complete the recruitment process and the district police super will assist them. The team will be informed immediately before the recruitment so that they cannot prepare for any kind of corruption. Also, those who are involved in the recruitment process should be closely monitored so that they do not get involved in any immoral activities. Another suggestion was that, a Permanent Service Commission would be helpful to reduce political pressure and recruiting officer's dishonesty. Educational qualification should be increased and family background of the candidate from behavioural point of view should be checked. Experts highly recommended for the training on behavioural approach and training on computer, gender issues, human rights etc.

Some experts suggested that higher ranks are needed to be increased to solve the problem related to promotion. Strict action needs to be taken against those who neglect their responsibilities to fill up the service book timely. Experts said that Constables have to stay in the field almost all the time but their salary allowance is very low. Thus, risk allowance, medical allowance, educational allowance and Tiffin allowance should be increased.

The upcoming chapter IV is the conclusions and recommendation which is organized into two sections. First section focuses on the major findings of the whole study and second section presents some modest recommendations.

# Chapter - VI

## Conclusions and Recommendations

Police are the people on whom the security of the population depends. Hence, the highest priority must be given to the improvement of this department. Consequently, improving the human resource of this department is essential for every country, especially for Bangladesh where one police serves eight hundred people. Therefore, this research is conducted to identify the challenges and gaps of existing human resource management system of Bangladesh police and suggest possible ways forward through expert's opinion.

In this context, this dissertation has discussed the concepts of the Human Resource Development Strategy of various authors and the reform initiatives taken by a different national and international organisation. Besides this, the evolving path of Bangladesh police is discussed by focusing on the existing Human Resources Management system. Moreover, it has analyzed the quantitative data collected from three entry levels of Bangladesh police such as; Constable, Sub-inspector & Sergeant and ASP to identify the challenges. In this regard, the qualitative data from experts were also analyzed to suggest possible ways to overcome those challenges.

In order to give a quick overview of the study this chapter is organized into two separate sections. These are:

6.1. Major findings of the study

6.2. Some modest recommendations

### 6.1. Major Findings of the Study

The main focus of this research was on seven key areas of HRM which are: recruitment, training, transfer, promotion, performance evaluation, superior-subordinate relationships, and incentive structure. The findings of the study are presented below:



### **6.1.1. Major findings of BCS category**

ASP is the highest entry level of Bangladesh police and belong the leading position from the beginning of their service. The challenges identified by this group are focused in this section. Regarding training, all of the respondents of this category identified the lack of sufficient training on driving and firearms. Majority of the respondents reported that there is a lack of technology-based training such as forensic, cybercrime and intelligence. Besides this, on the issues of transfer and promotion 100% of the respondent claimed the financial transaction, political influence and violating the seniority as the remarkable drawbacks of the system. In terms of recruitment, most of the respondents agreed on the point that separate physical qualifications are required for BCS police cadres. 10 respondents said officers have to maintain unnecessary favourable relation to evaluator because of the monopolistic domination of the ACR evaluating officer. Regarding salary allowances, most of the respondents strongly claimed overtime facilities, holiday allowance and risk allowance.

From the qualitative data of experts it is reflected that, to solve the gaps in existing training management, they emphasize on technology-based training such as; forensic, cyber-crime and training on intelligence. To bring transparency in the transfer and promotion, the experts suggested forming an independent multi-stakeholder commission. This commission should have specific policies regarding promotion and transfer through recommendations. Qualification and efficiency criteria need to be determined and it has to be followed strictly. To address the recruitment related issues, expert suggested to form separate service commission and also recommended to incorporate special physical qualification. Experts suggested to involve multiple evaluating officers i.e. ACR evaluating officer should not be just one officer, rather a board or committee could be formed. Performance should be determined jointly with the concerned officer rather than keep it confidential. Regarding salary-allowances experts suggested incorporating holiday allowance, risk allowance and medical insurance coverage for all.

### **6.1.2. Major Findings of Sub-inspector & Sergeant Category**

This section reflects on the challenges faced by sub-inspector & sergeant levels on the seven core areas of HRM along with expert's suggestion.

In the recruitment process, political influence and financial corruption are the major gaps. 83.3% of the respondents said about political influence and 80% of the respondent informed incompetent people were being recruited in the police department due to financial corruption. 96.7% of the respondent said, there was insufficient training to investigate the technology-based crime. Regarding transfer, 93.3% of the respondents identified political lobbying, 76.7% of the respondents identified financial transaction and 86.7% of the respondents said disobeying existing regulations as the drawback of transfer.

