

**MOTIVATIONAL STATUS OF SUBORDINATE POLICE
OFFICERS (SPOS): A STUDY OF DHAKA METROPOLITAN
POLICE (DMP)**

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Dedicated

*To my parents who inspired me to work
on the path of knowledge*

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LIST OF ABBREVIATIONS

SPO	Subordinate Police Officer
SO	Supervising Officer
DMP	Dhaka Metropolitan Police
TIB	Transparency International, Bangladesh
UNDP	United Nations Development Program
OC	Officer In Charge
SI	Sub Inspector
ASI	Assistant Sub Inspector
HC	Head Constable
ASP	Assistant Superintendent of Police
IGP	Inspector General of Police
MoHA	Ministry of Home Affairs

ABSTRACT

Dhaka Metropolitan Police (DMP) is one of the important law enforcing agencies to control the pace of crime and law and order situation. Subordinate Police Officers (SPOs) are the key role players in this context. At present, crime is increasing; the criminal justice system is cracking under heavy workload; society's expectations from the police are high but the police's status and resources, working and living conditions leave a lot to be desired. Moreover, the law enforcers are encountering some humanitarian issues and limited facilities.

The purpose of this study was to investigate motivational status of SPOs of DMP in maintaining law and order situation and preventing crime as the primary job of the law enforcing agency. In order to do so, we wanted to examine the factors that determine and influence their motivation to work and how this motivation can be improved. This study makes an attempt to capture the SPOs' attitudes towards motivation and what motivation means to them.

The method of our investigation was qualitative and quantitative in nature, where we studied DMP, one of the important police units of Bangladesh Police, that plays the most important role in keeping the metropolitan city safe for its citizens. Both primary and secondary data were used in the study. However, the primary data were the main source of information to get a comprehensive picture of reality. We conducted a survey on motivational factors by using a well constructed and pre-designed questionnaire.

For this study six different subunits of DMP have been selected. To sketch the opinion of SPOs of crime division, we have chosen Gulshan, Dhanmondi and Adabor police stations and to depict traffic division we have taken Tejgaon traffic division. On the other hand, to know the views of the armed branch members, we have chosen SAF, Protection & Protocol unit of Rajarbag and POM of Mirpur. Secondary data were acquired from different sources including news papers, reports, books and journals.

Based on the empirical evidences, our findings indicate that there are several overlapping factors that determine and influence the motivation in the long run. Findings reveal that SPOs work

seven days a week and more than 15 hours a day --which is more than the shifts allotted for each officer, and sometimes they do not even manage to get a leave during the religious festivals. Besides, the police officials do not have any incentive and their salary structure is not enough to meet the basic needs of an officer's family.

Among the 23,599 members of the Dhaka Metropolitan Police (DMP), only 2.93 percent i.e. 618 members are getting accommodation facilities. The study reveals that although more than 50 percent of the SPOs got injured while deployed on duties but no specialized hospital was available in DMP. Moreover, the SPOs were not particularly satisfied with the quality of ration offered and uniform provided by the authority.

Given the context, the following recommendations were put forwarded for improving the existing motivational status of SPOs.

- A pragmatic salary package should be offered for SPOs and to improve the motivational level, a substantial amount of risk allowance should be provided to SPOs as it is provided to the RAB components.
- A convincing and reasonable leave plan should be approved by the authority.
- For maintaining the daily expenditure in the police stations such as travel expenses, food arrangement for the detainees and other daily expenses, a reasonable amount of fund should be allocated in favor of each police station.
- Vehicles such as jeep, police van, motorcycle etc. should be at the disposal of the police when needed. Adequate funds should be made available to meet the operational and other expenses of the police station.
- To reduce 24-hour on call duty of police to strictly eight hours a day; an increase in the number of police is an essential and time demanded issue. .
- Residential accommodation should also be available within their working stations (e.g. *thana* campus) for police officers and their families.
- To ensure the better treatment of SPOs involved in risky job, government should establish a specialized hospital for DMP components.

Chapter One

Introduction

1.1 Background

After decades of misuse and neglect, Bangladesh police is a source of instability and fear rather than a key component of a democratic society. A friend asks another friend "How many people were there at the tea shop?" He replies, "Oh, only a few, just a couple of gentle men and a cop." You must have heard this joke or one of its many variations. The implied hint is clear. There are obvious reasons behind this common perception.

But like all generalizations, these do not portray the whole truth. There are cops in Bangladesh who are courageous, honest, and supremely efficient despite all limitations. But while it is easy to ridicule and lambaste the police, it should be said that under the current circumstances and limitations, it is impossible for the cops to do a good job.

The life is not as easy as many might think for these police personnel especially ¹SPOs (TIB: 2004). They are encountering some humanitarian issues and limited facilities. Sometimes, they work seven days a week and 24 hours a day, without being able to get leave during the religious festivals. As a result, they cannot have a proper or sound family life. Even the newly married constables are not allowed to avail stipulated leave from the job. It is to be noted that only 20 days are given as casual leave in a given year.

Scarcity of quarters and dormitories for decent living put them in a subhuman condition. A huge number of police personnel are kept in a single room with all their belongings along. Their outfits and other necessary clothes and items of everyday usage are kept on the bed allotted for them. Almost everyone has to share the bed with other colleagues. After returning to the dormitory from the stint of a day- long duty, one, quite often than not, sees that his bed is occupied by other. Odor of the unhygienic uniform scatters an obnoxious feeling among other members resting in the dormitory to go for next duty.

¹ As per 'The Police Regulation, Bengal (1943)' from the rank of Inspector to constable are considered as SPO & ASP (Assistant Superintendent of Police) to Inspector General of Police (IGP) are Supervising Officer (SO).

The grimy, smelly bathroom has a single light bulb which has not been working for several days. If the light bulb is fused and ordered for weeks ago do not arrive anytime soon, they would have to spend their own money to buy one soon. If that is not enough to scare one's wits out, a trip to the kitchen would surely have ones scream out in fright. Still using wood and coal to cook, the walls and the floors are filled with grime, soot and muck. Their meals are cooked in these unhygienic conditions everyday.

When they are manning on the streets they prefer to bring their lunch from their quarters, instead of having it delivered on spot by the delivery officials. That does not mean that they get to eat something different or better this way. Sometimes, the food delivery truck ends up coming to the spot too late. And also because of the constant shifts from one place to another, sometimes they miss the delivery trucks. So if they have been doing their 6 hour morning shift, they miss their lunch from the truck since their next shift would probably start somewhere in Dhaka. Therefore, they prefer to buy their own lunch.

It is a different case for the delivery during Ramadan. The truck will not come for only one or two persons (who are not fasting), since most of the officers on duty would be fasting. So they pitch in Tk 10 or Tk 15 and buy iftar from the nearby shops. Moreover, during Iftar time, traffic police need to be involved in managing traffic rather arranging iftar, as a result, they can hardly take their Iftar with the peace of mind and perform prayer.

During summer season, the traffic police have to perform their duties under the burning sun and on the hot city streets for 8 hours and maintain the traffic by shouting, extending hands even beating the rickshaw pullers to discipline them. As a result, they become restless, ruthless and physically and mentally tired.

Salary given to the police officers and constables is insufficient. Police officers and constables work 13-18 hours a day, which is almost double the working hours of the government employees in general. On an average, officer in charge of a metropolitan police station works 18 hours a day. In all the police stations SI and constables work 13-16 hours a day. However, it is to be noted that the police force is under the same salary structure as other government employees, they do not get any remuneration for extra work.

One of the pet peeve of the police personnel is that media often tries to glamorize the criminals at the expense of police. While they keep on talking about so-called "fake encounters", little time

and space is given to the cops who are killed or injured in clashes with criminals. None of the journalist bothers to make a "human story" on the policeman, or members of his family, or on someone who was killed while performing his duty. Every policeman or woman knows that his or her job entails certain dangers including death. But if these acts of heroism are portrayed with a bit of sympathy and feeling, other members of the force will be encouraged.

1.2 Statement of the Problem

The Bangladesh Police has gone through phases of growth and development. However, the demand for police services has increased at a rate faster than the growth and expansion of the service delivery capacity of the police. At present, the Bangladesh Police is a “force,” not a “service” delivery organization. Crime is increasing; the criminal justice system is cracking under heavy workload; society’s expectations from the police are high but the police’s status and resources are poor; laws are stacked against the police and working and living conditions leave a lot to be desired. Moreover, the lives of law enforcers are encountering some humanitarian issues and limited facilities.

1.3 Illustration of the Problem

The police are the most visible institution of social control in all contemporary societies. They have to work mainly outside the office. Yet, notwithstanding the importance of the police, they are always under the revenue budget. The budget for the Bangladesh Police is only a portion of the total budget allocated to MoHA in the annual budget of the country. As a result, there is very little money to invest in better policing. (Shahjahan, A.S.M.2008). In fact, the situation has become so dire that per capita expenditure on policing is 1.40 USD in Bangladesh (Van Zant, E. 2005), as compared to 215 USD in the United States (Greene, J .R. 2006). Expenditures include salaries, allowances, office supplies, maintenance, subsidy, procurement, land purchase, construction and reconstruction, and miscellaneous expenses. Although the annual budget has been increasing in the last 5 fiscal years, (FY-2005-2006) the funds remain inadequate as revealed by the poor state of police buildings and barracks and police hospitals, low salary and intrinsic benefits, the antiquated weapons carried by the police, insufficient funds for training, and shortfalls in daily operating costs for consumables, communications, vehicles, and fuel that

are normally needed to deliver services at an acceptable standard. So, it is clear that police have insufficient funds available. Overcoming the constraints posed by limited resources is a constant challenge to improving policing.

As of 31 May 20011, there were 138,962 approved positions in the Bangladesh Police, 133,902 of which have been filled. This results in a ratio of 1 police officer to more than 1,200 people, an obvious deficiency in manpower that causes inefficient service. Scarcity of police personnel might hinder in maintaining law and order situation and in accelerating the criminal justice by doing the proper investigation.

As pointed out by a former Inspector General of Police, many committees and commissions have been formed since 1971 to diagnose the problems with the police and formulate specific recommendations. “These initiatives have been fruitful to the extent that the reports were compiled, but unfortunately the recommendations they carried have not been implemented. Scarce resources, mixed incentives and vested interests prevented the reform agenda from being implemented.” (Shahjahan, A.S.M.2006),

1.4 Significance of the Research

Law enforcers in any country play a significant role in controlling the law and order situation. Internal peace and development of a country solely depend on the performance of the law enforcing agencies. At present, the Bangladesh Police is a “force,” not a “service” delivery organization. A radical paradigm shift is imperative to transform the “Bangladesh Police Force” into the “Bangladesh Police Service.”

A motivated and professionally efficient policing service in Bangladesh is essential for the safety and well-being of all citizens, national stability and longer-term growth and development, particularly the creation of a secure environment which is conducive to consumer and investor confidence.

But to constitute a vibrant and sensible police service to fulfill the reasonable and justified expectations of the citizens, the concern authority must be well aware about the in and out of the police personnel specially the SPOs. This research makes an attempt to reveal the different issues

and hindrances facing by the members of the police and put forward the underlying factors of those hurdles. On the other hand, many a times, research had been done on the basis of the people's perception regarding the performance and image of Bangladesh police. This research is based on the perception of the SPOs who are working in limited and constraint situation.

1.5 Literature Review

1.5.1 According to Commonwealth Human Rights Initiative (**CHRI: 2008**), the conditions and conditioning of the lower ranks are unconscionably bad. Also, it is not uncommon for police personnel to work 24-hour shifts without a rest day or live in sub-standard barracks. These inadequate conditions of the lower ranks are exacerbated by non-existent or deficient training in investigative techniques and crime scene examination. Under these circumstances it is hardly surprising that the police are surly, discontented and unmotivated.

The police suffer from a serious lack of resources. Police officers at the *thana* (police station) are often deprived of the basic necessities required to do their jobs with any level of efficacy. For example, public complaints cannot be written because paper is frequently out of stock and if a vehicle is available for use, then it is without petrol. Moreover, irrational provisioning results in surreal situations where hardware is provided (i.e. computers, mobiles, radio sets or forensic equipment), but essential peripherals, maintenance contracts, or training for use are absent.

1.5.2 As a part of the training programs and workshops for the police officials and research, anti-corruption specialist of PRP and a lieutenant of the Montreal Police, **Paolo del Mistro (PRP:2008)**, believes that just by giving the officials and constables decent salaries and good working conditions, the force will definitely become more efficient. Because of the lack of these basic facilities, police officials lose their self respect. Paolo further mentioned that these officials should be allowed to do their job without any kind of interference, political or administrative.

1.5.3 According to ‘**The Public Attitude Baseline Survey carried out by the UNDP**’, (UNDP: 2006), the surveys point out that low motivation and morale are linked to low pay, poor working conditions and limited promotion prospects. This results in the lack of sensitivity by the police on the plight of victims of crime, particularly women, young people, minorities, the landless poor, street people and other vulnerable groups.

Law enforcers in any country play a significant role in controlling the level of corruption in society. One cannot expect an official to work for 15 hours on the streets, only to go home to a mere shack, where basic needs like water and hygiene are ignored. It is high time that these officials are given back the self respect, integrity and the confidence that they have lost over the decades. Only then, the archaic notion of ruling over the people changes to serving the people.

1.5.4 Centre for Administrative Research and Innovation (2008) made a survey on organizational image and present state of service delivery of Bangladesh Police. According to the survey, many of the respondents opined that salary and other benefits are not as good as work load put on them, especially the lower echelon.

1.5.5 The Police Reform Program (PRP: 2008) has identified various systemic issues that serve as obstacles in implementing democratic policing. These include:

- Shortfalls in supervisory and managerial competence;
- Under-resourced and under-trained police force;
- Lack of specialized technical capacity to deal with emerging crimes;
- Management and effective operations of the police adversely impacted by external influences with great regularity;
- Low motivation and morale linked to low pay, poor working conditions and limited promotion prospects, especially at the lower levels.

1.5.6 Mr A.S.M. Shahjahan, former IGP of Bangladesh and leading advocate for police reform (**Shahjahan, A.S.M.:2007**), has stated the following about *thanas*:

The lowest but most visible stratum of the police system is the police station or the *thana*. In police-related matters, people first come to the **thana*. Thus, the best way to measure the effectiveness of the police in the performance of their function is by evaluating the efficiency of the *thana*. In the same vein, as the *thana* is the smallest unit of the police organization, its state is representative of the situation of the entire police organization. Some *thanas* have their own premises, others do not. In some places *thanas* operate from rented premises and in others they

* Thana is another name of police station

are temporarily lodged in improvised government/private accommodation. Often, the party in power declares the establishment of a *thana* in an area as a way of catering to public demands and gaining political advantage.

1.5.7 In an interview with SWM (Star Weekly Magazine; Volume 6; Issue 38; September 28, 2007), Noor Mohammad, the ex Inspector General of Police had mentioned that because of the limited facilities provided to the police officials in the country, improvement in this sector is very difficult. An official, he has said, works seven days a week and 24 hours a day, sometimes not even getting a leave during the religious festivals. If these humanitarian issues are not taken seriously by both the government and the media, and a police person is not given his or her dues, he or she cannot be expected to work efficiently or even honestly.

1.6 Justification of the Research

- From the above literature review, we can see that a good number of studies have been conducted on this subject of diverse focuses on different aspects.
- What prompt us to do this research is that no systematic study has been done to depict the motivational level of the main stakeholders' perceptions-- who are actually the key role player in controlling the law and order situation.

1.7 Research Question

1. What are the underlying factors that influence the motivation of SPO?
2. Are they satisfied with the present state of motivation?

1.8 Scope of the Research

Bangladesh police is a big organization. Officers of different stratum of ranks and designations of different units are working in this organization. About 98 percent members of the organization are SPO (Constable to Inspector) compare to that of the superior officer (From the rank of ASP to IGP). It is quite impossible to cover each and every unit of Bangladesh Police. Moreover, due to time and resource constraints, this research will be confined within Dhaka Metropolitan Police (DMP).

Basically all types of duties have to be performed by SPOs in comparison to the senior police officer. Senior police officers perform as supervising officer. Inspectors, Sub-Inspectors (SI), Assistant SI, Head Constables, Nayeks and Constables constitute the stratum of SPO. So, SPOs are to face all sorts of challenges, odds and hurdles.

Dhaka is the super junction of all activities of the state and development; law enforcing agencies have to perform multi dimensional duties and responsibilities while posted in this metropolitan area. Experiences of the members of Dhaka Metropolitan Police (DMP) are versatile and also they are facing different types of challenges and constraints. That's why this research focuses on the SPOs of DMP.

1.9 Objective of the research

- To examine the major factors affecting the motivation of SPOs.
- To assess how the motivation of SPOs could be enhanced.

1.10 Hypothesis of the research

- Present state of motivation is one of the hindrances to smooth service delivery.
- Present state of motivation provokes them to be involved in corruption.

1.11 Overview of Methodology

In simplest terms, research methodology generally means the way of achieving the research objectives. The present study explores the motivational status of SPOs of DMP. It is exploratory in nature and utilizes both quantitative and qualitative approach. The study is based on primary and secondary sources of information. Secondary data are drawn from the existing literatures like books, newspaper reports, previous research works, seminar papers, reports etc. Primary data are collected through questionnaire survey. The respondents will include subordinate police officers of different ranks of DMP.

1.12 Organization of the thesis

The thesis is organized in seven chapters.

Chapter one explains the background to the study, states the research problem, and highlights the conceptual and theoretical framework. It specifies research objectives and research questions. Further, it also focuses on the rationale and significance of the study.

Chapter two – Conceptual Framework – explains the motivation and Herzberg’s two factors theory, its applicability to present study, clarify variables and indicators, gives operational definitions of related terms, develops an analytical framework based on conceptual framework and puts a table of variables and indicators.

Chapter three - Methodology - contains the description of methodology used in the study. It gives an account of limitations and challenges encountered in the field.

Chapter four – DMP and Existing Motivational Status: at a glance focuses on the existing condition and conditioning of SPOs of DMP. This chapter also focuses on the constraints and limitation of the SPOs facing in each and every operations, activities and personal life and even in the social life.

Chapter Five - Research Findings and Analysis- presents the survey data and analyses them in accordance with the research questions, relates the variables (Nature of job, Working condition Salary & incentives, Promotion prospect and Basic necessities e.g. accommodation facilities, medical facilities, quality of government supplied items etc) with findings.

Chapter Six- Major Findings & Critical Discussion presents the discussion about major findings and possible policy directives in line with the information collection from interview and secondary sources. It also discusses how this study can be used in further research.

Chapter Seven - Conclusion - the final chapter ends up the study by suggesting some recommendations and finally draws attention to the scope of further research.

Chapter Two

Conceptual Framework

2.1 Introduction

Motivation of SPOs is of critical importance in the law enforcing agencies. Maintaining law and order and internal peace and security is highly labor-intensive, risky and time bounded. Service quality, efficiency and equity of the law enforcers are directly affected by motivation of SPOs.

