

Relationship of Training and Development, Political Interference, Technological Advancement and, Organizational Support: A Study of Punjab Police (Pakistan)

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ABSTRACT

This study intended to examine the relationship of political interference, technological advancement and training and development with the moderating effect of organizational support on the performance of Punjab police Pakistan. Besides, this study used the quantitative research approach for gathering of data. In the lieu of this, 159 survey questionnaires were collected from SHOs (Station House Officers) of Punjab police (Pakistan). Moreover, PLS-SEM and SPSS techniques were applied to scrutinize the data. The findings of the present study showed the significant positive effect of technological advancement and training & development on the performance of Punjab police, meanwhile, on the other hand, the political interference negatively affecting the performance of Punjab police (Pakistan). Also, the findings of the study exhibited the significant moderating effect of organizational support in the instance of technological advancement and training & development but in the case of political interference moderation did not play any role.

Keywords: *Punjab police (Pakistan), training and development, technological advancement, political interference, organizational support, organizational performance*

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INTRODUCTION

Federal and provincial law enforcement agencies play an integral role in homeland security and counterterrorism. The prior responsibility of the federal government is to identify the importance of national and indigenous actors and fully incorporate them into the broader national security decision making process. National law enforcement must adopt a culture of awareness conducive to maximizing its potential in recognizing the promising signs of terrorism and domestic radicalization (Mayer & Erickson, 2011). As a law enforcement institution, the police aim to ensure peace and order in the society to minimize the crime, while showing respect to institutions, laws, and human rights. Subsequently, the expectations of the society regarding the police organization are very high and crime is not the only indicator that shows the effectiveness of the police. The police require a positive image to work effectively, as they rely on citizens' cooperation in reporting crimes and providing information (Yuksel & Tepe, 2013; Bouffard & Piquero, 2010). According to the previous studies conducted on the police illustrated that the foremost responsibility of the police organization of every country, state, and region is to deliver the best safety and security measurements to the citizens. Therefore, police organization plays a vital role in the betterment of the society. The basic responsibility of the police officials is to reduce the crime, decrease the victimization rate, protect the people, look after the human rights, social rights and much more that related to the society and the people, through which citizen can feel better and safe (Bouranta, Siskos & Tsotsolas, 2015).

Despite the fact that Pakistan is considered to be the 6th largest country of the world in terms of population (Economic Survey of Pakistan, 2011). Approximately, the population of the country is about 180 million and the total strength of law enforcement both federal and provincial is 575,000 personnel. Hence, the police–population ratio is one police official for every 304 persons. Pakistan also fares well the UN standard for peacetime policing, which recommends one police officer for every 400 persons. Furthermore, with the rising crime figures countrywide, the numbers are not as good as they appear. Moreover, the UN standards assume an efficient, well-resourced, honest police force, which is not the case in Pakistan (United States Institute of Peace, 2011).

According to the report of the United States Institute of Peace (2011) clearly stated that, the capacity of the Pakistan Police Service failed to deliver a peaceful law and order situation to their citizens, which has been severely deteriorated by political misuse, due to the lack of forensic services, inadequate training and equipment, corruption, and weaknesses in the judicial sphere. The report further mentions that the police force in Pakistan is unable to combat crime effectively, maintain the law and order situation, provide basic security to citizens, and failed to fight against the growing militancy.

In the regard of the police organization in Pakistan, the report of the United States Institute of Peace (2011) mentioned that different political parties and politicians influence the organization. Most of the senior officers have politicized by the one party or another, and in last ten years most of the officers have transferred in different areas of country on political basis. Especially, in the Punjab, which is one of the biggest provinces of Pakistan with the population of 103 million, the situation of crime rate is more than worst. According to the report published in Dawn express (2015) clearly highlights that the countrywide crime rate has increased in Pakistan since last few years, thus, the crime rate in the Punjab province is still leading in the year 2015 as compared to other provinces of Pakistan such as, KPK, Sindh and Baluchistan. Particularly, Punjab province is at the leading position in crime rates among all the provinces. Therefore, the table below is giving us the clear picture regarding the increase in crime rates in Punjab. Due to increase in crime rates the performance of the Punjab police department is very shallow. In addition to this, more than 60% inhabitants owned by the Punjab province among the whole population of the country and also a biggest contributor in the economy, but, due to increase in crime rates since last decade, the country's economy seems to be very low (Jabbar& Mohsin, 2014).

