

2021

## Exploring Factors that Prepare Nigeria Police Officers for Performance Improvement

LANRE OGUNLOWO  
*Walden University*

Follow this and additional works at: <https://scholarworks.waldenu.edu/dissertations>



Part of the [Public Administration Commons](#), and the [Public Policy Commons](#)

---

This Dissertation is brought to you for free and open access by the Walden Dissertations and Doctoral Studies Collection at ScholarWorks. It has been accepted for inclusion in Walden Dissertations and Doctoral Studies by an authorized administrator of ScholarWorks. For more information, please contact [ScholarWorks@waldenu.edu](mailto:ScholarWorks@waldenu.edu).

# Walden University

College of Social and Behavioral Sciences

This is to certify that the doctoral dissertation by

Lanre Ogunlowo

has been found to be complete and satisfactory in all respects,  
and that any and all revisions required by  
the review committee have been made.

## Review Committee

Dr. Richard Worch, Committee Chairperson,  
Public Policy and Administration Faculty

Dr. Ian Cole, Committee Member,  
Public Policy and Administration Faculty

Dr. George Kieh, University Reviewer,  
Public Policy and Administration Faculty

Chief Academic Officer and Provost  
Sue Subocz, Ph.D.

Walden University  
2021

Abstract

Exploring Factors that Prepare Nigeria Police Officers for Performance Improvement

by

Lanre Ogunlowo

MA, University of Leeds, 2009

MS, University of Ibadan, 2006

BS, Ahmadu Bello University, Zaria, 1989

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Public Policy and Administration

Walden University

November 2021

## Abstract

Police officers in Lagos State, Nigeria lack information on how to prepare for performance improvement that may enhance their knowledge on the requisite skills needed to protect lives and property. The purpose of the study was to understand this problem, and the central research question for the study was used to address how police officers may enhance their knowledge on the requisite skills necessary to protect lives and property in Lagos State, Nigeria. This qualitative exploratory case study used human competence model as extension of behavioral engineering system and recruited 15 participants. Yin's five steps of (a) data compilation, (b) data disassembly, (c) data reassembly, (d) data interpretation, and (e) data conclusion were used to analyze the data. Key findings of the study include attending annual continuous improvement training and courses on strategic leadership; internal and external appraisal system; effective mentor and mentee relationship without recourse to tribal sentiments; discipline and understanding the acts and principles of police performance; and timely, accurate, and relevant processing of performance data in the police force. The positive social change implication of this study included providing study findings that leadership of police force in Nigeria may adopt for delivering services that influence political, economic, social, and technological change in the law enforcement agencies.

Exploring Factors that Prepare Nigeria Police Officers for Performance Improvement

by

Lanre Ogunlowo

MA, University of Leeds, 2009

MS, University of Ibadan, 2006

BS, Ahmadu Bello University, Zaria, 1989

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Public Policy and Administration

Walden University

November 2021

## Dedication

I dedicate this work to my family; my wife and children, for all the support, for enduring my absence and the resources committed to this study. I also dedicate this dissertation to officers of the Nigeria Police who give so much to discharge their duties but get little reward for their commitment to service.

## Acknowledgments

First, I would like to thank my committee chair, Dr. Richard Worch Jr., whose untiring support and guidance, prompt response at every turn and encouragement at a very difficult point ensured completion of the academic work. My appreciation goes to my second committee member, Dr. Ian Cole, for his significant contribution to the study. I am particularly grateful to Dr. Samuel Aikhuomogbe for being a path finder for the study from the beginning to the end. To my brother and colleague, Ahmed Lateef, thank you for standing by me and for the consistent support. To my friends: Waheed Ayilara, Mifyano, Riskiah, OluY, Bunmi and Georgelyn, I appreciate your vital contribution to the success of my doctoral journey.

## Table of Contents

List of Tables .....	vi
Chapter 1: Introduction to the Study.....	1
Background.....	1
Problem Statement.....	2
Purpose of the Study .....	3
Research Questions.....	4
Theoretical Framework.....	4
Nature of the Study .....	6
Definitions.....	7
Assumptions.....	9
Scope	10
Delimitations.....	10
Limitations .....	11
Transferability and Bias.....	12
Significance of the Study .....	12
Summary .....	13
Chapter 2: Literature Review .....	15
Literature Search Strategy.....	15
Theoretical Framework.....	16
Literature Review.....	21
Performance Improvement Strategy for Police.....	21



Community Policing .....	23
Mentor to Mentee Relationship .....	25
Coaching Programs .....	26
Capacity Building .....	27
Effective Communication System .....	28
Ethical Leadership .....	29
Discipline for Improvement .....	30
Performance Matrix Development.....	31
Challenges of Police Officer Performance .....	31
Police Legitimacy and Stakeholder Engagement .....	39
Conflict Management and Performance .....	49
Criteria for Measurement of Performance in the Police Force .....	55
Rethinking of Performance Improvement Strategy for Police .....	63
Gaps in Literature .....	67
Conclusion .....	68
Chapter 3: Research Method.....	70
Research Tradition and Rationale.....	70
Role of the Researcher .....	72
Methodology .....	73
Participant Selection Logic .....	73
Data Collection Procedures.....	74
Data Analysis .....	78

Trustworthiness.....	80
Ethical Procedures .....	82
Summary .....	85
Chapter 4: Results .....	87
Setting 87	
Demographics .....	87
Data Collection .....	88
Data Analysis .....	90
Attending Specific Courses on Detective, Tactical, and Strategic	
Leadership.....	91
Effective Mentor and Mentee Relationship without Recourse to Tribal	
Sentiments.....	91
Understanding Roles, Responsibilities, and Relationship in the Police	
Force .....	91
Timely, Accurate, and Relevant Processing of Performance Data in the	
Police Force .....	91
Evidence and Trustworthiness .....	92
Results93	
Theme 1: Attending Annual Continuous Improvement Training.....	93
Theme 2: Attending Specific Courses on Detective, Tactical, and Strategic	
Leadership.....	96
Theme 3: Internal and External Appraisal System .....	98

Theme 4: Eliminating Godfatherism in the Police System.....	99
Theme 5: Effective Mentor and Mentee Relationship without Recourse to Tribal Sentiments .....	102
Theme 6: Public Spirited Individual Police Force .....	103
Theme 7: Discipline and Willingness to Make Sacrifices to Ensure Peace .....	105
Theme 8: Understanding the Acts and Principles of Police Performance .....	106
Theme 9: Understanding Roles, Responsibilities, and Relationship in the Police Force .....	108
Theme 10: Timely, Accurate, and Relevant Processing of Performance Data in the Police Force .....	109
Summary .....	110
Interpretations of the Findings .....	112
Attending Annual Continuous Improvement Training .....	112
Attending Specific Courses on Detective, Tactical, and Strategic Leadership.....	113
Internal and External Appraisal System .....	114
Eliminating Godfatherism in the Police System.....	115
Effective Mentor and Mentee Relationship Without Recourse to Tribal Sentiments.....	115
Public Spirited Individual Police Force .....	116
Discipline and Willingness to Make Sacrifices to Ensure Peace.....	117
Understanding the Acts and Principles of Police Performance .....	117

Understanding Roles, Responsibilities, and Relationship in the Police	
Force .....	118
Timely, Accurate, and Relevant Processing of Performance Data in the	
Police Force .....	119
Limitations .....	119
Recommendations for Future Research .....	120
Implications for Social Change.....	123
Methodological Implication.....	124
Theoretical Implication.....	124
Conclusion .....	125
Appendix: Interview Protocol.....	156

## List of Tables

Table 1. Demographics of Participants..... 88

Table 2. Codes and Themes Emergence from Interview Process..... 91

## Chapter 1: Introduction to the Study

Education can enhance the performance of police officers who have inadequate training and unprofessional work ethics that affect job performance (Albert, 2016). Thus, the focus of this study was lack of information on how to prepare police officers for performance improvement that may enhance their knowledge on the requisite skills needed to protect lives and property in Lagos State (Adegoke, 2014). The human competence model (HCM) by Fusch and Gillespie (2012) was used as lens to address the study's purpose. This chapter includes background of the study, problem statement, purpose of the study, research question, theoretical framework, nature of the study, operational definitions, assumptions, scope, delimitations, limitations, significance of study, and a summary and transition.

