

**Operational Challenges and Their Influence on Job Performance and Well-Being of
Punjab Highway Patrol Police Officers**

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ABSTRACT

Police officers, especially those which work in highway patrol units, work under demanding and contemporary conditions which subject them to special operational and organizational challenges. The study was a descriptive phenomenological qualitative research using twelve Punjab Highway Patrol (PHP) officers to understand how these challenges affect their job performance and well-being. Participants in what is known as purposive sampling have been sampled by virtue of their direct involvement in highway operations. Data was gathered using structured interview, and it targeted operational and organizational challenges, resource limitation, interaction with the public, and stress at work. The interview guide secured content validity through the consultation of two experienced criminologists. The data was analyzed using thematic analysis to find patterns and elicit themes and sub-themes. Results indicated that insufficient resources, inferior equipment, inadequate training and administrative issues including political interference among others and managerial support which made a great impact to the effectiveness of the officers in their duties and increased occupational stress. The respondents indicated that these challenges adversely impacted them in terms of physical and psychological health, ability to make decisions, and general satisfaction with their work. The study findings highlight the importance of the organization structure to be supportive, and the resources to be sufficient, and the administrative practice to be transparent in improving the performance and well-being of PHP officers. These results are relevant to policy changes and strategic interventions to enhance efficiency of highway policing and support the health and well-being of law enforcement officers. This research will help to understand the problem of operating within the limits of the operation and the well-being of the officers at Punjab Highway Patrol in Punjab as they have a wider range of challenges that can directly influence the further improvement of the institution, as well as to inform the specific strategies of institution development.

Keywords: PHP, challenges, job performance, well-being, police officers, and policing efficiency.

INTRODUCTION

The work of police forces in Pakistan (such as Punjab Highway Patrol or PHP) becomes more and more complicated and demanding, which creates very serious challenges in working and directly affects the employment of officers in their work and their well-being. Continuous monitoring, quick response to emergencies, enforcing traffic laws, and interacting with crowds under extreme-risk environments demand especially, high-risk conditions, thus putting highway policemen in a specially vulnerable position in terms of occupational stresses and performance pressures.

Poor availability of resources, such as underdeveloped infrastructure, obsolete and insufficient equipment, and limited access to recent policing and investigational instruments, is one of the most recurring problems of PHP officers. These sources restraints hinder proper service delivery, decrease operational effectiveness, and create other physical and mental stress on the officers, eventually affecting performance outcomes and occupational well-being (Javaid and Ramzan, 2013). Moreover, inadequate and inconsistent training restricts the ability of officers to deal with the changing security threats, accident investigations, technologically motivated crimes that exacerbates work-related stress even further.

In addition to resource constraints, institutional and administrative issues also play a critical role in determining the operational environment of PHP officers. Political intervention in the posting, transfers and promotions compromises merit, thus organizational justice which results to poor morale and dissatisfaction with the job. Internal disharmony and distrust inside the larger policing system is further compromised through corruption and nepotism, which puts the officers under daily scrutiny and adds emotional stress to their everyday responsibilities (Suddle, 2003). Not only do these institutional compressions challenge professional self-sufficiency but vitiate the psychological well-being and job obligation to the officers.

Additionally, swift urbanization, substantial traffic congestion, a surge in crimes and the emergence of more demands by people have broadened the area of highway patrols without an upsurge in resource allocation or support infrastructure. The workload of a PHP officer is often made to be incompatible between enforcement duties and public service, with both overwork and a lack of organizational support being common. This increasing disparity between operation requirements and institutional capability aggravates work stress and negatively influences job performance and well-being.

Under these complex issues, it is important to grasp the manner in which the operational and organizational restrictions determine the lived experience of PHP officers. To solve these problems, it is not only necessary to undertake structural changes in resource allocation, training, and accountability measures but also empirical studies of how these difficulties impact the performance and well-being of officers on the ground (Javaid & Ramzan, 2013; Suddle, 2003).

