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**Motivational aspects in Police Basic Training to Counter Terrorism in  
Khyber Pakhtunkhwa, Pakistan**

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**Abstract**

The study entitled “Responding to Terrorism: A study of motivational aspects of police basic training in Khyber Pakhtunkhwa, Pakistan” exploring the police opinion regarding motivational aspects in police basic training and its significance and role in responding to terrorism. Data was collected through a structured questionnaire by using Likert scale from a sample of 363 respondents determined through Sekaran table from the instructors at PTC Hangu, RTC Kohat, Trained police constables in Peshawar and Kohat city. Total population size was 6564 and proportionate stratified sample technique was used to determine the sample size from each strata whereas systematic sampling method were applied to pick the samples from the three selected sample groups. A Chi Square test was applied to ascertain association between dependent variable i.e. responding to terrorism and independent variable i.e. motivational aspect of police training. Most of the respondents viewed that police basic training structure has a lot of drawbacks and they were of the opinion that training system needs to be reorganized to counter the terrorists. In responding to terrorism, every aspect of the training increases motivation in police personnel ( $P=.000$ ), police personnel lack motivation due to deficiencies in training system ( $P=.000$ ) and motivated police personnel remain active during their duty time ( $P=.048$ ). The study concluded that motivational aspect of police training has a major role in responding to terrorism. The study recommends enhancing motivational aspects in police basic training system and to reorganizes the whole structure of police training and police should be strengthen to fight more efficiently against the terrorists.

**Key Words:** Responding to terrorism, Motivation, police, basic and training

## **I. Introduction**

Police is the most suitable workforce who can prevent the terror attacks by disrupting terrorist groups if they follow the essential standards of policing, including patrolling, information gathering, and observation of suspects of the concerned area (Krishna, 2013). Dahl (2010) states that in all the civil disorders, related to any violation of law, police are the first respondents. Police personnel instead of dealing with traditional street crimes, has recently started to deal with more sophisticated, organized and diverse form of crimes i.e. countering terrorism (Fasihuddin, 2012). In the ongoing terrorist activities inside Pakistan that have started after the event of September 11, 2001, police personnel now requires some sort of special training to enhance their motivational level, related specifically to counter terrorism (Fasihuddin, 2009). But the motivational level of police is not so praiseworthy for tackling terrorism and controlling insurgency in terrorism affected areas. Howard (2004) mentions that police face a new challenge after 9/11: weapons of mass destruction possess worldwide by many terrorist groups that can affect police motivational level.

In Pakistan, the issue of terrorism and the level of police motivation is one of the hotly debated topics in debates and it poses a serious problem for the state at national and international levels (Quraishi, 2002). Police in Pakistan are the first victims of every terrorist activity and increasing terrorist activities affects the performance and motivation of police. According to Ras (2010), Police personnel are properly trained at the time of their entry into police force. They are taught basic laws, especially PPC, Qanoon-e-Shahadat, CRPC and

other basic laws. They also get physical training. Ortmeier (2006) contends that various in-service trainings are also offered to police personnel, which are also mandatory for their promotion. However, all these training are related to tackling with crimes, such as murder, theft and robbery etc. The training system for the police is also outdated, keeping in view the present challenge of countering terrorism. Police in general are not appropriately motivated to tackle the problem of terrorism.

It has been observed that Pakistan plunged into a new era of war against terror without any appropriate preparation. In Pre 9/11, police in Pakistan had not faced such kind of terrorist activities and they also did not have capacity to cope with them. In this new context they do not have the capabilities like proper trainings, equipments, and technology for tracing terrorists etc. Moreover the terrorist started targeting police and a number of incidents have been reported. In Khyber Pakhtunkhwa, police reportedly lacks proper motivation to counter terrorism. Same is the situation of the police forces in other provinces of Pakistan.

## **II. Literature Review**

In 21<sup>st</sup> century effective policing is a pillar of democracy and effective policing will make this pillar stronger and more resistant to the changes and challenges facing law enforcement in the twenty-first century. Decades have passed since lack of skills or training was not seen as an impediment to becoming a police officer. Various accountability mechanisms have been put

in place to assure that the organizational charts reflect the needs and the operational necessities of effective policing (Haberfeld, Clarke & Sheehan, 2012). Miller (2006) found that work motivation increases the mental state and energy level of law enforcement officials during stress. Enhancing motivation in police personnel is a challenge for police to counter terrorism. In the post 9/11 scenario effective policing for countering the terrorist remains a challenge at national level (Fayyaz, 2008). In Pakistan there is lack of motivated police officers and police service of Pakistan is adversely affected by politically motivated policies (Abbas, 2012). Motivation plays a very significant role in police strategies of responding to terrorism. But police personnel lack motivation to counter the terrorists and for this purpose quality of curriculum in Pakistan's police training is in need of serious revision.