### **Background**

Section 214 of the Nigerian Constitution (1999) gives the police exclusive jurisdiction over public safety. However, the police in Nigeria contend with many challenges in performing the constitutional obligation, and these shortcomings are more evident in Lagos, the state with the highest population and economic activities in the country (Gholami and Abdulrauf, 2018). Significant efforts at reforming the police for improved performance led successive administrations to constitute different committees in 2006, 2008 2011, 2012 and 2015. However, reports of these committees are not accessible to the public as security agencies are known to set obstacles into investigating challenges under the guise of Official Secrets Act (Flanders, 2017).

There is a public policy problem with the government not addressing the challenges responsible for lack of preparation of the police force in Nigeria to effectively discharge their duties of protecting lives and property which often cause loss of lives and property (Badiora et al., 2020). Despite the growing need to engage the police force in Nigeria to address the issue of inadequate preparation for their jobs, there is a lack of information on performance improvement that may enhance police knowledge on the requisite skills needed to protect lives and property in Lagos State, Nigeria (Adegoke, 2014). Addressing this issue is important because as sociologists have recognized, understanding the complex interactions that influence human behavior and organizational practice can be critical to improving interactions between different nations, states, and cultures among which are police practices in Nigeria (Oduntan, 2017). This study is required due to the existing gap in the literature on how to prepare officers for performance improvement, especially in Lagos State, Nigeria.

### **Problem Statement**

Police officers in Nigeria are subjected to criticism as a result of not meeting the obligations to the people and assigned responsibilities (Gholami & Abdulrauf, 2018). These problems are rooted in the preparation of the police in Nigeria to discharge their duties of protecting lives and property, which often causes a loss of lives and property (Badiora et al., 2020). The lack of training on capacity building for police officers in Nigeria has also resulted in fraudulent acts and practices and lower motivation in the job performance for police officers in Lagos, Nigeria (Umar et al., 2013). There are misapplication and misuse of training funds, insufficient number of competent and

experienced training staff involved in police training and development, unacceptable student and personnel ratio, non-utilization of trained police personnel in their special areas of training, and wrong procedures in training, selection, and placement after training (Badiora et al., 2020). The imperative, therefore, is to examine how police officers can be prepared for performance improvement needed to protect lives and property. This study was necessary for exploring which factors most significantly influence police officers' knowledge on the requisite skills needed to protect lives and property by making critical decisions. Understanding the complex interactions that influence human behavior and organizational practice can help improve police practices in Nigeria (Oduntan, 2017). There is a responsibility on the Nigeria Police leadership to ensure that people management is of the highest possible standard, especially welfare, pay and conditions, health and safety, empowerment, motivation, personal development, discipline, etc. to secure high performance. A strong performance management ethics, supported by appropriate structures and systems, must become part of the command style of leadership in the Nigeria Police to solve problems and increase overall organizational performance (Oduntan, 2017).

### **Purpose of the Study**

The purpose of this qualitative, exploratory case study was to understand how police officers can enhance their knowledge on the requisite skills necessary to protect lives and property in Lagos State, Nigeria. The study focused on the resolution of this challenge by suggesting measures that may lead to improved performance and increased



understanding of performance improvement, protection of lives and property by police officers in Lagos.

### **Research Questions**

The overarching question for the study was “How can police officers enhance their knowledge on the requisite skills necessary to protect lives and property in Lagos State, Nigeria?” I followed up with a secondary research question to support a comprehensive response to the central question: What does being prepared for performance improvement means to police officers in Lagos, Nigeria?

### **Theoretical Framework**

The theoretical framework for this study is the HCM, which is an extension of Gilbert’s (2013) behavioral engineering model first developed in 1974. The framework supported exploration of the mission, goals, system processes, and clarity in accomplishments that existed in the U.S. Coast Guard MIP. Fusch and Gillespie (2012) evaluated the HCM by exploring the desired result for an organization. The HCM is grounded on the need to improve organizational output by reducing the performance gap—that is, the existing gap between result and the real outcome or reality (Fusch & Gillespie, 2012). Workplace culture is an enabler of performance improvement. Realizing that personnel training does not necessarily result in performance, the focus of the organization shifts to activities that generate results hinged on the organization’s planning and strategy. This premise was helpful to the study the performance of police officers in Lagos State, Nigeria and the importance of improving their activities against the result of delivering service to the people. Exploring organizational performance begins by

defining an organization's vision, mission, strategies, and overall accomplishments, or results (Fusch & Gillespie, 2012). For instance, rather than aligning and validating visions, missions, and objectives, the Nigeria Police force performance target could be based on monitoring activities, not work accomplishments (see Fusch & Gillespie, 2012). However, work accomplishment is what matters to begin performance improvement, not how many activities occurred to achieve that accomplishment (Gilbert, 2013). Lack of mission clarity and defined objectives may be affecting the Nigeria Police Force management and measurement. Thus, the exploration of mission clarity was the first essential component in this study's theoretical framework.

Further, Fusch and Gillespie (2012) provided an overview of how to explore performance supports at an organizational level by explaining that there are two central dimensions inherent in improving performance (or human competence) in the workplace once the desired result is defined: environmental supports and worker behavior. Environmental supports include factors extrinsic to a performer, and worker behavior incorporates intrinsic factors. Fusch and Gillespie also segmented the model into three types of factors: information, instrumentation, and motivation. Information is the communication received by police force in discharging their duties effectively. Instrumentation represents the tools used in carrying out civic duties as contained in the code of conducts of the police force, which can include arms and ammunitions, uniforms, and vehicles. Motivation can involve salary increase, recognition, promotion, transfer to family union, and self-actualization. These factors affect environmental support and worker behavior in the sense that the information received for duties contribute to the

effectiveness of the performance of the police force. For instance, a police officer who has information about a robbery incident in time is likely to act faster. A police officer with adequate instrument at the time an information is received is also likely to respond more effectively, and an officer with sufficient motivation in response to their needs may perform adequately more than a demotivated officer.