Research Gap

Although it is demonstrated that organisational and operational stressors strongly impact the well-being outcomes of police officers, including exposure to trauma, insufficient managerial support, bullying, and excessive workload in settings (Gavin and Porter, 2024), current research provides little information on the nature of the impact of stressors in highway policing settings. In addition, although the National Highways and Motorway Police in Pakistan has been presented as a model organisation by way of its functional organisational design, clear operational enforcement systems and mechanisms, and institutional practices (Arain and Arain, 2015), little empirical research has been conducted to determine the existence of similar organisational strengths and challenges in operational capabilities of provincial highway patrols like the Punjab Highway Patrol, and the impacts of these factors on the well-being of officers and job performance.

This gap promotes the necessity of the qualitative study based on contexts to immerse in the life experience of highway patrol officers in Punjab to address the current gap in knowledge regarding occupational stress factors and their effects on the performance and the mental well-being of police in a chosen context.

Objectives of the Study

Therefore, this study aims:

1. To explore the operational challenges of Punjab Highway Patrol officers in Punjab.
2. To investigate their impact of these challenges on job performance and well-being of Punjab Highway Patrol officers in Punjab.

LITERATURE REVIEW

The occupational stress incorporated in the police work is known to be inherently stressing, and organizational stress factors have the key role in determining the welfare of the officers and their performance. Gumani (2019) shows that police working especially in the rural setting, are stressed due to work overloads, inadequate resources, and witnessing traumatic scenes. These stressors are detrimental to the psychological well-being and job performance with the lack of institutional support systems making the stress outcome even worse. On the same note, Iqbal and Malik (2024) discover that Pakistani police officers working in the motorway are prone to job strain because of the demanding duty schedule and workload pressure that negatively affect their physical, psychological, and social well-being. Taken together, these researches suggest that it is organizational stressors and not personal weaknesses that are essential factors leading to deteriorating police well-being and performance.

Police effectiveness is also pretentious by administrative practices and operational circumstances. According to Inyang and Abraham (2013), corruption in the highways is not directly connected with the pay of the police but directly connected with the lack of operational facilities and economic forces on the road users. They find that the lack of institutional support may predispose officers to unethical behavior. Similarly, Marins et al. (2020) consider the physical requirement of policing and establish that the use of personal protective equipment greatly diminishes the functionality of officers during work-related activities. Though PPE did not affect perceived exertion and heart rate, it had adverse effects on the time taken in task completion as well as metabolic responses. Collectively, these articles demonstrate how structural inhibitors, both due to the neglect of organizations and due to equipment-related liabilities, may compromise police performance and professional behavior.

Strategies and resources used affect the effectiveness of traffic policing. Van Houten and Nau (1981) use empirical data that demonstrates that publicly posted feedback on the compliance of drivers has a profound and lasting reduction to speeding on urban highways and that conventional enforcement has a minimal long-term impact. This validates the efficiency of behavior-targeted involvements associated to the enforcement-intensive tactics.

The historical and institutional studies demonstrate that highway policing may be a strategic instrument of developing the state. Hamelin and Spenlehauer (2006) show that road policing within the Highway Patrol had turned into a channel of state power and centralization where marginal policing roles became core state roles.

Work health issues also influence the well-being of the officers. Marins et al. (2023) point to chronic low back pain as a common health concern among the Highway Police officers, correlated with the lifting bamboo, standing, and turning of the trunk. Greater service duration was related to severity, and psychological covering was provided by surviving with a partner.

Lastly, resource provision influences operational results. Rezapour, Wulff, and Ksaibati (2018) demonstrate that the increases in budgets, sworn officers, and active patrolling decrease the rates of highway fatalities, with active patrolling being the predictor most significant. Malone (2018) also shows that development of the structure and capacity of highway patrol organizations is influenced by broader socio-political and economic factors, other than the demand in operational traffic.

The literature highlights the diverse issues that highway patrol officers undergo, such as operational stress, scarcity of resources, physical burdens, and inefficiency in the organization. The factors in combination with individual, institutional, and socio-political settings determine the job performance and well-being. Certain interventions, like proper resources, support systems, and behavior-based policing, can alleviate stress and improve performance of officers.

Theoretical Framework

The proposed study will be based on the Job Demands Resources (JD-R) Theory as the main theoretical framework, as well as Affective Events Theory (AET) to explore the effects of operational challenges on job performance and well-being among Punjab Highway Patrol Police officers.