Experience has shown that attempts to treat employees like machine will result in voluntary quits and low productivity. In recent years, emphasis have been placed on the important role motivation plays in getting employees to put in their best efforts and various findings have shown that people only put in their best if their needs are met (Aluko, 1998 and 2001, Mullins, 1999 and Lussier, 2000).

The achievements of individuals and organizational goals are independent process linked by employee work motivation. Individuals motivates themselves to satisfy their personal goals, therefore they invest and direct their efforts for the achievements of organizational objectives to meet with their personal goals also. It means that organizational goals are directly proportion to the personal goals of individuals.

A milestone in the successes of an organization is to fulfill the continuous changing needs of organization and employees. Employees expect good working conditions, fair pay, fair treatment, secure career, power and involvement in decisions. For organizations to address this expectation, an understanding of employees' motivation is required (Beer et al, 1984).

It is a today's challenge for the management in this competitive world to motivate employees to offer efficient and good services that customers expect so for. The employees' motivation, their enthusiastic and energetic behavior towards task fulfillment play key role in successes of an organization to benefit (Cheng, 1995).

Human beings are motivated by requirements that fulfill their needs. These depend on many factors and vary by the individual requirements and necessary situation. Besides basic needs that range from food, clothing, medicine and shelters, there is workplace that needs to be extended

for acceptance and self-esteem. The researcher has indicated that each individual experience these factors in different level. Therefore, managers should figure out the basic theories of motivation, how to better (Cheng, 1995).

The present study is a mere attempt to find out the major factors that affects the motivation of SPO and to assess how the performance of SPO could be enhanced. The core objective of this chapter is to develop a conceptual framework to sketch a needful analytical framework to carry out the research.

2.2 Conceptual Issues of Motivation

Motivation is the key to performance improvement. There is an old saying you can take a horse to the water but you can not force it to drink; it will drink only if it's thirsty- so with people. They will do what they want to do or otherwise motivated to do. Experience has shown that attempts to treat employees like machine will result in voluntary quits and low productivity.

Ideally, motivation is the key to creating an environment where optimal performance is possible. Every person has their own set of motivations and personal incentives to work hard or not as the case may be. Some are motivated by recognition whilst others are motivated by cash incentives. Employee's motivation is essential to the success of the organization. Motivated employees are productive, happy and committed. Motivation targets the personal drive or enthusiasm to work. The employee performance is said to be the combination of motivation and obligation (Menyhart, 2008).

According to Butkus & Green (1999), motivation is derived from the word "motivate", means to move, push or persuade to act for satisfying a need. Baron (1983) defined motivation in his own right. He says that "motivation is a set of process concerned with a kind of force that energizes behavior and directs it towards achieving some specific goals. Many writers have expressed motivation is goal directed behavior. This objective nature of motivation is also suggested by Kreitner and Kinicki (2001, p. 162) put forward that motivation represents "those psychological processes that cause the stimulation, persistence of voluntary actions that are goal directed". In another terms, a motivated person have the awareness of specific goals must be achieved in specific ways; therefore he/she directs its effort to achieve such goals (Nel et al., 2001). It means

that motivated person is best fit for the goals that he/she wants to achieve as he/she is fully aware of its assumptions. Therefore if the roles of managers are assumed to successfully guide employees towards the organizational agenda of achieving its objectives, then it is very important for them to educate and understand those psychological processes and undertakings that root cause the stimulation, direction of destination, determination and persistence of voluntary actions (Roberts, 2005).

Mo1 (1992) differentiate between the terms ‘movement’ and motivation’. Movement carries out the task for compensation, remuneration in humans mind to act, while the term motivation is stapled with total involvement of a person in its tasks to carry out with excitements and happiness. In simple words, movement make person compel to carry out tasks, while motivation is self realized jubilant and pleasing act of carrying out specific tasks. The researcher emphasizes on motivation which is basis for the success because the person involved in it is very happy and voluntarily excited not for compensation. Motivation is reason for individuals’ accomplishments to carry out the project La Motta (1995). There are many aspects of motivation in an organization, A person motivated by those aspects may not necessarily motivate another person gives reasons, because there are many different factors that affect motivation level of different employees.

On reaching the understanding and believing that people (employees) are naturally motivated, an organization simply provide the environment for their motivation to be enhanced and improved (Baron, 1983). It means that an organization is a better environment and working atmosphere provider, it only needs to believe that the people have the motivational behavior.

2.2.1. Definition of Motivation

Motivation in the work context can be defined as an individual’s degree of willingness to exert and maintain an effort towards organizational goals. Motivation is an internal psychological process. It is not possible to “motivate” people directly, only to create an environment conducive to high degrees of motivation. Further, motivation itself is not an observable phenomenon; it is only possible to observe either the results of the motivational process (such as improved performance) or perhaps, some of the determinants of motivation. The results of the internal

process of motivation reflect the specific individual's situation and environment. Thus it is often said that motivation is a *transactional* process: it depends upon the fit between the individual and the organizational context within which they work, and the broader societal context.

The motivation has as many definitions as the word management. The following are several definitions that begin to help us in understanding this elusive concept.

- Motivation is a predisposition to act in a specific goal directed manner. (Hellriegel and Slocum)
- Motivation may be defined as the state of an individual's perspective, which represents the strength of his or her propensity to exert effort toward some particular behavior. (Gibson)
- The term motivation refers to goal directed behavior. Goal directed behavior, are characterized by the process of selecting and directing certain actions among voluntary activities to achieves goals. (Chung)
- Motives are expressions of a person's needs: hence, they are personal and internal. (Davis)
- Motivation refers to expenditure of efforts toward a goal. (Dubrin)

From these definitions we derive several common characteristics to help us in the discussion of motivation phenomenon:

1. An internal need energizes and activates human behavior.
2. Drive is the inner force that propels behavior in a specific direction, and
3. Goals are the incentives or payoffs that reinforce private satisfaction, that in turn reinforce the perpetuation of needs. For example, a student may possess a strong need or want to perform well in a course, which will drive that student to study diligently to receive the goal of an "A" grade. With those concepts in mind, we define motivation as follow:

Motivation is the need or drive within an individual that drives him or her toward goal oriented action. The extent of drive depends on the perceived level of satisfaction that can be achieved by the goal.

2.2.2. Intrinsic and Extrinsic Motivation

Intrinsic Motivation

Intrinsic motivation reflects the desire to do something because it is enjoyable. If we are intrinsically motivated, we would *not* be worried about external rewards such as praise or awards. If we are intrinsically motivated, the enjoyment we experience would be sufficient for us to want to perform the activity in the future.

Examples of Intrinsic Motivation

Writing short stories because one really enjoy writing them, reading a nonfiction book because one are curious about the topic, and playing chess because one enjoy effortful thinking are some intrinsic motivation examples.

Extrinsic Motivation

Extrinsic motivation reflects the desire to do something because of external rewards such as awards, money, and praise. People who are extrinsically motivated may not enjoy certain activities. They may only wish to engage in certain activities because they wish to receive some external reward.

The use of extrinsic motivators such as clear expectations, feedback and rewards are widely recognized by the organizations which dramatically leaves increase in the employee's performance (Aung, 2001; Menyhart, 2008).

Examples of Extrinsic Motivation

There are many possible extrinsic motivation examples. The writer who only writes poems to be submitted to poetry contests would be one example of extrinsic motivation. The person who dislikes sales but accepts a sales position because he or she desires to earn an above average salary is another example of extrinsic motivation. A third example of extrinsic motivation is selecting a major in college based on salary and prestige, rather than personal interest in the major.

2.2.3 Process of Motivation

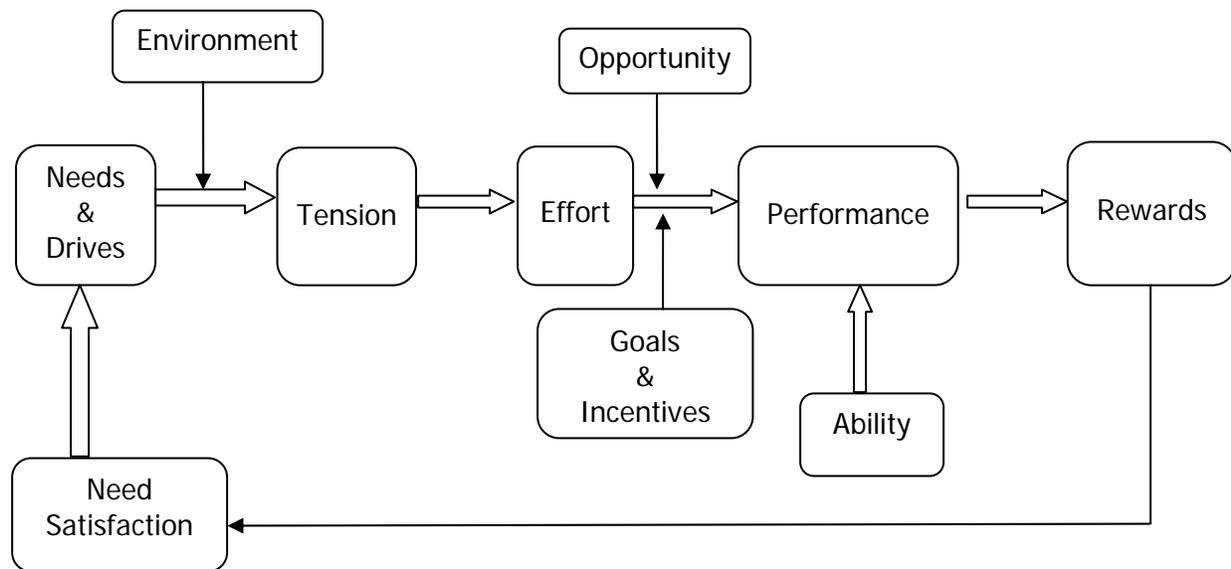


Figure 2.1: Process of Motivation

In the initiation a person starts feeling lacknesses. There is an arousal of need so urgent, that the bearer has to venture in search to satisfy it. This leads to creation of tension, which urges the person to forget everything else and cater to the aroused need first. This tension also creates drives and attitudes regarding the type of satisfaction that is desired. This leads a person to venture into the search of information. This ultimately leads to evaluation of alternatives where the best alternative is chosen. After choosing the alternative, an action is taken. Because of the performance of the activity satisfaction is achieved which than relieves the tension in the individual.

Generally speaking, when employees enjoy their jobs, find the work challenging, and like the work environment, they will usually put forth their best efforts and perform their tasks enthusiastically. In other words, if employees cannot wait for the end of the workday, are alienated from the results of their efforts, and feel their work is terribly boring, they will not do their best. They will do the minimum required to keep their jobs. That is to say, they are not very motivated to perform well. Later, we will explore the delicate and challenging relationship between employee motivation and its impact on job performance.

2.3 Theoretical Framework

The theoretical framework of the study is a structure that can hold or support a theory of a research work. It presents the theory which explains why the problem under study exists. Thus, the theoretical framework is but a theory that serves as a basis for conducting research.

Purpose:

- It helps the researcher see clearly the variables of the study;
- It can provide him with a general framework for data analysis;
- It is essential in preparing a research proposal using descriptive and experimental methods.

The present study is the assessment of motivational status of SPOs of DMP. Here, motivation is taken as the dependent variable. To assess the motivational status, motivation theory can serve as a basis for conducting research. Out of a number of motivation theories, Federic Herzberg,s two factors theory is taken as the basis of theoretical framework.

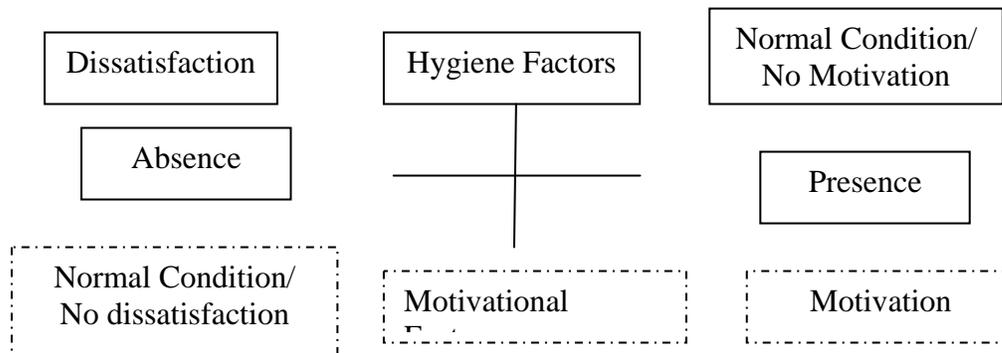
2.3.1 F. Herzberg's Two Factors Theory: Hygiene Factors and Motivation Factors

According to Herzberg, Man has two sets of needs; one as an animal to avoid pain, and two as a human being to grow psychologically. He illustrated this also through Biblical example: Adam after his expulsion from Eden having the need for food, warmth, shelter, safety, etc., - the 'hygiene' needs; and Abraham, capable and achieving great things through self-development - the 'motivational' needs.

He stated that there are certain satisfiers and dissatisfiers for employees at work. Intrinsic factors are related to job satisfaction, while extrinsic factors are associated with dissatisfaction. He devised his theory on the question: "What do people want from their jobs?" He asked people to describe in detail, such situations when they felt exceptionally good or exceptionally bad. From the responses that he received, he concluded that opposite of satisfaction is not dissatisfaction. Removing dissatisfying characteristics from a job does not necessarily make the job satisfying. He states that presence of certain factors in the organization is natural and the presence of the

same does not lead to motivation. However, their non presence leads to demotivation. In similar manner there are certain factors, the absence of which causes no dissatisfaction, but their presence has motivational impact.

Figure 2.2: Impact of Hygiene and Motivation Factors



Herzberg's research proved that people will strive to achieve 'hygiene' needs because they are unhappy without them, but once satisfied the effect soon wear off - satisfaction is temporary. Then as now, poorly managed organizations fail to understand that people are not 'motivated' by addressing 'hygiene' needs. People are only truly motivated by enabling them to reach for and satisfy the factors that Herzberg identified as real motivators, such as achievement, advancement, development, etc., which represent a far deeper level of meaning and fulfillment.

Hertzberg identified the following true motivators as contributing to high morale and job satisfaction:

- achievement
- recognition
- responsibility
- advancement (promotion prospects)
- work itself (nature of the job)

He also noted these 'hygiene' factors whose absence or inadequacy in a job produces poor performance and dissatisfaction:

- higher authority policy
- pay
- type of management
- working conditions
- relations with colleagues
- fringe benefits
- work conditions
- status
- security
- personal life

Hertzberg’s research led him to the conclusion that the ‘hygiene’ factors were rarely high motivators. People tend to take fringe benefits and good working conditions for granted, but when they are removed they had a highly demotivating effect. A salary increase had a short-term motivating effect when it was felt to be deserved, but rarely did the effect last very long, while what was felt to be an unfair salary was a long lasting demotivator.

Figure 2.3: Schematic Presentation of F. Herzberg Two Factors Theory

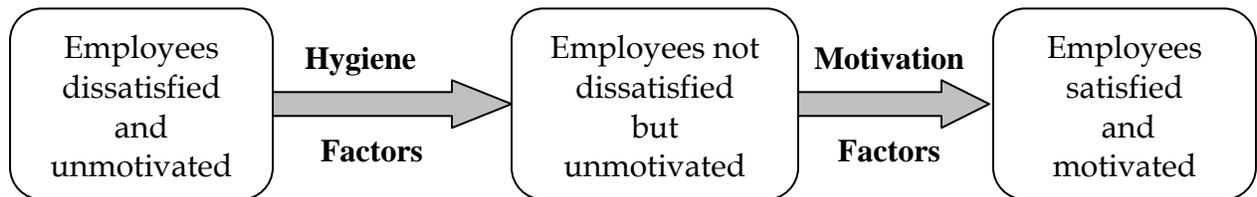
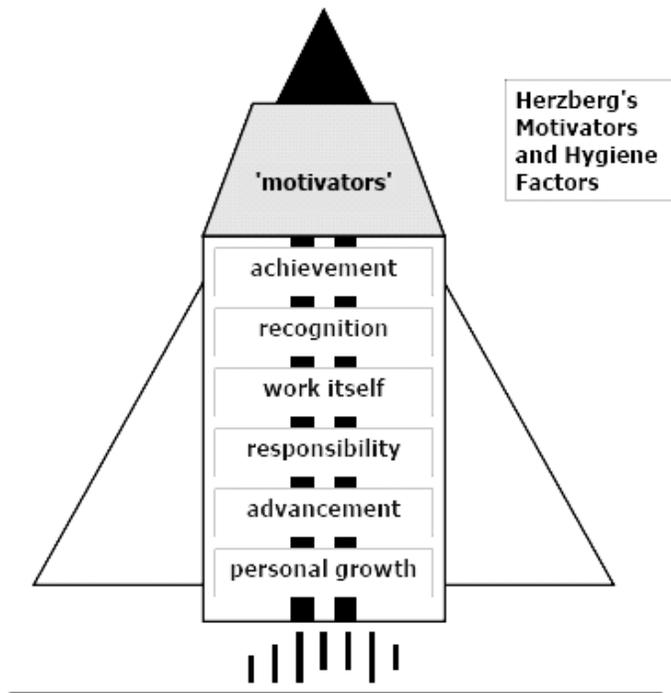


Figure 2.4: Diagram of Motivating	Status	Security	Relationship with Subordinate	Schematic Hygiene and Factors	
	Personal Life	Relationship with peers			Salary
	Work Condition	Relationship with Supervisor			
	Company policy and administration				Supervision



Hygiene factors are merely a launched pad- when damaged or undermined we have no platform but in themselves they do not motivate

2.3.2 Justification of the F. Herzberg's Motivation Theory to Present Study

The present study is an attempt to look into the motivational status of the SPOs of DMP. It is a long lasting and most common question of the citizen of Dhaka city that the DMP is not providing the optimum services to the citizen as they expected. Apparently it looks reasonable

and justifiable. But another microscopic view shows that proper working conditions, pragmatic pay and other benefits, accommodation, medical facilities are vehemently inconsistent with required standard. These variables are closely related with the motivational status of SPOs.

The present study focused on the issues like-

- (1) Pattern and modalities of policing job of the SPOs;
- (2) In what circumstances they are working ie working conditions;
- (3) Benefits and other facilities they are providing;
- (4) Probability and possibilities of SPOs of climbing the higherarchical ladder;
- (5) Some of the basic necessities of SPOs like accommodation, medical facilities, supplied items etc

All the above mentioned issues seem like the issues of two factors theory described by Frederick Herzberg (1923-2000), an eminent clinical psychologist and pioneer of 'job enrichment', is regarded as one of the great original thinkers in management and motivational theory. He identified a number of variables under the broad head of hygiene factors and motivation factors. The variables acted as independent variables and are applied to sketch the motivational status of SPOs as dependable variable.

Having the concept of two factors theory described by eminent psychologist Federic Herzberg, the present study has used some hygiene and motivational variables to get actual picture of the motivational status.

The hygiene factors included:

- (1) Work conditions
- (2) Pay
- (3) Fringe benefits
- (4) Basic necessities

- Accommodation facilities
- Medical facilities
- Government supplied item like uniform services materials.