In terms of promotion, 93.3% of the respondent complained about being stuck in one position for a long time and 100% of the respondents reported that there is no coordination of promotion between cadre and non-cadre. Regarding the shortcomings of administrating the ACR, 86.7% of the respondents reported superior officer's failure to provide updated ACR timely as a shortcoming. 83.3% of the respondents said that the superiors were not fully aware about the ACR. 100% respondents said, risk allowance needs to be increased and there should be an arrangement for overtime facility. 93.3% of the respondents said there should be a separate pay scale for police department.

From the expert's points of view, if the SI & Sergeant is recruited with the help of Public Service Commission (PSC), there might be a little bit of political influence, but the financial transaction will disappear permanently. Special emphasis on cybercrime or technology-based crime handling training and long term firearms training should be provided. Also, there need to be specific guidelines on how to interrogate an accused during remand. With the help of technology, information can be extracted using various techniques or therapies rather than using physical torture.

According to some experts, there should have been specific policies regarding transfer. Half of the mismanagement would drop down in the first place if that policy is followed strictly. Some experts suggested that higher ranks should be increased in number and existing rules between cadres and non-cadres should be followed. And by following the rules and regulations, promotion should be given according to seniority and efficiency. Performance should be determined jointly with the concerned officer so that they should be given the opportunity to counter their failure. ACR and service book must follow through more than one person's approval. Increase of risk allowance, incorporation of overtime and medical insurance coverage and determination of specific working hour are suggested by experts.

### **6.1.3. Major Challenges identified by the entry level of Police Constable**

This section is presented with the gaps of HRM in police administration identified by the entry level of police constable and expert's reflection on those challenges.

In terms of recruitment, 80% of the respondent identified political intervention and lobbying as the main incompatibility in the recruitment of the police department and 51.7% of them reported lack of integrity of the hiring authority. Regarding training, 96.7% of the respondents identified lack of computer training as a gap, 93.3% of the respondent said there was no training on behavioral approach and 78.3% of the respondents complained that there was no opportunity for all the constables to get driving training. It is also remarkably pointed out that, sometimes senior officers involved constables for doing their personal odd job. On the issues of ACR management, 83.3% of the respondents said, ACR were not being written in the right time and 76.7% of the respondents said ACR is being written as per superior officers' wishes without proper evaluation of the work.

Regarding the transfer and promotion, 66.7% of the respondents said transfer happens without verifying the previous records. 61.7% of the respondents complained that, although exams for promotion were taken every year, very few get the chance to be promoted. 98.3% of the respondent claimed for the increase of risk allowance, 96.7% for education and Tiffin allowance. 88.3% said overtime facilities should be arranged to increase motivation.

In order to bring transparency in the recruitment of the constable expert suggested that, it is better not to keep the recruitment process under the supervision of district police superintendents. In the recruitment of constables, 8/10 teams can be formed with the kind of officers who have financial and moral integrity. They will go to different districts and complete the recruitment process and the district police super will assist them. The team will be informed immediately before the recruitment so that they cannot prepare for any kind of corruption. Also, those who are involved in the recruitment process should be closely monitored so that they do not get involved in any immoral activities. Another suggestion was that, a permanent service commission would be helpful to reduce political pressure and recruiting officer's dishonesty. Educational qualification should be increased and family background of the candidate from behavioural point of view should be checked.

Experts highly recommended for the training on behavioural approach and training on computer, gender issues, human rights etc. Some experts suggested that higher ranks are

needed to be increased to solve the problem related to promotion. Strict action needs to be taken against those who neglect their responsibilities to fill up the service book timely. Experts said that constables have to stay in the field almost all the time but their salary allowance is very low. Thus, risk allowance, medical allowance, educational allowance and Tiffin allowance should be increased.

## **6.2 Some Modest Recommendations**

Here in this section, considering all those analytical discussion and findings, some modest recommendations are presented for meeting up the identified challenges of existing system.

### **6.2.1. Efficient planning of manpower**

1. The traditional structure of the Police Station needs to be rebuilt as the mid-level officers (especially OC/Sub-Inspector) are in a questionable situation due to severe nepotism, corruption so and so. Therefore, BCS police officers are needed to be deployed as in-charge of Police Station.
2. A proper job description is needed for a mid-level officer to reduce or balance the workload. It is necessary to identify the capacity of the Police Station and strengthen the need according to the demand. Instead of being busy with arranging various unnecessary events, police should focus on their prime responsibility to ensure public safety and security

### **6.2.2. Ensure transparency in recruitment**

1. For the recruitment of Police Constable, their educational qualification needs to be increased, at the same time their family status should be checked as their behaviour and actions greatly impact on public, on which the image of police depends.
2. Decisions regarding the recruitment should be made through an open and transparent process by a diverse, honest and dedicated recruitment panels that includes community representatives and ensure strict monitoring on that panel to stop any type of misconducts.

