

From Rookie to Retiree: Challenges of Police Officers at the Beginning and End of their Career

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Abstract

Police department is one of the most stressful and challenging professions. They are facing multiple life-threatening incidents that, the general public would consider traumatic, such as threats to their lives and the lives of others or exposure to disasters, hostage situations, sexual and physical assaults, shootings, mutilation, carnage, and death. This study aims to explore the challenges of police at the start of their career and near to retirement. This study is qualitative in nature. The sample size of this current study was N=8. The sample consisted of 4 police cops (2 males and 2 females near to retirement) and 4 cops (2 males, and 2 females who newly joined police). Semi-structured interviews were carried out. Willing participants were included, ensuring confidentiality. Data was analyzed through Interpretative Phenomenological Analysis. Psycho-Physical Anguish, Strained Relations and Liability of Media, Unalienable Rights, Asset-Backed Risks, Dilapidated System, these five themes emerged after analysis. Results showed that, police facing a number of challenges and both life spans are challenging but at beginning officers are young and impassioned and near to retirement they are expert to tackle. This study helps to explore the challenges of two different phases of police and this could lead towards the realization of the challenges, and shed light on the role of women in police which can help to promote women empowerment and their importance in society and every field of life.

Keyword: Challenges, Police Rookie, Retirement, IPA.

1. Introduction

The police service of Pakistan is the most important department of the Ministry of Interior. They perform a significant part in the internal defense of the country. They serve the messes day and night, for rises and falls of fortune. They have to face

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challenges, physically, psychologically, in their relations, financial crisis and social pressure. To join or to retire from the police is stressful in their own ways. Leaving active duty also means transitioning back into civilian life, which typically coincides with transitioning into a second career (Hachey et al., 2016; MacLean et al., 2016). As is true with any major life transition, retirement requires one to adapt and learn new skills to promote healthy outcomes (Wilson et al., 2007).

According to Abbas in 2012, Pakistan's efforts to combat crime and terrorist activities are being overmatched by the innovation and agility of criminal networks and terrorist organizations. These acts happen on a daily basis nowadays. To deal with or manage a crucial situation and to put in effort to maintain a peaceful environment in the country is a huge challenge. According to the report, a lack of resources, poor training, insufficient and outdated equipment, and political manipulation create difficulties for police force as it works to maintain law and order. Abbas in 2012 explored aspects of police reforms that were crucial for improving police technology, personnel, training, and intelligence capability. Contributors assess the current state of Pakistan's police force and offer recommendations for enhancing the institutional capacity, needed to check the growth of organized crime and conduct effective counterterrorism operations throughout the country.

There has been a general increase in psychological issues among police personnel since 9/11 attacks due to change in work role (Schuster et al., 2001). The most affected population is the police, because police in developing countries particularly in Pakistan has a strong association with terror attacks and fighting (Abbas, 2005). The psychological consequences of dealing with threatening situations are well established (Gabriel et al., 2007). An investigation on South Korean police identified rising sources and consequences of stress in personnel (Moon & Maxwell, 2004;) including burnout, physical illnesses, family problems and inability to perform duties effectively.

Studies also revealed that these stressful experiences may result in family life conflicts and professional difficulties (Maguen et al., 2001; Vincent, 2004). Studies shows that organizational factors such as work environment, night shifts, frequency of exposures and severity of event may be some of the causes (Andrew et al., 2008; Bilal et al., 2007; Morash et al., 2011). In another investigation with Brazilian police personnel, researchers identified several indicators associated with malfunctioning such as negative effects, and frequency of exposure to critical incidents (Carvalho, Cury, & Garcia, 2008).

2. Literature Review

Looking at the research evidence indicated that a growing number of trauma, persistent and unaddressed stress in police personnel may exert a negative influence on mental health depending upon the scale of psychological damage and consequently psychosocial or professional life. Law enforcement officers may be more tied to their identity than employees in other positions, which can affect retirement adjustment and well-being. When retiring from a position that is linked to individual and social identity, there may be potential issues regarding the well-being of that retiree (Koenig & Eagly, 2014).