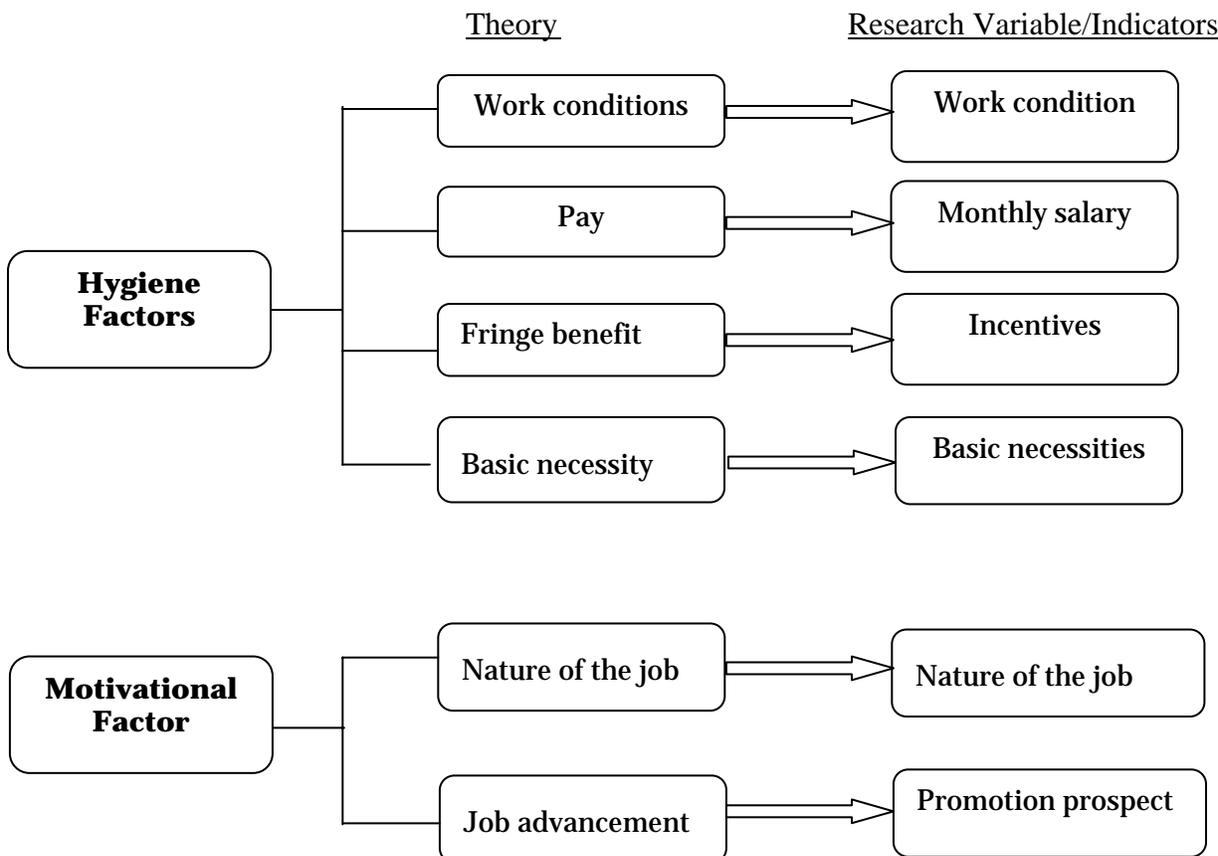
The motivational factors included:

- (1) Nature of jobs;
- (2) Job advancement.

2.3.3 Applicability of the Theory and Research Variables/Indicators

In this section, the researcher tries to diagnose and resemble the theoretical variables/ factors with the independent variables of the thesis. Also tries to produce a diagrammatical presentation of hygiene and motivational factors in a separate manner.

Figure 2.5: Relation between Research Variables and Theory



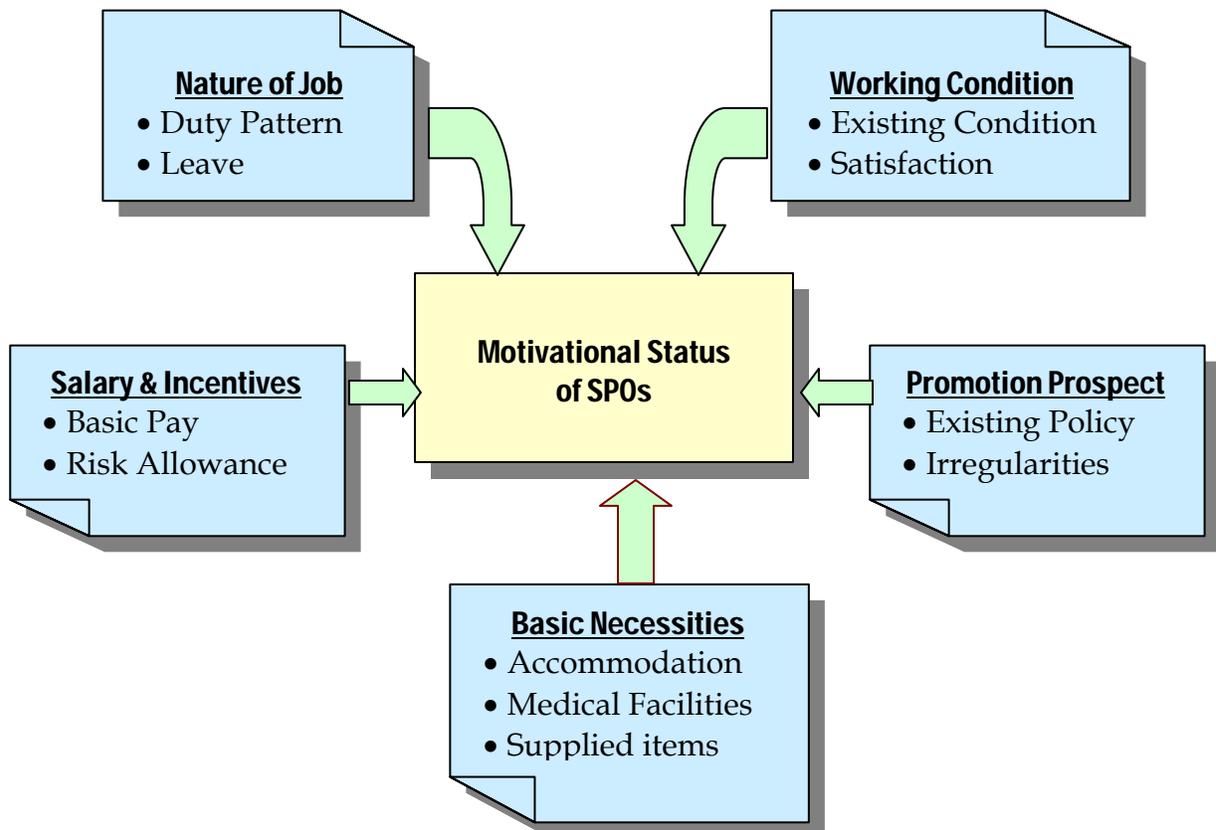
The above variables acted as independent variables which have interacted altogether to get the clear picture of the motivational status of SPOs of DMP. In this study, motivational status of SPOs of DMP is dependant variable.

Depending on the above theoretical discussion an analytical framework for this study has been drawn as below:

2.4 Analytical Framework

Through analytical frame work, a logical approach is built to explain the relationship of variables (dependent and independent) on the basis of the theoretical framework. Motivation i.e. motivational status is taken as dependent variable and nature of job, working condition, salary and incentives, promotion prospect and basic necessities as independent variables. It is also used to validate the reliance of dependent variable on independent variables and relate them with the broad theoretical perspectives.

Figure 2.6: Analytical Framework



2.5 Clarification of the Variables

In this part the variables have been explained in the light of the indicators used in this study.

2.5.1 Nature of job

Nature of job is an important variable in describing the motivational status of SPOs. It includes duty patterns and stipulated leave they are availing. Duty pattern can be described by the following ways:

- Duration of duty
- Number of working day in a week
- Day or night time duty
- Routine duty or instant duty etc

Leave can be discussed by following measuring indicators:

- Number of weekly holidays
- Opportunity to avail the festival leave
- Number of CL in a given year

Through these indicators we can understand the nature of job of the SPOs.

2.5.2 Work condition

Work condition is another independent variable which directly affects the motivation of SPOs. Actually work condition encompasses logistic supports, office environment and other legal facilities etc required to perform policing job. The measuring indicators are:

- Suitability of existing working condition

- Degree of satisfaction in the prevailing work environment

2.5.3 Salary and Incentives

Salary and incentives are the extrinsic motivational factors which fall into hygiene categories. Salary includes basic pay, housing allowance, medical allowance, and dearness allowance etc in a given month. Incentives include risk allowances, special allowance, ration etc. The measuring indicators are degree of satisfaction and amount of allowances.

2.5.4 Promotion prospect

Promotion prospect means the existing promotion opportunities and policies in police service.

The measuring indicators are the followings:

- Existence of the promotion policy
- Irregularities in promotion process
- Opinion on the role of authority in promotion process

2.5.5 Basic necessities

It is another hygiene factor which has got a tremendous impact on motivation of the SPOs. Basic necessities include accommodation, medical facilities and quality of supplied items. Measuring indicators of accommodation include:

- Availability of government quarters
- Availability of seat in the barrack
- Possibilities of renting private housing
- Status of living with family members

✚ Measuring indicators of medical facilities include:

- Status of physical injury during duty hour
- Admission in the police hospital

- Sufficiency of the hospital facilities

✚ Measuring indicators of government supplied items include:

- Number of uniform supplied by the authority
- Quality of the supplied items
- Satisfaction over supplied items

2.5.6 Measurable Indicators for Independent Variables:

TABLE 2.1: Indicators for the Independent Variables

	Independent Variables	Verifiable Indicators	Measuring Indicators
1	Nature of Job	Duty hour	Duration of duty Day/Night
		Leave	Number of days
			No of days in Eid
2	Working condition	Policing condition	Degree of satisfaction
3	Salary & Incentives	Substantial salary	Degree of satisfaction
		Risk allowance	Amount of allowance Degree of satisfaction
4	Promotion prospect	Implementation of promotion policy	Promotion within due course of time
5	Basic necessities	Accommodation	Availability of seat in dormitory/ quarter
		Medical facilities	Availability of doctors and medicine
		Uniform materials	Number of uniform sets Quality of uniform

2.6 Conclusion

From the above discussion, it is seen that motivation is an important factor for the success of an organization. Without fulfillment of both intrinsic and extrinsic requirements of the SPOs, it is merely possible to maintain the law and order situation and ensure safety and security of the citizens. Motivational status is closely related with those intrinsic and extrinsic variables of motivational process.

Chapter 3

Research Methodology

3.1 Introduction

Research methodology is a systematic way to solve a problem. It is a science of studying how research is to be carried out. Essentially, *the procedures by which researchers go about their work of describing, explaining and predicting phenomena are called research methodology*. It is also defined as the study of methods by which *knowledge* is gained. Its aim is to give the work plan of research.

The way in which research is conducted may be conceived of in terms of the research philosophy subscribed to, the research strategy employed and so the research instruments utilized (and perhaps developed) in the pursuit of a goal – the research objective(s) - and the quest for the solution of a problem - the research question. We have outlined our research question and research objectives in Chapter One.

The main objective of this chapter is to make a focus on the methodological approaches adopting in the study. It also tries to view the process used to collect and analyze data to portray the motivational status of the Subordinate Police Officers of Dhaka Metropolitan Police.

3.2 Importance of Research Methodology in research Study

It is necessary for a researcher to design a methodology for the problem chosen. One should note that even if the method considered in two problems is same the methodology may be different. It is important for the researcher to know not only the research methods necessary for the research under taken but also the methodology. For example, a researcher not only needs to know how to calculate mean, variance and distribution function for a set of data, how to find out a solution of a physical system described by mathematical model, how to determine the roots of algebraic equations and how to apply a particular method but also need to know (i) which is a suitable method for the chosen problem?, (ii) what is the order of accuracy of the result of a method?, (iii) what is the efficacy of the method? and so on. Consideration of these aspects constitutes a research methodology.

3.3 Research Design

For a research one has to prepare a research design. A research design is a plan of proposed research work (Aminuzzaman1991, p.53). It should indicate the various approaches to be used in

solving the research problem, sources and information related to the problem and, time frame and the cost budget. Essentially, the research design creates the foundation of the entire research work. The design will help perform the chosen task easily and in a systematic way. Once the research design is completed the actual work can be initiated. The first step in the actual work is to learn the facts pertaining to the problem. Particularly, theoretical methods, numerical techniques, experimental techniques and other relevant data and tools necessary for the present study have to be collected and learnt.

It is not necessary that every theory, technique and information in the topic of research is useful for a particular problem. A researcher has to identify and select materials which are useful to the present work. Further, the validity and utility of the information gathered should be tested before using them.

The research follows both qualitative and quantitative approach. The basic and applied researches can be *quantitative* or *qualitative* or even both. Quantitative research is based on the measurement of quantity or amount. Here a process is expressed or described in terms of one or more quantities. Qualitative research is concerned with qualitative phenomenon involving quality. It is non-numerical, descriptive, applies reasoning and uses words. Its aim is to get the meaning, feeling and describe the situation. We measure and weigh things in the study of substance or structure. Can we measure or weigh patterns? We cannot measure or weigh patterns. But to study patterns we must map a configuration of relationships. That is, structures involve quantities whereas patterns involve qualities. If one wishes to investigate why certain data are random then it is a qualitative research. If the aim is to study how random the data is, what is the mean, variance and distribution function then it becomes quantitative. Explaining how digestion of food takes place in our body is a qualitative description. It does not involve any numbers or data and quantities.

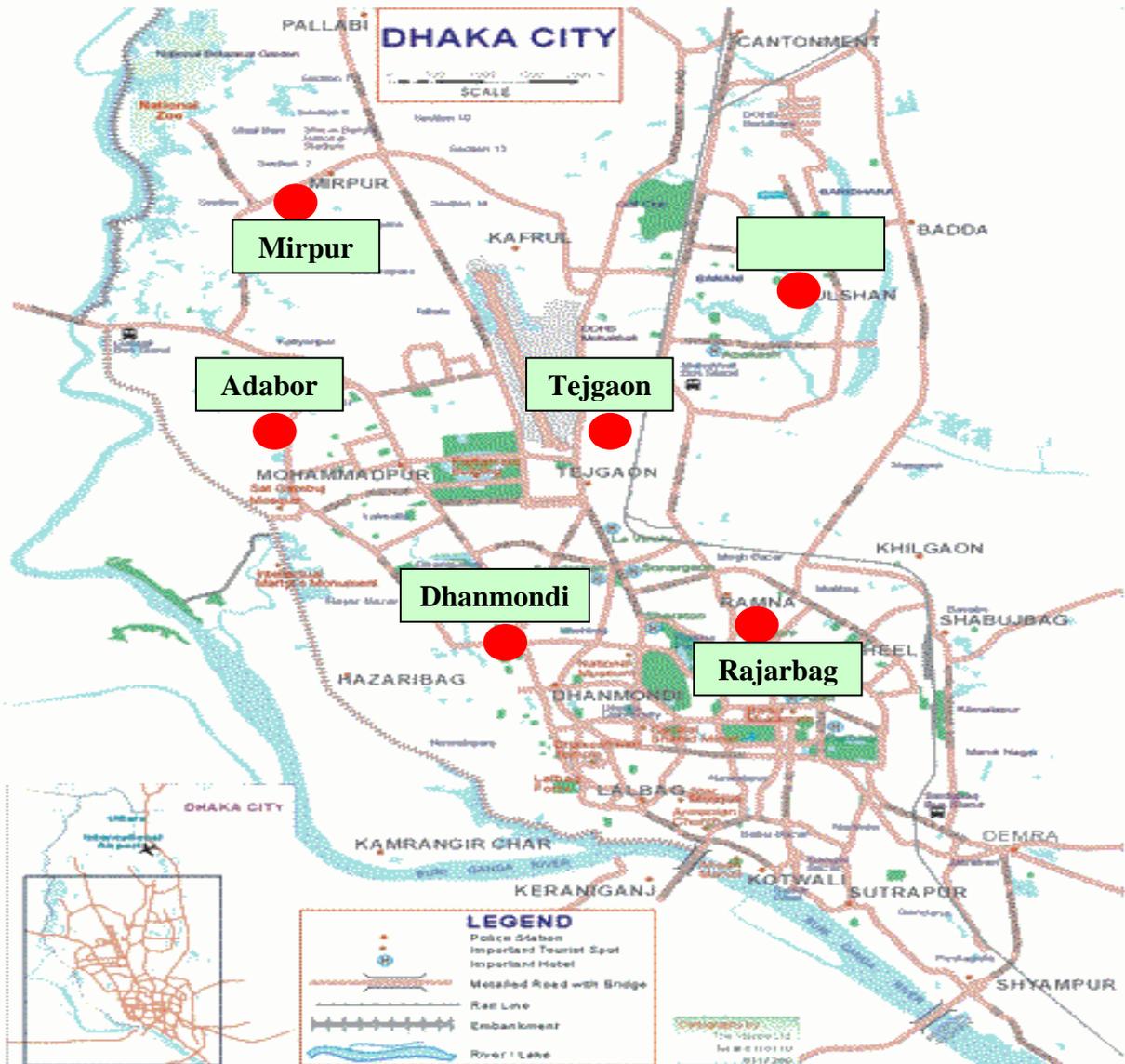
3.4 Research Method

A combination of content analysis, interview with a structured questionnaire has been used in the research. Use of different methods will reduce biasness in the study and work as a reliable tool for research. Interview method helps the researcher to collect data by face to face contact from the respondents. Interview is a systematic method by which a person enters deeply into the life of

even a stranger and can bring out needed information and data for research proposal (Aminuzzaman, 1991.p.82).

The researcher conducts the interview using interview method. The questions were both open and close ended. Closed ended questions were used to save time and a small portion of open ended questions were used to have in-depth knowledge and insight of the respondents about the motivational status of the Subordinate Police Officers of Dhaka Metropolitan Police. The researcher takes interview of 34 armed branch people from Special Armed Forces (SAF), Protection and Protocol unit and Public Order Management unit and 26 unarmed branch people from three different police stations and one traffic division of DMP.

Figure 3.1: Location of the Survey Areas



3.5 Sources of Data:

The data for this study were collected basically from two sources:

- a) Primary and
- b) Secondary sources.

a. Primary Data

The primary data are collected from the different unit of Dhaka Metropolitan Police. Officer-In-Charge (OC) of police stations, SIs (Investigating Officers and patrol party leader), ASIs, Constables of unarmed branches and Reserve Inspector (RI), Company Commanders (Inspectors), 2ICs (Armed SIs), Head Constable, Naik and Constables of armed branch were interviewed in this connection. Both Male and Female members took part in the interview.

b. Secondary Data

Secondary sources of data have been collected from different official documents, relevant publications, dissertations, books, journal articles, reports, government publications, rules regulations and acts, websites etc

3.6 Data Collection Technique:

To collect data, mainly survey method was used. In survey research, the researcher selects a sample of respondents from a population and administers a standardized questionnaire to them. In the present study, same procedure was followed. Sample of respondents were selected from the different unit of DMP and they were interviewed through structured questionnaire. One set of questionnaire will be developed.

