

# AN INTERVENING ROLE OF ORGANIZATIONAL SUPPORT IN THE RELATIONSHIP OF TRAINING & DEVELOPMENT AND TECHNOLOGICAL ADVANCEMENT WITH THE PERFORMANCE OF PUNJAB POLICE PAKISTAN

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## ABSTRACT

*In the last three decades, the security issues have been raised in the state of the Punjab (Pakistan) which ultimately leads to the breakdown of the country's economy. However, the purpose of this paper is to determine the effect of the training and development and technological advancement on the performance of Punjab police (Pakistan) with the moderating role of organizational support. To elicit the findings, a total of 159 survey questionnaires were compiled from station house officers (SHOs) of Punjab police (Pakistan). Furthermore, this study has applied PLS-SEM technique to analyze the data. The findings reveal that a significant effect of training and development and technological advancement on the performance of Punjab police (Pakistan). Moreover, the findings also showed the significant moderating effect of organizational support in the instance of technological advancement, while in the case of training and development its role is insignificant in the context of Punjab police (Pakistan).*

**Keywords:** Organizational Performance, Training & Development, Technological Advancement, Organizational Support, Punjab Police, Pakistan, PLS-SEM

## 1) INTRODUCTION

Since the advent of 21<sup>st</sup> century, the public administration, community has given emphasis to the prominence of results-oriented management (Pollitt & Bouckaert, 2011), which has been grounded on the implied postulation that if service performance is enhanced, the public might become more satisfied with the overall government performance. Moreover, public

attitudes towards the police have been an imperative subject matter in the literature of criminal justice since past few decades (Colquitt, LePine, Piccolo, Zapata & Rich, 2012). Since, it is a well-recognized global phenomenon that any state's police or law enforcement agencies play a crucial role as the first line of defense against the threats of terrorism and insurgencies, however, in recent years, the change to a community-oriented policing (COP) umbrella has required the police to expand their role of crime fighting to include maintaining order and enhancing citizens' quality of life (Goldstein, 1997).

According to the earliest studies conducted in the police (Leonard, 1951; Smith, 1950; MacNamara, 1950; Wilson, 1950) stated that the police administrative component is worth taking their everyday performance, which depicts that how they carry their administrative responsibilities. The major duty of the police department of any state is to provide security to the citizens. However, law enforcement agencies, such as police department plays a vital role in the betterment of the society which is also a basic measure of the police performance (Bouranta, Siskos & Tsotsolas, 2015). In the context of Pakistan, it is the 6<sup>th</sup> largest country of the world in terms of population (Economic Survey of Pakistan, 2011). With the rising crime figures, nationwide, the numbers are not as good as they appear. Jamal (2010) illustrates that growing crime and militancy across the country has forced the government to pay more attention in modernizing the police forces and to improve their infrastructure, yet the government has not taken any serious actions. Moreover, the report also pointed out police forces are 'poorly managed, ill-equipped, poorly trained, deeply politicized and chronically corrupt.

Furthermore, Abbas (2012) demonstrates that, the police system of Pakistan is lacking behind in several areas that are the main reasons for poor performance, for instance; modern equipment, better technological resources, effective and efficient personnel, not enough training and development structure and intelligence capability. Furthermore, the political leaders must address these issues that are responsible for the poor performance of the police department. In addition, the structure is not well-maintained and inadequate to reward the good performance on merit based, however, those officers who are facing the challenges of limited financial resources are compel to misuse their authority. The government is looking for improving their performance in terms of program outcomes, use of public resources, citizen participation, customer satisfaction, transparency,

strengthen integrity, combat and prevent corruption, and accountability (Ashour, 2004). Moreover, he also pointed out that this reform is important and crucial to enhance public administration performance, protecting public performance, and strengthen the governmental role in providing basic services such as security.

Moreover, Punjab the biggest province in terms of population (103 million) is at the leading spot in crime rates among all the provisions. Due to performance of the police department in Punjab is not up to the mark, conversely, in return there is a consistent upsurge in crime rates. In addition to that, Punjab being a leading populous province (60% of the country) should contribute greatly in the economy of the country, especially since the most important and historic foreign direct investment (FDI) of 46 billion dollars has just taken place in the shape of China-Pakistan Economic Corridor (CPEC) which is expected to further strengthen trade and economic cooperation between the two countries (Tiezzi, 2014) but because of the increase in crime rates, the economy is sluggish (Jabbar & Mohsin, 2014). However, in the contemporary state it is important for state's police or law enforcement agencies to perform better and reduce crime rates. In fact, this area as an academic research has received less attention in Pakistan and there is inadequate research evidence to show how well-equipped and well-trained police force can perform better and reduce crimes in the country. Therefore, the objective of the study is to examine the effect of training and development and technological advancement on the performance of Punjab police (Pakistan) with the moderating role of organizational support.