A. Job Demands–Resources (JD–R) Theory

The JD-R Theory is an all-encompassing explanation on the impacts of workplace attributes on the performance and well-being of employees (Bakker and Demerouti, 2017). According to the theory, there are two such dimensions of work-related factors, namely job demands and job resources (Wolter et al., 2019).

Under Punjab Highway Patrol policing, job demands include the effect of long working hours, exposure to road accidents, high risk patrol duties, ineffective logistical support, shortage of staff and pressure of the population. Such demands are prolonged, perishing, and mental in nature and thus are linked to physiological and psychological expenses (Huang, Wang, and You, 2015).

The JD-R Theory states that strain, exhaustion, and lack of motivation become evident among employees when job demands surpass job resources including institutional support, proper equipment, training chances, supervisory guidance, and so on (Bakker, Demerouti, Taris, Schaufeli, and Schreurs, 2003). In the case of highway police officers, this disparity can be expressed in the form of decreasing job performance, emotional exhaustion, health-stress complications, and poor well-being.

B. Affective Events Theory (AET)

AET provides the impact of the events at the workplace on the emotions of the employees, therefore, influencing positively job attitudes like job satisfaction, job performance, and well-being (Wegge, van Dick, Fisher, West, and Dawson, 2006). Psychological impacts on performance outcomes and emotional state of being on the street are conditioned by emotional responses to operational incidents, including emergency, confrontation, and negative performance due to adverse events.

In the case of highway patrol officers, the exposure to emotionally colored events, such as accidents and the communication with the population, brings about the affective reactions that are going to impact the performance on the work and personal well-being. AET offers a model to put into perspective how everyday emotional experiences affect work performance in high-stress policing settings.

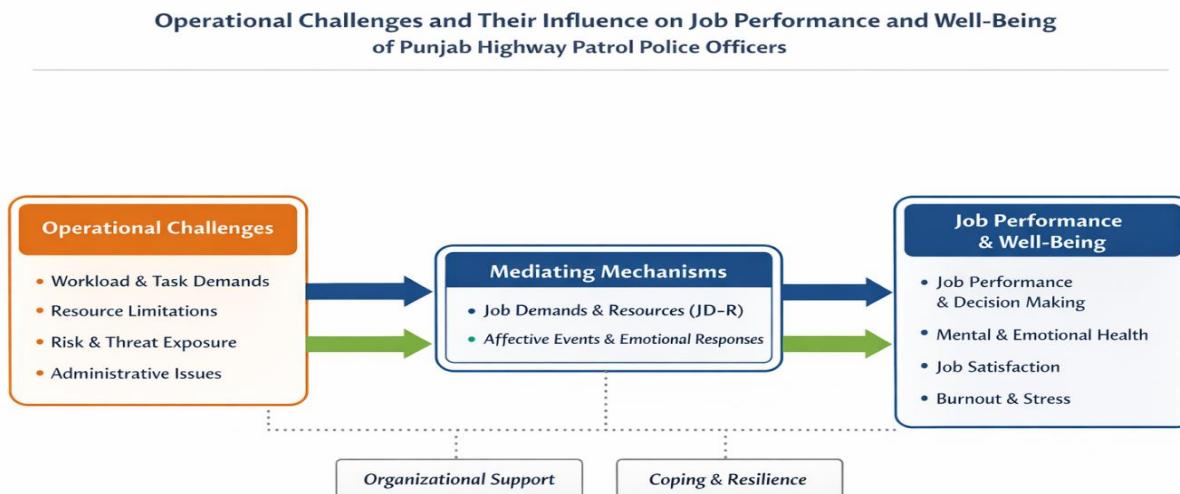
Conceptual Model

According to the theoretical framework, the following conceptual framework is suggested within the frames of the study:

Table No. 01: Conceptual Model

| Independent Variable (IV): Operational Challenges | Mediating Mechanism: JD-R + AET Lens | Dependent Variable (DV): Job Performance & Well-Being |
|--|---|--|
| Workload & Task Demands | Job Demands/Resources | Decision-Making |
| Resource Limitations | Emotional Reactions | Job Satisfaction |
| Risk & Threat Exposure | | Emotional & Mental Health |
| Administrative & Organizational Issues | | Burnout Levels |

Diagram No. 01: Conceptual Model



Source: Researcher's Vision

Figure above shows the influence of the operational challenges through mediating mechanisms to the performance and well-being outcomes.

