

Enhancing Police Response to Community: A Study of Victim Response Officers in Bahawalpur Region

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Abstract

Police plays key role in community safety and maintenance of law and order and peace. However, police in Pakistan has always been criticized for non-responsiveness to public complaints, especially relating to petty crimes and disputes. A pilot project of VROs (Victim Response Officers) was introduced in three districts of Bahawalpur Region in 2015 to address the issue and promote community policing. This research evaluates the performance of VROs in creating responsiveness and resolution of local disputes by using ADR (alternative dispute resolution) techniques. Data was collected from 285 respondents (complainants and accused) through proportionate systematic random sampling. The results reveal that majority of respondents were expecting negative attitude and corruption at the police station. They had no previous awareness about existence of VROs and came to know about their working after their arrival at the police stations. A majority of respondents found VROs' attitude very polite and positive and their public dealing very different from traditional perceptions about police. In the opinion of respondents, VROs exhibited more ethical, responsive and honest conduct during their interaction, with them. Majority of VROs gave proper attention to complainants and their complaints. Logistic regression model confirms that attention of VROs in cases, their attitudes and dealing in comparison to other police officers show contribution towards sustainability and continuity of VROs setup.

Keywords: Police, Victim Response Officer, Community, Complainants, Accused

Introduction

State institutions including the police, deliver specific services for communities under a well laid down frame work of laws, rules and regulations. Primary purpose of police is to maintain peace, minimise crime, improve human

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and territorial protection and work for provision of rights (Chalom, Léonard, Vanderschueren, & Vézina, 2003). Police carries out these functions under an elaborate set of penal and criminal procedure codes, evidentiary laws and organizational rules. These laws and rules are meant to ensure that police exercise their powers of stop and search, questioning, arrest and detention in lawful manner. Moreover, increasing emphasis has been placed in developed countries, on community-oriented policing to win trust of citizens. However, police role has remained controversial in Pakistan and the trustworthiness in masses is very low (Saeed, 2014). According to Perito and Parvez (2013), colonial history of Pakistan is behind present abusive police culture.

Abbas (2009) views police as inappropriate managed set up in Pakistan. According to Jamal (2010) and M. S. Suddle (2015), police faces criticisms on its public dealing and is considered inefficient, corrupt and politicised. Abbas (2011) adds that improper trainings and weaknesses in judicial proceedings also affect policing. Eteraz (2008) argues that police has been serving the elites in Pakistan. He views changing role of police and emphasizes to encourage professionalism in policing. Furthermore there are numerous constraints on policing system such as outdated laws, structural inadequacies, improper training, lack of sufficient funds are main causes of poor police performance (Abbas, 2009). They further argue that police men are poorly educated and trained, not well equipped and are underpaid. Perito and Parvez (2013) argue that police men have to work in bad conditions in tumbledown buildings with no breaks (leaves) and the abused police men by the system do the same with people in police stations. With special reference to Punjab, Siddiqi, Butt, and Afzaal (2014) find police creating fear instead of instilling sense of community safety and welfare.

Azeem (2014) blames politicians, bureaucrats and police officers for promoting *Thana Culture* in Pakistan. He discusses that this culture is promoted through misbehave of police, physical abuse, corruption, unlawful arrest, misuse of power and lack of efficiency.

M. S. Suddle (2015) emphasizes on community policing for better police reforms instead of old policing practices. Identification and solution of problems in partnership with the community people is crux of community policing (Community Policing Consortium, 1994). Main characteristics of community policing include joint venture of police and community, problem solving approach and delegation within organization (Somerville, 2009).

According to Parvez (2015), one of major challenges of police is poor relationship of police with community. S. Suddle (2012), talks about public image of police in Pakistan that community people avoid to contact police even in crises

and provision of information to police from citizens remains low in cases of human security. This clearly shows mistrust of the police.