## **2) LITERATURE REVIEW**

### **2.1) Organizational Performance**

In the literature of management, it is pointed out that organizational performance is considered one of the most important constructs in the field of organizational studies and strategic management (Combs, Crook, Shook, David & Ketchen, 2005). Therefore, in the last few years, both practitioners and academicians have studied organizational performance to understand the processes, antecedents, and other things that enhance the outcomes of an organization (Jing & Avery, 2008). Moullin (2007) organizational performance is a tool which defines that how an organization gives quality of services and how good organizations maintain it. Moreover, it has been

demonstrated that the dynamics of the business environment is to know about the level of performance of an organization because without the measurement of the performance, an organization is not able to improve it. In line with this argument, an organization must make some pre-determined strategies to improve the efficiency and effectiveness of the organization (Koontz & Donnell, 1993). Moreover, Brewer and Selden (2000) argued that the evaluation of organizational performance in the public sector is not easy owing to employees have different styles of performing their duties and responsibilities. Scholars have hypothesized performance of police be with the level of crime rate, a commonly used outcome measure of police performance (Ammons, 2012). Novel policing philosophy emphasizes the creative partnership between the police and the community to enhance police public relations and solve contemporary community problems related to crime, fear of crime, social and physical disorder, and neighborhood decay (Trojanowicz & Bucqueroux, 1996).

## **2.2) Training & Development**

Training and development is a very useful resource that helps the organization to gain competitive advantage over other organizations. It is argued that training is one of the vital factors which strengthen the employees of the organization and train them about the upcoming challenges, which they would have to face in the future (Noe, Hollenbeck, Gerhart & Wright, 2006). Few researchers have found that those organizations who are having effective developing practices for their employees, such organizations have received better organizational performance (Delaney & Huselid, 1996). Training leads to the higher organizational performance in terms of the higher profits, and such profits can only be achieved by the higher commitment level and the positive attitude of the employees which is probably by developing the employees (Pfeffer, 1998; Westhead, 1998; Ellinger, Yang & Howton, 2002; Mikkelsen, Saksvik, Eriksen & Ursin, 1999; Galunic & Anderson, 2000; Bartlett, 2001; Tansky & Cohen, 2001; Othman & Arfan, 2016). The basic purpose of training is to prepare employees towards their tasks and duties as well as to attain positive behaviors that lead to sustainability of an organization. Although, training has a positive impact on the performance of both the organization and the employees, but it also depends on the type of training. The most effective training programs are those that enhance the cognitive and interpersonal skills of the employees; moreover, they are also helpful to

strengthen the performance of the organization (Arthur, Bennett, Edens & Bell, 2003; Aguinis & Kraiger, 2009).

### **2.3) Technological Advancement**

Over the past few decades, it is recognized that the value of IT within the organization has been flourishing. Scholars depicted that at the early stage of IT evolution, organizations were enquiring about the investment which they would put in for the development of IT, either such investments are beneficial for the organizations or not in terms of adding value to the organization (Benitez-Amado, Llorens-Montes & Perez-Arostegui, 2010; Bhatt & Grover, 2005; Marti'n-Rojas, Garc'a Morales & Garc'a-Sanchez, 2011; Patrakosol & Lee, 2009). But, today according to different researchers, 21<sup>st</sup> century is the era of "Information Age" in which every government globally are facing different challenges regarding technological transformation. Moreover, the government must need to reengineer their system to provide the effective and efficient services to their stakeholders through information and communication technology (ICT) (McLean, Morven & Tawfik, 2005). However, if the investments are significant enough, then it must be effective for the organizational performance and the outcomes in this highly competitive environment. Most of the studies have illustrated that it is difficult to understand whether the IT has the direct impact on the organizational performance (Koontz & Donnell, 1993; Powell & Dent-Micallef, 1997; Webb & Schlemmer, 2006). Some of the scholars have proven that IT not itself affect the organizational performance, but when it combines with the skillful human capital, the then it significantly influences organizational performance (Powell & Dent-Micallef, 1997; Webb & Schlemmer, 2006). Moreover, it is also suggested that IT is one of the fragile competitive advantage, which can easily be imitate (Teece *et al*, 1997). Nevertheless, the factual advantage of IT is only feasible if organizations develop their human capital with upgraded skills and abilities.