Research Design

The study used the mode of qualitative research design which is a descriptive phenomenological approach to explore operational issues associated with Punjab Highway Patrol (PHP) police officers as well as the challenges and how they affect the officers professionally and emotionally. The qualitative approach was selected because it allows an in-depth examination of lived experiences, perceptions, and meanings of participants related to their professional roles, which are not sufficiently represented by quantitative research methods (Creswell and Poth, 2018).

Since the work of PHP officers is characterized by high risk, stress, and lack of predictability, a phenomenological approach (Moustakas, 1994) enables both finding out the impact of occupational challenges on job performance outcomes and understanding their well-being.

The research was carried out in the jurisdiction of operation of the Punjab Highway Patrol (PHP), Punjab, Pakistan. The highway traffic patrol, traffic control, accident investigation and enforcement of public safety as well are the duties of PHP officers who are often subjected to a high-risk and stressful environment. The context offers a very informative background to analyze occupational challenges and their implication on police performance and well-being (Patton, 2015).

The participants who had first-hand experience and pertinent knowledge of highway patrol duties were selected using a purposive sampling method. A sample of 12 serving PHP police officers of various operational units throughout Punjab was taken.

Inclusion criteria were active job service in PHP as a police officers, least possible of three years of field job experience, and direct participation in highway patrolling and enforcement duties.

The purposive sampling technique allowed the participants to be well-positioned to present rich and relevant and experience-based information that was in line with the study objectives, which meets the methodological requirements of a qualitative research approach to exploratory research (Wolff, Mohoney, Lohiniva, and Corkum, 2019).

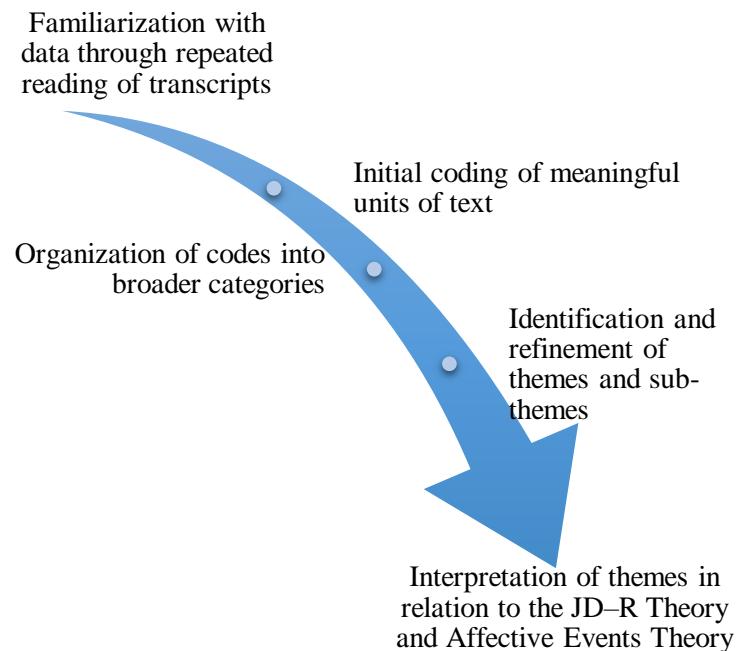
Structured interviews were taken, as they were structured to provide consistency among participants, but afforded a comprehensive response to sections of inquiry that had been set. The interview guide centered around operational and organizational issues, resource availability and limitations, interactions with the people, and risk exposure, and the effects of work-related stress on performance and wellness (Brinkmann, & Kvale, 2014).

The interviews were carried out in a confidential and safe environment in a time span of about 40-60 minutes and conducted in the language that the interviewee felt comfortable. Interviews were tagged and transcribed word-to-word to be analyzed with informed consent.

Just to be certain that the interview guide was content-valid, two senior criminologists, trained in the field of policing studies and qualitative research, conducted the review of the interview guide. Their response provided feedback with lighting-up of question wording, sequence, conceptual clarity etc. This professional confirmation made the interview questions relevant, comprehensive and in accordance with the study theoretical framework.