In summary, the framework of this study was the work of Fusch and Gillespie (2012), which is consistent with the work of Gilbert (2013). To address mission clarity, worker behavior, and environmental support in the Nigerian Police, I took the following steps: (a) explored the organizational vision, mission, strategy, and desired end results; (b) investigated environmental supports for the Nigerian Police Force; (c) studied worker behavior within the Nigerian Police Force; (d) determined ideal performance for police officers, and (e) recommended strategies to promote.

### **Nature of the Study**

The choice of qualitative exploratory case study was to gain an in-depth understanding of the case or area of interest (Yin, 2014). The qualitative method was suitable for this study because it allows the researcher to explore the concept of human understanding through an open-ended interview question (Marshall & Rossman, 2011). A quantitative method was not suitable for the study as quantitative methods are used to study numerical relationship, statistical elements, and variables (Borrego et al., 2009). A mixed-method approach was also not adequate for the study as a mixed method is a combination of quantitative and qualitative research in a single study (Borrego et al., 2009).

The data collection tools I used were semistructured interview questions, note taking, and document review. I used telephone interviews as the primary data collection method because of the social distancing practice necessitated by the COVID-19 pandemic. Given the relevance of the topic and the potential benefit to police practice, there was no resistance during the data collection process. To recruit all participants, I approached the human resource department at the police headquarters that helped to use the register of personnel to identify possible participants who were informed of the purpose of the study through email or telephone to gain their confidence in the study. I used an audio recorder during the interview response for a quick transcription and coding the interview data using NVivo. The data were categorized into concepts that were used to identify patterns and trends and to develop potential theories. The responses were also input into NVivo and used as an additional source of information. After transcribing all the audio-recorded interviews and completing member checking, the next step was to upload the textual transcript into NVivo software from Microsoft Word to organize the data into groups and themes.

### **Definitions**

*Behavioral engineering*: The practical and precise application of scientific knowledge for the development, improvement, and management techniques of establishment, maintenance, or modification of human behavior (Prabowo et al., 2017).

*Environmental support*: This is described as the restriction and regulative laws guiding the sustainability of the environment in both internal and external workplace (Ohri & Singh, 2013).

*Human competence:* A system of identifying and mobilizing human resources to achieve specific strategic results which represent what the organization is known for, what it is good at doing, and how it patterns activities to deliver values (Galleli & Junior, 2019). Competence occurs in interaction with favorable environmental conditions; it also occurs in interaction within and between people, where one can highlight the role of the collective (Galleli & Junior, 2019).

*Human improvement:* Individual ability to execute task in flawless and quality ways with high relevance and attention to work details (Meyer et al., 2015). Individual could be competent through a combination of education, training, and experience (Meyer et al., 2015).

*Information:* The facts provided or learned about something such as performance improvement strategies for possible improvement to existing knowledge (Nelson, 2017).

*Motivation:* Described as the experience of desire or aversion that an individual want something or wants to avoid or escape something. Motivation has both an objective aspect of a goal or thing you aspire to and an internal or subjective aspect (Nelson et al., 2019).

*Performance improvement:* A method of adopting performance benchmark to appraise defined standard performance against the performed daily activities in an organization (Vakani & O'Beirne, 2015).

*Preparation:* The action or process of preparing or being prepared for use or consideration (Nonomura, 2020).

*Requisite skills:* The skills required or necessary for a particular purpose, position, and which are indispensable (Ikebuaku & Dinbabo, 2018).

*Work accomplishment:* Described as the contributions made by employees in achieving the goals and objectives of the organization (Anderson & Tengblad, 2016).

*Worker behavior:* The positive and negative attributes that workers exhibit to their co-workers and external customers during the ordinary course of business (Ryan et al., 2015).

*Working equipment:* The machineries or plant brought into an organization to perform task electronically or mechanically in an organization (Gibb et al., 2005).

*Work–life balance:* Refers to the balance between parenting and employment. Work–life balance has taken an increasingly prominent place on the European Union’s political agenda (Stoilova et al., 2020).

### **Assumptions**

I made some assumptions when developing the design for this research. Assumptions are reflections of knowledge that determines the scope and findings of a study (Fan, 2013). The purpose of this study was to investigate how to prepare police officers in Lagos State, Nigeria for performance improvement. The first assumption was that the participants would be honest to share their experiences in a competent manner. I also assumed that the research participants are senior officers of supervisory cadre who have served in different departments and have sufficient knowledge of the police force to uphold independent view. The third assumption was that the research design was suitable in revealing the factors required for performance improvement among police officers in

Lagos. This was necessary to help in the preparation for data collection adequately. Additionally, I assumed that the participants would agree to take part in a 60-minute telephone interview to provide responses to the interview questions. Furthermore, the interview questions were assumed to be suitable for collecting accurate data necessary for this study. In summary, I assumed that participants would be allowed sufficient time to provide detailed answers and the population size will be sufficient to answer the research question. This assumption is necessary for consistency and research validity. There was no deviation from these assumptions.

### **Scope**

I conducted the research using a semistructured case study design to explore the information required by police officers on how to improve performance management that may promote their knowledge on the requisite skills needed to protect lives and property in Lagos State. All the participants were recruited from Lagos State. Other categories of police officers, including junior and middle officers, who are currently confronted with a lack of information on performance improvement, are outside the scope of this study. To determine transferability in the study, I adequately explained the findings of the study to provide detailed descriptions for future readers to make informed decisions about the transferability of the findings to a specific organization, location, or context (Stake, 1995).

### **Delimitations**

Delimitations of the study allow for the narrowing of the scope of the study; delimitations establish the parameters of the interviewees and the location of the study

(Bloomberg & Volpe, 2012). The inclusion criteria included (a) 15 police officers from the rank of assistant commissioner (ACP) to deputy commissioner (DCP) and commissioner (CP), (b) police officers who have had 12 years serving experience in the police force, and (c) a police officer that has risen from the rank and file before attaining the current leadership position. These categories of police officers are more likely to have had experience, training, and knowledge on the study's subject. The semistructured interviews, field notes, and document review were used to collect data to understand how to prepare for performance improvement that may enhance their knowledge on the requisite skills needed to protect lives and property in Lagos State, Nigeria.

### **Limitations**

Limitations of the study are the inherent issues of validity, reliability, and generalizability that confront the study (Katz, 2015). The first limitation has to do with the nature of the study; qualitative research attracts the implicit subjectivity of both the researcher and research subject that may defeat the replication of study (Caru et al., 2014). The results of the study are limited by the honesty and thoroughness of the participants' responses. The participants' availability to respond to interview questions in sufficient detail may also limit the results. Additionally, using a case study design and involving participants from the police force whose experience have been mixed from past to current days may be faulty for the lack of representation. Generalization in a qualitative study is left for the reader to decide (Morse & McEvoy, 2014).



### **Transferability and Bias**

Because the research was conducted using a case study methodology and a convenience sampling strategy, the obvious limitation in this research is the inability to generalize the findings based on the results and bias. The sample size for this study, combined with the means of selecting participants make generalizing the results across a wider population problematic. Because participant selection was by convenience sampling, the sample is neither random nor representative.

### **Significance of the Study**

There is an increased demand for a continually improved standard of service, transparency, and accountability among the police officers in Nigeria. The study may be significant to the law enforcement profession in Lagos, as the findings may be useful in policy formulation, training, and police officers' career development. The study may also be significant to the local government, state government, and the federal government of Nigeria in policy formulation as it relates to capacity building for police officers in Nigeria. Further, the study may be significant to a future researcher who may want to expand the body of knowledge on performance improvement. Ultimately, the study may be significant in promoting positive social change; the findings in the study may create awareness that can lead to a change in the paradigm on performance improvement of police officers in Nigeria.