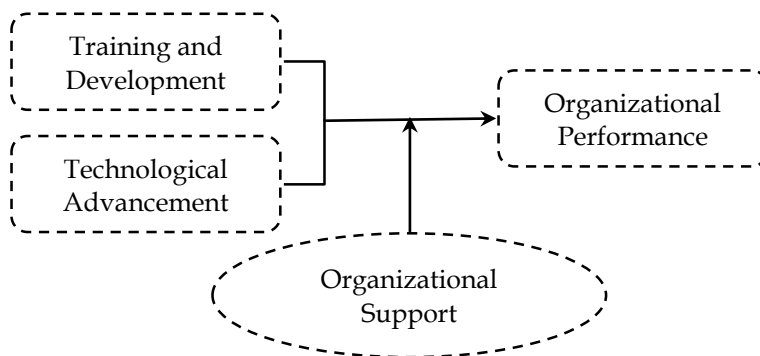
### **2.4) Organizational Support**

Organizational support considered as the moderating variable in current study. One of the vital feature that has been widely discussed to affect employees' performance is organizational support such as resources (IT, Financial and Human), infrastructure, social and moral support (Mathis & Jackson, 2004) in addition as it is said earlier employees' performance lead to organizational performance, therefore, organizational support is a

significant factor to enhance organizational performance. The notion behind is that employees may not be effective in performing their roles if they lack adequate skills, latest technology, financial resources and empowerment from the top management. Employees' performance is primarily a consequence of organizational support as it permits employee to utilize their competencies effectively. Organizational support may not only augment employees' motivation to take their job seriously, but it might also enhance the employees' willingness to perform better (Lin & Lin, 2011). According to Mathis and Jackson (2004) numerous factors influence on employees' performance comprising their abilities, efforts expended and the organizational support they receive. Kane, Crawford and Grant (1999) found that employees' effectiveness can be attained by organizational support. While Black, Jensen and Gregersen (2003) argued that it is very difficult for employees to get adequate support from the organization due to the lack of financial investments in this particular area. Whereas, Sharif & Ahmad (2009) have originated that organizational support has some moderating role in the study of behavioral variables in organizations. Consequently, organizational support is expected to moderate the relationship of training and development and technological advancement with organizational performance.

## **2.5) Research Framework**

The research model shown in figure 1 includes the two independent variables, which are training and development and technological advancement, which predict organizational performance through moderating role of organizational support.



*Figure 1: Research Model for Current Study*

The following hypotheses are anticipated based on the model.

- H1:** *Training and development is significantly related to organizational performance as perceived by personnel of Punjab police.*
- H2:** *Technological advancement is significantly related to organizational performance as perceived by personnel of Punjab police.*
- H3:** *Organizational support moderates the relationship between training development and organizational performance as perceived by personnel of Punjab police.*
- H4:** *Organizational support moderates the relationship between technological advancement and organizational performance as perceived by personnel of Punjab police.*

### **3) DATA AND METHODOLOGY**

The survey instrument for the present study is adapted from the prior researches (Kaplan & Norton, 1992; Sharif & Ahmad, 2009; Sunshine & Tyler, 2003; Tippins & Sohi, 2003; Noe & Wilk, 1993) using five point likert-scale and it is adapted through proper modification that is appropriate for the context of Punjab police (Pakistan). The data was collected through survey questionnaire, however, 234 questionnaires were distributed to the station house officers (SHOs) of the Punjab police, out of which 159 questionnaires were received which makes 68% response rate. The sample size of the current study was established grounded on the benchmark specified by Krejcie and Morgan (1970) nonetheless, the present study has employed the snowballing technique for the purpose of efficient data collection since SHOs are extremely busy to fulfill their duties and responsibilities. In addition, before sending the survey questionnaire for actual data collection a pilot study has been conducted with 30 SHOs to confirm the reliability and validity of the instrument using Cronbach's alpha (Gardner, 1998). The alpha values of all the variables are above 0.70 which shows that all the constructs are reliable and they should be retained in the study. The results of Cronbach's alpha are presented below:

*Table 1: Cronbach's Alpha*

<b>Variable</b>	<b>Cronbach's alpha</b>
Organizational Performance	0.862
Training and Development	0.778
Technological Advancement	0.876
Organizational Support	0.772
<b>Overall</b>	<b>0.</b>

Moreover, assessment of the measurement model, more specifically, convergent validity and internal consistency have been tested using SmartPLS 3 through assessing the values of Average Variance Extracted (AVE) and Composite Reliability (CR) grounded on the criteria specified by scholars (Hair *et al.*, 2014; Fornell & Larcker, 1981) Conferring to Hair *et al.*, (2010) it is inevitable that latent constructs should explain a minimum half of the variance (AVE > 0.50) in the indicators. Table 2 discloses that the values of AVE and CR for latent constructs have met and surpassed the lowest threshold value suggested by above mentioned scholars. However, all the constructs are valid and reliable, therefore they have been retained for further analyses. The values of AVE and CR are stated underneath in the Table.

*Table 2: Cross Loadings*

<i>Items</i>	<b>OP</b>	<b>OS</b>	<b>TA</b>	<b>T&amp;D</b>
OP2	<b>0.815</b>	0.558	0.555	0.549
OP3	<b>0.639</b>	0.486	0.555	0.525
OP4	<b>0.739</b>	0.390	0.455	0.399
OP5	<b>0.698</b>	0.467	0.520	0.667
OP7	<b>0.664</b>	0.442	0.468	0.577
OP8	<b>0.628</b>	0.641	0.570	0.588
OP9	<b>0.716</b>	0.487	0.553	0.294
OP10	<b>0.799</b>	0.444	0.504	0.406
OS2	0.374	<b>0.613</b>	0.437	0.286
OS3	0.399	<b>0.711</b>	0.508	0.306
OS4	0.529	<b>0.733</b>	0.405	0.436
OS5	0.545	<b>0.753</b>	0.469	0.433



<i>Items</i>	<b>OP</b>	<b>OS</b>	<b>TA</b>	<b>T&amp;D</b>
OS6	0.600	<b>0.788</b>	0.512	0.530
TA1	0.523	0.452	<b>0.721</b>	0.546
TA2	0.510	0.486	<b>0.623</b>	0.420
TA3	0.581	0.490	<b>0.778</b>	0.476
TA4	0.444	0.350	<b>0.694</b>	0.434
TA5	0.585	0.483	<b>0.801</b>	0.539
TA6	0.525	0.490	<b>0.779</b>	0.544
TA8	0.505	0.541	<b>0.724</b>	0.567
TA9	0.599	0.456	<b>0.728</b>	0.486
TD1	0.538	0.518	0.560	<b>0.835</b>
TD2	0.641	0.442	0.613	<b>0.867</b>
TD3	0.487	0.345	0.497	<b>0.776</b>
TD5	0.538	0.456	0.445	<b>0.617</b>

**Table 3: Internal Consistency Reliability and Convergent Validity**

<b>Variables</b>	<b>Items</b>	<b>Loading</b>	<b>Composite reliability</b>	<b>AVE</b>
<b>Organizational Performance</b>	OP2	0.79	0.893	0.512
	OP3	0.57		
	OP4	0.78		
	OP5	0.76		
	OP6	0.63		
	OP7	0.73		
	OP10	0.73		
<b>Organizational Support</b>	OS1	0.62	0.844	0.521
	OS2	0.69		
	OS3	0.69		
	OS4	0.76		
	OS6	0.75		
<b>Technological Advancement</b>	TA1	0.71	0.902	0.537
	TA2	0.63		
	TA3	0.76		

Variables	Items	Loading	Composite reliability	AVE
	TA4	0.69		
	TA5	0.80		
	TA6	0.78		
	TA7	0.53		
	TA8	0.72		
	TA9	0.71		
<b>Training and Development</b>	TD1	0.83	0.860	0.608
	TD2	0.87		
	TD3	0.78		
	TD5	0.59		

Additionally, discriminant validity has also been calculated, which explains fundamentally how indicators are representing the latent constructs, moreover, how much they are different from other constructs (Fornell & Larcker, 1981). The fundamental argument is that the square root of AVE value for any specific construct must be greater than the relationship of that construct with other constructs in the model (Hair *et al.*, 2014). The results of discriminant validity have presented below.