Thematic Analysis was the method used in the study as per systematic procedures identified by Ahmed et al., (2025). The analysis has taken the following steps:

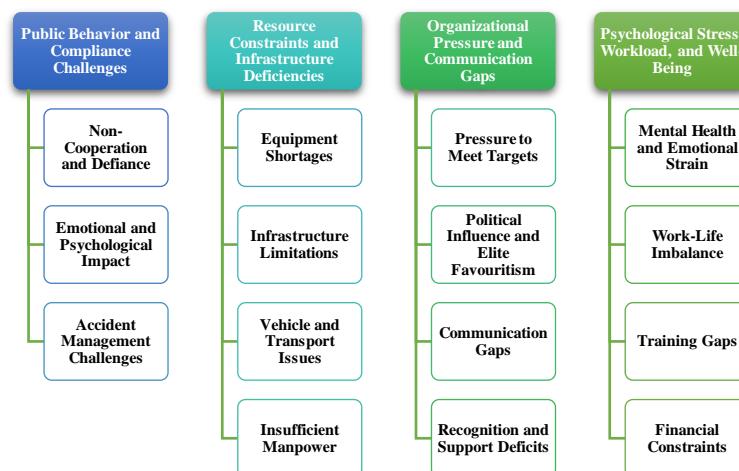
Diagram No.02: Thematic Analysis Procedure



Source: Researcher's Vision

This methodology allowed identifying certain patterns across respondents and still provided the richness and context of subjective experiences. The themes and sub-themes of this study include the following:

Diagram No. 03. Themes and Sub-Themes



Source: Researcher's Vision

RESULTS

The study of 12 detailed interviews with Punjab Highway Patrol (PHP) officers identified various operating issues that impacted job performance and well-being. The results were divided into four main themes:

Theme 1: Public Behavior and Compliance Challenges

Police officers claimed that dealing with the community constitutes one of the primary stress and operational challenges. The problems involved disobeying traffic rules, opposition to check of documents, and rude or uncivil behavior of citizens.

Sub-Theme 01: Non-Cooperation and Defiance

Officers are very often exposed to people who are not yielding to stop, to show documents, or to obey it, particularly the rich and powerful. Interviewees reported that misbehavior by the population not only interferes with enforcement but also causes high emotional pressure (Interviews 1, 3, 4, 7, 9).

“There are those who act good, and there are those who do not. When we pull a person and demand papers and he does not have them, he makes justifications and moves on.” (Interview 7)

Sub-Theme 02: Emotional and Psychological Impact

Threats, hostility, or violent acts to which an individual is exposed on repeated occasions are part of frustration, emotional distress, and stress. Officers also stressed to remain at the nicety of keeping on even with provocation, and emotional work of the front-line service (Interviews 2, 8).

“*When relevant individuals misbehave in the process of violating the challangan, they will have no guide to do so... Their unbecoming behavior poses a bigger complication to us.*” (Interview 2)

Sub-Theme 03: Accident Management Challenges

There are also other stresses on the officers in their encounter of accident scenes involving exposure to traumatic events (deaths or injuries) that negatively impact mental health (Interviews 3, 7, 10).

“*There was an accident when a trolley which was made of wood happened one day during the night duty. Three young boys died... I could not sleep two or three days after seeing that.*” (Interview 3)

Theme 2: Resource Constraints and Infrastructure Deficiencies

A precarious aspect affecting equally performance and well-being is insufficient departmental resources and the available facilities.

Sub-Theme 01: Equipment Shortages

Offices are poorly equipped, lack enough seats, computers, internet connection, and other simple facilities, which exacerbate the workload and stress of the officers (Interviews 5, 6).

“The office arrangement is wanting. Human beings are forced to sit on the floor to do their work.... We do not have enough of all the things we need.” (Interview 5)

Sub-Theme 03: Vehicle and Transport Issues

Malfunctioning vehicles, absence of alternative transportation, and inadequate after duty services make patrol missions difficult, particularly when there is a peak seasonal traffic or an emergency (Interviews 8, 11).

“We have vehicle problems. There are numerous difficulties during night shifts, in winter in particular.” (Interview 8)

Sub-Theme 04: Insufficient Manpower

The officers often work understaffed shifts that can accumulate workloads, decrease the response efficiency, and deteriorate personal time and well-being (Interviews 1, 4, 6, 9).