Various factors are responsible for the lack of motivation in police personnel. Police performance in counter-terrorism and counterinsurgency is unsatisfactory. They are poorly trained, corrupt, ill-equipped and psychologically not ready to counter terrorism. Abbas (2011) commented that police in Pakistan became politicized in the recent decades and every senior police officer wants to be in the good book in one political party or the other. In rural areas of Pakistan, local police officers can influence the fate of politicians in elections through rigging. Further, politicians use police for torturing their opponents, who are mostly poor people. Suicide attacks also affected police motivation towards countering terrorism at large. Suicide attacks are the worst form of terrorism in all the forms of terrorist accidents. It is very difficult to prevent suicide attacks than dealing with the other forms of terrorism (Hoffman, 2003). Khurshid (2012) argued that in Pakistan Anti-

Terrorism laws needs serious amendments for enhancing police personnel motivation level. From a police perspective this is one of the major problems faced by police during investigation of the terrorist cases. Perito (2012) stated that in Pakistan we see that police personnel not devoted their energies fully towards their duties due to lack of motivation.

The training practices and training syllabus in Pakistan is outdated and cannot face the current challenges. Course books used in lower and upper level courses in police training colleges needs major improvements. There is no universally applicable police training policy to enhance the motivation in police personnel (Rineheart, 2010). Lack of proper training to counter terrorism could have serious consequences. Curriculum at all levels of training fails to address the core issue of enhancing motivation and countering terrorism. For raising motivation in police personnel, service oriented policing and training at all levels must be updated, revise and improved. New courses related to countering terrorism strategies, organized crimes, bomb blasts, suicide bombings, target killings, conflict resolution, restorative justice and stress management should also be introduced in police training. The police personnel should be well trained and equipped to fight the terrorists successfully. Police must be motivated fully to response the terrorist accidents effectively. The responsibilities of the police role in countering terrorism strategies has increased manifold. Proper training for all police personnel is of significant importance in order to won the war against terror. Imam (2011) suggested that impact of office facilities, workplace, high salary and other benefits affects the motivational level of employees. Very limited studies have

been conducted on the issue of motivational aspects of police training so for this purpose research on good policing should be initiated.

### **III. Method of Study**

Data was collected from potential respondents, who have information regarding police training such as police personnel in Peshawar and Kohat, instructors in police training college i.e. PTC Hangu and RTC Kohat, Khyber Pakhtunkhwa of Pakistan. The sample size of 363 respondents was determined through Sekaran table (Sekaran, 2003). A structured questionnaire based on Likert scale was used for data collection. Data was entered and analyzed on SPSS version 20. The Chi Square test was applied to ascertain association between the different motivation related factors and responding to terrorism.

### **IV. Results of the Study**

#### **Demographic Information**

Nature of the respondents job and their marital status are very important variables which determines their level of maturity, knowledge and awareness about the concerned topic i.e. police training and different aspects of training to countering terrorism. Out of the total 363 (100 percent) respondents, 354 i.e. 97.5 percent of the respondents were trained police personnel and 9 i.e. 2.5 percent of the respondents were trainers. Further, 81 percent of the respondents were married and 19 percent were unmarried.

Age and education is a factor which tells us about the experience in society regarding common issues affecting people. Out of the total respondents 119 i.e. 32.8 percent belongs to the age group of 18-25 years and 120 i.e. 33.1

percent of the respondents consisted of the age group 26-33 years. Further, 74 i.e. 20.4 percent of the respondents were of the age group of 34-40 years and only 50 i.e. 13.8 percent respondents belonged to the age group of above 40 years. Similarly, 74 i.e. 20.4 percent of the respondents were matriculated and 210 i.e. 57.9 percent of the respondents were having intermediate level of education. Out of the total respondents 39 i.e. 10.7 percent of the sample respondents were also having bachelor and only 40 i.e. 11 percent of the respondents were having master level of education.

### **Findings of the Study**

Table I shows Chi-square result of different motivational aspect of training related factors and countering terrorism. It was found that the factors such as motivational level of police personnel can be enhanced through religious teachings ( $p=.005$ ), spirit of self-confidence is needed in police personnel to improve their performance ( $p=.018$ ), feelings of insecurities affect the police effectiveness ( $p=.000$ ) and motivated police personnel remain active during their duty time ( $p=.048$ ) has significantly associated with responding terrorism. Similarly, a significant association was recorded between responding terrorism and most of the police personnel are happy in their job ( $p=.002$ ), every aspect of the training increases motivation in police personnel ( $p=.000$ ), police personnel lack motivation due to deficiencies in training system ( $p=.000$ ) and police personnel do not devote their full energies to their duty ( $p=.000$ ). On the other hand a non-significant association was reported between police personnel needed to be very motivated towards their job/duty ( $p=.680$ ), motivated police personnel are more committed ( $p=.743$ ), motivation increase psychological