Identity is the characteristic of a person, wherein identification with a specific group of people can give strength and well-being to an individual (Belmi, Barragan, Neale, & Cohen, 2015). When police officers retire, their transition to civilian life and loss of identity as officers may affect their well-being (Kinnaird, 2015). Loss of authority, uniform, and badge could be linked to loss of identity for retired police officers (Sunderland, 2014). Loss of identity can often mean loss of status and family, with feelings of rejection and grief (Burns, 2015). For retired police officers, retirement means becoming a civilian and no longer belonging to a police force. Several qualitative studies addressed social identity, behavior, identity shift regarding retired police officers, and collective identity and well-being. In a study by Smith (2016), the researcher sought to understand how the identity of retired police officers changed after they left the force.

The present day police institution requires a large number of police officers to guard public places and politicians for security reasons. Besides performing the routine duty of attending public calls for chaos, and managing and monitoring security, many police officers are assigned duties related to protecting VIPS, high profile places. Given the already limited number of personnel, this issue is a growing concern in police departments because additional duties interfere with the existing demands of the duty.

On one side, there is growing pressure (and accountability) towards the performance of these personnel. The dangers to the well-being of these personnel are seldom recognized. The authorities understand the psychological and physical consequences, but it seems they think that by providing monetary rewards (cash prizes) or increasing salaries, the problem would be resolved, but no effort is put in to ascertain the root cause of these psychological, physical, personal, issues. There is no research evidence to speculate the mental health condition of Pakistani police

personnel. Most of these studies have identified Nature of trauma experiences and their management may vary across cultures and individuals (Brown, 1994; Peterson, 2006).

In Pakistan, the law and order situation prevailing in the country is extremely atrocious. Large number of police personnel have sacrificed their lives resulting from suicidal attacks (Khan & Manarvi, 2011). Many personnel are posted to protect highly sensitive areas (Abbas, 2009). Hassan Abbas reports that a wide majority of personnel were deputed to safeguard VIPs. The typical “Thana” culture (a set of customs prevailing in police work), poor facilities (e.g., shortage of rifles and vehicles), poverty, and less education. The Punjab police, for example, have limited vehicles to operate against chasing criminals. Such lack of facilities may contribute to low self-esteem, morale, and confidence in these personnel. In addition to these challenges, there is an extremely negative image of police; they are seen frequently as culprits, who cannot execute the law rightfully.

3. Rationale of the Study

The rationale behind this study was to inspect the challenges, pressures, and barriers, favorable and unfavorable conditions (physical, psychological, social relations, financial) of Pakistan police. More or less everyone criticizes police in Pakistan (Daraz, 2016). But no one wants to find out the challenges, and hardships they are suffering. The young police (who recently joined the police), the old cops (near retirement), and the ladies’ police were the subjects of this study.

4. Objectives of this Study

This study is aimed at;

- The challenges (physical, psychological, social relations, financial) of Pakistan’s young police personnel, who newly start their career as cops.
- To focus on the challenges of police cops who are near to retirement.
- To investigate the challenges of ladies’ police.

5. Research Questions

- What are the challenges (physical, psychological, financial and other), faced by Pakistan police?
- What are the challenges of young police officers?
- Is Life near retirement more challenging and the cause of pressure?
- How are the challenges of male and female police officers different from each other?

6. Methodology

The purpose of this study is to explore the challenges of police (male and female) in active duty and near retirement. The research was qualitative in nature, and a non-probability purposive sampling technique was used. Data was gathered from police stations. The sample size was N=8. The sample consisted of 4 police cops (2 males and 2 females near retirement) and 4 cops (2 males, and 2 females who newly joined the police).

6.1 Inclusion Criteria

- 2 males and 2 females, who newly joined the police (less than 2 years of service).
- 2 males and 2 females, who are near to retirement (less than 2 years to retirement).
- Officers on 12th, 14th, 16th 18th Grade were included only.
- Data was collected only from Sialkot.
- Only promoted HODs were part of this study.

6.2 Exclusion Criteria

- Other grades were not part of this study.
- More than 2 years of experience in the police (after joining), were not part of this study.
- Constables were not part of this study.
- Officers who joined the police through FPSC were not part of this study.