3. A separate Service Commission is recommended where there will be provision for the recruitment of “Constable to ASP” positions in a systematic way. If there is a separate Service Commission, the problems regarding inconsistency in recruitment will disappear automatically.

### **6.2.3 Enhance training to career development**

1. Individual intervention is needed for positive change. For example, ethical training should be introduced so that personal commitment and integrity development can take place. For human perfectionism, there is no substitute for moral guidance. Therefore, it is necessary to arrange motivational training for better moral grounding.
2. Constable level police should be made competent, efficient and sensible through proper training. Their status needs to be uplifted by the department. Arranging technology-based training and basic computer training for every constable should be compulsory. The status and position of constables are very miserable compared to other positions. Therefore, their training needs to be more specialized and modernized to upgrade their position in the society.
3. Career development programs uphold the professional reputation of an organisation. Therefore during the service, educational and training program such as; MBA and training on Information Management System could be incorporated in Bangladesh Police according to the level of officer by rotation to improve their professional skill.
4. Intelligence wing of police department need to proactive along with upgraded intelligence system. Most of the time, it is seen that their actions are basically based on secondary information rather genuine one. Thus, professionally modernised and independent capacity system is very much needed in this field.
5. Lack of resource, training, manpower and huge workload puts the mid-level officers under heavy pressure. As they have to manage their everyday tasks under various traumatic situations, they are in need of special psychological training.
6. Cybercrime needs to be handled through specialized force. Officers who have degree in computer science, information technology, cyber security or a related field may handle those fields.
7. Special task based training before commencing any new unit is highly recommended to serve the purpose satisfactorily. During a short interview for this study, a senior officer deployed in Armed Police Battalion (APBN) in Cox’s Bazar Rohingya Camp

was saying that they are to serve for such traumatised and distressed people whose culture, language, behaviour is totally different. Besides this, involvement of various national and international stakeholders makes the work environment more complex. The police personnel deployed there are not at all capable and competent to serve their duties at the desired level which is disgraceful for the country. So, special task based training beforehand is very essential.

#### **6.2.4 Proper implementation of transfer and promotion policy**

1. The promotion structure within the police system is not conducive to the fulfillment of the legitimate career ambition of the constabulary. A large majority of constables retire as constable without even one rank promotion in entire career. Most of the sub-inspectors retire with one rank promotion in whole service life. This scenario is happening at the every level because of the present pyramid shape hierarchical structure of police. During the survey of this research a police inspector was saying that as there is no hope of promotion most of them do not care about good service record rather enjoy illegal earning to diminish frustration of promotion. Therefore, the position in the upper level should be increased and pyramid shape organogram needs to be restructured.

2. Influence of power and politics and financial transaction need to be strictly prohibited in terms of promotion and posting. To ensure the transparency the set regulations in this regard should be followed strictly.

3. Systemic complexity and communication gaps need to be reduced as much as possible. After the PAL meeting, if the position is empty and the officers have the eligibility, they should have given promotion. The competencies of the officers should be taken as the standard for promoting an officer.

4. The competency and fitness assessment for the promotion of BCS police officer is highly recommended rather than following the merit list only of BCS exam. Because, one exam of life cannot determine the whole carrier of an officer.

#### **6.2.5 Ensure participatory performance management**

1. For better Performance Management System, international norms and practices regarding evaluation models can be taken into consideration in our country. The good practices can be replicated if needed. As per the tradition, ACR cannot be one sided evaluation. Recently our neighbouring country India introduced 360 degree appraisal

format. With proper guideline, this 360-degree approach can be very incorporated to bring fairness in the evaluation process. (Sanya Dhingra, 2019).

2. At the beginning of the year, the superior officer can have a work plan for the subordinate officer and meanwhile, the superior officer can get the follow up from the subordinate about their progress. If the standard is not satisfying then the superior can give negative remark. But in the traditional ACR, the reviews are very much confidential, which make scope for unfair evaluation. Therefore, a transparent ACR evaluation system should be introduced.
3. To determine the accuracy of the ACR, it is important to balance the professional norms and non-professional norms. Therefore, these things must be done with proper caution. The culture of professionalism has to be strong enough for a fair and better evaluation. The ACR writing system needs to be made more participatory where more than one officer evaluates the performance.

#### **6.2.6 Involvement of community in policing**

1. The human resource strength of Bangladesh Police is inadequate and the growth of population and unemployment problem is severe in this country. So, Bangladesh police could incorporate Police Community Support Officers (PCSOs) and Special Constable for strengthening manpower of the police as well as reducing the unemployment problem to some extent.
2. Neighbourhood policing is another effective concept to reduce crime and bring people's trust which could be organized by the all unit of Bangladesh police. This initiative will make more people to experience a service of belongingness and as they are common people of different organisation, they have more access to the general public which would help to reduce crime and make people feel safe.