“Previously there was a shift, which had one officer, one driver, and three constables. There are now only two constables... It becomes extremely hard to manage such scenarios as accidents.” (Interview 4)

Theme 3: Organizational Pressure and Communication Gaps

Culture of Police Organization and pressure from hierarchies were frequently highlighted as challenge influencing job performance and well-being of PHP officers.

Sub-Theme 01: Pressure to Meet Targets

PHP Officers said that being compelled to meet performance goals on scarce resources frequently caused ethical crises and immoral actions (Interviews 1, 3, 6).

“Department calculate a percentage or a target department want to accomplish in a short period of time... This compels front line officers to find some illegal means to achieve the target.” (Interview 1)

Sub-Theme 02: Political Influence and Elite Favouritism

Law is usually applied to benefit the citizens of lower and middle classes, and the people in elite groups are shielded by political or administrative interference, which compromises the laws regarding fairness and justice by officers (Interviews 3, 6, 9).

“We are not supposed to pay fines to those with GLi or XLi cars, at least. It is the poor and middle-class individuals who have to obey.” (Interview 9)

Sub-Theme 03: Communication Gaps

Absence of face-to-face communication with senior officers, poor feedback system, and a lack of the ability to allow frontline issues to surface contribute to stress and job dissatisfaction (Interviews 4, 5, 6, 9).

“No communication takes place between the low-level personnel and the higher-level personnel... The top is not reached with our message.” (Interview 5)

Sub-Theme 04: Recognition and Support Deficits

Officers complained of minimal appreciation of achievements, slow promotions, and minimum departmental support in times of emergency which destroys motivation and trust (Interviews 1, 5, 7).

“If a front-line PHP officer makes recoveries, the credit is all on the shift incharge... This puts mistrust on the officers.” (Interview 7)

Theme 4: Psychological Stress, Workload, and Well-Being

The increasing outcome of operational challenges, resource limitations, and organizational pressures reveals in high stress levels, emotional strain, and conceded well-being.

Sub-Theme 01: Mental Health and Emotional Strain

Officers complained of chronic stress, anxiety, depression, and severe cases like suicidal ideation because of workload, the absence of support, and constant exposure to traumatic incidences (Interviews 3, 4, 5, 6, 10).

“Pressure, low salary and financial problems cause stress... Pressure in the departments would even push officers to commit suicide sometimes.” (Interview 10)

Sub-Theme 02: Work-Life Imbalance

Irregular working hours, lack of vacation, and no choice of days of work cause personal and work life problems and make the forms of life, in general, poor (Interviews 2, 3, 4, 9).

“Police work is 24-hour. Stressful working hours and hard circumstances impact on personal life... And there are even situations when the wife, child or mother of an officer is ill but we are not given time off.” (Interview 2)

Sub-Theme 03: Training Gaps

It was reported that officers lack training to meet modern policing requirements, particularly digital skills, psychological resilience, and engagement with the community, reduce performance and stress (Interviews 2, 4, 9, 11).

“Psychological sessions and workshops should be a part of the training centers... Law is lectured upon, whereas physical standards have the larger share.” (Interview 11)