*Table 4: Discriminant Validity*

Variables	OP	TD	TA	OS
OP	<b>0.715</b>			
TD	0.415	<b>0.780</b>		
TA	0.634	0.685	<b>0.733</b>	
OS	0.693	0.568	0.641	<b>0.722</b>

#### 4) FINDINGS AND DISCUSSION

The next step is an estimation of structural model for testing direct and moderating hypotheses. The structural model has been measured using SmartPLS 3 by performing bootstrapping. The results of direct and moderating hypotheses are presented in Table 5 and Table 6 subsequently. For testing moderating hypotheses interacting terms were introduced in the model as shown in Table 5 below.

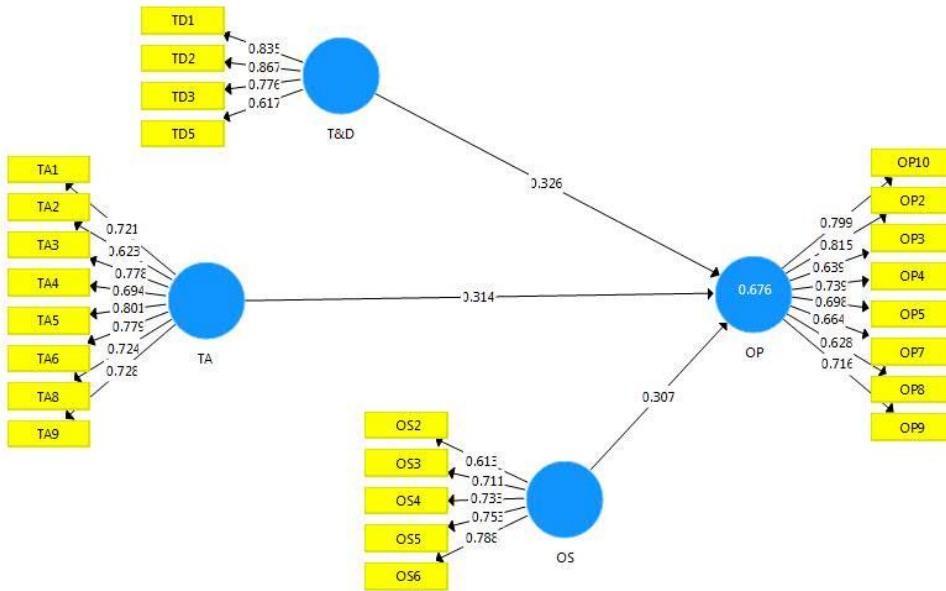


Figure 2: Measurement Model

Table 5: Results of Direct Hypotheses

H	Paths	Path Co.	SD	T-Stat	P-Values
H1	TD -> OP	0.326	0.086	3.810	0.000***
H2	TA -> OP	0.314	0.095	3.295	0.001**

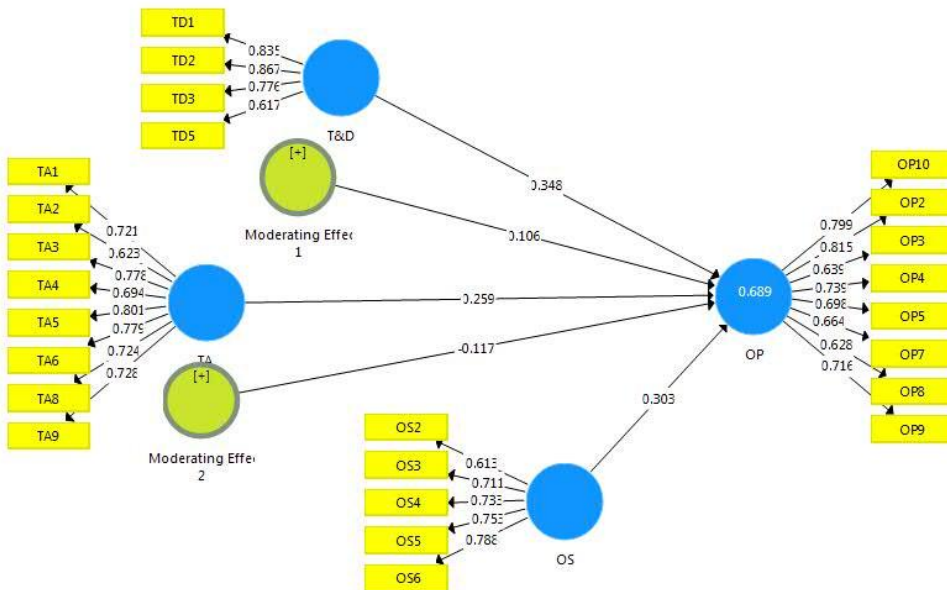
\*\*\* $p < 0.001$ , \*\* $P < 0.01$ , \* $P < 0.05$

