

## Reward Management: Bangladesh Police through Human Resource (HR) Lens

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***Abstract:** This paper examines the reward Management practice of Bangladesh Police. The objective is to highlight the salient features of the reward system in the light of legal framework of the organization that makes it different from other organizations (both public sector and private sector organization in Bangladesh as the system runs from the colonial era). A qualitative case study research approach with secondary sources has been followed in conducting the study. The study finds that Bangladesh Police follows good reward management practices such as the equal opportunity, performance-based reward system although there is criticism on this issue.*

### Introduction:

Playing more strategic role in the organization is frequently encouraged by scholars and practitioners nowadays in the field of human resource function. This new role focuses not only on traditional personnel administration but also on outcomes of the organization. Why human resource matters now more than ever is an emerging issue for any organization like Police nowadays. It is argued that outcomes of policing is not only depends on public demand but also on success of the employee of the police organization.

Though policing job is stressful and busy by nature, it is argued that reward for a successful police officer should be given the top most priorities in the organization. Considering the issue the study identifies different kind of reward system and analyses the present reward system in Bangladesh Police. Drawing from documentary data analysis the study reviews some current issues in the light of Human Resource Management.

### Reward Management: organizational view

The traditional view of organization emphasis on personnel management and the modern management of human resource considers the organization as a whole. Scholars in this field define human resource as the policies, practices and systems that influence employees' behavior,

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attitudes and performance (Di Cieri & Kramar 2008; p.4). It focuses on careful development of the quality of the organization. It is a proactive approach to the management to ensure competent people management. It works for employee well being, client satisfaction, leadership practice and organizational effectiveness. One of the essential components of human resource is the reward and development system, which makes the staff skilled and operational for a modern organization.

Reward is one kind of acknowledgement of the recognition of excellent and demanding work. Punishment is, on the other hand, the opposite process to make all staff accountable so that they do not make the same fault or they are careful for their action. Reward motivates officers and staff to perform to the highest standards in their roles. Reward system is essential to achieve organisational objectives. Job evaluation is an important activity in developing effective reward management programs. As a result, performance of the organization improves and the outcomes encourages the whole employee including rank and file officers. Like other organization, the police needs to enhance the motivational effects of reward strategies and identify components of effective reward systems.

Reward is treated as one kind of motivational action which energises, directs and sustains human behavior towards an organization's strategic objectives (O'Neill 2003). Reward systems are concerned with rewarding people for directing their behavior towards achieving organizational strategies. O'Neill (2003) argues that managers should understand what motivates employees to better reward them. To consider a better reward system, the police in developing countries need to follow the equity theory as the police of these countries have criticism on nepotism, corruption and regular complaint against police force.

To get the staff proper recognition, consideration for an equal judgement is essential. Besides this, the right men need to be rewarded as the expectancy theory suggests connection between performance and reward. It also expected to develop a flexible reward system that provide attractive outcomes and determine what rewards are valued. Another theory of human resource on reward is reinforcement theory, which suggests repeat action and discourages action and emphasis on behaviour and outcome so that individual repeats the desired behaviour in the future.

Component of a good reward system includes compensation, incentives like direct and indirect financial rewards, individual development like career growth and training, work flexibility, work life balance program

(O'Neill 2003). Leaders need to have a role to ensure a well-designed program to overcome some of the criticism. They need a good understanding of environmental factors that influence reward management. It considers fairness and clarity to find out talent employee.

Like other entities Bangladesh Police has a reward management system which based on the colonial legal framework. Before that discussion, readers need to know the background of the organization and the context it works.

### **Context of Bangladesh Police:**

The foundation of today's Bangladeshi police administration can be traced back during the British colonial period. The British tried to establish the police in the sub-continent to prolong their subjugation and economic extortion. Eventually the police was separated from ordinary people and was engineered solely for the service of the colonial masters (Mishra 1989). Although the primal concern of the police to help collecting revenue and to maintain law & order through implementation of the law, it gradually expanded its grip on the other sectors. However the British were highly successful in using the police into a very effective tool of colonial administration (Chanda 1958). From the British era to independent Bangladesh, police has acted the same way, implementing their coercive power. Founding for a service oriented and people friendly police force is now an extensive demand for the modern society.

Policing job is a round the clock job with lot of work stress. Besides, there are some other ingredients especially in the developing country like Bangladesh which has a colonial history. By profession police is the high-risk occupation in involving corruption for power or money or both (Prenzler 2000). Many times police engaged in corruption because of their poorly paid status (Karzon 2006). They also work 13-18 hours a day, which is almost double than the working hours of the government employees. Besides, many of the times, they do not get leave, even facilities for their extra work. In most of the case people have to bribe the police for the favour. So the poor status and the greed for money make them corrupt in Bangladesh (Shahjahan 2008; Huda 2008).