Victim Response Officers (VROs)

Generally, it is perceived that complainants face bribe demanding and abusive behaviours and false blames from police when they report any crime (Human Rights Watch, 2016). This keeps community people at distance from police in Pakistan. As far as police responsiveness to community is concerned, a pilot project was carried out in Bahawalpur region to bring positive changes in existing *Thana Culture*. Victim Response Officers (VROs) were appointed in all 72 police stations of Bahawalpur region to address non-responsiveness and non-registration of complaints. This idea was matured and implemented by a renowned and visionary police officer Dr. Ehsan Sadiq, Regional Police Officer, Bahawalpur. These VROs were selected on the basis of their better educational qualifications and comparatively clean service record. They were provided with basic training in communication skills, attitudinal change, problem solving and dispute resolution. They performed their functions under a 5 R model i.e., Receive, Respond, Refer, Register and Relate.

The first R refers to basic function of VRO to receive the complainants and empathetically listen to their complaints. In traditional police culture when the complainants access the police station, they confront stereo type responses such as SHO is busy in patrolling or a meeting; investigating officer has (gone to arrest accused or visit attend a crime scene) and Station Clerk (Moharrir) is busy preparing reports or attending other administrative of the police station. The citizens approaching Police Station have to wait for long hours and often get ill-treated by overburdened and preoccupied staff. To get a favourable response they have to either bribe the officials or get hold of an influential person (Sadiq, 2014). In this context, one specific officer (VRO) was exclusively tasked to receive and attend the visitors.

The second R denotes to responding to a complainant or problem of a visitor to a police station empathically without being judgemental about genuineness of the complaint. This would address the common complaint of dismissive attitude exhibited by traditional police officers who summarily send back the complainants telling them that their complaints are either out rightly false or not police related. This generates a lot of ill-will and resentment against police as people hold a perception that if police desires it can do everything. VRO, by showing empathy and a believing attitude towards complainants, would presumably create goodwill among those approaching the Police Stations. They are supposed to show a willingness to redress their complaints if these are of

minor nature and can be resolved with small intervention from VRO in minimum time. This way they would act as first responders to complaints which are not apparently criminal in nature.

If the issue is non-criminal either pertaining to land dispute, money transactions, family conflict etc, VRO would refer it to a Public Conciliatory Committees. If a complaint pertains to an issue which is *prima facie* criminal in nature (Murder, Hurt, Robbery, Theft and Rape), VRO would refer the matter to SHO for formal registration of a FIR. Last and fifth R is Relate. VRO is representative of police in police-community relations and also works as a change agent in police-society relations.

The purpose of conducting this research was to empirically evaluate the impact of performance of VROs on one particular aspect of police *Thana culture* i.e. police responsiveness to community people approaching a police station for redressal of their grievances.

Methodology

This research focused on the impact of performance of VROs in three districts of Bahawalpur Region. The geographical universe of the study was 72 police stations in District Bahawalpur, District Bahawalnagar and District Rahim Yar Khan. Universe included complainants and accused in the three districts. A closed-ended interview schedule was designed to get responses from respondents to assess the working of VROs. This tool was designed keeping the fact in mind that many of respondents might be illiterate or semi literate. Details of cases handled by the VROs were available in police stations and target population was known. Therefore proportionate systematic random sampling technique was adopted to gather the relevant data from all police stations of the three districts. Data was collected by three different teams of trained enumerators having grip on research techniques of interview and observation. Data collection took almost one month. Research ethics were followed during field work as all respondents were informed about research objectives and data was gathered with their consent. Data was analyzed through inferential statistical procedure i.e. chi square analysis to determine the association between categorical variables. In addition, regression model was applied to find out the contribution of independent variables in the variance of dependent variables.

Results

The data gathered from three districts were analysed through SPSS and presented in form of cross tables. Numbers of respondents from three districts were different depending on number of police stations and proportionate of cases

in Bahawalnagar (55), Bahawalpur (137) and Rahim Yar Khan (93). In addition, inferential statistics procedures were applied to determine the association between dependent and independent variables. Therefore, chi square was used to determine the significance between the categorical variables and logistic regression model was employed to measure the dependence of categorical dichotomous variable upon independent variables.