Table 5 shows that both predictors are significantly related to organizational performance at  $p < .001$  significance level. Training and development is significant at  $p < 0.000$  level of significance ( $\beta = 0.326$ ,  $t = 3.810$ ,  $p = 0.000$ ), whereas, technological advancement is significant at  $p < 0.001$  level of significance ( $\beta = 0.314$ ,  $t = 3.295$ ,  $p = 0.001$ ). Hence, both direct hypotheses (H1 and H2) are supported.

The findings of this study related to the previous researchers (Arthur et al. 2003; Aguinis & Kraiger, 2009), where they explored that the most effective training programs are those that enhance the cognitive and interpersonal skills of the employees; Moreover, they are also helpful to strengthen the performance of the organization. In addition to this, the training may affect

the organizational performance as well as the employees of the organization (Bartel, 2000).

While, Most of the previous researchers confirmed in their studies that technological advancement positively significant effect on the organizational performance (Abernathy & Utterback, 1978; Foster, 1986; Hill & Rothaermel, 2003; Tripsas & Gavetty, 2000), in addition this, technological innovation of high-tech organizations has an important influence on the organizational performance.



*Figure 3: Moderating Effect Model*

*Table 6: Results of Moderating Hypotheses*

H	Paths	Path Co.	SD	T-Stat	P-Values
H3	TD*OS -> OP	0.106	0.097	1.103	0.135
H4	TA*OS -> OP	0.117	0.073	1.599	0.05*

\*\*\*p<0.001, \*\*P<0.01,\*P<0.05

Table 6 demonstrates that organizational support does not show any evidence of the moderating effect on the relationship between training & development and organizational performance as p-value is 0.135 and t-

value is 1.103 which does not succeed the benchmarks of both values. Conversely, organizational support significantly moderates the relationship between technological advancement and organizational performance as it is significant at  $p=0.05$  level of significance ( $\beta= 0.117$ ,  $t= 1.599$ ,  $p= 0.05$ ). Therefore, it is concluded that one moderating hypothesis (H3) is rejected and one moderating hypothesis (H4) is supported. Moreover, it is observed that after introducing the interacting term the value of  $R^2$  has risen from 0.676 to 0.689 which denotes the significant impact of organizational support as a moderating variable.

The phenomenon can be observed from the evaluation done by testing the effect of training and development along with technological advancement on organizational performance through surveying SHOs of Punjab police. Moreover, it is believed that these findings are purely the intuitions of SHOs of Punjab police (Pakistan). In other words, they believe if the organization will provide them the support which they needed in terms of developing their skills and abilities as well as by getting latest technology, it will significantly enhance their performance and similarly organizational performance. The findings explore that if the organization provides its employees with such training programs that are helpful to enhance the necessary skills of the personnel which are required to fulfill their job, so they can easily cope with the unpleasant situations and overcome all the worst situations. The most effective training programs are those that enhance the cognitive and interpersonal skills of the employees and similarly they are also helpful to strengthen the performance of the organization (Aguinis & Kraiger, 2009; Arthur *et al.*, 2003). Training is the competitive advantage for any organization (Schuler & MacMillan, 1984) and it has a significant impact on organizational performance (Bartel, 2000). Alternatively, technological advancement has also found a significant impact on organizational performance (Patrakosol & Lee, 2009). Further, (Eisenberger *et al.*, 1990) proposed that there is a positive relationship between the organizational support and performance. Fundamentally, organizational support helps employees to remain persistent in their work with a free mind without any stress or uncertainty (Colquitt *et al.*, 2012).

## **5) SUGGESTIONS AND RECOMMENDATIONS**

The present study provides the many suggestions for future research. Especially, the data of this study gathered through the correlational research approach and for the future research, longitudinal research approach highly recommended. Because, longitudinal research approach can explain the constructs and the relationships more in a convenient way.