Table 1

Comparison of Punjab Crime Profile and other provinces (2015)

Province	Murder	%	Gang	%	Rape	%	Vehicle	%	Robberies	%
			rape				theft			
Baluchistan	615	4.63	0	0	19	0.57	913	2.74	739	0.90
Islamabad	144	1.08	17	5.16	162	4.93	1,300	3.91	1,426	1.74
KPK	3,184	23.98	11	3.34	133	4.04	1,090	3.27	2,207	2.70
Punjab	5,953	44.84	263	79.93	2,734	83.22	21,072	63.38	66,861	82.01
Sindh	3,252	24.49	35	10.63	191	5.81	8,685	26.12	9,354	11.47

Source: <http://www.thenews.com.pk/Todays-New...of-116> percent

LITERATURE REVIEW

Organizational Performance

Previous researcher Moullin (2007) identified in his research that organizational performance is a measure to evaluate the performance of the organization and also stated that how can an organization manage or sustain well its performance as well as how organization can deliver the value to their customers and stakeholders. According to the previous studies in management and strategic management, most of the literature has a discussion about the organizational performance and it's a well-known variable, which is considered so many times by the researchers (Combs, Crook, & Shook, 2005). Therefore, in the last few years, it has discussed abundantly by the researchers, academicians, and practitioners (Jing & Avery, 2011). As a law enforcement institution, the police aim to ensure peace and order to further citizens' unhindered social development and to prevent crime, while showing respect for institutions, laws, and human rights. With the rise of society's expectations for safety, crime statistics (crime rates or clearance rates) are not the only indicator of police effectiveness. If they are too concerned with crime control numbers, police may neglect police service quality. Police departments should be encouraged to use social surveys to understand citizens' needs and assess the public's perception of its performance. However, performance evaluation is a complicated issue in the field of public administration because public interest and service are difficult to define (Chen et al., 2014). It is the obligation and responsibility of the every country's police to work and perform efficiently and effectively because until the police department is not perform well they will not be able make their image better and positive in front of the citizen, for police a positive image is necessary as the police rely on citizens' cooperation in reporting crimes or providing information (Yuksel& Tepe, 2013; Bouffard & Piquero, 2010). Citizens who are satisfied with the police are less likely to fear victimization, and more likely to share information about crimes in their neighborhood (Rogge &Verschelde, 2013). The literature also supports a connection between authority figures' legitimacy and citizens' willingness to obey the law (Murphy et al., 2009). On the opposite end of the spectrum, citizens' negative attitudes towards law enforcement officials often lead to encumbering enforcement investigations and even disobeying the law (Renauer& Covelli, 2011).

Training and Development

Training is one of the very useful and beneficial resources that helps the organization to be different from the other organization. Previous studies mentioned that training is one of the key factors which strengthen the employees of the organization and train them about the forthcoming challenges, what they must be faced in the future (Noe et al., 2006). As organizations strive to compete in the global economy, differentiation based

on the skills, knowledge, and motivation of their workforce takes on increasing importance. “Training” refers to a systematic approach to learning and development to improve individual, team, and organizational effectiveness (Goldstein & Ford 2002). Alternatively, development refers to activities leading to the acquisition of new knowledge or skills for purposes of personal growth. Furthermore, training-related changes should result in improved job performance and other positive changes (e.g., acquisition of new skills; (Hill & Lent 2006, Satterfield & Hughes, 2007) that serve as antecedents of job performance (Kraiger, 2002). Reassuringly, Arthur et al. (2003) conducted a meta-analysis of 1152 effect sizes from 165 sources and ascertained that in comparison with no-training or pretraining states, training had an overall positive effect on job-related behaviors or performance. Although, Policing in a dynamic society requires law enforcement officers and organizations to adapt to change. Patterson (2011) notes, “It is acknowledged across the globe that traditional policing functions have extended beyond the role of peace-keeping and law enforcement to incorporate problem-solving, technological innovations, transnational crime and prevention strategies.” Yet, while most modern police organizations have raised their standards for police training and education, questions of the effectiveness of efforts to transform policing practice remain. The training prepares the organization and the employees to be more specific about their tasks, duties and helps to find the skilled workforce in less price. Training meets at the different level of the society (Aguinis&Kraiger, 2009; Salas & Cannon-Bowers, 2001; Salas, Priest, Wilson, & Burke, 2006; Tannenbaum & Yukl, 1992). The fundamental approach of training is to prepare an employee towards his job, tasks and; to make his behavior positive that leads to sustainability though he can build up his skills and show their competencies.