state of police ( $p=.172$ ) and motivation keeps a police personnel in positive move and trends ( $p=.180$ ) with responding terrorism. Similarly, a non-significant association was also found between the motivation related factors such as motivated police personnel are more efficient ( $p=.469$ ), hardworking is the sign of a motivated police officer ( $p=.848$ ), police personnel lack motivation to face dangers ( $p=.531$ ) and low salary and facilities affect the motivational level of police personnel ( $p=.403$ ) with responding terrorism.

## **V. Discussion**

The study aimed at evaluating the perception of police personnel regarding the motivational aspects in police basic training and its role in responding to terrorism. The study finding indicates that motivational level of police personnel can be enhanced through religious teachings ( $P=.005$ ) has found a significant association with responding to terrorism. This finding support the views of Joubert&Grobler (2013) who said that it is the fundamental principle of all religions that human beings cannot live in isolation and spiritual motivation is necessary to enhance the spiritual strength of the employees. Spirit of self confidence is needed in police personnel to improve their performance ( $P=.018$ ) has a significant association with responding to terrorism. Similarly Kenny & McNamara (1999) argued that police performance can be enhanced through to self-confidence and social ability. So in order to improve their performance in the war against terror, their confidence level needed to be restored. Likewise, a significant association was recorded between police personnel needed to be very motivated towards their job/duty ( $P=.000$ ) with responding to terrorism. This finding is similar with the views of Susan et al., (2012) who found that government and the other

stakeholders should adequately motivate the police for improved performance and service delivery. Feelings of insecurities affect the police effectiveness ( $P=.000$ ) has a significant association with responding to terrorism. This finding acknowledge the views of Abbas (2011), who commented that an effective police force is critical to countering insurgency and further he advocated that police effectiveness and efficiency is enormously affected by militant violence. Motivated police personnel are more committed ( $P=.003$ ) has a significant association with responding to terrorism. Babakhel (2013) stressed that police needs motivation from the public and the community to enhance police commitment towards their duty.

Motivation increase psychological state of police ( $P=.002$ ) has a significant association with responding to terrorism. Miller (2006) found that work motivation increases the mental state and energy level of law enforcement officials during stress. Similarly a significant association was recorded between factors such as motivation keeps a police personnel in positive move and trends ( $P=.002$ ) and responding to terrorism. Abbas (2012) argues that in Pakistan there is lack of motivated police officers and police service of Pakistan is adversely affected by politically motivated policies. Motivated police personnel are more efficient ( $P=.005$ ) has a significant association with responding to terrorism. According to a study conducted by Fasihuddin, an officer of the police service of Pakistan (PSP) and president of Pakistan Society of Criminology along with Imran Ahmad Sajid, a PhD research scholar and lecturer and Dr, Basharat Hussain, associate professor of Social Work in University of Peshawar, it was found that over 50 percent of the policewomen are not happy with their job while 63 percent of the educated women in

Khyber Pakhtunkhwa and Balochistan provinces of Pakistan do not want to join the police force (Published in Daily the News, 2013). In contrast, a significant association was recorded between factors such as, most of the police personnel are happy in their job ( $P=.002$ ) and responding to terrorism. This finding was also acknowledged by Saadat (2013), who commented that motivation and hardworking are the attributes of an efficient police officer but unfortunately police in Pakistan lack both of these qualities. Police personnel lack motivation due to deficiencies in training system ( $P=.000$ ) is highly acknowledge by the study participants. The finding was also recognized by Fasihuddin (2009), who found that there is lack of training and motivation in the existing police system in Pakistan. Likewise a significant association was also recorded between the factors such as police personnel do not devote their full energies to their duty ( $P=.000$ ) and responding terrorism. The finding support the views of Perito (2014) argued that one of the major responsibilities of police is to prevent all sort of crimes but in Pakistan we see that police personnel not devoted their energies fully towards their duties.

## **VI. Conclusion and Suggestions**

Based on the findings of the study, draw the conclusion that motivation plays a major role in police effectiveness to counter the terrorists. It was founded that there are a lot of drawbacks and shortcomings in police training system. Several areas are needed to be improved in police training in order to enhance motivational level of police. Through religious teachings motivational level of police can be enhanced and a spirit of self-confidence is needed to improve performance. Feelings of insecurity also effect police performance and because

of this reason most of the police personnel are unhappy in their job and every aspect of police training required to design for improvement in police motivational level. Police in Pakistan is not mentally ready in responding to terrorism. Motivational level of the police needed to be improved. For this purpose proper counseling services should be provided to them by well-trained psychologists. Courses related to stress management should be introduced in police basic training.