Table No. 1. Gender of Respondents

	Bahawalnagar	Bahawalpur	Rahim Yar Khan	Total Frequency	Over all Percentage
Male	49 (89%)	125 (91%)	88 (95%)	262	92
Female	6 (11%)	12 (9%)	5 (5%)	23	8
Total	55	137	93	285	100

Table No. 1 holds demographic information of the respondents in all three districts included in research. Majority of participants were male (92%) and number of female respondents was very low (8%). There could be various reasons for low rate of females as respondents in the research.

Table No. 2. Interaction/Contact with Police before this Case

	Bahawalnagar	Bahawalpur	Rahim Yar Khan	Total Frequency	Over all Percentage
Yes	10 (18%)	53 (39%)	26 (28%)	89	31
No	45 (82%)	84 (61%)	67 (72%)	196	69
Total	55	137	93	285	100

Table No. 2 presents responses of victims/clients about their interaction/contact with police before current cases dealt by victim response officer. The results from all three districts clearly show that majority of respondents had first interaction with police or police station. Overall, more than two third respondents had no contacts with police regarding their cases or issues (69%). On other hand, community people in Bahawalpur District seem more in touch with police (39%) in comparison to Rahim Yar Khan District (28%) and Bahawalnagar District (18%). It could be inferred from the results that majority of community (complainants and complainees) and VROs had first experience in new set up of VRO offices in same traditional police stations.

Table No. 3. Expectations from Police in Case of First Interaction/Contact

	Bahawalnagar	Bahawalpur	Rahim Yar Khan	Total Frequency	Over all Percentage
Strict attitude	11 (24%)	31 (37%)	20 (30%)	62	32
Corruption	18 (40%)	26 (31%)	19 (28%)	63	32
Irresponsible attitude	7 (16%)	13 (15%)	5 (7%)	25	13
Good manners	8 (18%)	10(12%)	17 (25%)	35	18
Don't know	1 (2%)	4 (5%)	6 (9%)	11	6
Total	45	84	67	196	100

The results in Table No. 3 show expectations of 196 respondents those had first interaction with police and VROs. Traditionally, they were not having optimistic expectations from police regarding their cases. Nearly, one third (32%) respondents were expecting strict and arrogant attitude from police and same number (32%) assumed corruption from police in their cases. Expectations about strict attitude of police in Bahawalpur (37%) and Rahim Yar Khan (30%) are more than District Bahawalnagar (24%) while rate of expectations of corruption from police was high among respondents in District Bahawalnagar (40%) than respondents from other both districts. Some respondents also mentioned their expectations about carelessness from police in their cases (13% overall). Only 18% respondents were hoping good attitudes from police and rate of this expectation was high in District Rahim Yar Khan. Although, these respondents had first interaction with police or VROs, but were expecting negative treatment from police. It could be argued that mostly respondents had traditional imaginary image of police which was communicated them from other community people or sources.

Table No. 4. Source of Awareness about VRO's

	Bahawalnagar	Bahawalpur	Rahim Yar Khan	Total Frequency	Over all Percentage
After arrival in police station	36 (65%)	87 (63%)	66 (71%)	189	66
Other people/friends	6 (11%)	16 (12%)	14 (15%)	36	13

Media	1 (2%)	2 (1%)	2 (2%)	05	2
VRO approached for the solution of matter	12 (22%)	29 (21%)	9 (10%)	50	17
Don't know	0	3 (2%)	2(2%)	5	2
Total	55	137	93	285	100

Table No. 4 carries significant results on awareness among community about working of VROs in police stations. Two third respondents (66%) did not know about VROs and their separate offices in police stations. The results reveal that VROs also contacted respondents for solution of their issues (17%). On the other hand, some respondents (13%) got awareness about working of VROs in their police stations from friends or other community people. Media imparted very significant role to permeate information on the working and functioning of VROs in separate offices at the police stations. Electronic media showed also sources of awareness about VROs services for easy problem solution (2%) while (2%) did not speak about awareness sources.