7. Method of Data Collection

Data was collected through semi-structured interviews that were tape-recorded with participants' consent. Demographic sheets were used to collect personal and necessary information. Demographic forms included age, gender, education, marital status, current job experience, time left in retirement, and income. All information gathered from participants were kept confidential and ensured to them only used for this study purpose. In a semi-structured interview, data was gathered by asking questions within a pre-planned theme framework. Yet, neither the questions' order nor their exact wording are fixed. The interview lasted for 1 hour.

8. Ethical Considerations

Permission was taken from department administration and from all the participants. They were also assured that all the information remained confidential. Instructions were given to all the participants about the research. They were also requested to give genuine answers. They were assured that the data they provide would only be used for research purposes. The research protocol was administered individually on each participant. This research did not any deception for participants. Each and every point and aim was clear for better understanding and evaluation.

9. Procedure

The permission was taken from higher authorities; Interviews were taken from police officers who were near to retirement (2 males and 2 females) and those newly joined police (2 males and 2 females). Informed consent was taken and the participants were assured there would be no harm or side effects of this study on them; the information and their identity would be kept confidential. Semi-structured interviews were carried out individually and recorded. All the recorded data was verbatim transcribed for analysis and then emergent themes were generated. After generating emergent themes, superordinate and subordinate themes were generated. Ethical consideration was kept and followed as much as possible.

10. Data Analysis

Participants first seek to understand what they are saying, and then researchers try to decipher what they mean. The "dual interpretation process" or "double hermeneutics" are words that are frequently used to characterize the analytical process. In IPA, Smith's (2008), method of interpretive phenomenological analysis (IPA) was used to analyze the transcripts. All records were looked at utilizing interpretive phenomenological analysis to identify themes from the data. In order to fully comprehend the outline interview, the first step is to analyze and read the entire transcript. To find out the real meaning, transcripts were carefully reviewed several times. Emergent themes were derived from the transcript. Comparing emergent themes to identify which ones are similar and which ones conflict with one another by avoiding research bias, a table of subordinate themes was established. These were then joined to generate superordinate themes.

11. Results

The rookie Police officers (less than two years to join) and near to retirement (less than two years left to retire) police officers were individually interviewed and their interviews were analyzed through interpretative phenomenological approach (IPA). IPA emphasizes personal experience and offers in-depth knowledge about problems and peoples' reactions to them. After eight individual interviews conducted, five master themes emerged after analysis. Which are "*psycho-physical anguish*", "*strained relationships and liabilities of media*", "*unalienable rights*", "*asset-backed risks*", "*dilapidated system*".

It was found that both inactive duty and police retirement were challenging phases of Police Duty. It was shown that at the beginning, the young officers were facing more difficulties because they had to settle down with job, place, people, duty demands; everything was new and they had to adjust with all of them. But on the other hand retirement is also a difficult phase because, having spent your whole life in a field and you are now near to retirement you look behind and see what you earned from this and what you have now.

It was explored that officers who newly joined the police face challenges related to job stress, managing the job, overtime shifts, pay structure, but there are no harmful and chronic effects of the job on officers. This just causes tension, anxiety, and sleep disturbance (a little bit), but there are no long term effects because it was found that the young police officers were appointed only for security duties. They just have appointments for easy tasks.

On the other hand, it was found that officers near retirement and their life is more difficult because they have more and difficult tasks to do. They are the bread winners of their family, they have kids to feed, provide education and struggle for their better future. Besides these tasks, they have the same duty as young police officers to perform overtime, huge shifts, complicated tasks, dealing with authorities, along with poor pay structure. Due to age factor and challenging job, they have chronic illnesses such as diabetes, heart diseases, and their psychological effects such as lack of sleep, hypertension, stress, irritation, frustration, anger. They also face financial challenges because they are near the end of their jobs and they have families and children, they have to do something for their better and secure future. Pension is not enough to drive the car of life smoothly. Moreover, Investigations showed that life is more challenging near retirement.

Our women in the police are facing the same problems as men, such as huge shifts, continuous duty hours, financial problems, relationship disturbance with family, spouse, children and delay in promotions; along with all these problems, they are also facing some other problems which are just related to them. Such as women discrimination, women's privacy to modesty, an inconvenient environment and women respect.