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## Annex- I

Table I. Role of Motivational aspect of Training in Responding to Terrorism

Statements	Response	Responding to Terrorism			Chi Square P Value
		Yes	No	Don't Know	
Motivational level of police personnel can be enhanced through religious teachings	Yes	238(65.6%)	73(20.1%)	16(4.4%)	14.823 <sup>a</sup>
	No	10(2.8%)	13(3.6%)	0(0.0%)	P=.005
	Don't Know	10(2.8%)	2(0.6%)	1(0.3%)	
Spirit of self-confidence is needed in police personnel to improve their performance	Yes	226(62.3%)	66(18.2%)	16(4.4%)	11.871 <sup>a</sup>
	No	19(5.2%)	17(4.7%)	1(0.3%)	P=.018
	Don't Know	13(3.6%)	5(1.4%)	0(0.0%)	
Police personnel needed to be very motivated towards their job/duty	Yes	220(60.6%)	77(21.2%)	15(4.1%)	2.305 <sup>a</sup>
	No	28(7.7%)	10(2.8%)	1(0.3%)	P=.000
	Don't Know	10(2.8%)	1(0.3%)	1(0.3%)	
Feelings of insecurities affect the police effectiveness	Yes	214(59.0%)	76(20.9%)	7(1.9%)	26.390 <sup>a</sup>
	No	28(7.7%)	12(3.3%)	6(1.7%)	P=.000
	Don't Know	16(4.4%)	0(0.0%)	4(1.1%)	
Motivated police personnel are more committed	Yes	223(61.4%)	79(21.8%)	15(4.1%)	1.958 <sup>a</sup>
	No	23(6.3%)	4(1.1%)	1(0.3%)	P=.003
	Don't Know	12(3.3%)	5(1.4%)	1(0.3%)	
Motivation increase psychological state of police	Yes	227(62.5%)	81(22.3%)	15(4.1%)	6.384 <sup>a</sup>
	No	23(6.3%)	5(1.4%)	0(0.0%)	P=.002
	Don't Know	8(2.2%)	2(0.6%)	2(0.6%)	
Motivated police personnel remain active during their duty time	Yes	222(61.2%)	81(22.3%)	12(3.3%)	9.607 <sup>a</sup>
	No	27(7.4%)	5(1.4%)	5(1.4%)	P=.048
	Don't Know	9(2.5%)	2(0.6%)	0(0.3)	
Motivation keeps a police personnel in positive move and trends	Yes	232(63.9%)	85(23.4%)	16(4.4%)	6.261 <sup>a</sup>
	No	15(4.1%)	0(0.0%)	1(0.3%)	P=.001
	Don't Know	11(3.0%)	3(0.8%)	0(0.0%)	
Motivated police personnel are more	Yes	230(63.4%)	82(22.6%)	17(4.7%)	3.560 <sup>a</sup>
	No	19(5.2%)	5(1.4%)	0(0.0%)	

efficient	Don't Know	9(2.5%)	1(0.3%)	0(0.0%)	P=.005
Most of the police personnel are happy in their job	Yes	197(54.3%)	56(15.4%)	16(4.4%)	16.572 <sup>a</sup>
	No	51(14.0%)	32(8.8%)	1(0.3%)	P=.002
	Don't Know	10(2.8%)	0(0.0%)	0(0.0%)	
Hardworking is the sign of a motivated police officer	Yes	226(62.3%)	75(20.7%)	16(4.4%)	1.378 <sup>a</sup>
	No	23(6.3%)	10(2.8%)	1(0.3%)	P=.848
	Don't Know	9(2.5%)	3(0.8%)	0(0.0%)	
Every aspect of the training increases motivation in police personnel	Yes	213(58.7%)	54(14.9%)	16(4.4%)	22.183 <sup>a</sup>
	No	37(10.2%)	30(8.3%)	0(0.0%)	P=.000
	Don't Know	8(2.2%)	4(1.1%)	1(0.3%)	
Police personnel lack motivation due to deficiencies in training system	Yes	97(26.7%)	20(5.5%)	14(3.9%)	25.295 <sup>a</sup>
	No	139(38.3%)	63(17.4%)	2(0.6%)	P=.000
	Don't Know	22(6.1%)	5(1.4%)	1(0.3%)	
Police personnel do not devote their full energies to their duty	Yes	122(33.6%)	16(4.4%)	13(3.6%)	32.937 <sup>a</sup>
	No	131(36.1%)	71(19.6%)	4(1.1%)	P=.000
	Don't Know	5(1.4%)	1(0.3%)	4(1.1%)	

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