The research findings may also offer the participants the opportunity to improve their performance as it relates to the police force. Participants in public policies and administration may use the outcome of this study to improve the adaptive process of

change. The results of this study may help fill the gap in literature. The findings may provide additional perspectives on the field of understanding performance improvement in the police force. The research may also help validate some of the theoretical models and framework on the topic (see Adegoke, 2014; Fusch & Gillespie, 2012; Gilbert, 2013; Umar et al., 2013).

Further, the results of this study may contribute to improvement in positive social change in the police force. The social change impact implication of this study includes findings that may aid the leadership of police force in Nigeria in achieving strides toward delivering services that influence political, economic, social, and technological change in the law enforcement agencies. With these changes, there may be a peaceful environment for citizens who may have a good experience due to the efficiency of the police force. Another implication of positive social change includes business sustainability, improved standard of living, reduction of lawlessness in the society, and inter-community co-existence.

### **Summary**

In this chapter, I introduced information on performance improvement in the police force in Nigeria as a significant factor impacting effective delivery of police service in Lagos State, Nigeria. I further implied the scholarly relevance of responses commitment that may motivate the police officers toward offering quality service on law enforcement by articulating evidence-based performance improvement strategies. This qualitative case study was designed to explore how to prepare for performance improvement that may enhance their knowledge on the requisite skills needed to protect

lives and property in Lagos State, Nigeria. Using the theoretical framework on human competence theory, I explored organizational performance by defining an organization's vision, mission, strategies, and overall accomplishments, or results. Chapter 2 contains a review of scholarly literature towards exploring the impact of performance improvement on police officers in Nigeria.

## Chapter 2: Literature Review

As the Nigeria police perform the constitutional responsibility of maintaining social order, there is a need to constantly maintain a minimum standard of service delivery which training and retraining guarantee (Otitaju, 2007). The requisite skill needed to protect lives and property is imparted at police training institutions across the country at the point of recruitment and as in-service refresher courses (Otitaju, 2007). But there is a lack information on how to prepare for performance improvement that will enhance police officers' knowledge on the requisite skills needed to protect lives and property in Lagos State.

This chapter contains three sections: the literature search strategy, a discussion of the theoretical framework, and the literature review. The literature review is an analysis and synthesis of the topical police performance improvement literature. It contains subsections that guide the reader to understand the challenge presented by the phenomenon under study, the gap in the literature, and how answering the research question may help fill that gap. The articles were peer-reviewed within 5 years of publication. Selected themes were identified using the theoretical framework and keywords as a guide.

### **Literature Search Strategy**

The literature review search strategy focused on (a) performance improvement, (b) knowledge improvement, (c) duties of a police officer, and (d) qualitative exploratory case study. The Walden Library databases were the primary sources for peer-reviewed

articles and dissertations used to prepare this literature review. The business and management databases, specifically the ABI/INFORM, Business Source Complete, Emerald Insight, Sage Journals, and ScienceDirect formed the foundational resources. Secondary sources were used to ensure a multi-dimensional review: multidisciplinary databases such as Academic Search Complete, together with Google scholar, Nigerian government databases, the Police Act and Regulations, the World Bank and related databases, trade publications, and manufacturing and consulting websites. The keywords were *performance improvement plan, counseling program among police officers, mentoring program among police officers, coaching program among police officers, capacity building among police officers, review of personal developmental agenda, progressing discipline on duty and off duty, performance appraisal, review of job description and job specification, welfare and motivation, knowledge improvement, duties of the police officers, police performance improvement in Ghana, police performance improvement in South Africa, police performance improvement in Cameroon, barriers to police officers performance improvement implementation, and measurement to performance improvement.*

### **Theoretical Framework**

**Introducing the framework.** The theoretical framework for this study was the HCM (Fusch & Gillespie, 2012), which is an extension of Gilbert's (2013) behavioral engineering model first developed in 1974. Fusch and Gillespie provided an overview of how to explore performance supports at an organizational level by focusing on environmental supports, which include extrinsic factors, and worker behavior, which

involves intrinsic factors. Though Gilbert indicated that it is critical to measure work accomplishments rather than activities in performance improvement, Fusch and Gillespie stated that exploring organizational performance begins by defining an organization's vision, mission, strategies, and overall accomplishments, or results. Lack of mission clarity and defined objectives may be affecting the Nigeria Police Force management and measurement. Further, Fusch and Gillespie segmented the model into three types of factors: information, instrumentation, and motivation. Information can refer to communication received by police force in discharging their duties, instrumentation represents the tools used in carrying out their civic duties, and motivation entails the boost received by police force while discharging their duties such as salary increase or promotion.

**How HCM applies to current study—performance improvement.** In this study, the HCM was used to focus was on personal development competencies, team development and collaboration, and organizational development (Hecklau et al., 2016). Competence relates to the skills needed to perform a specific job or task efficiently (Coelho et al., 2017). There is growing evidence that organizations need to move away from a focus on jobs and toward a focus on individuals and their competencies (Bohm et al., 2017). In the organizational context, the learning process is to promote improvement in performance through behavioral changes aimed at production and can occur both to meet the immediate needs of workers and to develop relevant competencies for the future (Bohm et al., 2017). The human resource training systems could be the source of

organizational capabilities that allow officers to learn and capitalize on new opportunities (Thomas & Watson, 2017).

**Applying the HCM to police officers' duties—example of school officers.** The HCM applies to the competences that support the role of law enforcement officers in performing their duties. For example, a reliance on school-based law enforcement officers to handle student discipline can have implications for how officers interact with students, especially when they lack the training and human competence in how to work with youth (Martinez-Prather et al., 2016). This lack of training can lead to unnecessarily harsh punishment (Martinez-Prather et al., 2016). Though little is known about the training practices of school-based law enforcement officers, traditional police academies in most states spend less than 1% of training on matters related to juvenile justice (Martinez-Prather et al., 2016). Thus, the use of legal interventions toward handling student misconduct may be an outcome associated with a lack of specialized training in school-based policing, which requires a different set of skills compared to street policing, particularly in school discipline. For instance, in October 2015, a video of a police officer working in a South Carolina school forcibly removing a student from a desk in response to classroom disruption drew national media attention (Bolger et al., 2019). Rather than focusing on the teacher or counselor aspects of the school resource officer assignment, police in the field may focus more on law enforcement, and student behavioral issues may increasingly be referred to the juvenile justice system rather than handled through school discipline (Perez-Floriano & Gonzalez, 2019).

**HCM as applied to officers in criminal situations.** The HCM can also be used to evaluate how police officers should perform as front-line offices in a crime situation. Although police officers are most often on the front line when dealing with crime victims, perpetrators, and witnesses, their ability to recognize, understand, and provide support for individuals with disabilities is frequently limited leading to the potential form is understanding and differential treatment. Police officers often respond to situations involving individuals with intellectual disability with preconceived notions shaped by “apprehension, fear and anxiety” (Eadens et al., 2016, p. 16). In addition to perpetuating a false and negative stereotype, a lack of awareness regarding the characteristics of individuals with intellectual disabilities could likely result in failure to recognize the need for support for these individuals and unfair treatment.