For this study the data was collected from the station House officers of the Punjab police, so the recommendations for the future researchers is that they can conduct they can conduct the interviews from the higher authorities of Punjab as well as they can consider the rest of the provinces of Pakistan.

Their model of this study can also be implemented on the other public sector organizations of the Punjab and the other provinces of Pakistan.

## **6) CONCLUSION**

The aim of the present study was to explain the effect of training and development and technological advancement on the organizational performance of Punjab police (Pakistan). Moreover, the study aimed to test the moderating effect of organizational support on the relationship between training and development, technological advancement and organizational performance. Empirical findings of the study have shown the significant effect of training and development and technological advancement on organizational performance. Similarly, the findings also revealed the importance of organizational support to enhance organizational performance. In addition to that, the results highlighted the prominence of the moderating role of organizational support for improving organizational performance. It is believed that Punjab police is vital law enforcement agency in Pakistan, which is responsible to provide security to the community. However, it was important to scrutinize the performance of Punjab police (Pakistan). Therefore, this study has contributed in enlightening the factors which contribute to their performance, such as; training and development, technological advancement and organizational support. Future scholars who intend to carry out their research in the context of security agencies in Pakistan or more specifically in the context of Punjab police should ponder on adding other variables which can enhance organizational performance. Particularly, in the time when many foreign investors are looking for investment opportunities in Pakistan, security is

the basic feature which they always look for, however, performance of these security agencies should be on higher side. Additionally, upcoming researchers might consider qualitative study to explore the phenomenon more comprehensively by interviewing the higher authorities of security agencies. By doing that researchers may get into clearer understanding how security agencies can be more effective in fulfilling their duties and responsibilities. The scope of the study might also be enhanced by future research studies to other provinces of Pakistan for the purpose of better security condition for whole Pakistan.

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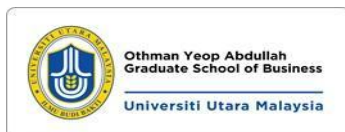
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## APPENDIX

### Appendix One



### Survey Questionnaire

#### RESEARCH TITLE

Relationship of Training & Development, Political Interference and Technological Advancement with the Performance of Punjab Police Pakistan: A Moderating Role of Organizational Support

Dear Sir/Madam:

I am conducting an academic research study in the area of management as part of my M.S. Program at the Othman Yeop Abdullah, Graduate School of Business, Universiti Utara Malaysia.

This is an academic research survey, which needs some time from your busy schedule. The survey is intended to understand the performance of the Punjab police of Pakistan.

Any information that you provide will be kept confidential and used for research purpose only. In this regard, you are requested to kindly fill the survey form as attached herewith.

This survey will take about 20 minutes of your precious time, which will be extremely valuable in fulfilling the requirement of M.S. Research. For your convenience, I have enclosed a self-addressed postage paid envelope for the return of the completed survey.

If you have any questions about the survey or the research study, please give me a call or SMS at (0060-17-6635-737) or email at hood.laeeq@hotmail.com.

Your prompt response to this research study will be highly appreciated.

Sincerely,  
Hood Laeeq  
M.S. Scholar  
Othman Yeop Abdullah  
Graduate School of Business  
Universiti Utara Malaysia

**PART 1**

**RESPONDENT'S BACKGROUND**

The following information is strictly confidential and will only be used for research purpose. I will be grateful if you could kindly fill the required information.

**Instruction:** Please TICK (✓) in the appropriate box

**1. Gender:**

<input type="checkbox"/>	Male	<input type="checkbox"/>	Female
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**2. Age:**

<input type="checkbox"/>	Less and 30 years	<input type="checkbox"/>	31 - 40 years
<input type="checkbox"/>	41 - 50 years	<input type="checkbox"/>	51 years and Above

**3. Highest Qualification:**

<input type="checkbox"/>	MS/M. Phil	<input type="checkbox"/>	Masters
<input type="checkbox"/>	Bachelor	<input type="checkbox"/>	Inter

**4. Working experience with this department:**

<input type="checkbox"/>	1 - 3 years	<input type="checkbox"/>	4 - 6 years
<input type="checkbox"/>	7 - 9 years	<input type="checkbox"/>	10 - 12 years
<input type="checkbox"/>	More than 12 years	<input type="checkbox"/>	