3.7 Sampling

3.7.1 Sampling Method

Mixed sampling method was used to select samples. At first police stations were selected as part of the unarmed branch purposively on the basis of importance and location. Dhanmondi, Adabor, Gulshan thanas are located in different parts of the metropolitan city and the social texture and modas operandi of crime are different. Respondents of these units are mainly responsible for prevention and detection of crime and criminals to make a safer environment for the citizen. Traffic division is another important unit in controlling and managing the traffic of Dhaka city. Tejgaon is the centre point of Dhaka city where the most traffic congestion usually takes place. Besides these, Office of the Prime Minister (PM) is also located in this division and frequent movement of PM is seen in this area. On the other hand, both Rajarbag and Mirpur POM unit were selected purposefully on the basis of the location and forces strength. Most of the forces

required for the law and order management are posted and resided in two units. They are usually designated to control the political violence, meeting and procession, perform protocol duty, route protection for the VVIP motorcade and other events and situations relating to law and order. Therefore, with a view to get different views of motivational status of SPOs, these units have been chosen as study area. Sample respondents among SPOs were chosen by random sampling.

3.7.2 Sample Size

A total of 60 subordinate police officers of different stratum (respondents) were interviewed. Thirty four respondents were selected from armed branch (Reserve Force) and twenty six from unarmed branch (Crime and Traffic Division). A brief description is given in the following table.

TABLE-3.1: Sample sizes of different stratum of SPO

Serial	Study Area	Stratum	No. of Respondents
1	Armed Branch	Inspector	2
		Subedar	5
		Habildar/HC	7
		Nayek	5
		Constables	10M*+5F*
Subtotal			34
2	Unarmed Branch	Inspector (OC)	2
		Sub Inspectors (SI)	8M+2F
		Asst Sub Inspectors	5
		Constables	6M+3F
Subtotal			26
Total			60

In the table, M & F* represent Male and Female respectively

TABLE-3.2: Sample sizes of different branches of SPO

Armed Branch		Unarmed Branch	
Special Armed Force (SAF)	14	Dhanmondi Police Station	6
Protection and Protocol Division	10	Adabor Police Station	6
Public Order Management (POM) Division	10	Gulshan Police Station	6
		Tejgaon Traffic Division	8
Total	34		26

3.8 Validation of Data

The collected data were validated through cross checking with each other and with the secondary sources. Caswell and Miller (2000 cited in Caswell 2009, p.1910) opines that validity has been one of the important strengths of qualitative research. Validity refers to trustworthiness of data which is subject to the measurement of the phenomenon, research problem. To confirm validity and reliability of the collected data, data collected from one method are usually cross checked with another method. However, to enhance the trustworthiness of data, secondary documents have been used as a source of evidence to cross check data collected from interview.

3.9 Data Analysis Plan

Data analysis is where the researcher continually reflects on collected data, moving deeper for understanding and representing the data, and deriving an interpretation of the larger meaning of the data (Creswell: 2003: 190).The essence of this study is to convert large quantities of data into condensed forms to facilitate easy interpretation and understanding for readers. The data collected were articulated in tabular form, analyzed both manually and statistically, presented by charts and transcribed into texts. A relationship between data and variables was established by interpreting statements. Results are presented through narrative text, simple computations and logical reasoning.

3.10 Limitations and Challenges

Through a single research all the aspects of an issue cannot be addressed. The present study is not an exception. It also has some limitations and those are as follows.

(a) Study Area:

The most mentionable limitation of this study is that, it was conducted only on three thanas, one traffic unit and two armed branch units from which it is very difficult to have a macro view of motivational status of SPOs. This study will deal only with a few aspects of motivation not with the other factors. So, there may be some crucial area which should have been addressed but because of time constraints those aspects could not be addressed.

(b) Getting Proper Information:

The focus of this study is basically the SPOs. To make them understood about the questionnaire and having correct information from them were very challenging.

(c) Non Availability of Documents:

Getting documented data was another challenge. The government offices are very much conservative to disclose information. So, it was an obstacle to the study.

(d) Limited Time:

Time was another constraint in the field work. The time allowed for data collection was not enough. During the field work the researcher had to deal with difficulties such as communication problem, availability of SPOs etc. All these cut down the fixed time of the field survey. Moreover during analysis, there were some new development and the researcher needed to restructure the research design. To manage all difficulties some extra time was needed. Further, for doing qualitative studies researcher requires more time to analyze data while gathering information. So, conducting study within the fixed time was a great challenge.

(e) Limitation of Sample Size:

Due to time constrain the study was conducted on a limited number of SPOs. Therefore, a holistic picture of the program could not be captured.

3.11 Conclusion

The chapter has discussed methodological approaches concerning the research questions for the study. To examine the motivational status of SPOs- a mixed approach, combination of interview and content of literature have been used. As regards to content analysis principle of authenticity and objectivity has been maintained.

Chapter Four

DMP and Existing Motivational Status: At a glance

4.1 Introduction

Dhaka Metropolitan Police (DMP) came into being on 1st February, 1976. DMP started its course with 12 police stations along with 6000 forces in 1976. Population of Dhaka City stood to be less than 40, 00,000. This figure has almost tripled by now. Dhaka Metropolitan city is the most densely populated city in Bangladesh. Around 15 million peoples are living in this city. Dhaka Metropolitan Police (DMP) plays vital role in maintaining internal law and order and establishing the rule of law.

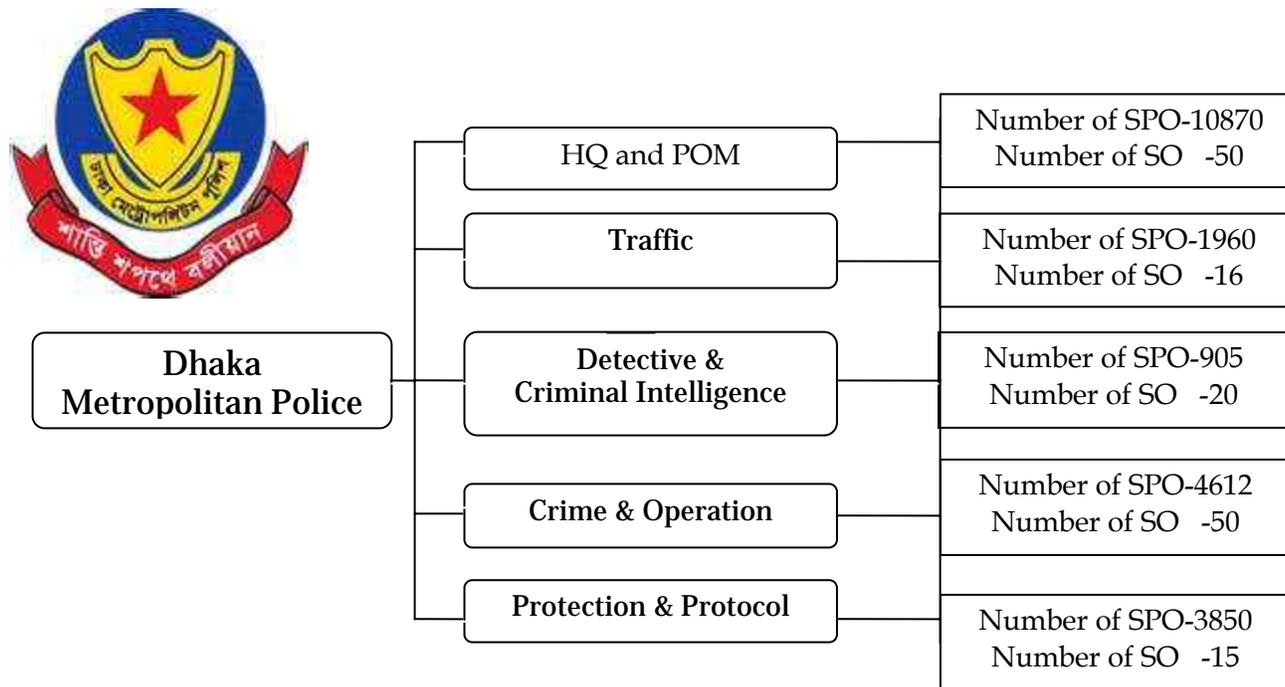
As Dhaka is the super junction of all activities, law enforcing agencies has to perform multi dimensional duties and responsibilities. For controlling the law and order situation, tackling the ever-increasing sophisticated crimes, arresting the spread of drugs and narcotics, and punishing heinous crimes like murder, rape, mugging, hijacking, abduction, smuggling, acid-throwing, and violence on women and children, the need for the police force is indeed very great.

About 24,000 police personnel are working here from the rank of Additional Inspector General (Commissioner) to constable. Members of lower echelon constitute majority of police force (Constable, Nayek, Habildar/HC, ASI, SI and Inspector). Only 150 senior officers (From the rank of ASP to Additional Inspector General of Police) are working in DMP. Actually they are acting as supervising officer.

DMP functions being divided into five operational Divisions with a Joint Commissioner each in the command assisted by a band of Deputy Commissioners, Addl. Deputy Commissioners, and Assistant Commissions with their willingness and sagacious co-ordination. They are:

1. Detective and Criminal Intelligence Division
2. Crime and Operations Division
3. Traffic Division,
4. Protection and Protocol Division and
5. Public Order Management (POM) and Head Quarters (HQ) Division.

4.2 DMP-at a glance



SPO - Subordinate Police Officer;

SO - Supervising Officer

Figure 4.1: Different Branches of DMP and their strength

4.3 Existing Motivational Factors

4.3.1 Duty Hour and Pattern

- Almost 100 percent SPOs need to perform their duty more than 12 hours in day. Though the police-public ratio is 1:1200, the reality is even more awful. A remarkable number of SPOs are involved in protection and protocol duties of VIPs and VVIPs. More over, there are some reserve forces that do not perform regularly e.g. RRF (Range Reserve Force). So it is seen that the ratio become 1:2000 i.e. one SPO is responsible to ensure security to 2000 citizen.

- No specific duty pattern exists in DMP. No duty roster is maintained in subunits of DMP. Instant or sudden duty is very familiar with SPOs.

- In any special case, duration of the duty hour extends up to indefinite hours.

4.3.2 Leave

- No weekly holidays.
- Besides weekly holidays, SPOs need to be involved in extra job during other government holidays to ensure safety and security of the citizens and maintain law and order situation in Dhaka Metropolitan area. For example, Independence Day (26 March), Victory Day (16 December), International Language Day (21 February), May Day (1 May) etc.
- Only a small portion of the SPOs can avail religious festival leaves e.g. Eid, Puja, Sob-E-Borat, Eid-E-Miladunnobi etc. Because, during Eid holidays, people usually leave their houses and move towards village home to perform Eid with their parents and family members. Ensuring the security of those houses appears as a big challenge for the law enforcing agencies and as a result authority can not allow the members of SPOs to enjoy those festivals.
- 20 days Casual Leave (CL) is usually approved for the SPOs. But OCs rarely enjoys total CL.
- Many SPOs are prevented from taking annual leave. (Source: Interview with SPOs)

4.3.3 Accommodation Facilities

- Among the 23,599 members of the Dhaka Metropolitan Police (DMP), only 2.93 percent i.e. 618 members are getting accommodation facilities.
- About 4500 constables are living in different barrack. Rest of the 18,481 members is living in rental housing. Many of them are residing in the Thana compound in a shabby manner. (Source: Deputy Commissioner-State; DMP Headquarters)

4.3.4 Risk Allowance

- A nominal amount i.e. 430 BDT (~USD 7) is allocated for each SPOs monthly as risk allowance.
- For the traffic division, 30 percent of the basic salary (not more than 2500 BDT) is provided as risk allowance.
- Procrastination of decision making process did not implement the risk allowance of police for last two years. Proposal of risk allowance falls in the administrative and bureaucratic

conundrum. As per the proposal (80% of basic salary as risk allowance) of police headquarter in 2009, cut shot to 50% by MoHA and is still in process of approval of Finance Ministry. Declaration of the Chief Executive of the Government to implement risk allowance in the police week is yet to come into action due to red tapes. As a result depression wave is blowing over the 1, 37,000 member of Bangladesh police. (Source: Content Analysis; DMP Headquarter)

4.3.5 Other Allowances

Besides the above mentioned nominal allowances, there are some other allowances are provided to the SPOs of DMP. The following table shows other allowances.

Table 4.1: Other Allowances Allocated for SPOs of DMP

Rank		Monthly Allowance
A. Special Allowance		
3	Metropolitan Police (MP Allowance)	
	Sub Inspector (SI)/Sergeant	45 Taka
	Assistant Sub Inspector (ASI)/Head Constable/ Naik/ Constable	45 Taka
E. Mounted police Allowance		
	Metropolitan Police	
	Head Constable	33 Taka
	Constable	33 Taka
G. Motor Cycle Allowance		
	SIs and Sergeants (All Unit)	166 Taka
H. Armed Branch Allowance		
	Constable	11 Taka
I. Kit Allowance (For the Uniform Holder)		
	Inspector	1649 Taka (Yearly)
K. Washing and Trim Allowance		
	SI/Sergeant to Constable for all unit	45 Taka
M. Driving Allowance		
	All constable Driver	45 Taka
N. Cleaner Allowance		
	All Cleaner Constable	23 Taka
O. Armor Allowance		
	All armor constable	23 Taka
P. Bugolar Allowance		
	All Bugolar constable	11 Taka
Q. Nursing Allowance		
	All nursing constable	23 Taka
R. Subsistence Allowance		
	Unmarried members	390 taka (Monthly)

*Source: National Pay Scale, 2009; Ministry of Finance, People Republic of Bangladesh

4.3.6 Vehicles

- Number of vehicle is insufficient as demand increasing day by day. Police are performing their job by requisitioning private vehicles in the metropolitan areas.
- Total number of vehicle is 3249 and including motor cycle it goes up to 6286. But of total vehicle, about 2000 are out of order. (Source: Assistant Commissioner-Vehicle; DMP Headquarters)
- Condition and conditioning of rest of the vehicles are not satisfactory.

4.3.7 Mobile Bill

Discretion is seen in case of mobile phone. The user has to pay the mobile bill for the official purpose albeit SIM cards are provided by the government. There is an exception to this for the SP to other higher level officers up the hierarchy. They are getting 400 BDT monthly. Presently, it is mandatory to use mobile phone for a police officer (Not written) but the mobile phone sets are expected to be bought at one's own cost. (Source: Interview with SPOs)

4.3.8 Hospital Facilities

- No special hospital is set up for SPOs of DMP.
- Central police hospital is providing medical facilities to DMP members. Quality of the treatment is not up to the mark as it demands.

4.4 Cross Comparison of Motivational Factors with RAB²

In this section, a comparative study has been done regarding the existing motivational factors in Rapid Action Battalion (RAB) and Dhaka Metropolitan Police (DMP). This section also tries to show some remarks on the basis of the comparison.

4.4.1 Salary & Incentives

Albeit both the organizations (RAB and DMP) are two different units of Bangladesh Police, the Rapid Action Battalion (RAB) is offering an attractive remuneration to have a good morale of the RAB members. RAB members are getting 70 percent of their basic salary as RAB allowance (Special allowance) whereas no DMP members are getting such type of allowance. Moreover, members of RAB coming from other forces except police are getting all other benefits provided in the parent organizations; for example, Defense Service Allowances, Outfit Allowances, Daily Allowances, Travel Allowances, Marriage Allowance, Batman/ Servants Allowances. As a result, it creates a huge difference in total pay between the members of RAB and DMP.

Table 4.2: Comparison of Salary & Incentives between RAB and DMP

Organization Name	Compensation Allowance	Remarks
Rapid Action Battalion (RAB)	<ul style="list-style-type: none">70% of basic pay as RAB allowance.Different allowances	In addition to the total pay and other benefits.
Dhaka Metropolitan Police (DMP)	<ul style="list-style-type: none">No compensation as special allowance. But a nominal 430 BDT is provided monthly for all members of SPOs.	For traffic division 30 percent of the basic pay is provided as traffic allowance (Not more than 3000 BDT)

Source: Circular of Finance Ministry

² **Rapid Action Battalion** or **RAB** is an anti-crime and anti-terrorism unit of Bangladesh Police constituted amending the Armed Police Battalion Ordinance, 1979. Under the command of Inspector General of Police (IGP) it consists of members of Bangladesh Police, Bangladesh Army, Bangladesh Navy, Bangladesh Air Force, Border Guard Bangladesh and Bangladesh Ansar. It was formed on 26 March 2004 and started its operations from 14 April 2004. One Additional Inspector General of Police is the Director General of this unit.

Another important incentive system is prevailing in RAB is the monetary reward for achieving good job. For any successful operation, members of the team are rewarded with a handsome amount of money. On the other hand, there is no such provision in DMP.

Mobile bill of RAB forces has been paid from the government exchequer. Whereas it is not paid from the government exchequer for the SPOs of DMP especially for Inspectors and SIs though it mandatory (unofficially) to carry mobile cell phone.

4.4.2 Working Condition

- The RAB members are equipped with sophisticated fire arms and equipments. Besides the arms and equipments, the RAB members have modern logistics, including vehicles and modern office equipment. But the members of SPOs are tremendously suffering from logistics and other relevant items; especially “Thanas” are encountering serious problems like shortage of vehicle, insufficient fuel, necessary office equipments even office spaces.
- Members of the RAB would have to undergo special training both at home and abroad on detecting and nabbing criminals. Foreign training would most likely take place in the UK and the USA. But the members of DMP can't get that much special training. They are busy with their duty to control the mobs of a procession, maintaining the law and order situation round the clock.
- Due to the modern logistics and vehicles, RAB forces are sent to the duty place in time and are taken back to the battalion within stipulated time without any late. On the other hand, SPOs are taken to the duty place far before the duty hour and after finishing the job, no police van comes in time. As a result they roam on the road sides and duty hour unnecessarily extended.

4.4.3 Nature of Job

- Actually members of the RAB forces usually perform basing on a specific duty roster. Many a time they need to go for instant duty but it is not that much frequent. On the other hand, it is not possible to maintain a specific duty roster for SPOs. They need to perform seven days in a week without any personal time. Moreover, instant duty is so frequent that SPOs need to be alert all the time.

- In RAB forces, members are allowed to enjoy CL with periodic manner. Other leaves are also granted as much as possible to the forces. But it is about to impossible to enjoy weekly holidays, festival leaves for the SPOs. CL can be provided as situation of the law and order permits.

4.4.4 Quality of Supplied Items

- Supplied items for the RAB forces are comparatively quality in nature than that of the SPOs of DMP. Quality and quantity of uniform supplied to SPOs of DMP are not acceptable. Political influence and corruption in tender procedure of the uniform materials lead to produce and supply low quality of uniform and foot gears. These types of low grade item are not durable and lost its quality much before it would be.