#### **6.2.7 Efficient management of motivation and compensation**

1. It is observed from the earlier discussion that, because of the shortage of accommodation , most of the police forces have to stay in barracks, leaving their family in home district. They don't get leave to support in crucial time for their wife for delivery and after delivery care. My own experience as an inquiry officer of a constable in Dhaka metropolitan police who had been punished for going home to see his pregnant wife from duty spot leaving his gun with his colleague with the plea of

going to toilet. As a disciplinary service holder he has committed a major offence. On the other hand, it is very inhuman not to get leave permission regarding this because of shortage of manpower. Therefore, Bangladesh police could provide 15 days paternity leave.

2. Public holiday working allowance should be paid among the officers those who work on public holiday. The allowance of a holiday should be doubled in compared to regular salary of a single day where less than eight days notice is received of the requirement to work a public holiday.
3. Part-time work probation in Police could be included to mitigate work load of existing strength. As a general rule, a part-time officer might work an average of at least 24 hours a week during probation period.
4. Overtime payments need to be incorporated for the police officers who work more than 40 hours in a week. Casual overtime for all is needed to be paid for work which was not notified or roistered. In these circumstances, one hour of the overtime is not paid unless more than four such periods have been worked during any seven day period.
5. Resource of logistics and transport need to be increased to meet public expectations. During one monthly welfare meeting in Gazipur police lines a female police constable was saying that when they go to duty by requisition leguna (small pick-up) drivers drive very roughly, misbehave with them and frequently stop the leguna intentionally which is very distressful. This scenario is the major obstacle to serve people expectation and downsizes the public perception toward police. Therefore, mid and lower level police needs special care regarding resources allotment. If the infrastructure facilities get increased, the professionalism will increase automatically; e.g. sufficient accommodation, transport, daycare centre etc.

### **6.2.8 Concentrate on Gender Related Issues**

1. To resolve the issues the officers are facing regarding "adjusting with the opposite gender", experts gave their opinion to formulate gender-sensitive policies and implementation those directives. Also, the number of female police should be increased.
2. Advocacy and awareness program can be arranged for girls so that they can think of joining the police force in the near future. For better inspiration, different kinds of campaigns can be organized.



3. The young newly joined female officers can visit the schools and colleges to share their experience of becoming a police officer. It will plant an accepting attitude in the female kids. The police should have high levels of gender equality in all ranks throughout the organisation to gain the confidence of female police.
4. In order to ensure women's full contribution to the efficiency of police work, all forms of education facilities and additional training must be introduced for the female officers. Females should be engaged in every level of duties and responsibilities to boost up their confidence to meet the expectations of the international organisations and multilateral agencies.

### **6.2.9 Improve Superiors-Subordinates Relationship**

1. The cultural aspects regarding superior subordinate relationship need to improve. Cognitive or behavioral code of conduct should be preset so that there will be a clear and precise mandate to follow. Additionally, every officer has to attend the behavioral training and apply them to their work place.
2. Institutional culture cannot be changed within a day. It will take years but still determination of the current Police department can contribute for the future generation. And this change will only be possible if the behavioral change happens from the mid-level officers. Because our research identified that the mid-level officers are the most pressurized and misbehaving unit. For that, cognitive training can help them better deal with the situation.
3. The code of conduct or line of precedence should not be ignored. To decrease the nonprofessional activities with the junior officers "Rules of Engagement" should be introduced.

### **6.2.10. Develop organisational culture**

1. Another way to solve the problems can be focusing on the organisation level corruption i.e. if the police personnel are ordered or being forced to take unjust actions, then we cannot just say the liability is limited to the individual level only. Then, either the officers have to shut their eyes regarding corruption or they have to participate on that. To stop this mismanagement, proper measure should be taken institutionally.

2. Having diverse senior leadership teams who promote transparency and accountability cultures can prevent corruption. There can be change in the organisational culture with the improvement of integrity in the top management and management's philosophy.

3. Without political commitment the system cannot be changed permanently. The imperfection traits of the economic and political systems have to be identified. The sincere attention of the state and the government is desirable in this regard.

4. Level of commitment and integrity among police officers need to be increased. It is important to keep an eye out on whether there is any deviation in the police administration for any state or political deviation. Hence, the solution for those problems can be found through further analysis.

In conclusion, it can be said that the progress and prosperity of a country is dependent on the safety and security of the nation which is completely dependent on the police. Therefore, urgent attention must be given for the improvement of police department. Efficient management of human resources is the key instrument for the development of any organisation. Though, considering the political and socio-economic condition of the country, the above recommendations and standard HRM strategy may not be possible to implement to full extent but the highest priority need to be given for diminishing the issues of existing HRM System to motivate police for ensuring public lives safe and secured.

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