


## Chapter 20

# The Influence of Training, Performance Appraisal, and Organizational Support on Employee Service Behavior With Compensation as a Mediator

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### **ABSTRACT**

*The training, performance appraisal, organizational support, and compensation are playing a very important role in enhancing employee service behavior in the police department. The main objective of this study is to examine the impact of training, performance appraisal, and organizational support on employee service behavior, with the mediating role of compensation. Data was collected from the employees of Punjab police through the questionnaire. The partial least square structural equation modeling (PLS-SEM) has been employed for data analysis. The results of the study found a positive and significant relationship between training, performance appraisal, organizational support, and employee service behavior. Furthermore, compensation plays the mediating role between training, performance appraisal, organizational support, and employee behavior in Punjab police, Pakistan. As per the findings of the study, employee behavior can be improved with the help of training, performance appraisal, organizational support, and compensation.*

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## INTRODUCTION

The situation regarding effective implementation of law & order in Pakistan is suffering from the last few decades. The numbers of criminal incidents are increasing day by day in Punjab, Pakistan. At this time, internal and external security threats are become main issues of Pakistan. In this regard, the Police department is the main stakeholder to assure the effective implementation of law & order in country (Raza & Mehmood, 2014).

On the other hand, police are the department where people come to solve their issues but in result employees of police department are misbehaved with them (Lersch & Mieczkowski, 2005). In our society, Police is playing the crucial role to fulfill the requirement of the clients but in real the role of police in society is conflicted one. However, the coordination between police and citizens is abhorrent. In other words the citizens are trying to solve their problems themselves without taking help of police due to their rude behavior (Akhtar, Rafiq, Asif, Saeed, & Kashif, 2012).

However, there are many studies have investigated the factors such as monitoring, motivation, management, trust, legitimacy and public cooperation, which can influence behaviour of employees in Police department (Dick & Metcalfe, 2001; Guzy & Hirtenlehner, 2015; Nagin, Rebitzer, Sanders, & Taylor, 2002). Moreover, most of past research have investigated the police and public interactions, some of studies have investigated the officer characteristics, organizational variables, and community characteristics in context of police behavior. In respect of organizational variables such as training, performance appraisal, organizational support and compensation are considered potential antecedents for better police behavior.

Furthermore, the police department is playing important role in the society of any country, it is also responsible to provide safety & security and implement the rules and regulations which provide protection to society. In other words, Police department in Punjab, Pakistan is not fulfilling their responsibilities, even though they are misbehaving with public. This misbehavior of employee is affecting reputation of Police department. Moreover, this misbehavior of employees is showing the incompetence of higher management and Government. According to past studies, it is suggested that the higher management and Government should introduce the different practices to improve the performance of Police department, which is very important for the Police department as well as whole community of Pakistan. On the other hand, the success of any organization depends on co-friendly behavior environment because it can improves the performance of organization (Kim, Kim, Choi, & Phetvaroon, 2019).

The behavior of employee plays a significant role in any organization to achieve their goals. Along with, training, performance appraisal, organizational support and compensation can improve the behavior of employees, more specifically, in Police department of Punjab, Pakistan (Muster & Schrader, 2011). The training of all employees in every department plays an important role because the trained employees could face every problem and can handle every situation that they face in the working environment. Besides, in the police department, the training can play the important role to enhances the skills and abilities of the employees (Lancaster, Di Milia, & Cameron, 2013). In Addition, the performance of employees' is evaluated through performance appraisals practice, whether the employees are working according to the set standards or not. As well as performance appraisal practice has shown the positive impact on employee service behavior. Although, performance appraisal is considered very important for any organization (Mandip, 2012).

Perceived organizational support is significantly effective in terms of supporting employees performance. Organizational support is equally important for employee's behavior. Hence, organizational support can be the source of good employee service behavior in Police department of Punjab, Pakistan.

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