4.5 Conclusion

From the above discussion it is seen that existing motivational factors of SPOs working in DMP are not satisfactory. The member of the capital police are working within resource constraints. They have to work with the requisitioned vehicle due to the availability of necessary vehicle. A very small amount of risk allowance and other allowance are provided to the SPOs. Basic necessities look absent especially accommodation and medical facilities. On the other hand, RAB, another unit of Bangladesh, is enjoying much better facilities in comparison to DMP. These types of discriminations feed back a negative consequence in the long run which will not be good for the capital city.

Chapter Five

Data Analysis and Findings

5.1 Introduction:

Data analysis is an important tool of a research to represent the collected data in a scientific manner. Collected information are collated and evaluated through this method. Using various techniques and statistical formula, collected data become more meaningful and give some idea and picture of the problem. Basing on this idea, researchers can come out of the problem with some pragmatic solution. During data analysis, all sorts of data are taken into consideration and after the analysis; major findings can meet the requirement of the researcher.

5.2 Detail Information of the Respondents

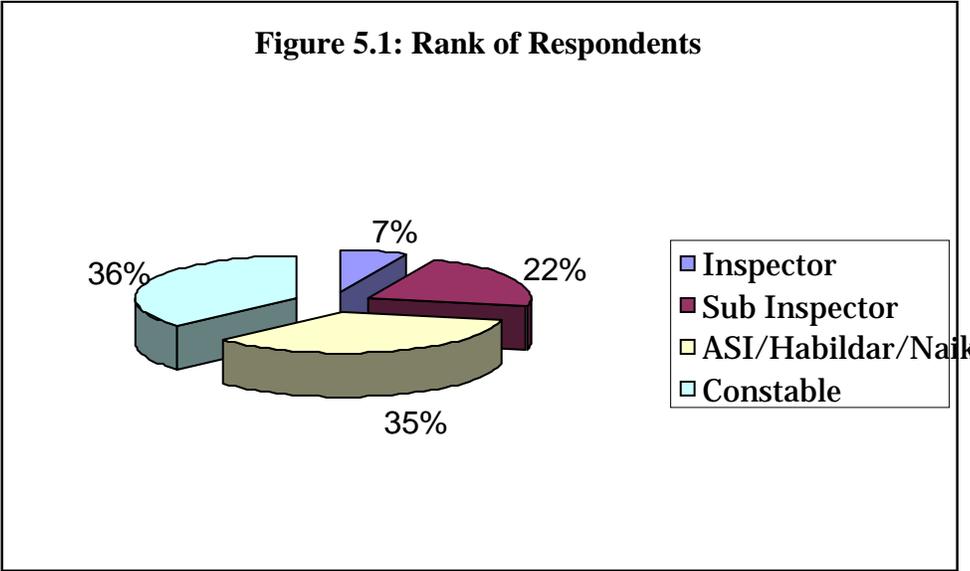
5.2.1 Rank of the Respondents

As per the objective of the research, respondents (Subordinate Police Officers) are consists of different ranks of Bangladesh Police of which important are Inspectors, Sub Inspectors (SIs), Assistant Sub Inspectors (ASI), Head Constables (Habildars), Naik and Constables. Among the respondents, 6.66% are Inspectors (Officer-In-Charge of police stations or Reserve Inspector), 21.66% are Sub Inspectors (SIs), 35% are Assistant Sub Inspectors (ASIs)/ Head Constables (Habildars)/ Naik and 36.66% are the constables. Total female respondents is 7 (n=60) which bears a percentage of 11.66 of the total respondents and male constitutes 88.36%. Most of the respondents represent the rank of Constable which is 36.66% (22 persons) of the total respondents.

Table 5.1: Frequency distribution of rank of the respondents (n=60)

Rank	Armed Branch	Unarmed Branch	Total	%
Inspector	2	2	4	6.66%
Sub Inspector	6	7	13	21.66%
ASI/Habildar/Naik	16	5	21	35%
Constable	5M+5F	10M+ 2F	22	36.66%
Total	34	26	60	100%

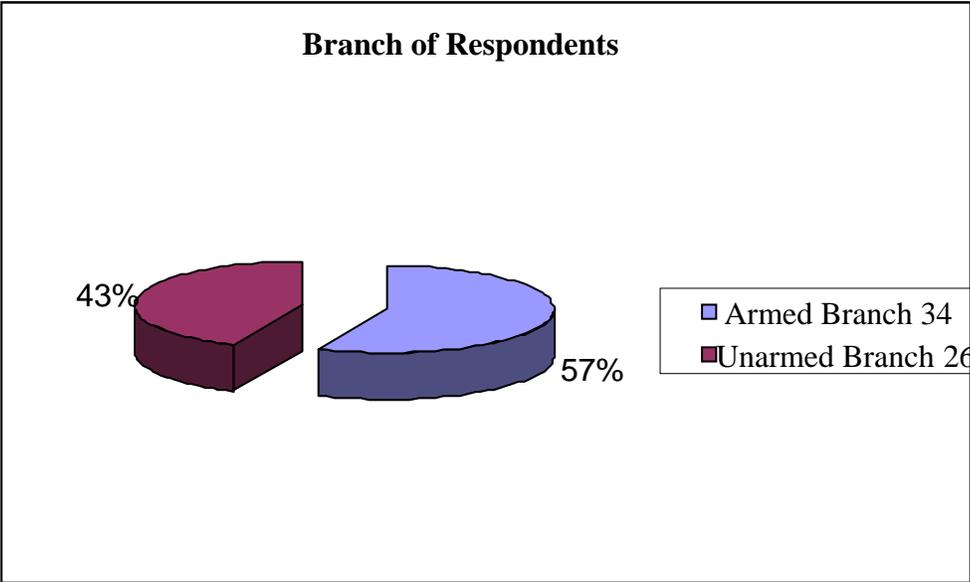
* M- Male and F- Female



5.2.2 Branch of the Respondents

In Dhaka Metropolitan Police (DMP), two branches are operating—namely Armed Branch and Unarmed Branch. Among the respondents 56.70% are from the Armed Branch and rest 43.30% are from the Unarmed Branch.

Figure 5.2: Branch of the Respondents



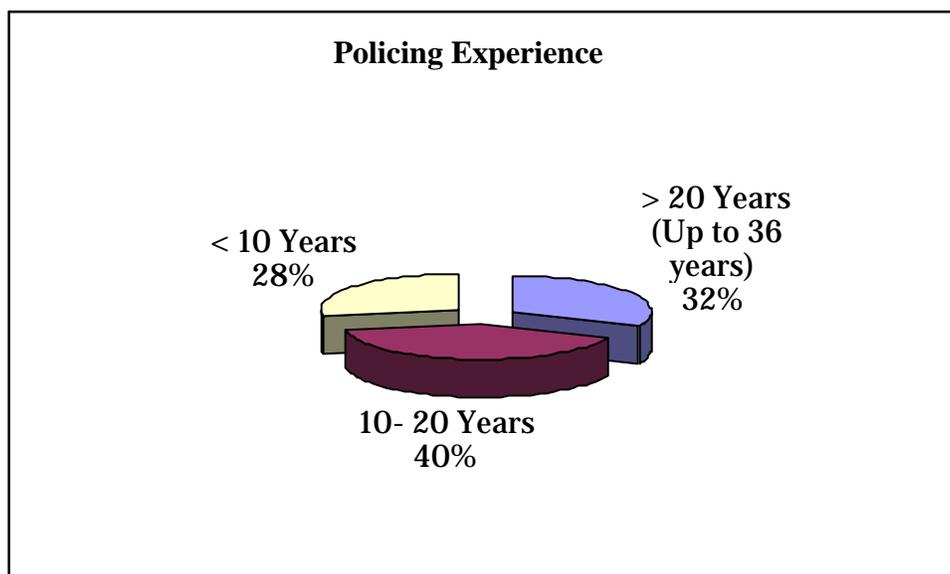
Source: Questionnaire

5.2.3 Policing Experience

Most of the SPOs (except direct SIs) joined in Bangladesh Police in the rank of Constable. Having a long professional journey in policing, they have reached the rank of Inspector. Considering this policing experience, we have divided their year of experience in three time strata: first, >20 years of experience, second, 10-20 years of experience and third, <10 years of experience. Analyzing the data collected from the respondents, it is seen that policing experience of the respondents varies from 6 months to 36 years.

31.66% of respondents have the policing experience more that 20 years (Up to 36 years), most of the respondents (40%) are experienced with 10 to 20 years and a reasonable portion (28.34%) are experiencing policing job less than 10 years (At least 6 months).

Figure 5.3: Policing Experience



Source: Questionnaire Interview

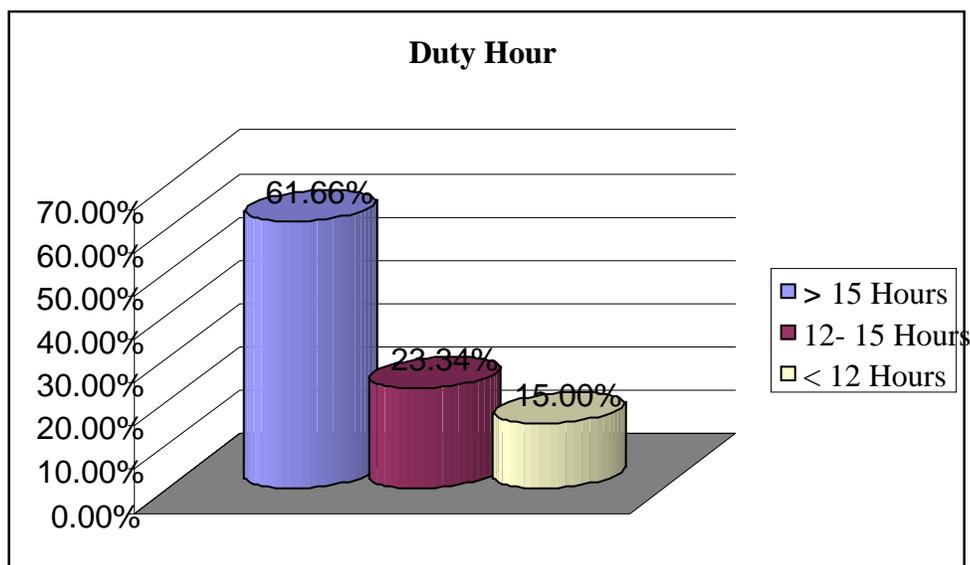
5.3 Evaluation of Motivational Factors

5.3.1 Nature of Job

5.3.1.1 Duty Hour

Among the respondents, 61.66% , a major portion, work more than 15 hours (even up to 20 hours) in a day, 23.34% opined that their average working hours varies from 12 to 15 hours and a small portion of the respondents work less than 12 hours in a day. From the graph below, it is apparent that most of the police officers of Dhaka Metropolitan Police (DMP) are working during day and night time with a little break time. **About 84% police officers work for more than 12 hours in a day.**

Figure 5.4: Duty Hour



Source: Questionnaire Interview

5.3.1.2 Weekly Duty Pattern

5.3.1.2.1 Day Time Duty in a Week

Among the respondents, **46.66% work for 7 days during the day time in a week**, a majority of the forces work 5 days during the day in a week and only an insignificant portion (1.66%) work for 6 days during the day in a week. It is also apparent that forces of the unarmed branches (*Thana) work more than the armed branches.

Table 5.2: Frequency distribution of day time duty in a week (n=60)

Day Time	7 Days	6 Days	5 days
Armed Branch	10	1	23
Unarmed Branch	18	0	8
Total	28	1	31
Percentage	46.66%	1.66%	51.66%

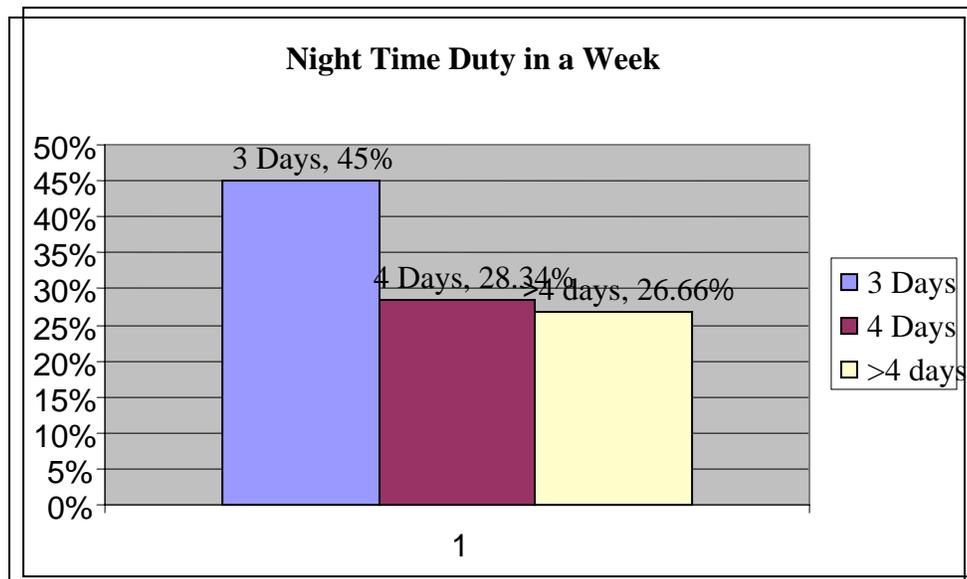
Source: Questionnaire Interview

***Thana: Police Stations in Bangladesh**

5.3.1.2.2 Duty during the Night in a Week

A significant 45% of the total respondents informed that they are to work during the nights for 3 times in a week, 28.34% respondents held the views that they are to work for 4 times a week during the night and 26.66% respondents claimed that they are to work more than 4 times in a week during the night.

Figure 5.5: Night Time Duty in a Week

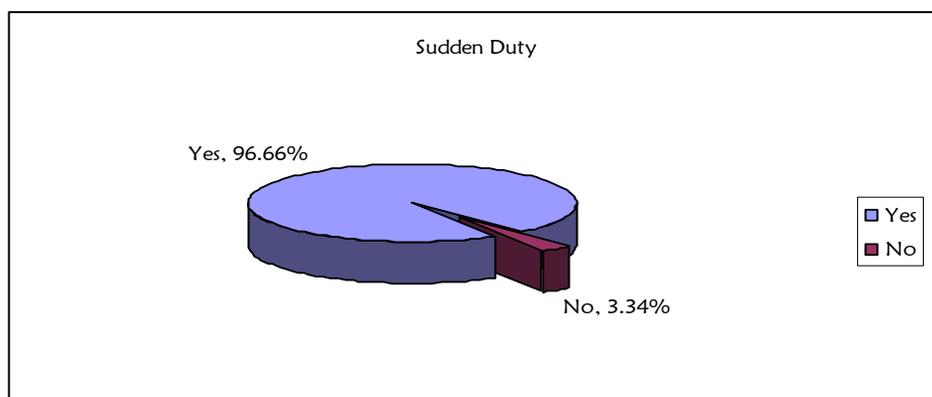


Source: Questionnaire

5.3.1.2.3 Sudden Duty

96.66% respondents opined that they need to perform some incidental jobs without prior instruction of the authority and only a few respondents (3.34%) informed that they did never have to do these incidental duties. The respondents maintained that these duties were assigned to them on one or more of the following reasons: to control sudden deterioration of the law and order situation, some protocol duties, and any criminal activities or some time due to the shortage of the force, they need to perform those instructions.

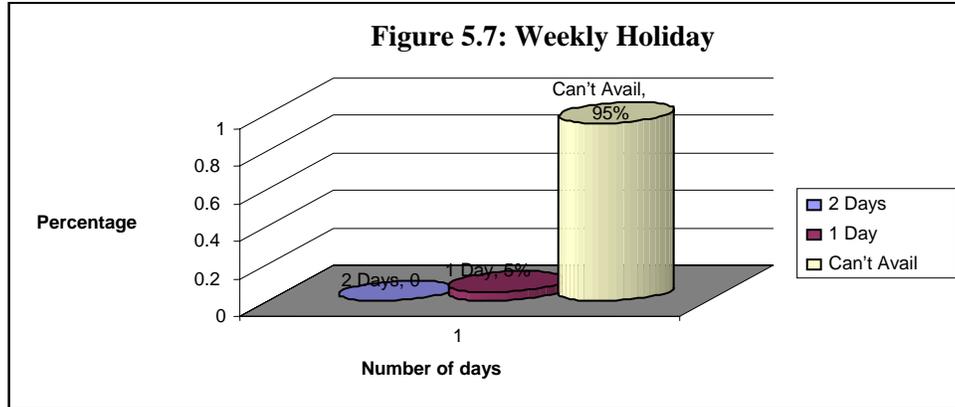
Figure 5.6: Sudden Duty



5.3.1.3 Leave

5.3.1.3.1 Weekly Holiday

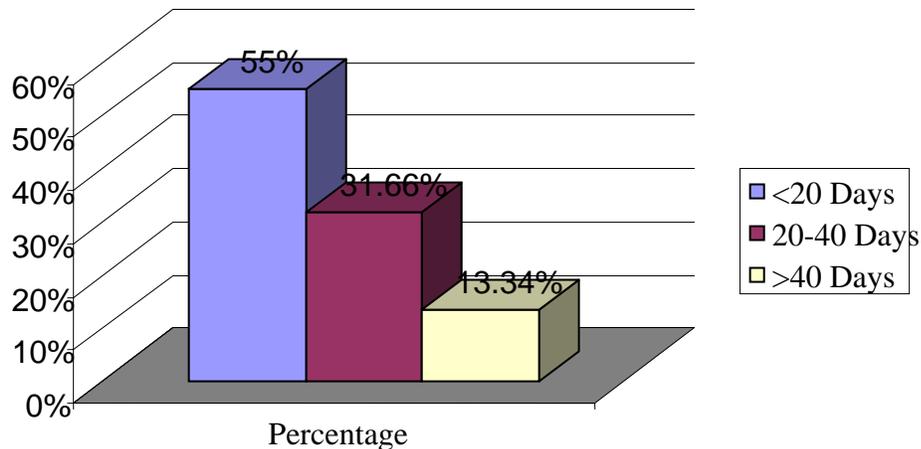
Among the respondents, **95% could not avail their weekly holidays. On the other hand,** an insignificant group of respondents constituting 5% of the total could avail one weekly holiday. Many of the respondents viewed that they were not entitled to avail the stipulated leave due to workload, shortage of forces and some other practical reasons. This indicates that they could not meet with their family members to share their feelings.



5.3.1.3.2 Total Yearly Holiday

Besides the weekly holiday, government servants are entitled to have Casual Leave (CL) and earned leave. Under the current government service rule, one can be permitted for 20 days CL and 33 days earned leave with average pay in a given year one has earned. Among the respondents, 55% opined that they could avail less than 20 days of leave in a year which means they could not even avail the CL, about 31.66% of the total respondents could enjoy 20 to 40 days of holidays in a year, only 13.34% claimed that they could avail more than 40 days of leave in a given year. From our interviews it was found out that forces of the Thana or *Fari usually have less chances to avail their stipulated CL.

Figure 5.8: Yearly Holiday



*Fari stands for a sub police station situated in a distant place from the respective police station. Usually one Sub Inspector (SI) is recognized as In-Charge of the Fari.