H1: There is a significant relationship between training & development and organizational performance of Punjab police.

Technological Advancement

Previous research identifies the value of technology within the organization that has been flourishing over past decades and researchers also examined about the IT investments within the organization, either these investments are beneficial for the organizations or not and either they are providing a significant value to the organization or not (Benitez-Amado et al., 2010; Bhatt & Grover, 2005; Marti'n-Rojas et al., 2011; Patrakosol& Lee, 2009). Though, if the investments are significant, then it must effective for the organization performance and the outcomes. So, these are the necessary and the critical perspective of the organization within the highly competitive environment. In the light of different researcher's thought, from the beginning of the 21st century, the governments from all over the world are facing many challenges of technological revolution and efforts have been made for developing such a government systems that are well-organized and cost-effective for its stakeholders (McLean & Tawfik, 2005).

Moreover, a study confirmed on the Chinese high-tech organization suggested that the technological advancement is one of the vital aspects to increase the performance. In the lieu of this, dynamics of technology is changing day by day and the competition between the organizations using the high technology is becoming a global phenomenon (Hitt et al., 1997). Moreover, several studies have frequently shown a positive relationship between technological advancement and organizational performance, and concluded that technological advancement is important for organizational performance (Abernathy & Utterback, 1978; Foster, 1986). Technological advancement also improves organizational performance.

The past studies reveal that the public sector information technology project management practice is very important for several reasons. First, the methods of using technology in public sector organizations are changed (Melin & Axelsson, 2009; Yildiz, 2007; Holmes, 2001). Simultaneously, the development of technology is changing the way governments from all over the world for operating and its interaction with stakeholders (Winkel, 2007). Due to these reasons, the future investments are likely to be increased. Second, the public sector organizations represent one of the biggest clients of IT related resources and services. Whereas there is a little evidence the public sectors are the largest consumers of IT services, while the role of public sector organizations surely remains a significant component of the IT investment aggregate mix. Third, the most of the public sector organizations are qualitatively different from their private sector counterparts (Cats-Baril & Thompson, 1995; Project Management Institute, 2006). In the conclusion of the above discussion public sectors are the high consumer of the technology and it is proven by different studies that technology has an effect on performance. Likewise, Police department also works as a public department, so technology is as important part and integral component as in the other public departments.

***H2:** There is a significant relationship between technological advancement and organizational performance of Punjab police.*

Political Interference

According to the previous researchers Usang and Salim (2015), in management, there are very few number studies have been conducted on these areas which are showing the relationship between political interference and performance in the public sector. Whereas, the topic political interference remains a thoughtful challenge both politicians in government and Administrative practitioners, while the history of the debate is well documented. A long discussion has been proven the allegations of the Political interference in management, where by some of highly politically connected officers' cases just disappears. Also, the study depicted that the politically recruitments and appointments of under qualified or unqualified officials have done for strategic positions (Seloba, 2006). According to the prior researcher suggested that the local politicians severely influence the criminal justice

systems outcomes generally and specifically (Stucky, 2005). Likewise, in the case of Punjab police the role of the politicians imperfectly affecting the performance, because they are interfering in their duties and decisions. Additionally, the researchers have confirmed that the higher authorities of the police department claimed that politicians are one of the big reasons for the poor performance of the public departments because they are political strong and constantly intervening in the departmental decisions (Koper & Moore, 2001). Though, the Punjab police department is not empowered to take any decision and perform freely. Moreover, department is unable to work as an autonomous body due to the high political interference which is becoming one of the key reasons for declining the performance.

As identified by the concept of autonomy is used frequently in studies of public organizations. The creation of autonomous public bodies has been prominent on the reform agenda in numerous OECD countries and the consequences of giving more autonomy too public organizations on the performance of such organizations (Verhoest; Peters; Bouckaert&Verschuere, 2004).