From various media reports it was revealed that police corruption typically involves using its status as a police officer to obtain wrongful gains or benefits. Sometimes lower level police use power to grant immunity from police action to certain citizens or peers and demand cash

payment in return for protection against police action. Often they keep weapons or drugs that are confiscated from suspects. It was very common in Bangladesh that the police use abusive or deceptive means in interrogation of subjects (Transparency International Bangladesh 2008). Demand for a modern management in police organization that emphasized the constabulary functions in a professional aspect of employee management, is time worthy.

Police needs to create a culture which promotes empowerment and continuous personal development for a high quality and effective police force to the community they serve. Organization needs to positively recognize that the success of the police department mostly depends on the performance of the officers and its staff and their acceptability to the community. By encouraging recognition of good work and supporting the development of reward framework, police can motivates officers and staff to consistently achieve high standards thereby positively contributing to operational performance.

Reward Management process in Bangladesh:

The police is rewarded by the existing law and regulations of the country. The Police Regulations of Bengal 1943 is the main guide for police reward system. In the PRB from section 1036 to section 1064, reward system and procedure is described. Honours and decorations are recommended by the Superintendent of Police or Unit in Charge to the Inspector General. By compiling the list, the Inspector General submits it to the Secretary of the Ministry of Home Affairs for government approval.

These gallantry awards are known as Bangladesh Police Medal, Bangladesh Police Medal (Service), President Police Medal and President Police Medal (Service). These awards are given to those members of Bangladesh Police who have set exemplary standard of bravery, commitment and have provided outstanding service or have endangered their lives while on duty. Where the decoration is awarded for an act of gallantry is entitled to monetary allowances. Besides this, Inspector General's Good Services Badge also given to the officers for their outstanding performance. Also there is provision for monetary award system. Additional Superintendent of Police to upward rank can provide monetary reward to the subordinate officers.

Good Service Marks are given by the Superintendent of Police or Unit in Charge to all officers of and below the rank of Inspector. They are awarded for specific acts of good service, for good work in specific cases and not for general good service. The grant of a reward is subject to the condition that funds are available in the budget of the officer granting the reward.

The amount of the monetary reward is also the standard of the colonial government which is very low in the present context. The police's culture is to compel reward-authority to reward the officer on the basis of the particular police job not on the overall performance. Sometimes there are critics that right person are not considered for the reward. It is also disclosed by the media that sometimes the reward is given to the officers on political consideration. But it is time for police is to review the current system of reward.

#### **Through HR lens:**

The police like other entities is growing up by the demand of the society. It is seeking to acquire modern strategies and techniques and shares values among the client, the community. Inclusion of new units and expansion of the police means more in touch with the fast changing needs of the people. Furthermore, the challenge for leaders is to good use of what technology offers. Considering this issue some specialized units started using modern technology to truck and put the perpetrators under the law. Keeping information and knowledge of the dimension of crime and crime doer require research and investigation for the particular issue. Successful cases are those that have more information to prove it in front of the court.

In this respect, actors are also important besides organizational changes. In Bangladesh Police there are more than 150 thousand force working taking the risk of their life. Every year a countable number of police officers died and receive injures during their day to day duties. Also there salary is not enough to live respectfully in the society. Moreover they are blamed for the corruption and misconduct issue although they are ready to work for the round of the clock and do not get any extra allowances. Considering all these the organization need to embrace modern management system.

In HR practice, police manager knows what motivates the rank and file to better reward them. Reward can be connected with the performance of individual or organizational. As a stressed worker, sometimes a timeout for few days could be a good reward which leader needs to know. Also participating in peacekeeping operation is treating in Bangladesh police as reward for the police officers. They can earn legal money from this job which is more than their earning in home country. Direct or indirect financial rewards and non financial rewards need to include in all level. Also, punishment system has to be effective to show the accountability of the organization. To achieve organization objectives reward system need to be transparent and praiseworthy for all. A reward framework can be as follows:

#### **A Total Reward Framework:**

##### Direct remuneration

- e.g. salaries and bonuses
  - Financial security and benefits
- e.g. superannuation
  - Individual development
- e.g. career growth, training
  - Work environment
- e.g. work culture, management style work design and flexibility
  - Corporate image
- e.g. employee branding such as Employer of Choice

#### **Issues important to people about their work:**

- Interesting and challenging work
- Opportunities for training and development
- Reputation of the employer
- Workplace culture
- Work Life balance

### **Conclusion:**

The police need to adopt business strategy of innovation to recognize the performance of the staff. To reinforce desired values and achieve organization objectives, the organization needs to adopt change management. Successful organizations are those that are able to turn strategy into action and manage the process in an efficient and effective way.

By this way, the police organization is in need to see through the lens of human resource by incorporating a balanced and fair reward system which is free from all sorts of influence. Thus, recognition of performance and appropriate reward system can motivate the officer to curb corruption and improve the service delivery for the greater need of the society.

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