Box-1

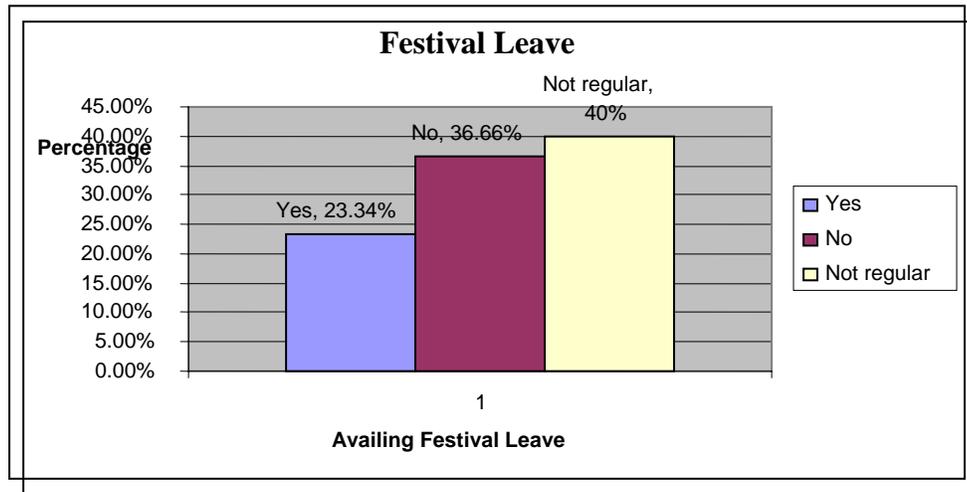
Case 1: “We are not allowed to avail holidays”

A constable (aged 26) working in the Dhanmondi Police Station informed that he had no weekly holidays. He had to work as per the orders and instructions of the Officer-In-Charge (OC) seven days a week without any intermission except sleep and meal or any other urgency. He had to perform more than 15 hours of duty on average in a day and seven days a week without any leave. In some cases, he had to work both in day and night time. He added that the factors contributed to this heavy schedule were: lack of sufficient force, increase of crime, frequent political meetings and processions etc. The authority is forced to provide him and also others with incidental duties besides specific duties. He further stated that most of the SPOs could not avail their stipulated leave even during the festivals. In his 6 years of career in police, he did not spend more than 30 holidays in a given year. As a result, he was unable to spend much time with his family residing in the village. He also informed that work-load usually mounted over to secure the environment during festivals and a very few (those who were close to authority) could enjoy festival leave. He could enjoy very few of the Eid festivals with his family and stated that his family now do not expect him on those occasions.

5.3.1.3.3 Festival leave

Festival leave is known to be the most important category of leave. In the context our country, major festivals include occasions like **Eid-ul-Fitr*, ***Eid-ul-Ajha* , ****Eid-E-Miladunnobi*, *****Sob-E-Borat* (for the Muslim members), †*Durga Puja* (for the Hindu members), ††*Pohela Boishak* etc. are performed by the respective community with highest level of religious sanctity and dedication. According to the respondents, 36.66% could not enjoy leave during those festivals, 40% could not avail leave on a regular basis during the festivals, (If one could somehow manage to obtain leave at the eve of an Eid, then his or her leave application for the next Eid festival would not be entertained). A quarter of of the total respondents representing about 23.34% could avail their share of the holidays on a regular basis. Those who could avail regular festival leave were the ones who knew how to navigate through the difficult maze of police administration and generally those who maintained close ties with those who mattered in the service. Strikingly, a **majority of the people (76%) could not avail festival leaves.**

Figure 5.9: Availability of Festival Leave



Source: Questionnaire

**Eid-ul-Fitr*- One of the important festivals for the Muslim community. At the end of *Ramadan* (Fasting month), *Eid-ul-Fitr* comes in each year.

***Eid-ul-Ajha*- It is also one of the important festivals for the Muslim Community. To commemorate the highest sacrifice of Hazrat Ibrahim (AS) to Allah, Muslim Millat performs this festival each year by slaughtering animals.

****Eid-E-Miladunnobi*- This is another important festival for the Muslim Community. In this day, Prophet Hazrat Mohammad (S) came in the earth.

*****Sob-E-Borat*- Important night for the Muslim Ummah. In this night, people use to perform different prayers and religious activities.

‡*Durga Puja*- In Bangladesh, Durga Puja is the biggest religious festival for the Hindu Community.

‡‡*Pohela Boishak*- It is the first day of the Bengali New Year (Pohela means the first day and Boishak is the first month of Bengali year). This festival is for all irrespective of religion, caste, region, gender etc.

5.3.2 Working condition

Working condition is crucial for the smooth service delivery process. A conducive and legally accepted environment can catalyze the nature and modality of services to the citizen. Working condition encompasses the office, logistics, vehicles, duty place etc of the respective members and respective police stations. Explaining the matter to the respondents, they opined in different ways.

Box-2

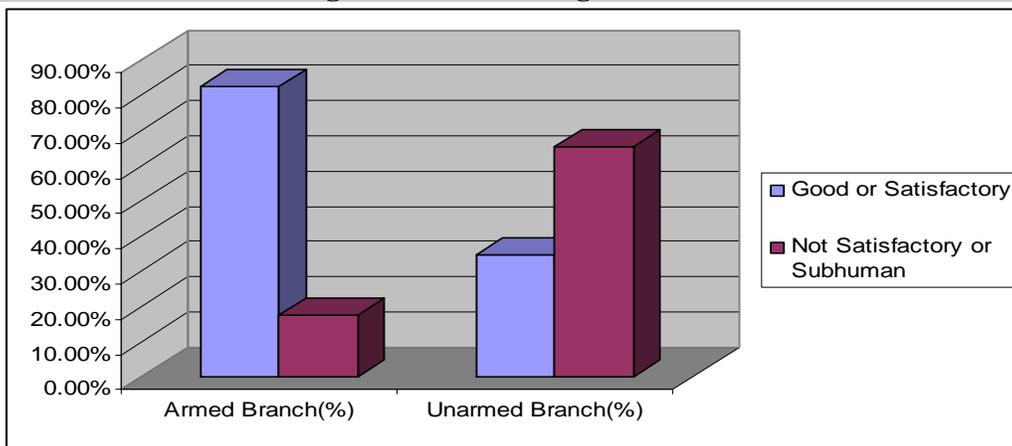
Case 2: “Police officer buys his own lunch”

Saidur Rahman (37), one of the Dhaka Metropolitan Police officers manning the streets in Banani says that he prefers to bring his lunch from his quarter, instead of having it delivered on spot by the delivery officials. “Its not that I get to eat something different or better this way,” he explains. “But sometimes, the delivery truck ends up coming to the spot too late. And also because of the constant shifting of duty from one place to another, sometimes I miss the delivery trucks. In order to avoid such hassle, I buy my own lunch.” During Ramadan things get worse, if you are not fasting then your lunch may not even be delivered. If most of the officers on duty are fasting, the truck may not come to deliver lunch for only one or two persons—who are not fasting,” he says. “So we pitch in Taka 10 or Taka 15 and buy iftar from the nearby shops.”

5.3.2.1 Suitability of existing condition for discharging performance

Among the respondents, 35% thought that the existing working environment was good for discharging the duty. About 26.66% respondents considered the prevailing working condition to be satisfactory, while 28.34% respondents were not satisfied with the existing working condition. About 10% claimed that the prevailing working condition was not satisfactory and put impediments to performing duty effectively. It is remarkable that 75% of the respondents representing the unarmed branches (Respondents of Thana) were not satisfied with the existing working conditions. Because, insufficient logistics like vehicles, fuel, office space and furniture, stationary items, other office facilities etc are not available in Thana.

Figure 5.10: Working Condition



5.3.3 Salary & Incentives

5.3.3.1 Salary

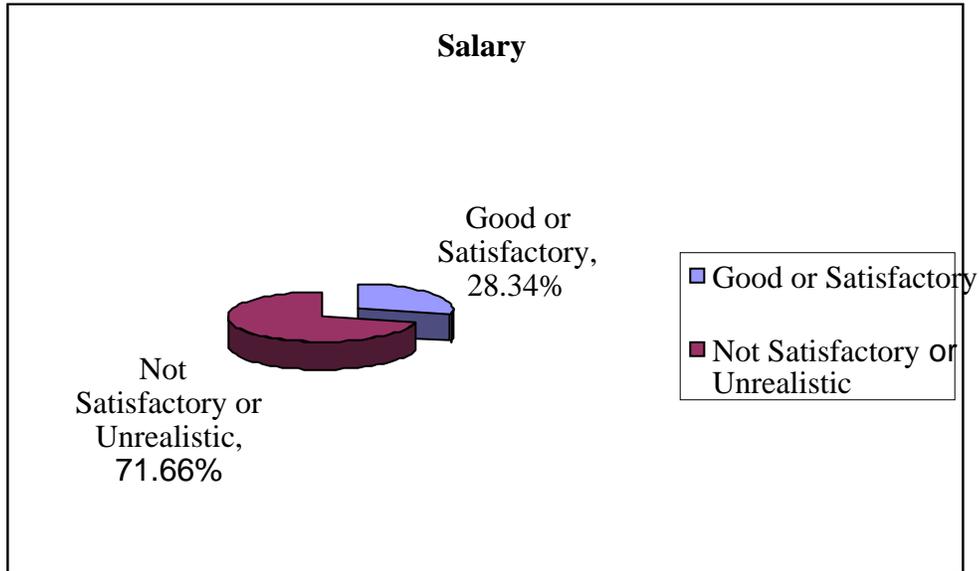
According to the table below, 68.34% of the respondents were not satisfied with the present level of salary, while 20% the respondents were satisfied with existing level of pay. On the other hand, 8.34% forces recognized the level of salary to be good and 3.34% considered it to be unrealistic. So, it is seen that about 72% (n=43) of the respondents thought that the existing salary was not sufficient to maintain their family.

Table 5.3: Opinion on Existing Salary (n=60)

Branch	Good	Satisfactory	Not satisfactory	Unrealistic
Armed Branch	5	9	20	-
Unarmed Branch	-	3	21	2
Total	5	12	41	2
Percentage	8.34%	20%	68.34%	3.34%

Source: Questionnaire Interview

Figure 5.11: Opinion on Salary Status

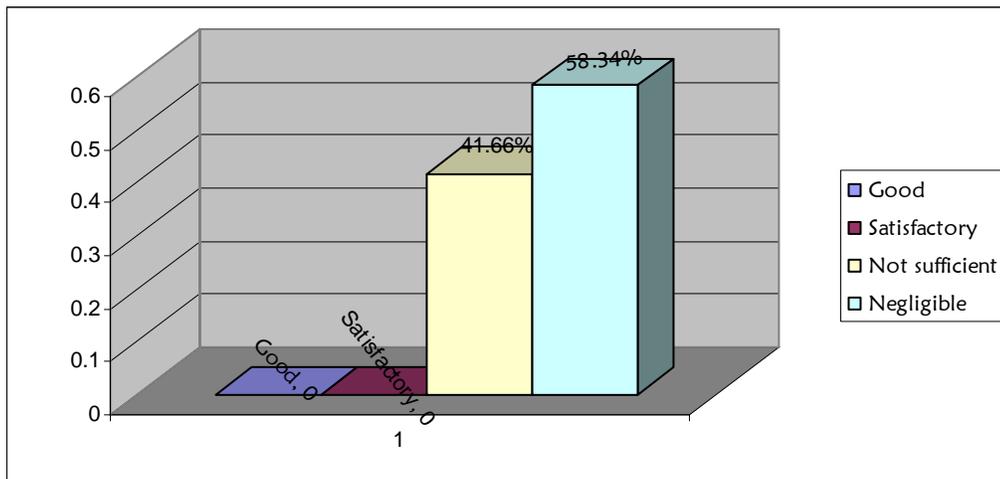


Source: Content Analysis & Questionnaire

5.3.3.2 Risk allowance

The graph below demonstrates that 41.66% of the respondents considered the existing risk allowance (BDT 430 per month) were not sufficient and the rest 58.34% of the respondents maintained that the amount of risk allowance was nominal given the price index and reality. So it is apparent that 100% (n=60) respondents opined that allocated risk allowance was not significant to meet the compensation of any unwanted tragedy.

Figure 5.12: Opinion on Risk Allowance

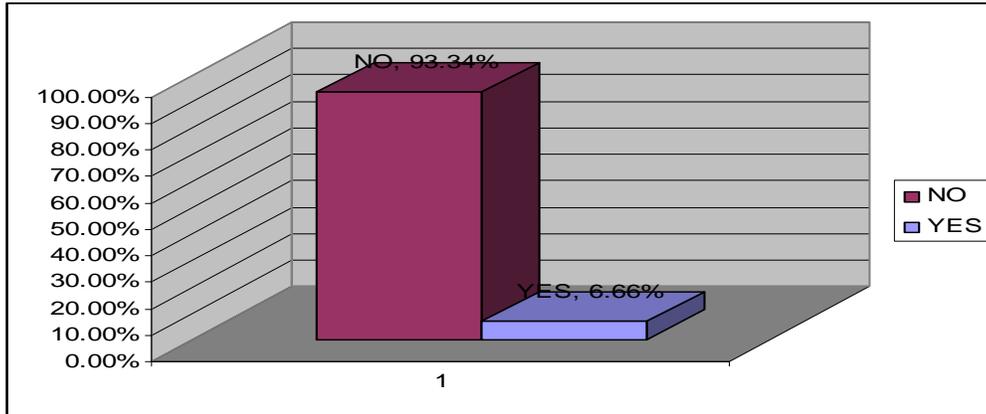


Source: Salary Statement of SPOs

5.3.3.3 Opportunity of United Nation (UN) Mission

Among the respondents, only 6.66% served in the United Nation (UN) Peace Keeping Mission and rest of the respondents representing 93.34% (n=56) did not get the opportunity to serve in UN Peacekeeping Mission

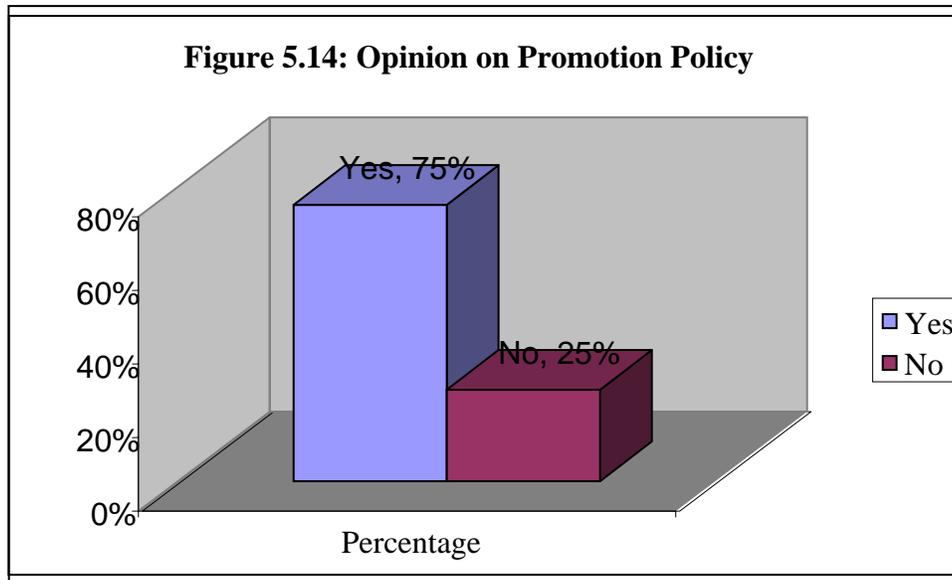
Figure 5.13: Opportunity of UN Mission



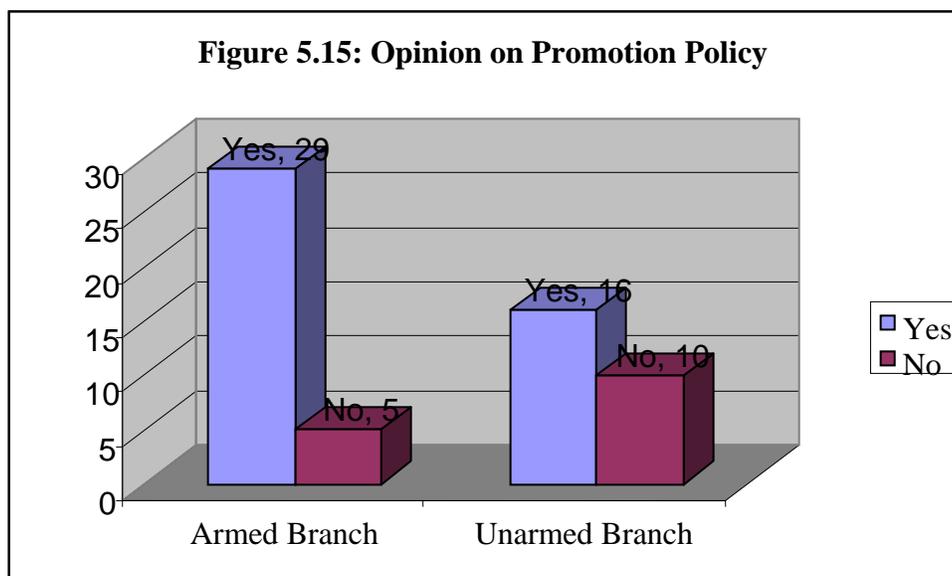
5.3.4 Departmental Promotion Prospect

5.3.4.1 Authority comply with the existing promotion policy

The graph below shows that 75% of the respondents viewed that the authority complied with the existing promotion policy and 25% claimed that the political influence, nepotism, bribing etc influenced the promotional decisions. As a result, the competent candidates could not get promotion. Unarmed branch people opined more negatively about the promotional decisions and prospects than the armed branches. Because, in unarmed branch, constables are promoted to ASI and ASIs are given some legal power to exercise. Besides the legal power, ASIs are considered team leader of a patrol party which inflict some commanding attitude among them.



Source: Interview and Questionnaire



Source: Interview and Questionnaire

5.3.5 Basic Necessities

5.3.5.1 Accommodation Facilities

5.3.5.1.1 Barrack/ Government Quarter

From the table below it is apparent that 56.66% of the total respondents lived in police barracks while an insignificant 8.34% of the respondents lived in government quarters and 35% of the respondents lived in

private housing. During the interview, many of the respondents informed that due to the shortage of government quarters and low level of salary, they were forced to live in the barracks.

Table 5.4: Accommodation in Barrack and Government Quarter

Branch	Yes		No
	Barrack	Government Quarter	
Armed Branch	22	3	9
Unarmed Branch	12	2	12
Total	34	5	21
Percentage	56.66%	8.34%	35%

Source: Interview and Questionnaire

Box-3

Case-3: “Life is not as easy for police officials.”