## PART 2

Please read the following statements and **TICK (✓)** the response that closely represents your opinion. The statements are anchored on the following 5 point Likert Scale:

<b>1. Strongly Disagree</b>	<b>2. Disagree</b>	<b>3. Neutral</b>	<b>4. Agree</b>	<b>5. Strongly Agree</b>
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### ORGANIZATIONAL PERFORMANCE

No.	Statements	SD	D	N	A	SA
1	Our department is responsible to rectify the community problems	1	2	3	4	5
2	Our department satisfied the citizens regarding security	1	2	3	4	5
3	Our department improved on timeliness of service delivered	1	2	3	4	5
4	Our department maintains a good reputation among the citizens of Punjab	1	2	3	4	5
5	Our department maintains the high level of motivation amongst personnels	1	2	3	4	5
6	Our department maintains a health and safety of its personnels.	1	2	3	4	5
7	Our department has a Supporting working environment in obtaining departmental objectives	1	2	3	4	5
8	Our department has successfully identified the security needs of the citizens	1	2	3	4	5
9	Our department responds quickly to the citizens if any incident happens.	1	2	3	4	5
10	Our department has successfully developed the procedure to improve the quality of service offered	1	2	3	4	5

**PART 3**

Please read the following statements and TICK (✓) the response that closely represents your opinion. The statements are anchored on the following 5 point Likert Scale:

<b>1. Strongly Disagree</b>	<b>2. Disagree</b>	<b>3. Neutral</b>	<b>4. Agree</b>	<b>5. Strongly Agree</b>
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**TRAINING & DEVELOPMENT**

No.	Statements	SD	D	N	A	SA
1	Our department successful in implementing employee development programs (training)	1	2	3	4	5
2	Our department provides its personnel with good opportunities to undertake general training programs	1	2	3	4	5
3	Our department support to provide its personnels to take management and training courses externally at any educational institutions	1	2	3	4	5
4	Participating in training programs help personnel to learn something from their peers	1	2	3	4	5
5	Our department arranges those training programs that are helpful for us to achieve different objectives	1	2	3	4	5

**PART 4**

Please read the following statements and TICK (✓) the response that closely represents your opinion. The statements are anchored on the following 5 point Likert Scale:

<b>1. Strongly Disagree</b>	<b>2. Disagree</b>	<b>3. Neutral</b>	<b>4. Agree</b>	<b>5. Strongly Agree</b>
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**TECHNOLOGICAL ADVANCEMENT**

No.	Statements	SD	D	N	A	SA
1	Overall, our technical support staff is able to deal with a computer based system	1	2	3	4	5
2	Our department possesses a high degree of computer based technical expertise	1	2	3	4	5
3	Our department's personnels have the knowledge about new computer based innovations.	1	2	3	4	5
4	Our department routinely utilizes a computer database system to access information regarding criminals	1	2	3	4	5
5	Our department uses a computer based system to register the complaints of the citizens	1	2	3	4	5
6	Our department uses a computer based system to frequently access the information	1	2	3	4	5
7	Our department has the online sources for collecting the information (e.g. Mobile, email)	1	2	3	4	5
8	Our department has a formal MIS system	1	2	3	4	5
9	Our department has the administrators to manage the IT section	1	2	3	4	5



**PART 5**

Please read the following statements and TICK (✓) the response that closely represents your opinion. The statements are anchored on the following 5 point Likert Scale:

<b>1. Strongly Disagree</b>	<b>2. Disagree</b>	<b>3. Neutral</b>	<b>4. Agree</b>	<b>5. Strongly Agree</b>
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**ORGANIZATIONAL SUPPORT**

No.	Statements	SD	D	N	A	SA
1	Our department has the adequate staff to perform their duties effectively and efficiently	1	2	3	4	5
2	Our department provided us the resources that help us to perform our jobs in a better way	1	2	3	4	5
3	Our department has the power to implement the policy decision that leads to effectiveness	1	2	3	4	5
4	Our department spends a heavy budget on the trainings in order to enhance the level of performance	1	2	3	4	5
5	Our department supports us to provide accurate and candid performance feedback	1	2	3	4	5
6	Our organization provides helpful working environment to all the personnel that will lead to self-motivation to perform their job.	1	2	3	4	5
7	Our department's personnel are willing to do their job effectively, but they have not received support from the top management	1	2	3	4	5