To conclude this research, life at the beginning of young police officers' career is challenging but they are passionate, young and excited to do something new, so they find gratification and excitement in their job. On the contrary life near retirement is more difficult because as time passes things get more challenging but they have experience to tackle those challenges. In the nut shell, life of police officers gets more challenging as they near retirement; young officers are excited, passionate and optimistic to deal with the early challenges of their job, whereas officers near retirement are more experienced to deal with greater challenges.

Figure 1: Five Master themes emerged after analyzing individual interviews of Police Officers at the Beginning and End of their Career through IPA

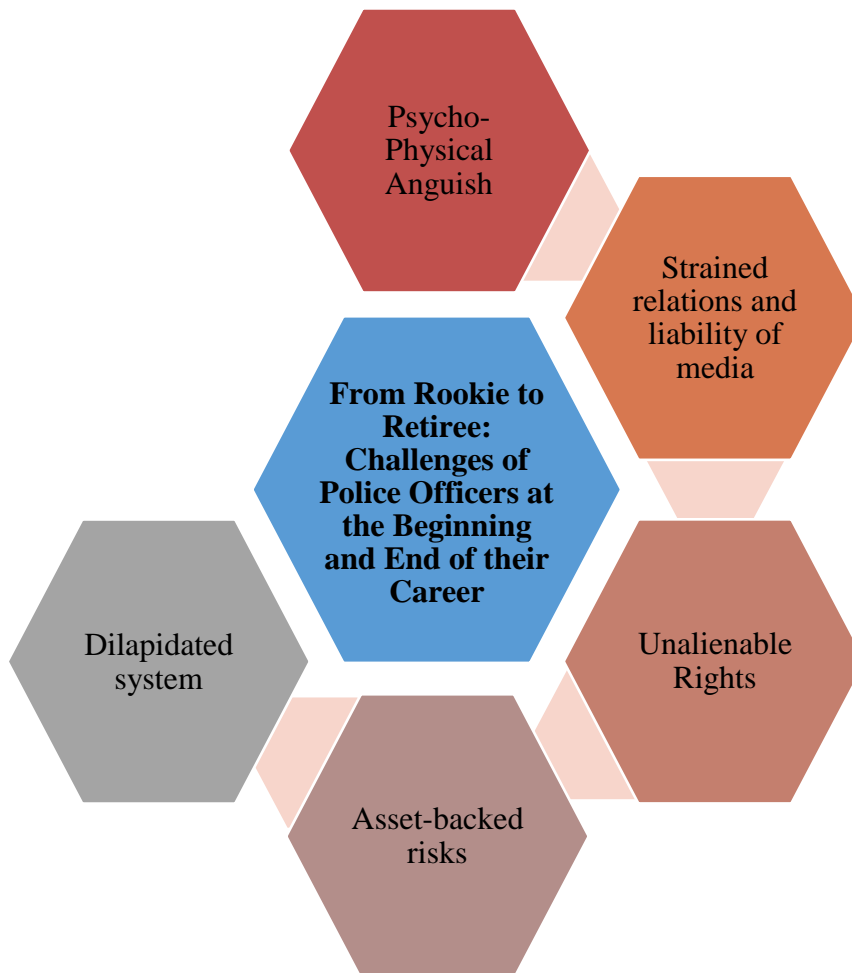


Figure 2: Superordinate themes and subthemes emerged after analyzing the individual interviews of Police Officers at the Beginning and End of their Career through IPA

Superordinate Themes	Subordinate Themes	Emergent Themes
Challenges of Police Officers at the Beginning and End of their Career	Psycho-Physical Anguish	stress, anxiety, anger, irritability, frustration, lack of sleep fatigue, body aches, headaches, heart diseases, diabetes, arthritis, injuries, restlessness, amputation
	Strained relations and Liability of Media	family sufferings, intimate relation disturbance, children tutelage, social relation disturbance. Public hate, media biasness, public dealing and negativity, damages the reputation, public anger, media bad
	Unalienable Rights	Women discrimination, women privacy, women disrespect, privacy to modesty, lack of humanity, in convenient environment

Asset-Backed risks

pay system, lack of allowances, lack of bonuses, bad loan system, no extra rewards

Dilapidated System

political influence, authority pressure, deter promotions, lack of educated people, understaffed, unlimited duty hours, lack of unity, police and politics, absolutism