Mohiuddin (34)-- a Sub Inspector (SI) serving in Sher-E-Bangla Nagor Thana of DMP talked about the accommodation and meal facilities in the Thana premises. He urged “Seeing is believing! Please visit my quarter and you will have clear idea about the sub-human conditions that we live in.” The quarters we visited, for example, resembled a ramshackle shack rather than a dormitory for one of the most important agents of the law. He added “junior officials practically survive amidst the growing slime around them. Several *chowkis** are lined up together in one room, where sometimes two officials have to share one single *chowki*. These multi-purpose *chowkis* are also used during meal times since it is practically impossible to eat sitting on the ground that is filled with bricks and debris. The grimy, smelly bathroom has a single light bulb which has not been working for several days. He kept on saying that “if that is not enough to scare one's wits out, a trip to the kitchen would surely have ones scream out in fright. Still using wood and coal to cook, the walls and the floors are filled with grime, soot and muck. Their meals are cooked in these unhygienic conditions everyday.”

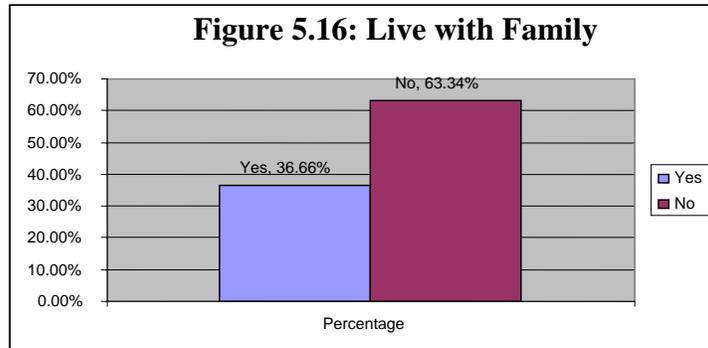
**Chowkis is one type of cot usually low in cost.*

5.3.5.1.2 Live with Family

Among the respondents, 36.66% lived with their family and the majority of the respondents constituting 63.34% of the total lived alone in working station keeping family away.

Table 5.5: Living with Family Members (n=60)

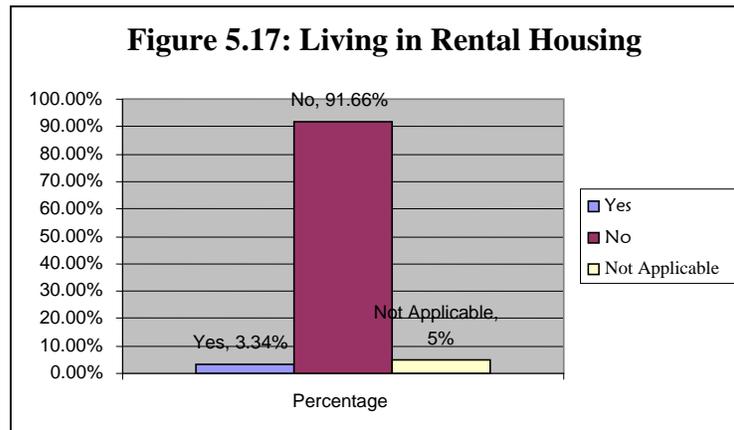
Branch	Yes	No
Armed Branch	12	22
Unarmed Branch	10	16
Total	22	38
Percentage	36.66%	63.34%



Source: Interview and Questionnaire

5.3.5.1.3 Affordability of Living in Rental Housing with Existing Salary

As high as 91.66% respondents stated that it was not possible for them to afford private rental housing, given the low level of salary and high cost of living in Dhaka city. And a very insignificant 3.34% of the respondents, however, opined that they could afford to opt for private housing. During the interview, many of the respondents claimed that they brought money from their relatives living in the village to support their stay in the rental houses.



Source: Interview and Questionnaire

Box-4

“A policeman lives in the slum area due to the scarcity of government quarters”

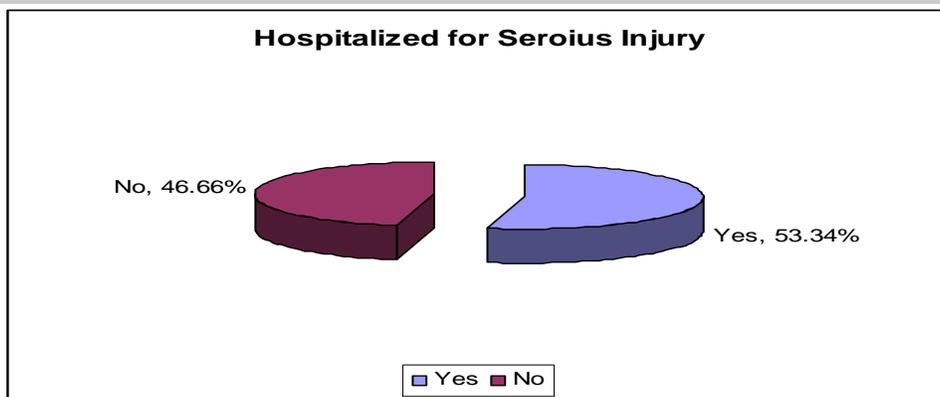
Rafiqul Islam (31), a constable working in the Office of Assistant Commissioner (Force) at Rajarbag of DMP lived in the slum area due to the scarcity of government quarters as well as insufficient salary and other benefits. After marriage, he kept his wife in the village home with his parents. But after one year, his wife forced him to bring her over here in Dhaka. But due to the high rental cost of the private housing and extreme price hike, he found it very difficult to survive in Dhaka city and maintaining a modest social standard with the present pay structure. Finally he decided to hire a room in the slum area at a reasonable cost. At the initial stage, his wife was unhappy and disappointed and now she has coped with the initial shock and accepted the fate.

5.3.5.2 Medical Facilities

5.3.5.2.1 Hospitalized for Serious Injury (n=60)

The graph below demonstrates that 53.34% (n=32) of the respondents were injured seriously while performing their duty (e.g. Bomb attack, political anarchy, criminal attack etc) during their policing career and rest of the respondents representing 46.66% (n=28) of the respondents did not suffer any serious injury thus far. From the above figure it is easily discernable as to how risky the policing job generally is and for our sample risks mounted over more than 50% forces.

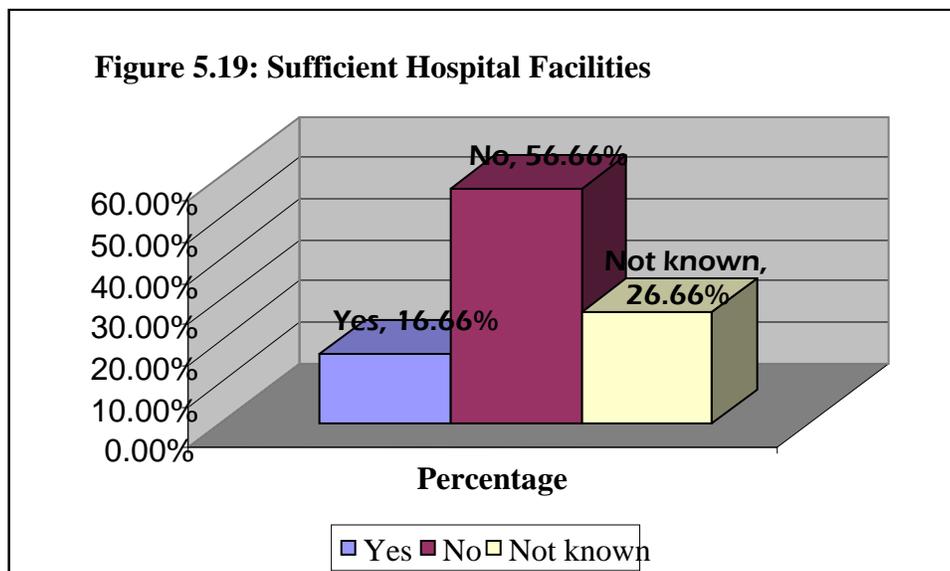
Figure 5.18: Propensity towards Injury in Police Job



Source: Content Analysis, Interview and Questionnaire

5.3.5.2.2 Sufficiency of Hospital Facilities (n=60)

The graph below shows that 16.66% (n=10) of the respondents were satisfied with the existing hospital facilities while a majority of the respondents (56.66%, n=34) expressed their dissatisfaction with the hospital care and the facilities. They claimed that they did not receive sufficient attention from the hospital when they got injured. Rest of the respondents (26.66%; n=16) did not give any comments regarding the facilities because they were never hospitalized.



Source: Content Analysis, Interview and Questionnaire

Box-5

“I was not given due care”

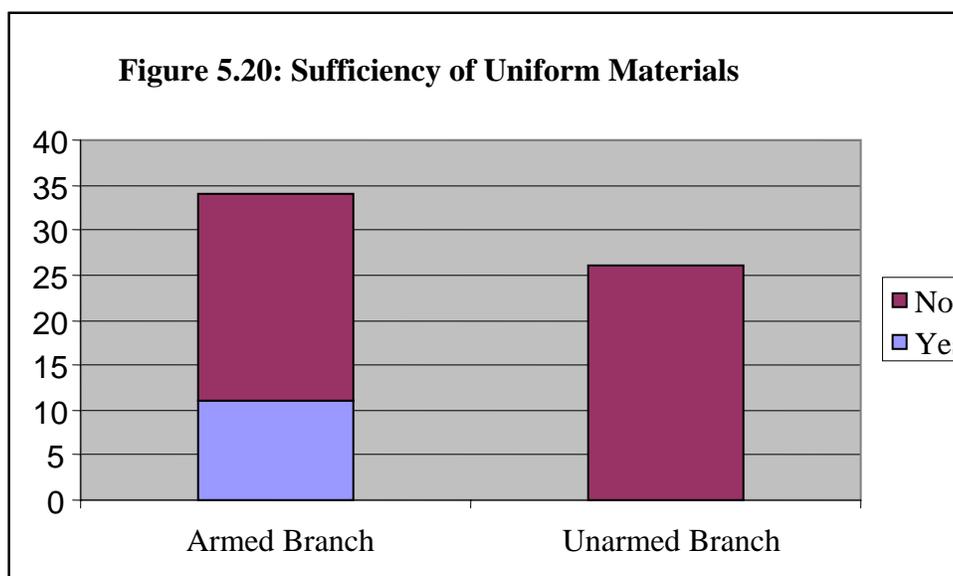
Probir Kumar (41), a Head constable working in the Public Order Management (POM) division at Mirpur, says, in 2006 when the political uprising was at the critical stage and political parties was in the street, I was performing my duties in front of the Baitul Mokarrom Mosque. As the law and order situation was not up to the mark, we were engaged to control a procession. When I was moving towards the mob to disperse them, a piece of brick was thrown by the agitated mob which injured my head seriously. Consequently, I was fallen down on the street and my colleagues save me and taken me to the Rajarbag Police hospital. I was admitted there. But I was not given due care regarding the operation and other hospital facilities. Due to the pressure of my colleague, doctors started to arrange formalities for an operation. When I was taken to the post operative cabin, I found that the nursing facilities is about to absent and necessary medicine were out of supply. Finding no other alternatives, I bought necessary medicine of my own and my colleague tried to nurse me. This was a horrible experience in my life.

5.3.5.3 Uniform Service Materials

5.3.5.3.1 Sufficiency of Uniform Materials

Generally, from the rank of Constable to Sub Inspector, all uniforms and service materials are provided by the government. It is evident that government provided two (02) sets of uniform in a given year and for the rank of Inspector, government provided Taka 3380 as kit allowance yearly.

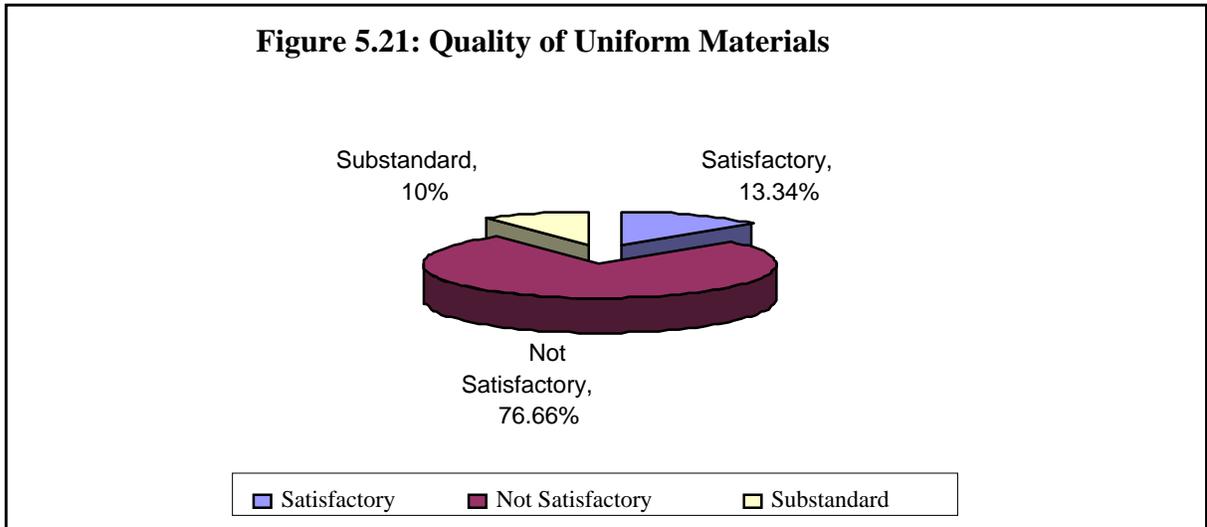
Among the respondents, 81.66% (n=49) thought that quantity of uniform was not sufficient and only 18.34% (n=11) considered it to be sufficient. It was also apparent that **100% (n=26) respondents of unarmed branch (Crime and Traffic divisions) did not agree with sufficiency of the provided materials.** Because they need to expose under sun very frequently and two sets of uniform become tormented and discolored within six months.



Source: Content Analysis, Interview and Questionnaire

5.3.5.3.2 Quality of the Uniform Materials

From the graph below it is apparent that 76.66% of the respondents found the quality of the uniform materials to be unsatisfactory and 10% found it substandard in terms of quality, but only 13.34% respondents were satisfied with the material provided by the authority. So, about 80% of the respondents were not satisfied with the uniform materials. Inspectors opined that the kit allowance (BDT 3380) was not sufficient because the amount was much less than what is needed to buy one set of uniform. As per the view of the respondents, **four** sets of uniform were necessary to perform the job in a given year.



Source: Interview and Questionnaire

5.3.5.3.3 Necessity of Buying More Uniform

We put a question in the questionnaire that if the quality of the uniform was not satisfactory, did they have to buy more uniforms to perform their duty. As high as 48.34% (n=29) respondents informed that that they had to buy uniform on their own and 51.66% (n=31) claimed that they did not have buy additional uniform on their own. But during the interview they stated that **to save some money they wore discolored and torn uniforms.**

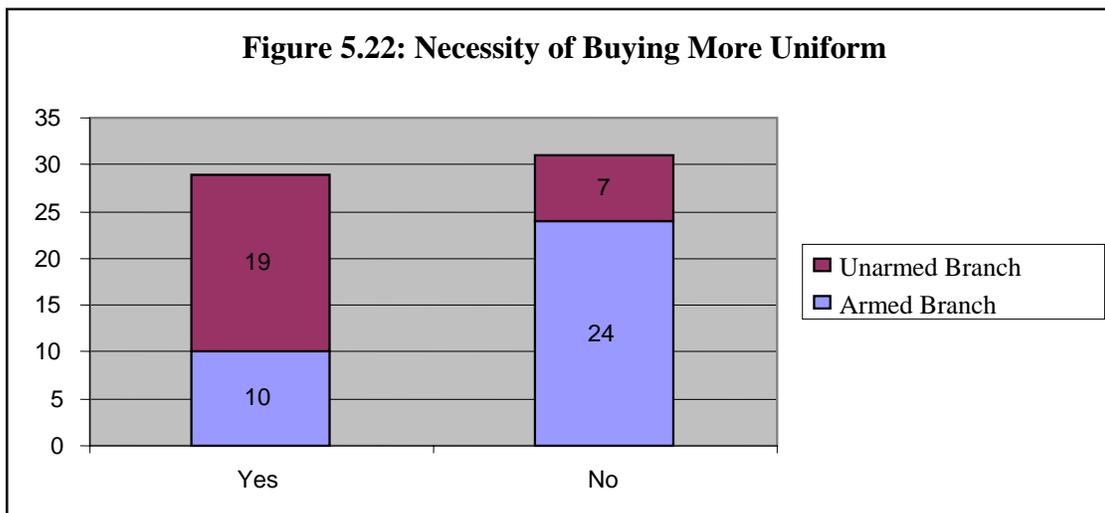


Table 5.6: Frequency Distribution of Necessity of Buying More Uniform (n=60)

Branch	Yes	No
Armed Branch	10	24
Unarmed Branch	19	7
Total	29	31
Percentage	48.34%	51.66%

Source: Interview and Questionnaire

5.4 Conclusion

The data presented and analyzed in this chapter explained the direct reflection of the respondents regarding different factors of motivation of SPOs of DMP. Actually, in this chapter, simple analysis of the data i.e. apparent meaning of the data is done through different tables and statistical diagram. The following chapter analyses the data critically and tries to reveal the objective of the research.

Chapter Six

Major Findings & Critical Discussion

6.1 Introduction

To answer the research questions mentioned in chapter one, data has been collected from 60 respondents of two different branches of DMP. This chapter presents the discussion about major findings and possible policy directives in line with the information collected from interview and secondary sources. It also discusses how this study can be used in further research.

6.2 Major findings of the study

In this section, the major findings of the research are discussed. Major findings of the respective motivational factors described in the respective sections.