Table No. 5. Attitudes of VROs

	Bahawalnagar	Bahawalpur	Rahim Yar Khan	Total Frequency	Over all Percentage
Very polite	16 (29%)	94 (69%)	53 (57%)	163	57
appropriate	26 (47%)	33 (24%)	35 (38%)	94	33
Improprate	6 (11%)	8 (6%)	4 (4%)	18	6
Very imprprate	7 (13%)	2 (1%)	1 (1%)	10	3
Total	55	137	93	285	100

The results regarding attitude of victim response officers towards clients seem satisfactory (Table No. 5). Overall results (57%) from three districts show that VROs remained very polite with both parties in above mentioned cases (family disputes, quarrel and transaction matters). In addition, one third respondents find attitude of VROs appropriate towards them which is satisfactory sign. These satisfactory results about attitudes of VROs towards clients could be compared with results of Table No. 2 that the respondents had fears of strict and

irresponsible attitude and corruption from police officers before interaction with VROs. This is surprising and positive change in police with initiation of VROs in Bahawalpur region. Rate of polite attitudes of VROs is high in District Bahawalpur (69%) than Rahim Yar Khan (57%) and Bahawalnagar (29%). Less than one third respondents from District Bahawalnagar report very polite attitudes of VROs and ratio of respondents reporting inappropriate (11%) and very inappropriate (13%) attitudes in Bahawalnagar is more (24%) than District Bahawalpur (10%) and Rahim Yar Khan (5%).

Table No. 6. Dealing of VROs in Comparison to other Police Officers

	Bahawalnagar	Bahawalpur	Rahim Yar Khan	Total Frequency	Over all Percentage
Very different	16 (29%)	107 (78%)	43 (46%)	166	58
Different	31 (56%)	26 (19%)	32 (34%)	89	31
Similar	7 (13%)	1 (1%)	11 (12%)	19	7
Don't know	1 (2%)	3 (2%)	7 (8%)	11	4
Total	55	137	93	285	100

The results presented in Table No. 6 regarding dealing of VROs in comparison to other police officers are similar to the results in Table No. 5. More than half respondents (58%) in three districts find dealing of VROs very different from other police officers as they were expecting before interaction. The rate of this kind of dealing (very different) is very high in district Bahawalpur (78%) while is 46% in Rahim Yar Khan and 29% in Bahawalnagar. Nearly, one third respondents (31%) report dealing of VROs different from other police officers. Only 19 (7%) considered that VROs dealing with clients were like other police men and rate of this response in Bahawalnagar (13%) and Rahim Yar Khan (12%) is more than Bahawalpur (1%).

Table No. 7. Nature of Dealing in Case of Difference from other Police Officers

	Bahawalnagar	Bahawalpur	Rahim Yar Khan	Total Frequency	Over all Percentage
More Ethical Attitude	21 (44%)	130 (96%)	56 (68%)	207	78
More Responsive	19 (40%)	43 (32%)	21 (26%)	83	31

More Sympathetic	6 (12%)	19 (14%)	10 (12%)	35	13
More Honest	8 (17%)	49 (36%)	20 (24%)	77	29
Total	54/48	241/136	107/82	402/266	

Multiple response Table No. 7 holds views of respondents those found dealing of VROs different from other police officers. According to 207 (78%) respondents (overall), VROs were more ethical during their dealing with clients (complainant and complainee). Nearly one third clients (31%) found the VROs more responsive and 29% witnessed their honesty towards their solution of matters. A considerable number of respondents also received sympathetic dealing from the victim response officers. Responses regarding ethical (96%), honest (36%) and sympathetic (14%) dealing of respondents in District Bahawalpur were higher than other two districts. Rate of multiple responses is higher in Bahawalpur and Rahim Yar Khan than Bahawalnagr which shows a little difference regarding appreciation of VROs.