Sub-Theme 04: Financial Constraints

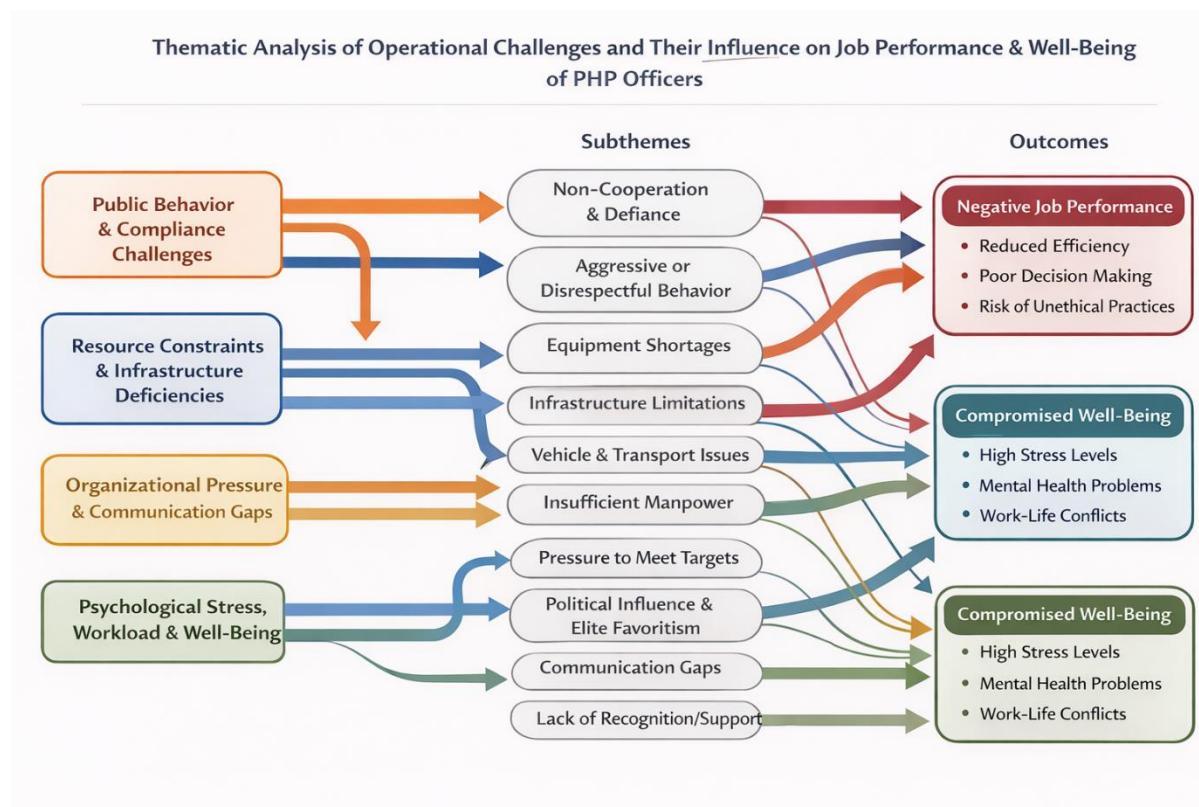
Poor wages, spending personal money on uniforms, accessories, and food on duty, and insufficient housing or medical services only make the situation worse regarding psychological and financial strain (Interviews 1, 5, 6, 7, 12).

“Poor pay is the cause of so many issues... Travel costs and mess are borne out of our salaries. Police do not have any hospital or education system.” (Interview 12)

The thematic analysis shows that such aspects as operational difficulties, resource limitation, administrative stress, and individual stressors are mutually affecting factors that determine the job performance as well as the job well-being. The results are congruent with the theoretical framework: due to the scarcity of resources, excessive demands, and a lack of organizational support, emotional strain, decreased efficiency, and impaired decision-making are observed among PHP officers.

These findings underscore a need to enhance resources and infrastructure, such as protective gear, vehicles, and office space; training, especially in digital policing, psychological resilience and legal knowledge; organizational support, including recognition, communication channels and fair distribution of workloads and well-being programs, such as psychological counselling, access to health and leave policies to alleviate work-life conflicts.

Diagram No. 04: Themes, Sub-Themes and Outcomes



Source: Researcher's Vision

DISCUSSION

The thematic results of the applied interviews to the officers of Punjab Highway Patrol (PHP) depict the influence of operational difficulties on working performance and well-being, in that order, which supports the interaction of Job Demands Resources (JD-R) Theory and emotion regulating mechanisms. The accounts of officers showed that the behavior and compliance problems in society are a major cause of emotional drag and reduced performance. This is consistent with a study that reports that negative relationships with the community are linked to higher burnout levels and lowered work engagement, and

community support is found to be protective against the stresses and their negative outcomes (Keaton, Jennings, Houdmont, Beck, Roddy, Chambers, and Moon, 2023). When police officers have to deal consistently with aggressive citizens or those who are not cooperative, the psychological resource is strained resulting in a low job satisfaction and the inability to effectively perform.

Primary concerns of the officers were resource depletion and infrastructural inadequacies such as lacking equipment, shortage of staff and inadequate facilities which were often associated with low operational efficiency. The present results are also similar to the general literature on organizational stressors in policing since high workloads, resource scarcity, and the absence of supportive frameworks are associated with negative mental health effects such as anxiety, depression, and burnouts (Piotrowski, Rawat, and Boe, 2021). These deficits can be seen in the JD-R lens as increased job demands coupled with lack of adequate resources that are indicative of decreased wellbeing and job performance.