**HCM applied to appraising officers’ expertise in criminal situations.** The HCM also serves as the parameter by which the expertise of the police force is appraised. Police officers often rely on expertise rather than a more formal weighing of alternatives and probable outcomes in order to decide what to do and how to shape events as they unfold in the complex, dynamic, fast-paced, and low-information situations that often characterize their encounters with the public. Expertise refers to officer’s skilled intuition based on a synthesis of their subjective experience (Vila et al., 2018). But high-level experts may be necessary to make these decisions in situations where one cannot assess critical aspects of the environment or the dynamic social system in flux (Vila et al., 2018). When an officer’s performance in an encounter has been questioned or elicited an external complaint, the justice system has assessed performance based on three things:



the encounter's outcome, whether applicable laws and policies were followed, and the totality of the circumstances surrounding the encounter (Vila et al., 2018). However, traditional responses and remedies often tend to ignore the dynamic and probabilistic nature of encounters between police and the public. Instead, they often focus on subjective eyewitness testimony based on recall and, more recently, videos that record an encounter from a limited perspective (Vila et al., 2018).

**Importance of environment in evaluating officer performance.** In dealing with the HCM, the environment at which police officers perform their civic duties is a concern for evaluation. Police environment refers to the conditions and surroundings in which a law enforcement person operates (Wang et al., 2020). The work environment has been singled out as the most critical element that exposes an officer to the outside world (Wang et al., 2020). A fundamental assumption of the current study is that the work environment exerts a significant influence on police officers' values and beliefs as well as associated behaviors at both the organizational level and individual level. Different from other professions, the police work environment has its own "working personality"—dangerous, authoritarian, uncertain, unpredictable, and ambiguous. The police profession is traditionally viewed as a craft rather than science; consequently, practical experience can hardly be learned from a classroom setting (Wang et al., 2020). Research shows that police officers are not sensitized to the complexity of real police work, such as domestic disputes, unless they personally handle such incidents at work (Bayley & Bittner, 1984). Thus, field training has been viewed as an essential vehicle for reducing possible "reality shock" and honing policing skills (Wang et al., 2020, p. 28). For effectively managing

dramatic turns, service delivery training likely needs to include role-playing executions of different categories of near-to-complete service breakdowns, executing steps to deescalate and avoiding such performance enactments (Woodside et al., 2020).

## **Literature Review**

### **Performance Improvement Strategy for Police**

Performance improvement involves interconnecting systems of reporting arrangements, resource flow, performance measures, organizational assessments, and interventions designed for efficiency of public service organizations (Charbonneau et al., 2015). For instance, prior research demonstrated that shooting accuracy is low and has not improved much over the years (Donner & Popovich, 2019). From the 1970s to the 90s, officers had a hit rate of about one in five shots despite many changes to training (Morrison, 2006). Although the amount and quality of firearms training received by officers over the last century has increased considerably, there appears to have been little improvement in shooting accuracy (Donner & Popovich, 2019).

Another aspect of performance is that traditionally, the police are expected to fulfil three broad roles: law enforcement, order maintenance, and service. But police departments have multiple cultures with which different officers connect, and officers are not a homogeneous group in their perceptions of proper police roles (Sun et al., 2016). Some officers view their primary role as crime fighters whose top priorities are crime control and law enforcement. Other officers define their role more broadly and consider the order maintenance role as part of a legitimate police business (Sun et al., 2016). Although prior research has assessed an array of attitudinal propensities, this study

concentrated on officers' attitudes toward crime-fighting, order maintenance, problem-solving, quality of life, and job satisfaction (Sun et al., 2016).

There are inadequacies in preparing police officers for job performance and lack of information on how to prepare for performance improvement that may enhance their knowledge on the requisite skills needed to protect lives and property in Lagos State, Nigeria. Previous studies on police welfare (Ratcliffe et al., 2014), police recruitment (Karimu, 2015), and police job placement (Hickman et al., 2016) have not addressed how police officers could attain information required for performance improvement in Lagos State. The themes for this study included performance improvement strategy for police force, challenges of police officers' performance, police legitimacy and stakeholders' engagement, conflict management and performance, and criteria for measurement of performance in the police force. Other subthemes include capacity building among police officers, information development for performance, mentoring of police officers, and procedures of training, selection, and placement. The police force is expected to perform effectively and efficiently. The parameters for effective performance may be contained in the country's constitution or police manual of operations. Performance improvement in the organization is the focus to increase profit and reduce cost (Nicholds & Mo, 2016). The structure of the police performance index in Lagos, Nigeria, are not properly defined, which could result in role failure. Mentoring in the police force may help to transfer the good qualities from the senior police officers to the junior officers to maintain the performance culture in the police force system. Capacity building is the process of identifying a knowledge gap and filling those gaps for performance improvements.

Procedures of training, selection, and placement involve the nature of training, the requirements for recruitment and the strategies surrounding placement and transfers of police officers.

### **Community Policing**

With the increased complexity of the police role and the movement toward neighborhood policing, the nature of police work and police organization has become more complex. This complexity necessitates the importance of hiring and retaining the highest-quality personnel available (Offord et al., 2016). New police personnel in community policing are expected to help redress better and prevent crime, disorder, and fear of crime through “active, multifaceted, consultative and collaborative relationships with diverse community groups and public and private-sector institutions” (Farooq & de Villiers, 2019. pg. 22). Community policing requires building trust between officers and citizens, changing their perceptions of each other and reducing the physical and psychological distance between the police and the community (Farooq & de Villiers, 2019).

What adds complexity to community policing is that police officers are required to perform a variety of tasks other than responding to emergency calls (Robotham & Cortina, 2019). However, the police officer’s job had no prerequisites and called for no formal training (Robotham & Cortina, 2019). The issue whether college-educated officers are more qualified to perform their jobs and whether they actually perform better than their counterparts without a college education has been the focus of research for some time (Robotham & Cortina, 2019). There is an argument for re-examining whether police

officers' level of education is significantly associated with their perceptions of the quality of their performance (Robotham & Cortina, 2019). Literature in criminal justice regarding police officers' perceptions of their performance or officers' actual performance does not define "quality" precisely (Giousmpasoglou et al., 2018). Several other researchers report that two of the variables that influence police officers' success or failure most are education level and training.

### ***Counseling Program for Police Officers for Performance Improvement***

Police officers face a variety of tasks related to their job assignments. They are expected to be social workers, teachers, role models, and counselors (Martnez-Prather et al., 2016). Police officers often work under stressful conditions that may result in becoming aggressive and even hostile against some individuals. Police work is one of the few professions where an individual goes to work, understanding that a strong possibility of being killed exists (Martnez-Prather et al., 2016). The factors listed from least to most important in terms of how they affect police use of violence are: (a) effectiveness of crime prevention, (b) unionization/association activity, (c) police organizational change and policy implementation, (d) police leadership abilities, (e) special assignments of officers, (f) new coercive police technologies and techniques, and (g) internal controls on police personnel (Gill et al., 2016). Police officers also have difficulty trusting and confiding in someone outside the closed circle of sworn personnel (Young et al., 2018). Frequently, they consider themselves as having a strong sense of self-sufficiency, insisting they can solve their own problems.