Table No. 8. Attention/Interest of VROs in Cases

	Bahawalnagar	Bahawalpur	Rahim Yar Khan	Total Frequency	Over all Percentage
Much attention	15 (27%)	107 (78%)	66 (71%)	188	66
Attention	31 (56%)	25 (19%)	26 (28%)	82	29
Low attention	4 (8%)	0	0	04	1
No attention	5 (9%)	2 (1%)	1 (1%)	08	3
Don't know	0	3 (2%)	0	03	1
Total	55	137	93	285	100

The results in Table No. 8 shows that two third respondents (66%) found victim response officers very attentive towards solution of their cases which is encouraging and satisfactory trend. In addition, rate of attention was reported by 29% respondents. Overall, only 4% respondents from three districts reported low and zero attention from VROs towards their cases. Rate of much attention from VROs is seen high in Bahawalpur (78%) and RahimYar Khan (71%) in comparison to Bahawalnagr (27%). Although, 83% respondents view attention of VROs in solution of their cases but 17% respondents also find low and no

attention of VROs. The results show some difference in level of attention between Bahawalnagar VROs and Bahawalpur and Rahim Yar Khan VROs.

Table No. 9. Common Practices of VROs for Solution of Matters

	Bahawalnagar	Bahawalpur	Rahim Yar Khan	Total Frequency	Over all Percentage
Listens both parties	37 (67%)	118 (86%)	74 (80%)	229	80
Collects information from other sources	5 (9%)	13 (9%)	3 (3%)	21	7
Prefers police report instead of information of both parties	3 (5%)	5 (4%)	4 (4%)	12	4
Refers to local panchayat/council	4 (7%)	9 (7%)	7 (7%)	20	7
Efforts for reconciliation	26 (47%)	74 (54%)	49 (53%)	149	52
Don't know	8 (14%)	4 (3%)	3 (3%)	15	5
Total	83/55	223/137	140/93	362/285	

Multiple response Table No. 9 presents views of respondents about common practices adopted by victim response officers. Out of total 362 multiple responses given by 285 respondents, 80% mention that VROs listen both complainants and complainees in their cases. This seems positive and satisfactory trend for changing traditional police culture. In addition, more than half (52%) respondents find efforts of VROs for reconciliation between both parties. According to some respondents, VROs use other sources also for collection of facts about cases besides relying only on clients (7%). The results also mention that VROs refer cases to panchayat or local level community councils for better solution (7%). Collection of information from other sources and referring the cases to panchayat are signs of careful and real working of VROs for problem solutions. Results about common practices of VROs show that these officers produce better results in District Bahawalpur. On the other hand, VROs' efforts seem low for reconciliation District Bahawalnagar (47%) in comparison to Bahawalpur (54%) and Rahim Yar Khan (53%). Eight respondents (14%) in District Bahawalnagar remained silent on query about common practices of VROs which is also question mark.

Table No. 10. Work Efficiency of VROs

	Bahawalnagar	Bahawalpur	Rahim Yar Khan	Total Frequency	Over all Percentage
Very efficient	3 (5%)	54 (39%)	6 (6%)	63	22
Efficient	19 (34%)	51 (37%)	67 (72%)	137	48
Reasonable	13 (24%)	11 (8%)	8 (9%)	32	11
Slow working	18 (33%)	19 (14%)	11 (12%)	48	17
Don't know	2 (4%)	2 (1%)	1 (1%)	5	2
Total	55	137	93	285	100

Trends regarding work efficiency of VROs are encouraging in all three districts (Table No. 10). VROs work efficiently, according to 48% respondents. Furthermore, 22% respondents find performance of VROs very efficient. It is worth noting that VROs in District Bahawalpur are more efficient (39%) as compared to officers in Rahim Yar Khan (6%) and Bahawalnagar (5%). While, efficiency trend is prominent in Rahim Yar Khan (72%) and reasonable work efficiency trend is higher (24%) in Bahawalnagar. Slow working of VROs has also been reported by the respondents (17%). Especially, in District Bahawalnagar, 33% respondents find working of victim response officers slow. Work efficiency of VROs in District Bahawalnagar seem poor than other two districts.