12. Discussion

The police force is a necessary and essential department of our country. One of the fundamental cornerstones of the state is the police (Reiner, 2010). We cannot deny its significance, but this is also the most neglected department. Because of negligence, it lost its roots, which damaged the entire structure. They are responsible for law-and-order situations in the state, internal defense, and most importantly public dealing. They are in charge of upholding public order and safety, upholding the law, and acting as both preventive and inspective agents against criminal motions (Suddle, 2003; Bouza, 1990). Many people talk about bad policing, corruption, and bad behavior and see the negative picture of the police but no one attempts to inspect the reasons behind these problems (Umer, 2016). What are the challenges of police they are facing at the start of their career and near to retirement? This study aims to explore the challenges of police from rookie to retiree. This study investigates the two phases of life: at the start of their career and near to retirement. Although, it found that both phases of life are challenging at their own places, but life near to retirement is considered more challenging.

Qualitatively, explored the challenges at beginning to police retirement, data was collected through individual interviews and analyzed by IPA. Eight interviews

were conducted, in which two males and two females (near to retirement) and two males and two females (newly joined) were interviewed. Five master themes emerged after analyzing the data, which are; Psycho-Physical Anguish, Strained Relations and Liability of Media, Unalienable Rights, Asset-Backed Risks, and Dilapidated System.

The first theme emerged by focusing on the issue that is, "Psycho-Physical Anguish" which included psychological impacts (lack of sleep, frustration, irritation, stress, anger, sadness, emotional instability, memory issues, and hypertension). And also Physical effects (fatigue, body aches, migraine, blood pressure, restlessness, amputation, heart disease, diabetes, arthritis). Stress is essentially any negative experience that results from a mismatch between an employee's capacity to respond to and manage those demands and the demands of their job. Stress reactions result when work-related expectations considerably increase and become challenging to handle (Schaufeli&Enzmann, 1998).

They were psychologically and physically impacted, in this regard, the participants reported as; Participant One; *"I am always in a state of stress and anxiety because always be mentally prepared for any situation. Anything can happen at any time, at any moment we could die. All these reasons lead to anger and emotional instability. Because of overburdened, huge shifts, and continuous duty, I found that my memory is now going to be affected, and also there is a very short time we get to sleep"*. Participant two; *"Just because of huge shifts, 24/7 duty, it made me a heart patient. I have been diagnosed with hypertension"*. Participant Three; *"This job has lots of psychological impacts on me, obviously if you are doing 48 hours shift without a break, after that you must be suffering from lack of sleep, irritation, and most importantly anger. I was very humble but now I am known in my family as an "angry bird"*.

When work interferes with an employee's personal life, it has a detrimental impact on productivity, as (George & Bousinakis, 2009) pointed out. The job load can be balanced out and quality in productivity can be attained if a worker feels personally satisfied with their workplace. Our female participants also report psychological and physical impact on their life and personality. Participant one;

"Once I remember, I went back home after my packed duty hours, and my kids were playing and I was in deep thoughts about my work and I was frustrated, irritated, and sleepy so I shouted at my kids very badly and after a few seconds, I cried loudly. Because it was not their fault but..... These are psychological issues I am suffering from". Participant two; *"My memory is totally disturbed*

nowadays; I have to focus on things. For example, I have to call to any one firstly, I picked up phone and look it as what to do with it, and after few second I remembered ohhh I have to call, and hahaha may be its sounds funny once I call my DSP and I forgot why I call him and that was in my mind but I am confused, how to speak”.

The second theme of this study was, “Strained Relations and Liabilities of Media”. The closest relation in this world is your family, a family made up of parents, wife, kids, and siblings. These are included in blood family and secondly your other relation uncles, aunts, cousins and then your social family(Michael, 2010). Participants reported they often neglect their families to fulfill job requirements. One participant reported;

“You can’t survive in this field without your family support. My family is very supportive. I remembered that once, I came from duty at 2 am and my wife was standing by the open door and I had a call to come back on duty and I turned my bike without telling my wife anything and she never asked me about this. But I always feel the regret of going away. I even don’t know in which standard my children are studying. My family is too suffering with me due to this job”.

Another participant reported;

“I always neglect my family, because of my job I am not able to give time to my family, the anger of work goes out on the family, which spoils the relations”.