Organizational pressure and communication deficiencies was identified as an essential theme with officers highlighting that hierarchical miscommunication, political influence, and recognition gaps affect their motivation and work performance. These factors in organizations have been found to have significant adverse impacts on police work as the strengths of the institutions tend to be unfairly regarded as the key contributors of stress, as opposed to the actual job content among the officers (Adamoniene, Milasiunaite, and 2025). Furthermore, weak organizational backing undermines engagement at work and may worsen stress effects, which is also evident in the records of PHP officers of pressures at targets and unresponsiveness on part of supervisors.

In line with global findings on policing stress, these operational and organizational demand strains extended to increase psychological stress, workload burden, and poor well-being in PHP officers. Hours of work, work-life imbalance, financial strain, and non-psychological support were consistently mentioned as draining the personal strengths and emotional well-being. Systematic reviews have reported a strong impact of organizational stressors such as perceived unfairness, work-load pressure, and lack of support against negative mental health outcomes such as, burnout and depressive symptoms among police officers (Shane, 2010). The PHP results in particular bring out the effects of stress associated with long duty hours and poor institutional welfare into emotional burnout and unsatisfactory performance, which is consistent with the global meta-analysis that suggests work stress as the cause of occupational burnout (Adamoniene, Milasiunaite, and 2025).

Sometimes mentioned gaps in training, especially towards psychological resilience, contemporary policing practices, and communication proficiency may worsen stress and reduce performance further. Studies identify communication competence as a key professional and psychological asset; untrained officers are more prone to stress when using a critical interaction (Keaton, Jennings, Houdmont, Beck, Roddy, Chambers, and Moon, 2023). This highlights the need of specific trainings and capacity-building mediations that can upsurge both technical and interpersonal competencies of PHP officers.

Generally, the results of PHP officers support the notion of organizational support, available resources and the character of stressors as key factors that influence police performance and well-being. The structural interventions to meet these interrelated issues are addressing resourcing and enhancing resource channels, improving the channels of communication, and institutionalizing the psychological support mechanisms. These interventions should lead not only to better outcomes in the organization but also to personal well-being and this is consistent with the overall literature that proved that better working conditions in the police can counteract the negative impact of stress and, instead, improve engagement and satisfaction (Shane, 2010; Purba and Demou, 2019).

RECOMMENDATION

According to the results of the analysis, the Punjab Highway Patrol is recommended to use a multi-pronged approach to resolve the organizational and operational challenges that hinder job performance and officer well-being. Particularly, the presence of sufficient resources, such as up-to-date equipment, communication devices, and infrastructural assistance, will allow the officers to complete their tasks more productively and with reduced risks. Improvements in technical skills, stress management and crisis response capabilities should be offered in structured and continuous training programs. The changes in administration are also important: the posts must be posted based on merit, promotion procedures should be clear, and political influence on the organization should be minimized to boost morale, accountability, and organizational unity. Furthermore, formal support, including counselling systems, peer groups, and controlled work shifts can be used to reduce professional pressure and protect mental health. Lastly, operational procedures that are clear and standard along with periodic review of the enforcement practices will help not only improve operational efficiency but also improve the confidence of the people and the Punjab Highway Patrol as a model policing organization.

CONCLUSION

To sum it up, the research indicates that operational and organizational challenges are highly complicated and have an impact on the job performance and well-being of the officers of Punjab Highway Patrol. Scarcity of resources, inadequate training and use of outdated equipment, institutional factors including political interference and absence of managerial facilitation are chronic stressors that impair operational performance and well-being. Not only do these problems lower the effective enforcement of traffic laws and safety of citizens by the officers, but also lead to stress and fatigue at work and a decrease in job satisfaction. To solve such problems, specific reforms must be conducted, such as better resource distribution, formal training courses, open administrative routines, and supportive organizational policies that value the well-being of officers. This research helps to emphasize the urgency of evidence-based work to improve the quality of policing and the situation faced by officers in Pakistan, given the comprehensive insight into the lived experience of PHP officers.

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