Table No. 11. Usefulness of VROs' Services for Solution of Community Problems In Connection with Police Station

	Bahawalnagar	Bahawalpur	Rahim Yar Khan	Total Frequency	Over all Percentage
Very beneficial	11 (20%)	106 (77%)	57 (61%)	174	61
Beneficial	36 (65%)	26 (19%)	33 (35%)	95	33
Less beneficial	3 (5%)	0	3 (3%)	6	2
Not beneficial	5 (9%)	0	0	5	2
Don't know	0	5 (4%)	0	5	2

Total	55	137	93	285	100
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Table No. 11 carries results about usefulness of VROs services/working for problem solution which are dealt by police. Majority of respondents consider VROs' services very useful to solve matters and to reduce burden of cases in police station (61%). Rate of very useful services by the VROs in District Bahawalpur (77%) and Rahim Yar Khan (61%) is higher than Bahawalnagar (20%). Furthermore, one third respondents (33%) find role of VROs beneficial for solution of community problems. Some respondents from District Bahawalnagar find role of VROs no (9%) and less (5%) useful for helping cases' solution.

Table No. 12. Satisfaction towards VROs' Working

	Bahawalnagar	Bahawalpur	Rahim Yar Khan	Total Frequency	Over all Percentage
Very satisfied	12 (22%)	109 (80%)	72(77%)	193	68
Satisfied	30 (55%)	22 (16%)	20 (21%)	72	25
Not satisfied	7 (12%)	06 (1%)	1 (1%)	14	5
Very dissatisfied	6 (11%)	0	0	6	2
Total	55	137	93	285	100

Satisfaction level among the respondents about performance of the VROs seems satisfactory and encouraging. The results in Table No. 12 indicate that more than two third (68%) respondents (complainants and complainees) are very satisfied overall working of the victim response officers in their cases. Rate of very satisfaction level is high in Bahawalpur (80%) and Rahim Yar Khan (77%) and low in Bahawalnagar (22%). In District Bahawalnagar, more than half (55%) respondents are satisfied with performance of the VROs and overall satisfaction in three districts is 25%. The results clearly reveal that rate of satisfaction and very satisfaction is above 90% in three districts on the whole. This is sign of success regarding offices of VROs in Bahawalpur region. Disatisfaction could be noticed in District Bahawalpnagar as 12% respondents are not satisfied and 11% very dissatisfied.

Table No. 13. Sustainability of VROs' Offices

	Bahawalnagar	Bahawalpur	Rahim Yar Khan	Total Frequency	Over all Percentage
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Yes	46 (84%)	133 (97%)	89 (96%)	268	94
No	9 (16%)	4 (3%)	4 (4%)	17	6
Total	55	137	93	185	100

The results in Table No. 13 are connected with the results in Table No. 12. The respondents giving their satisfaction towards working of VROs, wish the sustainability of these offices in police stations as the results indicate (94%). This is very important that respondents those were having disappointing expectations from police before interaction with VROs, talk about sustainability of these office for better problem solution and for changing face of police department. The results from District Bahawalnagar show weakness of VRO offices which could be further investigated for improvements. Besides these weaknesses, majority of respondents from District Bahawanagar want continuity of the VROs' services in police stations.

Data analysis also included inferential statistics procedures applied to determine the association between dependent and independent variables. Chi square was used to determine the significance between the categorical variables and logistic regression model was employed to measure the dependence of categorical dichotomous variable upon independent variables.

Chi Square

Ho (1): There is no significant association between the work efficiency of VROs and the attitude of VROs towards the respondents.

Table No. 14. Work Efficiency of VROs * Attitude of VROs Cross tabulation

		Attitude of VROs				Total
		Very Polite	Appropriate	Improprate	Very Improprate	
Work Efficiency of VROs	Very Efficient	63	0	0	0	63
	Efficient	100	37	0	0	137
	Reasonable	0	32	0	0	32
	Slow Working	0	25	18	5	48
	Don't Know	0	0	0	5	5
Total		163	94	18	10	285

Calculated Value χ^2 (9, N = 285) = 383.79, $p < .001$

This null hypothesis is rejected because the chi square analysis on attitude of VROs towards respondents and working efficiency of VROs reveals that there is a highly significant relationship ($X^2 = 383.79$, $df=9$, p value $<.001$). It implies that the working efficiency is highly dependent on the attitude of VROs towards respondents.