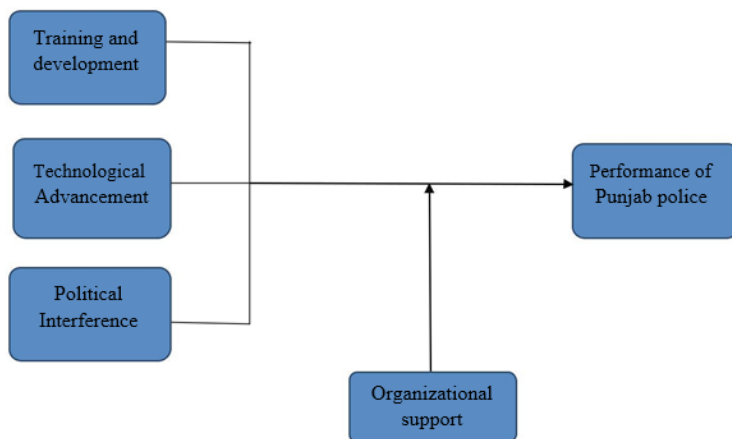
H3: There is a significant relationship between the political interference and the organizational performance of Punjab police.

Organizational Support

Mathis and Jackson (2004) defined Organizational support, such as resources, infrastructures, moral and social support which is to affect the employees' performance. It has been studied by the researchers that an employee feels supportive when his top management behaves with him in a positive way and the way they are treating him (Rhoades & Eisenberger, 2002). According to Rhoades and Eisenberger (2002) that the outcomes and the performance of any organization based on the organizational support and it may affect the job attitude and the job commitment of an employee. Furthermore, organizational support minimizes most of the conflicts that are related to the employee (Stamper &Johlke, 2003). Fundamentally, organizational support helps an employee to remain constant in his work with a free mind, and whenever an employee faces any uncertainty and stress, the organization will look after him (Colquitt, Lepine, Piccolo, Zapata & Rich, 2012). According to Maurer, Pierce, and Shore (2002) the organizational support leads to the confidence and learning, also helps in development activities for a new employee. However, when the organizational support is high, then the percentage of error must be low by the employee because he works in a normal mental state and stress-free. In contrast to this, if the organizational support is low, then newcomers have high vagueness and stress about their new job, group, and organization. According to social exchange theory (Blau, 1964) based on this perception that the exchange relationship is more beneficial, when each party trusts that the other party fulfilling their obligation. There are very few researchers who examined the support and trust relationship (Whitener 1997, 2001; Tan & Tan 2000; Stinglhamer, De Cremer &Mercken 2006).

H4: Organizational support moderates the relationship between training & development, technological advancement, political interference, and organizational performance of Punjab police.

Figure 1



METHODOLOGY

This study adopted a quantitative research approach to assess the structural relationships among the five constructs: political interference, training and development, technological advancement, organizational support, and performance of the Punjab police department (Pakistan). Partial Least Squares path modeling in conjunction with SmartPLS was used to test several hypotheses.

In this study, questionnaire design was used for gathering and collection of the data because it is the most suitable way to collect the primary data. However, this study deployed a survey questionnaire research design to gather the data regarding the hypothesized relationship and can be categorized as a field with correlational research design or quantitative orientation (Kerlinger & Lee, 2000). Additionally, survey research is considered the most appropriate because it is a widely-used method adopted by organizational researchers who are interested in collecting information about a large population that cannot be observed directly (Keeter, 2005; Tanur, 1982). In this study, survey research method was used to collect data through a self-administered questionnaire. Because the target population of the study is individual station house officer who are deployed in every police

station of the Punjab. Furthermore, the study also adopts correlation research design in which data was collected once during the whole study. The data was analyzed and interpreted statistically, while drawing conclusions or making inferences about the population of the study at one point in time.

MEASURES

Organizational Performance

The organizational performance is defined as a (dependent variable) is operationalized by 10 items from Kaplan and Norton (1992; 2000). However, it is anticipated that the measure was adapted from Kaplan & Norton facilitated the researcher to achieve the objective of the study.

Training & Development

Several measures are adapted in this study in the context of training & development, such as Kaplan & Norton (1992; 2000), Newman, Thanacoody & Hui (2011) and Noe & Wilk (1993). The reason for adapting different measures for training & development is that it has been perceived that these measures can facilitate researcher to achieve objective of the study.

Technological Advancement

Technological advancement is operationalized by adapting 9 items from (Tippins & Sohi's, 2003). It is proposed that this measure can facilitate researcher to achieve the objective of the study.

Political Interference

Political interference is operationalized by 3 items which we are adapting from the Yesilka-git and Thiel (2008).

Organizational Support

Organizational support is operationalized 7 items which are adapting from Sharif and Ahmad (2009). It is suggested that these measures can facilitate researcher to achieve the objective of the study.