Women police officers also reported the relationship disturbance while doing their jobs. Even with their spouses and with their families. One participant;

“After completing my duty hour, I was spending time with my family and in-laws and suddenly I had received a call to come back on duty. And after a long discussion I had to go back on duty..... you can understand how difficult it is, how much difficult it is to satisfy your in-laws”. Another participant; “I am a mother of two and sometimes I forget my kids' special school oceans, and this makes me feel guilty and this causes misunderstanding between us”.

Police also have a relationship with public and media but media influenced the public badly (Ibrahim, 2021). What media reports, either on print media, on electronic media or on social media a great portion of the public believed on them without knowing the true story. Sometimes they saw it was half-truth. Our participants were reported as; Participant one; *“Once our sub-inspector was sleeping on his seat*

within duty hours and someone record his video and reported as they are incompetent to work and..... but no one tried to look he was doing his duty from continuously thirty-five hours he was tired but public bashed him". Participants also reported many other reasons for public hate. As they said; Participant one; *"The public perception about police is not good because the behavior of police sometimes does not go down well with them. If we are angry with a robber and then we meet a gentleman, then the same robber's anger goes out to the gentleman, we talk to that person in the same language".* Participant two; *"If someone committed a crime, it is his crime. We are arresting him and keeping him in jail. This is his punishment, so he doesn't need to abuse (physically or verbally). Don't misbehave with their families. That is why the public hates the police.* Participant three; *"The public has a very negative opinion about police because the police are overburdened with extra duties, tension, no time for rest, no time for family so their anger is going out to the public then the public complained about behavior".*

Third theme was "Unalienable Rights". This theme covered those rights which are mentioned in declarations that are not denied but not given to the person (Abbas, 2011; Ibrahim, 2021). Participants reported as they are starving for their fundamental rights. Participants were reported as; "Participant one; *"According to me, as I know, women's respect is not present in our police, if we look at other departments, they respect their women colleagues, as in a different way. But some of our colleagues are gentlemen and they know how to talk with a lady".* Participant two; *"There is no women's privacy, when we have to do our duty in those places where there are no separate rooms for lady constables. As we arrest any criminal and we have to stay with her at night there was no arrangement to stay comfortably. So we have to request for our basic needs".*

Two participants reported the privacy to modesty, with the reference of Dean and Allah. *"There is no distinction between male and female police but this is by law, we are Muslims, and if we look at our dean and order of Allah, there is a privacy to modest things in Islam".* Almost all participants claimed the lack of humanity, the department sees police officers as workers not humans. They reported as;

"There is a need to see us as a human first. According to Jasmitha "humanity comes first". We do not see our officers as humans, but we are. They have basic needs, which need to be fulfilled".

"Human rights are not a privilege conferred by the government. They are every human being's entitlement by virtue of his humanity" (Mother Teresa).

The Fourth theme was “Asset-Backed Risks”. Hughes (2002) cites a number of factors, including the high rates of poverty and hunger, the deteriorating state of the health care system, and poor infrastructure, as contributing factors to why police did not receive the desired budgetary allocation. Suddle (2015) also raises the issue of police budgetary allocation and notes that successive governments have failed to increase the police budget. The efficiency of the police suffers when budgets are not increased (Ibrahim et al., 2021). This theme represents the financial risks of police officers. They reported as; One participant; *“Once I thought that, I should quit this field and do something else. The reason is those days I suffered from financial challenges. I had a heart attack and doctors suggested surgery and I didn’t have enough money. So I had a house which I made from the savings of my whole life so we decided (me and my family) and sold that house and with that money I did my surgery and paid for my children”*. Participant two; *“I am near to retirement, and I did my job very sincerely, I have children who studied. I am the only bread owner of my family and I do have not much money to spend on them for their future”*. Participant Three; *“Police have not too much budget that they can increase our salaries. Our pay is not enough to survive in this time of expenses”*.

The fifth and last theme of this study was “Dilapidated System” (Abbas, 2011). This means that the system which needs to be revived needs amendments, there is a time to take the situation seriously before it’s too late. Our participants reported to researchers as; Participant One; *“The biggest challenge of police is “politics”. Politics would have stood in our way, and the officers who are senior to us and influenced by politicians also put obstacles in our way to progress”*.