Logistic Regression

Ho (2): The common practices of VROs for solution of matters, attention level of VROs, attitude of VROs and dealing of VROs in comparison to other police officers do not statistically explain the variance in sustainability of VROs office.

Table No. 15. Sustainability of VROs offices (Logistic Regression)

	Variables in the Equation					
	B	S.E.	Wald	Df	Sig.	Exp(B)
Common Practices of VROs for solution of Matters	-1.016	4225.490	.000	1	1.000	.362
Attention of VROs in Cases	.177	8725.079	.000	1	1.000	1.194
Attitude of VROs	18.100	10892.722	.000	1	.999	7256.03
Dealing of VROs in Comparison to other Police Officers	.681	10961.385	.000	1	1.000	1.977
Constant	-15.792	3236.935	.000	1	.996	.000

a. Variable(s) entered on step 1: Common Practices of VROs for Solution of Matters, Attention of VROs in Cases, Attitude of VROs, Dealing of VROs in Comparison to other Police Officers.

$[(R^2=18.5\%) \{X^2(4)=19.800, p<.001\}]$

This hypothesis is rejected because a logistic regression was performed to ascertain the effects of common practices of VROs for solution of matters, attention of VROs in cases, attitude of VROs and dealing of VROs in comparison to other Police officers on the sustainability of VROs office. The logistic regression model was statistically significant, $X^2(4) = 19.800$, $p < .001$. From these results it can be inferred that that common practice of VROs for solution of matters negatively contributes in the sustainability of VRO offices and attention of VROs, attitude of VROs and dealing of VROs in comparison to other Police officers positively contributed in the sustainability of VROs offices.

Discussion

Initiation of a serious and effective pilot project in form of services of VROs would be a step for community policing in Bahawalpur region. Results about this research on working of VROs could help to develop new theories or approaches for better community policing in Pakistani perspective which would be

more need based and practical. As far as views of community people are concerned, this research gives very satisfied and encouraging results. The majority of respondents those participated in research were males and had first interaction with any police officers. Although, most of them attended first time police station, they did not have good expectations from police. This fact has significance regarding police that their image is not taken as constructive and encouraging in society. In other words, it could be believed that respondents had fears and less expectations from police due to their concepts developed on the basis of public opinion. Suddle (2015) also talked about bad reputation of police in Pakistan with special reference to corruption and politicization. The results also indicate that respondents had expectation of corruption from police in their cases before interaction with VROs. Rate of expectations of corruption from police among respondents in Bahawalnagar was more than other two districts before interaction with VROs. Besides corruption, they were also expecting stiff attitudes from police officers in their cases. This is alarming fact that community people with having any interaction expect irresponsibility from police staff. Overall, less number of respondents had expectations of positive response from police. If, community people have bad expectations from police, many weaknesses in performance of police could not be neglected then. Initiation of VROs set up could be a hope to change traditional police culture into a better community policing. There is little awareness regarding services of VROs among community people. In most of the cases, respondents got aware about VROs after their arrival in police stations for solution of their matters. Some people got information through VROs when they ensured contact with masses and asked them to come police station for problem solution. Others but few got awareness from their friends or community people. It is worth noting that no proper arrangements have been made for awareness and projection of VROs' working in communities after this set up in police stations. Role of media remained passive to permeate awareness on the working of VROs. It is a gloomy fact that media does not highlight positive things which can revolutionize the society. Awareness and projection is essential for success of this set up and problem solution. If common masses are properly told about the services of VROs, then it can be more beneficial for the society and it can give positive results.