Existential counseling has been defined as a humanistic counseling approach that helps group members learn to make appropriate choices, experience life, minimize isolation, and treat all human beings as individuals (Cubitt & Judges, 2018). Cubitt and Judges (2018) argued that an existential-phenomenological approach is appropriate for counseling because of its subjective approach to reality. This type of counseling does not impose its will on the individual or makes suggestions on what courses of action individuals may take. Individuals can benefit from existentialism because its primary focus is concerned with human existence and the infinite possibilities of life (Cubitt & Judges, 2018). Existentialist counseling attempts to increase individuals' self-awareness. Through increased self-awareness, the individual becomes more human (Rowe & Macauley, 2019). Counseling quality allows the individual to interact with others more humanely. Existential group counseling is expected to help police officers listen to, and understand, subjective views of others. Through an existential approach, officers can learn to deal with feelings of isolation and find positive meaning in their lives. Existential group counseling provides essential therapeutic dynamics needed for those in search of identity and meaning in their lives. Rowe and Macauley (2019) viewed counseling as a process of discovery, which can aid officers and allow them to live more realistically.

### **Mentor to Mentee Relationship**

More than thirty years ago, Kathy Kram's in 1983 qualitative research identified two broad functions of mentoring in the workplace: career and psychosocial support, both peaking during the cultivation period of the mentoring relationships. Career functions described mentors providing their mentees with sponsorship, coaching, and challenging

work assignments to enable them to understand corporate life and develop their careers. Psychosocial functions referred to role modelling, counseling, and friendship. Mentoring is defined as an intense, interpersonal exchange between an experienced senior colleague (mentor) and a less experienced one (protégé), in which the mentor provides support and feedback on the protégé's career plans (Farnese et al., 2016). Organizations seek to encourage informal mentoring or to develop formal mentoring programs since mentoring relationships have beneficial impacts on those involved (Farnese et al., 2016).

Specifically, formal mentoring can be defined as an organizationally established and sponsored developmental relationship in which a more experienced senior mentor and a less experienced junior protégé are matched for the specified purpose of sharing organizational knowledge and advancing the protégé's career (Farnese et al., 2016).

### **Coaching Programs**

Police work is faced with daily challenges and demands that few other occupations undergo. It has been noted that 'few occupations require the intensity of constant alertness, proper mood and demeanor, short term memory, and physiological stamina that police work requires' (Romosiou et al., 2019). Furthermore, police officers have been described as emotional workers, in the sense that they are exposed to emotionally demanding interpersonal interactions such as death, illness, accidents and crimes on a daily basis, and as a part of their job they have to put psychological efforts in order to deal with emotions in an organizationally desired manner (Romosiou et al., 2019). To be an effective and efficient police officer in today's complex environment requires a blend of several skills which have been highlighted as of key importance, such

as emotional intelligence. At the same time, given the nature of police work, officers experience numerous stressors, either organizational concerning the structure and operation of the police organization such as bureaucratic red tape, staff shortages, lack of resources, or operational concerning potentially dangerous or traumatic situations, with negative impacts on them, their families, and their organizations (Romosiou et al., 2019).

### **Capacity Building**

Villa et al. (2018) described capacity-building as the efforts designed to achieve and coordinate financial, human; time, knowledge, skills, technical; equipment, access to databases, data management, materials; and other resources; space, facilities, leadership support directed toward the quality implementation of evidence-based, competence-building interventions through public education delivery systems. Anell et al. (2015) considered that capacity building is a continuous process of improvement within an institution to maintain or improve the services provided; internal police process, which may be enhanced when an external entity assists the institution in improving its functions.

Capacity building is a multidimensional concept described in terms of its components, strategies, dimensions, or interventions; during the learning process, several planned and unplanned experiences and activities can occur (Woodside et al., 2020). Woodside et al. (2020) appraised capacity building in police officer local communities as an important role in a global world, where resources are becoming scarce, and methods and technologies change. Gullion and King (2020) commented that building capacity through the police officer community contributes not only to social development, but also to economic growth. A notable training gap exists in the literature such that social science



understands very little about how the law enforcement community prepares investigators; legally and tactically to elicit information from criminal suspects (Young et al., 2018). Systematic reviews or empirical analyses of interrogation training in the United States are not available, and international data are limited (Young et al., 2018). What is known about modern police interrogation techniques is largely derived from the training manuals of commercially marketed interrogation training programs (Young et al., 2018).

### **Effective Communication System**

One of the critical objectives of performance appraisal is to provide feedback to foster employee growth and development (Park et al., 2018). Park et al. (2018) suggested that an appraisal system must not only evaluate what has been accomplished, but also guide future development, leverage existing strengths, and address skill deficiencies. Thus, a third important component of effective performance appraisal relates to the frequency and nature of supervisor feedback (Park et al., 2018).

The police play an important role without which the sustenance of order, legality, development and democracy may be difficult (Di Salvatore, 2019). Therefore, any poor change initiative must take account of facilitating and inhibitive role of the police in the society (Di Salvatore, 2019). The primary role of the police is policing security, enforcing compliance with existing laws and conformity with precepts of social order (Di Salvatore, 2019). But the police are not the only agency involved in policing in the broad sense of the term. Policing has always been necessary in all societies for the preservation of order, safety and social relations (Fang & Sun, 2019). The necessity of policing becomes even more evident in modern societies characterized by diversities and

contradictions arising from population heterogeneity, urbanization, industrialization, conflicting ideologies on appropriate social political and economic form of organization (Fang & Sun, 2019). However, the emergence of the police, a body of men and women recruited and paid by the state to enforce the law and maintain order, is a recent development in human history (Fang & Sun, 2019).

### **Ethical Leadership**

Police integrity lies at the heart of how the public views the police (Hickman et al., 2016). To the extent that police hold themselves accountable, act in a procedurally just and fair manner, apply the law equally to all persons, and act with the utmost integrity, citizen cooperation will be high, citizen complaints will be lower, citizens will support the legitimacy of the police, and citizen backlash and violence against the police will be minimized (Hickman et al., 2016). Scholars in the past have extensively examined issues surrounding police integrity (Esoimeme, 2019; Lobnikar et al., 2016). Most research explores integrity using the Klockars et al. approach, which asks officers about their attitudes and intentions toward morally ambiguous and potentially deviant situations. A major finding of Klockars et al., as well as the many subsequent studies using their approach, is that the perceived seriousness of behavior is strongly predictive of the likelihood of reporting a fellow officer for that behavior (Lobnikar et al., 2016). In particular, officers were more likely to report misconduct for more serious behaviors as opposed to less-serious behaviors (Esoimeme, 2019).

## **Discipline for Improvement**

Historically, police discipline has been a secretive world (Vuorensyrja, 2018). Aside from a minimal number of departments, either citizens or officers themselves can't know what the likely disciplinary action would be for a particular act of misconduct (Schaible, 2018). Even in individual cases, imposed discipline is often not made public, or is specifically forbidden by law or union contracts (Schaible, 2018). Such a level of secrecy has consequences for both citizens' and officers' views relating to whether disciplinary actions are appropriately proportioned (Schaible, 2018). Regarding the public, citizens interested in whether police are sufficiently disciplined for violations of law or policy are largely limited to media reports or the results of independent investigations of police departments following scandal upon which to base their judgments (Worden & McLean, 2017).