6.2.1 Nature of Job

From the collected data and content analysis it is found out that most of the SPOs had to perform duty more than 15 hours in a day (In case of OC or Company Commander, they had to perform even 18-20 hours of duty over the week without any leave. In some cases, they had to work both in day and night times. They opined that lack of sufficient force, increase of crime, frequent political meeting and procession, they used to present in the working station. They had to engage with incidental duties besides specific duties. Leave was another burning issue. Most of the SPOs could not avail their stipulated leave even in the festivals. Most of the SPOs had to avail less than 20 days leave in a year. This indicates that most of them unable to spend time with families specially those families reside in the village houses. In case of festival leave, work load usually mounted over SPOs to secure the environment during festivals and a very few (who knew how to navigate through the difficult maze of police administration and generally those who maintained close ties with those who mattered in the service) can enjoy festive pleasure. So from the above discussion it is evident that **existing factors relating to job nature did not reach the expected motivational height of the SPOs.**

6.2.2 Working Condition

Some respondents thought that lack of logistics and official facilities, uncertainty of withdrawal from the duty place, quality of food served etc very often creates problem. On the other hand most of the respondents considered the existing working condition unsatisfactory even subhuman. It was remarkable that **75% of the unarmed branches people (respondents from Thana) negatively responded to the existing working conditions.**

6.2.3 Salary and Incentives

Most of the respondents (80%) viewed that the present salary structure for SPOs was unrealistic considering the socio-economic realities and price hike of everyday items. In case of risk allowance (BDT 430), 100% respondents opined that it is negligible to the spirit of risk allowance. Some of them viewed that their salary and risk allowance should have been similar as that of RAB. About the UN mission, a pessimistic picture was drawn by the respondents. About 94% respondents could not avail this incentive. They thought political influence, bribing, nepotism, lack of specific guideline regarding the selection procedure for UN mission were the root causes of the anomaly. So, existing **salary and incentives (one of the important hygiene factors) had shown a negative relationship with motivation of SPOs.**

6.2.4 Promotion Prospect

Most of the respondents thought that authority complies with existing promotion policy and they got promotion in due time though there was little anomaly. But a few opined that political biasness, lack of specific promotion guideline, bribing etc determine the course of promotional process. As a result, the competent candidates could not get promotion. Many of the respondents opined that they were yet to be eligible for the promotion but they put confidence on the authority. **One interesting thing was that respondents from the police stations offered more negative remarks than the reserve forces.** So, regarding the promotional prospect, **a mixed view was found.**

6.2.5 Basic Necessities

A very few respondents (8.34%; n=5) were given government quarters. Most of the respondents resided in Barrack and they kept their family away in the village house. They wanted to stay with their families but due to financial inability they forced to leave their hopes. Some respondents lived in private housing as tenant. When we were questioning them how could they manage their family with the existing salary and facilities? The answers were varied: **some opined that they brought money from village house or close relatives and some opined that some how they could manage the family. Probably this could be an indication of involvement in corruption. So to fulfill the basic necessities, some of them bound to be corrupted.**

About the medical facilities, 53% respondents got injured and admitted in police hospital. This revealed that police job was very risky and life threatening. But most of the respondents who were patients in police hospital expressed their dissatisfaction with the hospital care and the facilities. They claimed that they did not receive sufficient attention from the hospital when they got injured and bought medicine outside the hospital of their own. **So dissatisfaction with the hospital care and the facilities negatively motivated SPOs to be involved in risky operation.**

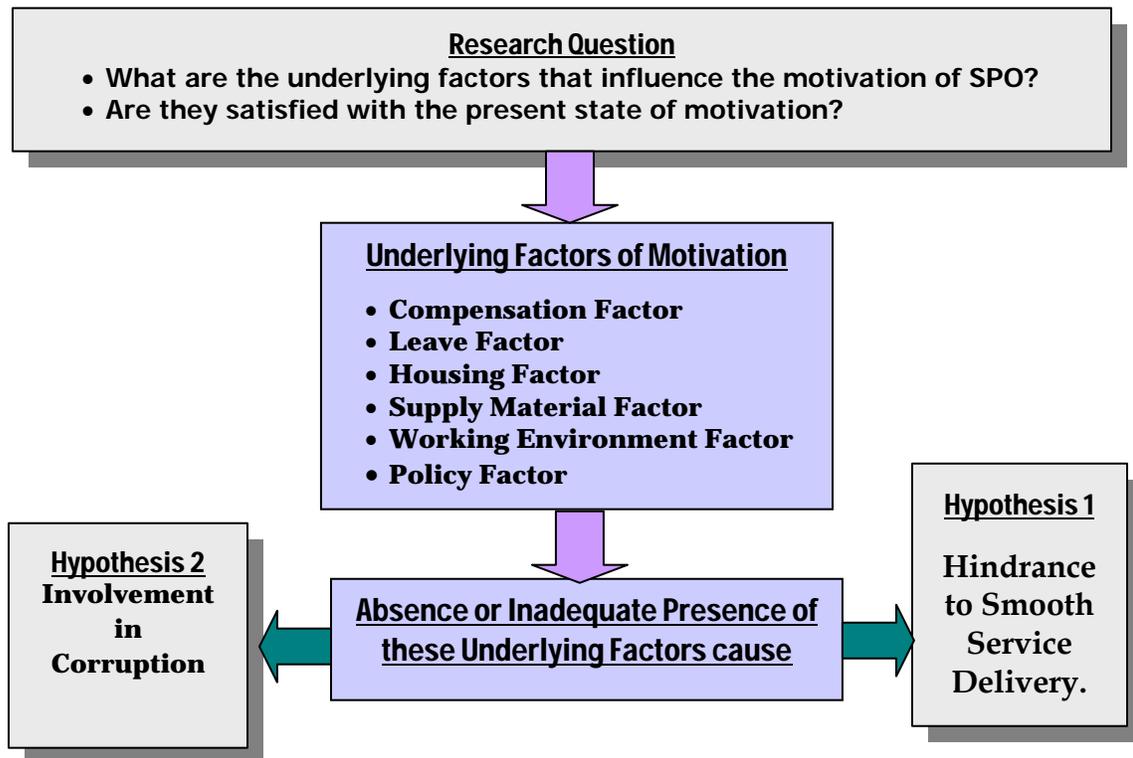
It was mandatory that the government provided necessary uniform materials to the existing forces. But the number of sets and quality of uniform provided by the authority was not sufficient and satisfactory. Uniform became discolored and tormented within a short span of time. This discoloration forced some respondents to buy another set of uniform of their own though the percentage was less. **Many opined that finding no other alternative they worn the discolored uniform to save some money.**

6.3: Correlation among Research Findings, Research Questions and Hypothesis: A Critical Discussion

Answering the research questions of the study, the researcher tried to bring out the major research findings. From the findings it is evident that most of the SPOs opined that existing nature of job, working condition, salary and incentive, promotion prospect and available basic necessities did not motivate them rather one of the hindrances of smooth service delivery. They

were not satisfied with the existing motivational status. They tried to put forward some underlying factors that might instill motivation among the SPOs.

Figure 6.1: Correlation among Research Findings, Research Questions and Hypothesis



Compensation Factor: One of the most important aspects was the salary and incentives. SPOs suffered from particularly poor salaries and working conditions. If a constable’s income was the only one available to him and his wife, each would be surviving on around \$1.30 a day, which was very close to the international poverty line of \$1.25 per day (Crisis Group:2009; p.13). “A rickshaw puller can make more in a day than some officers. It was foolish to expect a police officer to adequately perform his duties – or distance himself from corruption for that matter – when his primary concern was making financial ends meet”, said a foreign development official(Crisis Group:2009; p.13). During an interview with the International Crisis Group Asia Report N°182, 2009, another constable said, “Before we got into the police, we thought we would be financially and socially secure. But as constables we have nothing. It is all a hoax!”

(Crisis Group: 2009; p.14). Pragmatic salary scheme and indiscrimination of incentives with other force might positively inspire them. As the police job was becoming risky, a realistic risk allowance package and modern hospital facilities might inspire them to be motivated.

Leave Factor: Though leave was a privilege rather a right, in most of the cases, it was unheard of. Apart from the weekly holidays, many constables were prevented from taking annual leave or public holidays, and often sneak away citing health or family problems. In one case, a constable of DMP was even threatened with suspension for taking leave to attend his father's burial (Crisis Group:2009; p.14). Ensuring this privilege among the SPOs could act as a tonic of motivation.

Working Environment Factor: This situation was also largely a consequence of the low police-to-public ratio. On average, low ranking officers said they were working anywhere from twelve to sixteen hour shifts but were rarely compensated for more than an eight-hour day. One constable interviewed in old Dhaka during his midnight patrol explained, "I started work at around 7pm last night and will finish at 10am. I doubt I would find a bed [in the barrack], but even if I did, I would most likely be called to work by midday again. We could not even chase criminals because we had not had the energy after such long working hours" (Crisis Group:2009; p.14).

Housing Factor: Housing was another major source of angst for SPOs. Housing facilities for the lower ranks (if available) were often barracks and congested apartments, which only added to the pressure of the job. Family housing was also virtually non existent, and meager salaries ruled out renting reasonable accommodation. One constable said that at least twenty days a month he was without a bed; those nights he spent sleeping in either police cars or trucks (Crisis Group:2009; p.14). Arrangement of the government quarters might reduce the tension of keeping the family away and close proximity of the near and dear certainly motivate them.

Supply Material Factor: It was already discussed that quality and quantity of uniform materials were not acceptable. Political influence and corruption in tender procedure of the uniform materials lead to produce and supply low quality of uniform and foot gears. These types of low grade item were not durable and lost its quality much before it would be. As a result, SPOs

needed to buy more materials at their own. So quality uniform materials not only saved their money but also boosted up their personality and smartness.

Policy Factor: Policy factors for SPOs encompassed promotion policy and selection process of UN peacekeeping mission. Peacekeeping opportunities were too rare to make a difference in most officers' lives. Pay raises and promotions were few and far between and did almost nothing to improve the lives of officers or promote competency in the force. Their infrequency not only adversely impacted organizational efficacy but was a major source of frustration and low morale. Although the promotion process was different for non-gazetted and gazetted officers, both are often subject to bureaucratic inefficiency and political influence or bribes (Crisis Group:2009; p.13). A clear and stringent policy guideline regarding departmental promotion, selection in UN mission could certainly motivate SPOs.

Fulfillment of these underlying factors could certainly motivate SPOs which ultimately reflected on their performance. Otherwise, it was very difficult to motivate them. Continuation of existing facilities might deteriorate the situation. Without having a proper family life and failing to ensure good education to their children demoralized them in the first instance and eventually allured them to be involved in corruption. So from the above discussion, it is obvious that the existing condition and conditioning of policing in DMP itself is a hindrance to smooth service delivery.

Another important observation was that respondents from unarmed branch (respondents from crime and traffic divisions) are more demotivated than the armed branch (reserve forces). They thought that they had to work more than the reserve forces. About the working condition, a significant portion of the respondents from reserve forces opined that present state was satisfactory while most of the unarmed forces opined negatively on the issue. Many of the respondents of unarmed branch were not happy with the existing promotion policy.

Another interesting thing was found out that upper level of the SPOs e.g. OCs or SIs were not much concern about the existing salary package and incentives e.g. risk allowance. They did not bother about the existing government accommodation facilities as they were living in the private housing. These indicated that they were satisfied with the existing motivational factors.

6.4: Conclusions and implications

Identifying the underlying factors of motivation and depicting the motivational status of SPOs had been the main objective of the research. The study identified several factors which determine satisfaction among the SPOs in the existing process and practice of policing. Factors like compensation, policy, leave, housing, supply material were the most prominent factors that affected the motivation of SPOs. This study tried to show the real motivational status and portrayed a negative picture of motivation which was not conducive to smooth service delivery rather a hindrance. So, the authority should look after these very important aspects to ensure a crime free and safer metropolitan city.

However, the present study makes room for further research. A more in-depth analysis of other aspects of motivation can be undertaken. This study focuses on only the motivational factors. However, this study is unique in a sense that there has not been any study on this topic. Hence this can be of good use of policy scholars, policy makers, researchers and development partners in Bangladesh.

Chapter- Seven

Conclusion

7.1 Concluding Remarks and Recommendations

As members of an important agency of state and criminal justice system, SPOs were deprived from basic human rights and were overloaded with their jobs. Maintenance of law and order situation, prevention of crime, ensuring human rights and rule of law, rendering lawful behavior towards women and children, awareness about gender sensitive issues etc. nothing could be successful, if the SPOs were not given their due respect regarding humanitarian and motivational aspects.

A former IGP rhetorically asked, “Where are the human rights for a constable when he is asked to work longer than any other public servant with the least pay? What about when he has no place to sleep? How can you ask a man to respect human rights when the government he is supposed to serve is not protecting his?” (Crisis Group: 2009; p.13). Conditions of service and facilities, particularly for the subordinate ranks, were abysmal and drove police morale downwards.

Law enforcers in any country played a significant role in controlling the level of corruption in society. One could not expect an official to work for 15 hours on the streets, only to go home to a mere shack, where basic needs were ignored. It was high time that these officials were given back the self respect, integrity and the confidence that they had lost over the decades. Only then, the archaic notion of ruling over the people could be changed to serving the people.

Given the context, the following recommendations were put forwarded for improving the existing motivational status of SPOs.

Salary and Incentives

Out of few root causes of corruption, unrealistic and reasonably low salary is one of them. Existing salary package is similar for all levels and strata of government officials. Working under the ceiling for 8 hours is relatively better than that of the sun for more than 12 hours. So, a pragmatic salary package should be offered for SPOs.

On the other hand, the incentive and reward system gets skewed as the legitimate expectations of policemen become clouded by considerations extraneous to the profession. A nominal Taka 430 is merely a ridiculous amount to compensate risky policing operations. So to improve the motivational level, a substantial amount of risk allowance should be provided to SPOs as it is provided to the RAB components.

Leave or Vacation

One of the intrinsic motivational factors is the leave or vacation. From the research it is evident that SPOs are dreadfully suffering from these basic human rights. They are not getting the weekly holidays even the festival holidays. On the other government holidays, SPOs used to perform extended hour to ensure law and order situation. So a convincing and reasonable leave plan should be approved by the authority.

Remove the Barriers of Resource-Constraint

The lowest but most visible stratum of the police system is the police station or the *thana*. In police-related matters, people first come to the *thana*. It is evident that there are shortfalls in daily operating costs for consumables, communications, vehicles, and fuel that are normally needed to deliver services at an acceptable standard. So to remove the barriers of resource constraints, the following actions need to be implemented.

- For maintaining the daily expenditure in the police stations such as travel expenses, food arrangement for the detainees and other daily expenses, a reasonable amount of fund should be allocated in favor of each police station.
- The practice of housing a police station in an improvised or rented accommodation should be avoided.
- All police stations should have sufficient toilet facilities for the staff, detainees, and visitors. Necessary furniture and fittings, as well as equipment, including land telephone, mobile telephone, wireless sets, computer, printer, fax, internet, and CCTV camera, should be regularly supplied to every police station.

- Vehicles such as jeep, police van, motorcycle etc. should be at the disposal of the police when needed. Adequate funds should be made available to meet the operational and other expenses of the police station.

Pragmatic Police-Public Ratio

In Dhaka Metropolitan city, only 25 thousand police components are serving for 150 million of its residents. As a super junction of political, economical and administrative aspects, different types of activities and programs use to be launched now and then. Having no other options, DMP need to arrange the safety and security of those programs. As a result, work load mounted on the lower echelon of DMP and need to cut short their rest hours. So, to reduce 24-hour on call duty of police to strictly eight hours a day; an increase in the number of police is an essential and time demanded issue. .

Residential Accommodation

The rarity of residential accommodation put SPOs in an unpleasant state. Low salaried SPOs cannot afford decent rental housing in the metropolitan city. As a result, they need to hire a room in the slum area or to keep away their family in the village. In consideration of the families of police officers, residential accommodation should also be available within their working stations (e.g. *thana* campus) for police officers and their families.

Hospital Facilities

From the research it is observed that more than fifty percent (54%) SPOs have experienced serious injury during the professional duty. So, it is evident that SPOs are very much vulnerable to injuries. Dhaka Metropolitan Police (DMP) is one of the biggest unit of Bangladesh Police constitutes of about 25000 police components. But it does not have any hospital facilities. Injured SPOs are sent to the central police hospital. So to ensure the better treatment of SPOs involved in risky job, government should establish a specialized hospital for DMP components.

7.2 Implications for Future Research

This study has explored different aspects of motivational components. The data and findings have identified the areas where further improvements are required for an effective and efficient law enforcing agency. Therefore, it is recommended that an in-depth research based on the study can be commissioned. This will lead to the development of a pragmatic guideline for the motivational improvement of SPOs of DMP. Future research may also be conducted to expose some of the important issues like training, recruitment process, code of conduct etc of SPOs which affects performance of law enforcing agencies..

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ANNEXES

Annex.1 Survey Questionnaire for Subordinate Police Officers (SPOs)

Thesis Topic: Motivational Status of SPOs: A study of Dhaka Metropolitan Police (DMP).

General Information

Name of respondent:

Rank:.....

Name of working station:.....

Service length:.....

1. Nature of Job

Duty hour

a) How many days you work in day time in a week?.....

b) How many days you work in night time in a week?.....

c) Do you like to work in night time? YES/NO

If NO, why.....

d) Do you follow any duty roster? YES/NO

If NO, why.....

e) Do you need to go for instant duty? YES/NO

If YES, why.....

f) What is the duration of your duty?

g) Do you need to perform your duty for an extended period of time? YES/NO

h) If YES, how many days in a month?.....days

Leave:

a) Number of weekly holidays you can avail:

1 day	2 days	Nil
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b) If 'Nil', why.....

c) Number of monthly holidays you can avail:.....

d) Number of yearly holidays you can avail:.....

e) Can you avail your festival leave? YES/NO

If NO, why.....

2. Working Condition

a) Do you think the existing condition is suitable for discharging performance? YES/NO

If NO, why.....

b) What is your opinion about the working condition?

Very good	Good	Satisfactory	Not satisfactory	Subhuman

c) Which specific conditions need to be improved?

1.
2.
3.

3. Salary & Incentives

a) What is your opinion regarding the salary you are being paid?

Very good	Good	Satisfactory	Not sufficient	Unrealistic

b) What is the amount of risk allowance you have been paid?.....BDT

c) What is your opinion regarding the risk allowance you are being paid?

Very good	Good	Satisfactory	Not sufficient	Negligible

d) What is your suggestion regarding risk allowance?

1.
2.

4. Promotion Prospect

a) Is there any promotion policy? YES/NO

b) Have you got your promotion in due time? YES/NO

If NO, why.....

c) Do you think that the authority comply with the existing promotion policy? YES/NO

If NO, why.....

d) Do you need to bribe on your promotion? YES/NO

If YES, why.....

e) What is your suggestion regarding the promotional policy?

1.
2.
3.
4.

5. Basic Necessities

Accommodation Facilities

a) Do you live in dormitory/ government quarter? YES/NO

b) If 'NO', why.....

c) Do you live with your family? YES/NO

d) If 'NO', why.....

f) If you stay with your family in private housing, is it possible to compensate with the salary? YES/NO.

g) If NO, how could you manage your family?.....

Medical facilities

a) Have you injured for performing the duty? YES/NO

b) Did you hospitalize for serious disease or injury? YES/NO

c) If YES, how many times?

d) Have you found the hospital facilities in police hospital? YES/NO

If NO, why.....

e) Are you satisfied with the service provided in the police hospital? YES/NO

If NO, why.....

f) What is your suggestion regarding the medical facilities?

1.
2.
3.
4.

Availability of uniform service materials

a) How many uniform you have provided in a year?.....number

b) Do you think this is sufficient? YES/NO

c) If NO,
why.....

d) Are you satisfied with the quality of the uniform?

e) If 'NO',
why.....

f) Do you need to buy uniform of your own?

g) If 'YES',
why.....

h) What is your suggestion regarding the materials?

1.
2.
3.

6. Your advice regarding the motivation to improve the performance:

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7. If you want to discuss any other matter regarding the motivation and performance

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Annex 2. List of Officials interviewed in DMP

List of Officials interviewed DMP

Md. Moinul Haq, Assistant Commissioner (Force), Rajarbag, DMP.

Md. Mahatab Uddin, Assistant Commissioner (Traffic), Tejgaon, DMP

Officer In Charge (OC), Dhanmondi Thana

Officer In Charge (OC), Adabor Thana

Officer In Charge (OC), Gulshan Thana

Reserve Inspector(RI), Special Armed Forces (SAF), Rajarbag