The respondents were really surprised to observe very sympathetic and cooperative behaviour of VROs which shows that they had developed pessimistic perceptions about police staff before interaction with VROs. This is appreciation for both VROs and this practice when maximum people observed and reported the VROs' attitudes very polite and humble. Rate of responses about polite attitudes of VROs towards clients is seen more in Bahawalpur and Rahim Yar Khan than

Bahawalnagar, but first interaction of respondents with VROs remained satisfactory in Bahawalnagar also. No doubt, polite and appropriate attitudes of VROs towards community people reduce fear of people and distance between police and masses which would ultimately result in tackling issues more tactfully. Similarly, maximum respondents found dealing of VROs very different from other police staff in Bahawalpur and Rahim Yar Khan and more than half of the respondents witnessed difference in Bahawalnagar. The multiple response results indicate that VROs deal in ethical manner and trend of this kind of attitude is more in Bahawalpur and Rahim Yar Khan. Surprising and positive fact is that VROs are found more ethical, responsive, honest and sympathetic than other police staff in all three districts. No doubt, being ethical and sympathetic are good qualities, but being responsive and honest VROs could perform better in professional manner. Views of respondents about positive gesture of police are surprising especially in Pakistan where rough and tough dealing of police is discussed always. No doubt, the respondents would portray positive image of police those witnessed different attitudes of VROs which is encouraging. VROs are not only polite in dealing but also are responsive and careful for solution of cases. Rate of VROs' much attention for problem solution was high in Bahawalpur and Rahim Yar Khan which is positive sign. In Bahawalnagar, rate of much attention was low but of attention was satisfactory. The cases of no and low attention from VROs were also reported from Bahawalnagar. The respondents show their reservations on performance of VROs in Bahawalnagar but majority of them is satisfied.

Practices of VROs give reflection of community policing regarding community problem solution. Results show clear trend that VROs listen both parties (Complainant and accused). Listening does not mean only listening but is positive change that a police man listens clients and gives them time. This leads towards satisfaction of clients and better problem solution. Response on efforts of VROs for reconciliation between both parties is also a practical step towards community policing. Respondents also indicated that VROs collect information from other sources about cases and also refer some cases to Panchayat for better solution.

In this research respondents included both complainants and accused. This fact could not be ignored that respondents find working of VROs efficient, very efficient and reasonable. One reason for efficient working of VROs could be their separate offices in police stations where interaction with clients and working environment becomes conducive. The results also confirm that working efficiency of the VROs increases with the improvement in the attitude of VROs. In addition, factors of low rate of external interference and community involvement could also make VROs working more efficient as discussed earlier. Slow working of VROs

has also been reported particularly in District Bahawalnagar. Work performance of VROs is weak in Bahawalnagar in comparison to Bahawalpur and Rahim Yar Khan but still satisfactory. VROs do not have separate offices in some police stations which would affect better functioning of VROs.

VROs services are found beneficial for problem solutions in connection to police stations as they sit in police stations. This also indicates acceptance of VROs in community. This acceptance would be helpful to reduce distance between police and community. Rate of satisfaction and high satisfaction among respondents show that VROs set up plays significant role for solution of community problems. Rate of dissatisfaction is very low. Maximum respondents favour continuity and sustainability of VROs' offices.

Chi square analysis on attitude of VROs towards respondents and working efficiency of VROs shows that the attitude of VROs towards respondents affects the working efficiency of VROs. Logistic regression model was used to find out the variance in the dependent variable i.e. sustainability of the VROs service through independent variables (attention of VROs cases, attitude of VROs, dealing of VROs in comparison to other police officers. Result of logistic regression model confirms that this model contributes in the sustainability of VROs office.

Conclusion

It is concluded that VROs working enhanced satisfaction level of community people which is positive sign. Major findings show that VROs set up in Bahawalpur and Rahim yar Khan is well managed, strong and accepted while Bahawalnagar is lagging behind which could be due to unsatisfactory attitudes and performances of some VROs. Overall results appreciate working of VROs for problem solution and step towards enhanced police responsiveness to community. Logistic regression model shows that attention and attitude of VROs and their dealing in comparison to other police officers proved helpful for sustainability of VROs setup. Sustainability and expansion of this setup will bridge the gaps between police and community for a peaceful and prosperous society.

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