Regarding the police themselves, line officers generally have no notion of what the usual sanction is for any act of misconduct, often leading to perceptions of inconsistent and unfair disciplinary actions on the part of supervisors (Worden & McLean, 2017). Even with steps taken to outlaw unfair disciplinary practices through court rulings or by the National Labor Relations Board, along with some states passing "Police Officer Bill of Rights" statutes (Worden & McLean, 2017), inequities in discipline can arise. Discipline matrices are one possible solution to these difficulties since they propose to ensure that discipline is appropriate, consistent, and fair by requiring all supervisors to follow the same schedule of discipline (Worden & McLean, 2017).

## **Performance Matrix Development**

The matrix can also be shared with the public, thereby removing some of the secretive nature of disciplinary actions (Nix et al., 2018). Also, matrices provide a means for police agencies to operationalize the increasingly accepted notion of progressive discipline, which holds that when employee discipline is warranted, it is most effective to apply the minimum level that will alter employee behavior, and then mete out increasing levels of severity based on reoccurrences (Hu & Lovrich, 2019). The performance matrix can serve checks and balances or as a tool that may help the police officers conduct a self-appraisal on a regular basis for improved performance.

## **Challenges of Police Officer Performance**

### ***Financial Remuneration***

Most police officers do not want to work without pay and equally expects reasonable pay that is measurable to their work (Grubb et al., 2019). Financial remuneration, as payment, is the most desirable equal to no other incentive method or motivational technique with respect to influencing police officers (Grubb et al., 2019). To achieve a greater performance of duty, police officer leadership should be ready and willing to pay officers fairly and promptly (Bodziany et al., 2020). Researchers have shown that rewarding officers promptly results in increase satisfaction and influence performance (Bodziany et al., 2020). Police leadership should understand that rewarding officers is a tool that when applied appropriately, could contribute to the security effectiveness by influencing individual or group behavior (Bodziany et al., 2020). Police officer leaders use the reward to improve performance. Researchers have demonstrated

that as corporations use to pay, promotion, bonuses, and other types of rewards to motivate and encourage increase performances of employees, the police officers should take credence from such practice (Khedhaouria et al., 2017). In using salaries as a motivating tool, police leadership should consider structuring the pay system to include payment relating to performance, personal or special allowances, fringe benefits, and pensions (Bodziany et al., 2020).

For government to realize desired results, leaders should motivate police officers to get the followership (Oppong et al., 2017). Police leadership who empower officers provide benefits to their states and country and bring about a sense of belonging on the part of the officers (Bodziany et al., 2020). Officers empowerment brings about the fulfilment of the desired goals that the government seeks to attain (Abdelmotaal & Abdel-Kader, 2016). Lee (2018) posited that empowering police officers allows the workforce to concentrate on the work at hand, which results in the continued progress and ease of governance.

### ***Lack of Strategy***

Engagement makes officers perform better and more efficiently (Petcharate & Zaman, 2019). When considering performance improvement strategies, government leaders should first consider the aim of such a strategy. Government leaders should be interacting and communicating with police on duty to keep them engaged (Petcharate & Zaman, 2019). Because officers are the most important asset a country has, their active engagement should be a priority for government leaders. Lack of police engagement is one of the dangers facing national security undermining the efforts of government and

leaders in areas of increase productivity (Petcharate & Zaman, 2019). The development of a parastatal depends on its workforce. Lack of strategies toward police performance improvements comes with far-reaching disadvantages both to an officer and to the government (Petcharate & Zaman, 2019). Some of the demerits of not establishing strategies for police officers' performance improvement include frequent absenteeism from work and low performance (Khedhaouria et al., 2017). Police officer's performance plays a significant part in national and global development strategies (Petcharate & Zaman, 2019). Government leaders could not sustain growth without sound strategies geared toward police officer performance improvements and motivation (Lee, 2018). Ramaswamy (2019) opined that most countries, large or small, want to invest in strategies and areas that support the availability of trained or trainable officers with potential to performance improvement.

### ***Lack of Police Engagement***

To be successful in attaining goals and objectives, government leaders need to pay attention to their security officers and constantly be on the lookout for ways and means of keeping the officers engaged (Khedhaouria et al., 2017). Over the years, countries have incorporated officers' engagement and development in their national strategy, but scholars and researchers are studying new ways of officers' engagement (Petcharate & Zaman, 2019). Police officers' engagement and development are necessary for all countries to secure and remain peaceful and maintain their growth orientation (Marnewick, 2017). Lee (2018) opined that police officer development is the process of increasing the knowledge, skills, and capacities of the officers. With engaged officers,

leaders will not only experience high rates of performance and retention but will also realize increased security (Lee, 2018). The lack of police officers' engagement is one of the dangers facing most countries which undermine the efforts of leaders in the area of terrorism, and crime (Petcharate & Zaman, 2019). Unengaged police officers pose several disadvantages to the country than engaged police officers (Silvius et al., 2017).

Nonengagement of police officers does not only result in frequent absenteeism from work but also increase insecurity and crime rate (Petcharate & Zaman, 2019).

### ***Organized Corruption***

Corruption which crept into the Nigeria Police Force has gradually assumed greater dimension in recent times (Enweremadu, 2019). Enweremadu (2019) inferred not only are individual officers involved in corrupt practices, but evidence also abound of officers' involvement in organized acts of negligence and conspiracy with unknown persons to perpetuate the following offences: (a) escape from lawful custody, (b) obtaining money from suspects for the closure of case files, (c) escorts of contra-banned and stolen goods, and (d) stealing from suspects and accident victims. Other corrupt practices are receiving bribes in order not to arrest crime suspects, receiving bribes from a person to arrest an innocent citizen who is not in good terms with the bribe giver, the supply of police arms and uniforms to armed robbers for a fee, divulging information about complainants to criminals for a fee, stealing from the crime scene, and receiving bribes and failing to enforce the law against motorists who contravene the law or failing to search vehicles that may be carrying prohibited items (Akinlabi, 2017).

### ***In-Fighting Among Senior Officers for Promotion***

One of the worrisome problems which have impeded effective relationship amongst senior officers and hampered cooperation among such officers is in-fighting for promotion and posting (Mortlagh et al., 2017). Efforts are being made to correct this by ensuring that fairness, seniority, federal character, good performance and above all, merit are observed in promotions, postings, appointment and, discipline by the Police Service Commission (Mortlagh et al., 2017). In all such exercises, due diligence will be followed, and all deserving officers' consideration will be given the needed attention except where it has been established that an officer is either facing disciplinary action, or has an outstanding disciplinary action against him or her (Mortlagh et al., 2017). The moment the pending matter against him is cleared in his favor, his due rank shall be given him with immediate effect (Mortlagh et al., 2017).