To confirm measurement reliability among variables, current research will measure all items using 5 points Likert-scale excluding personal information of respondents. The Likert scale are intended to test how strongly the respondents agree or disagree with a statement (Sekaran, 2005). Five points Likert scale, where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree,

and 5=Strongly Agree. This is extensively adopted method of scaling in the research of social sciences. Furthermore, five points Likert scale easier to construct, and much more reliable than other scales (Dumas, 1999).

RESULTS

Table 2

Summary of the Responde

Item	Frequency	Percent
Gender		
Male	144	90.6
Female	15	9.4
Total	159	100

Age

Less and 30 years	35	22
31-40 years	57	35.8
41-50 years	8	28.9
51 and above	50	13.2
Highest qualification		
MS/MPhil	8	5
Masters	50	31.4
Bachelors	67	42.1
Intermediate	34	21.4
Working experience		
1-5	27	17
6-10	13	8.2
11-15	38	23.9
16-20	23	14.5
More than 20 years	58	36.5

The table 1.0 revealed that in this research, 90.6% males and 9.4% female respondents were included. The respondents belonged to different age groups. Further, age has been divided into four categories. Then, respondents that are 22% included in the age group between less and 30 years, 35.8% included in the age group between 31-40, 28.9% in 41-50 and 13.2% were in the age group of 51 and above. Moreover, 5% respondents were holding MS/M.

Phil while 31.4% respondents were masters, 42.1% bachelors and 21.4% did intermediate. Furthermore, respondents were into working experience, those who have the experience from 1-5 years they were 17%, 6-10 years, 8.2%, 11-15 years, 23.9%, 16-20 years 14.5% and those who have the experience of more than 20 years they were 36.5%.

Table 3

Discriminant Validity

	OP	OS	PI	TA	TD
OP	0.72				
OS	0.65	0.70			
PI	-0.31	-0.19	0.95		
TA	0.70	0.61	-0.33	0.71	
TD	0.70	0.48	-0.23	0.64	0.86

The highest correlation among the construct is 0.70 among technological advancement, training and development and organizational performance, followed by organizational support – organizational performance (0.65), training and development – technological advancement (0.64), technological advancement – organizational support (0.61) respectively. On the other hand, the values of the square root of the average variance extracted for all the constructs (the bold diagonal) are all above the correlation among other constructs (the off- diagonal). Table 1.1 showed that the lowest value of the square root of AVE is 0.70 for organizational support, which is above the value of correlations of any constructs in the model. This is also in line with Compeau et al. (1999)'s criteria.

Table 4

Results of the Hypothesis

Hypothesis	Paths	Path coefficient	Std.dev	T-value	P-value
H1	OS->OP	0.312	0.070	4.469	0.000
H2	PI->OP	- 0.081	0.049	1.675	0.094
H3	TA->OP	0.237	0.090	2.625	0.009
H4	TD->OP	0.381	0.074	5.125	0.000

Table 1.2 depicted the result of the direct hypothesis testing. Organizational support– organizational performance path has the value of path coefficients (beta 0.312) and lowest standard error (0.070), thus have the highest T-value (4.469). Consequently, the P-value was calculated and the path is significant at less than 1 per cent ($p < 0.001$), therefore the hypothesis is accepted. Political interference-organizational performance is also negatively significant relationship with (beta -0.081), standard error (0.049), T-value of (1.675), hence is significant at less than 1 per cent ($p < 0.001$). Then technological advancement-organizational performance has a path coefficient value of (0.237) and standard error of (0.090). Consequently, the T-value and the P-value are (2.625) and (0.009) respectively; hence the paths are also positively significant, however, at less than 5 per cent ($p < 0.009$). Finally, training and development-organizational performance the path coefficient (0.381) and standard error (0.074), furthermore the T-value and the P-value are (5.125) and (0.000), thus, it indicates the significant positive relationship between both.

Table 5

Results of the Moderating Hypothesis

Hypothesis	Path	Path coefficient	Std.dev	T-value	P-value
H4(a)	TD*OS->OP	0.156	0.072	2.185	0.015
H4(b)	TA*OS->OP	-0.126	0.060	2.107	0.018
H4(c)	PI*OS->OP	0.035	0.051	0.681	0.248

As shown in Table 1.3, out of the three (3) moderating hypotheses, two (2) are supported, while the other one (political interference) did not support. For the supported paths, namely training and development*organizational support >organizational performance with the path coefficient of 0.156, standard error 0.072, t-value 2.185 and p-value is 0.015, while technological advancement*organizational support->organizational performance with the path coefficient of - 0.126 standard error 0.06, t-value 2.107, p-value is 0.018. On the other hand, organizational support did not play any moderating role between political interference and organizational performance. Also, presented in the Table no 4.6, the value of path coefficient for Political Interference*Organizational Support->Organizational Performance is 0.035, standard error 0.051, while the t. value is 0.681, subsequently; the p. value was computed 0.248.