Political influence and the authorities who are influenced by politicians are playing a very bad role in the police department (Ibrahim, 2021). Because of them wrongs become right. They control the book of law on which they write the law of their will. Whose stick is its buffalo. According to Lamani and Venumadhava (2013), transfers and postings of officers in India are dependent on the political preferences of the politicians.

One participant; *“The politicians want to appoint the officer of their choice, and the justice of their will. If the law of their will is not enforced, they transfer that officer”*. Another participant; *“There is no lack of law, implementation of law is hampered by influential politicians and the officers who are in their influence”*. Third participant; *“There is a monopoly system, a politician does what he wants to do whether it’s right or wrong. If this is right according to him and his friends circle then*

it is right, while it is not right in the eyes of law". In our department of police there is a need to hire educated people who know how to talk with the accused, with gentlemen, and with authorities. One participant reported as; *"We have less educated people who do not have courage to say no or wrong, they get influenced easily by authorities"*. Unity is the key to success, if you want to be successful, then you have to be united. It seems that there is a lack of unity. The department does not own their officers and even the colleagues never support or take stand for each other.

Participant said as;

"One of the problems of the police is that there is no unity in the police. If any media organization spoke against the police, the police authority does not take any action to stop that". In Punjab police there is a system of one authority. Although police have the right to take action which is needed but in some cases right now the system of one authority is continued which causes disturbance. *"The one thing that should be changed in the system is "absolutism" this means that authority in one hand. If there is a need to take action, we report to upper authority and then wait for their response"*.

Punjab police serve the nation 24/7 because they are understaffed. So, they performed continuous duty for 48 hours, day and night without rest. And after completing their duty if they called for back to duty they must be back on duty because if they didn't go to duty then who goes on their behalf "no one". One participant said that, *"Punjab police are bound for 24/7, and they will have to come for duty whenever they are called. However, they complete their shift but due to being understaffed we have to do continued duties"*. It is found that, Promotion plans are also very important in a job. There are delays in promotion without any reason. One participant reported that; *"If any person hired on constable post as in 11th grade, he will have retired on the same post after 25 years of his service. This is heartbreaking for that person"*. Sometimes, officers deliberately stop their promotions. One participant reports on this; *"If someone is not getting a promotion, why is he in police. Give him a retirement and hire someone who needs this seat and is suitable for this seat"*. Another participant reported; *"If I ranked my difficulties it would deter promotions at first, secondly, work more and hard but pay less, unlimited duty hours, last but not the least, inconvenient environment and there is no privacy to modesty and accommodation for police"*.

11. Conclusion

This study finds that police is a challenging job. Police officers face lots of challenges in both phases of the job but at the beginning, they are young and passionate, and near retirement, they are experienced to tackle all the challenges. Women in police are also facing the same challenges except women's privacy to modesty, women's discrimination, and women's respect. They work as men police. Pakistan is always surrounded by many harmful situations such as law and order, pandemics, public riots, political outbreaks, and many others but to handle all these conditions we need a strong police force. Our police are responsible for internal defense so there is a need to provide all the facilities they need to maintain their life's department and to protect our nation from demolition. This study explored many challenges. If authorities understand the seriousness of these challenges and take action to resolve them timely then it will be possible that in the future these challenges could be less than now. If they do not notice the challenges then they become obstacles and if overcome the challenges of police, they perform better.

12. Limitations

There are certain limitations of this study, such as a shortage of time, if there is more time to study then must explore more deep-rooted concerns and get better information and understanding of challenges. And the second limitation is the sample size, a qualitative study contains a small sample, and this study contains eight participants so, it means the study can't be generalized.

13. Suggestion

There are some suggestions for future research.

- Firstly, the sample should be large, for generalization.
- There should be other ranks of police.
- There are many department working under Punjab police, such as elite, dolphin, etc. they should be the part of research for in depth information
- The FPSC passes out police officers could be the part of research.

Implication

- This study helps to explore the challenges of two phases of police and this could lead towards the realization of the challenges.

- This study shines a light on the role of women in the police which can help to promote women's empowerment and their importance in society and every field of life.
- This study can help to spread awareness about the police role, struggle, importance, and sacrifices for our country.

This study helps to identify the causes behind the dilapidation of this department and the serious need for contemplation.

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