Contribution of The Study

The existing study have many insights that are pointing out the concerned issues that are directly connected to the organizational performance of Punjab police (Pakistan) have been arisen. Moreover, limited research and literature is available in this context of Pakistan and specifically in the security sector. Furthermore, this study examines the combined effect of political interference, training and development, technological advancement with the moderating role of organizational support. Additionally, the purpose of this study is to extend the boundary of the existing knowledge in the literature by examining the moderating effect of organizational support on the organizational performance. Consequently, by assimilating the effect of TD, TA, PI this study had many contributions in the literature and practice.

This study was conducted to increase the understanding of the relationship between training and development, technological advancement, political interference, organizational support, and organizational performance. According to the results of the previous studies, the study's framework was developed and used as an instrument to examine the hypothesized relationships. In Chapter one, the significance of this study has been discussed.

Many insights regarding the literature have been discussed in this study. In this study, organizational support performed its role as a moderator between the independent variables TD, TA, PI, and dependent variable OP that enhanced the existing literature. This study contributes further to the current body of knowledge by individually investigating the effects of training and development, technological advancement, political interference on the organizational performance of Punjab police. Consequently, the overall results indicate that all the IV's in the direct relationship showed significant results while in the moderation organizational support does not moderate the relationship between political interference and organizational performance. Hence, majority of previous studies concentrated on the manufacturing and services sectors. However, this study extended the existing literature concerning TD, TA, PI, and OP in the public sector, taking the Punjab police department Pakistan as a case. Most of studies in public sector in general and police departments were conceptual, observational, and descriptive in nature. Therefore, this study on the Punjab Police (Pakistan) has been an attempt to add existing empirical literature.

Limitations and Recommendations for The Future Research

The present study followed a correlation research design to examine the hypothesized relationships at a single point of time which considered as another limitation. The conclusion generated from this study could be different if the research design was longitudinal rather than correlation study. In other words, a review of TD, TA and PI revealed that they are long term

strategies in nature. Therefore, studying the relationship between them at one point of time will lead to lacking the accuracy, and that is why it is strongly recommended that the longitudinal studies should be conducted to examine the effect of TD, TA, and PI on the performance of Punjab police. Furthermore, the scope of the study was the Punjab police (Pakistan) and police stations were the focus of the study. No other police departments and not even other provinces of Pakistan included in this study. Furthermore, our unit of analysis was police stations and our sample was station house officer that played a vital role and they have a big contribution in data collection.

Quantitative research approach was adopted in the current study. The respondents were entreated to translate their insight based on statement in the survey questionnaire into numbers through Likert scale. These answers might be influenced on the biased perception of the situation (Macinati, 2008). Therefore, this study recommends that future research design should consider mixed research design. In other words, quantitative and qualitative research designs to be employed in the future research to complement each other.

CONCLUSION

In the conclusion, the public sector organizational performance will remain one of the main issues related to the development of the country. Therefore, the improvement of the overall organizational performance of public organizations have been the attention of all the administrators and decision makers in the developing countries, including Pakistan and there is a need to focus more on the public departments and especially, the security departments, because since from the last decade Pakistan has been facing severe terrorist attacks and victimized by the terrorists and Pakistan faced the bad economic downfall in the country.

In the literature, it has been extensively acknowledged the important role of TD, TA and PI as the most effective strategies that can support the organizations to enhance their performance and achieve competitive advantages over competitors. However, the mixed results in this study of supporting or not supporting the proposed hypotheses, the relationship of TD, TA and PI confirmed their importance and significant effect on the performance of Punjab police. Moreover, these strategies from Western source can be helpful in developing countries for enhancing the organizational performance of the other public organizations and in Pakistan in general and especially in Punjab police.

In the present study, the role of organizational support as a moderator that can explain in a better way the relationship between TD, TA, and PI at one side and organizational performance from the other side. The outcomes

of this study demonstrate that organizational support can enhance the role of TD and TA to achieve higher organizational performance, however, the situation of PI is not confirmed.

In summary, the results of this empirical study highlight new insights about how TD, TA, PI with the support of the organization can improve the organizational performance of Punjab Police.

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