### ***Unlawful Exercise of Authority***

Another factor which has seriously impacted negatively on the performance of the Nigeria Police is unlawful exercise of authority by officers and men (Bell & Schreiner, 2018). This aspect of policing has attracted public condemnation and in some cases, needless litigations by aggrieved members of the public resulting in huge claims against the Nigeria Police Force and the Police Service Commission (Bell & Schreiner, 2018). Officers must therefore familiarize themselves with extant rules and regulations which they must use as guide in the performance of their day to day duties (Bell & Schreiner, 2018). These include the constitution of the Federal Republic of Nigeria, 1999, Force orders and Regulations, the Police Service Commission (Establishment) Act 2001, public



Service Rules, and Financial Regulations (Bell & Schreiner, 2018). Police officers involved in an unlawful exercise of authority resulting in litigation and award of damages will be personally held liable (Bell & Schreiner, 2018). Some of such cases for which the Police Force and the Police Service Commission have been frequently taken to court include among others: (a) dismissal from the force without due process; (b ) use of Police Officers to unlawfully eject tenants/occupants from houses;(c) performance of illegal duties such as conducting an illegal search on persons and houses; (d) indiscriminate arrest and detention; (e) extra-Judicial killings (as in Apo Six); (f) escort of contraband and stolen goods by police officers, and (g) unlawful use of Policemen in disputed land matters which are purely civil (Watson et al., 2018). It is important to note the fact that "the duties of the office of the constable are imposed by law, and they cannot be widened or restricted by any superior officer or administrative authority. "A constable is not an "agent", but is personally liable for any act over his authority, and he cannot plead that he is obeying the orders of his superior officers (Watson et al., 2018).

### ***Noncompliance with Regulations by Police***

One of the problems that have inhibited policing is noncompliance with extant rules and regulations, procedures and established police practices (Hedberg et al., 2017). One gets the impression that the problem may be due to lack of knowledge of such regulations, procedures or unwillingness to take advantage of such practices by officers to enhance their work output and career prospects in the Force (Hedberg et al., 2017). Officers are encouraged to use the law as a guide in the performance of their duties. To enhance their effectiveness, therefore, officers are expected to familiarize themselves

with police manuals, force orders and regulations, procedures and traditions, as ignorance of procedures and regulations may impede their performance and consequently their progress in the Force (Hedberg et al., 2017).

### ***Leadership and Motivation***

Police officers want reasonable compensation for the work they do, while government leaders want personnel to feel they are getting their desire (Abdelmotaal & Abdel-Kader, 2016). Money is the primary engagement instrument for companies (Abdelmotaal & Abdel-Kader, 2016). Money is the key strategic business leaders use for inspiring and engaging employees (Abdelmotaal & Abdel-Kader, 2016). Money is the most fundamental factor in engaging and motivating employees to attain greater productivity (Lee, 2018). Scholars have shown that rewarding police officers could cause satisfaction, which has a positive impact on officers' performance (Abdelmotaal & Abdel-Kader, 2016). Police leadership should adopt rewarding employees as a strategy that may contribute to employee performance improvement, company effectiveness, and profitability (Silvius et al., 2017). Many organizations use salaries, overtime pay, and promotions to encourage and engage staff to achieve a high level of performance (Petcharate & Zaman, 2019).

**Lack of Leadership Support.** In 1978, Thomas F. Gilbert developed the behavior engineering model. As an engineer, he applied his understanding of the process of technological improvement to human beings. Gilbert lectured that absence of performance support, not a person's lack of knowledge or skill, was the greatest barrier to exemplary or worthy performance, and he advised business leaders to focus on variables

in the work environment before addressing an individual's variables. Gilbert (1978) developed the behavior and environment registers of the behavior engineering model within the basic framework of the Skinnerian operant behavioral model. Gilbert described the paradigm as the ABC theory: Antecedents lead to behaviors, which, in turn, lead to consequences. According to Gilbert, behaviors can generate stimuli, which, in turn, can lead to reinforcing or aversive consequences. The reward or punishment value of the consequences increases or decreases the probability of future repetition of the behavior. Gilbert identified six variables necessary to improve human performance: information, resources, incentives, knowledge, capacity, and motives. Gilbert posited that absence of performance support at police officer work, rather than an individual's lack of knowledge or skill, was the greatest barrier to exemplary performance. Police leadership should focus on variables in the work environment before addressing an individual's variables (Gilbert, 1978; Martens & Carvalho, 2017). The conditions in the work environment are critical to an individual's level of performance.

Police officers in Lagos lack information on how to prepare for performance improvement that may enhance their knowledge on the requisite skills needed to protect lives and property. However, past studies hinge some of the challenging factors on welfare, recruitment and job placement (Maduka, 2014). These studies did not offer suggestions on how police officers could attain requisite information to improve performance. However, a study conducted on the impact of training in the Nigeria Police Force covering the five states under Zone 9 Command, Umuahia by Maduka (2014) underscore the effect of inadequate training of officers and inappropriate deployment of

those trained to areas they can utilize their skills and competence. The author considered human resource development that updates the knowledge, skills and behavioral attitude of the workers crucial in enhancing the present performance of police officers and in preparing them for the immediate future.

**Lack of Knowledge of New Technology.** The technologies of capacity-building cover power instruments that the EU utilizes to act upon the bodies, personal competences, legal and administrative routines and technical exercises within the district (Isleyen, 2018). Capacity-building relies extensively on training, which is a form of disciplinary power that aims to train skills and capacities to correct abnormalities (Isleyen, 2018). Universities offer a wide range of training programs that entail corrective interventions and the normalizing gaze of examination (Isleyen, 2018). By targeting their skills, capabilities and behavior training promotes policing that reflects professional, productive and useful conduct towards the political governance of the population.

### **Police Legitimacy and Stakeholder Engagement**

Police legitimacy is a concept of making the police profession attractive and dignify in a country. To adequately ensure the legitimacy of the police force, the three arms of government; the legislature, executives, and the judiciary must express their support and buy-in of the performance position of the police force in the country. In terms of the initial design, police agencies should consider engaging outside early intervention experts, agency personnel and external stakeholders in a round table discussion to help inform the system's design, implementation and potential challenges. This includes identifying appropriate performance indicators, thresholds, interventions,

outcomes and follow-up. Police experts and scholars agree that an agency's thresholds should be based on its history and culture, including a review of the number of past incidents involving the agency and its officers (Gullion & King, 2020). The types of performance indicators in an early intervention system are crucial. Agencies that only include complaints or use of force (UOF) fail to gain the full picture of officer performance (Gullion & King, 2020).

Given that an early intervention system is for supervision and mentoring rather than discipline, the system should capture positive as well as adverse performance indicators. While there is no consensus on the correct or most significant number of performance indicators, promising practices recommend a broad range of indicators (Gullion & King, 2020). Police agencies can select as many indicators as suits their needs while recognizing that accurate and real-time data are crucial to the system's effectiveness (Gullion & King, 2020). Police legitimacy and a diverse police force are often seen as complementary interests, where diversity improves legitimacy and legitimacy improves success in recruiting for variety. Two important concepts that define police legitimacy are shared-values and lawfulness. The message becomes clear that laws must come from a shared value system and be enforced in a manner that is acceptable to those being policed (Rossler et al., 2019). Police agencies that are racially representative of the communities they police may help to reduce racial bias or the perceptions of racial bias (Rossler et al., 2019), and thereby increase police legitimacy in those communities. To increase the representativeness of their agency as a pathway to legitimacy, departments must have success recruiting officers of color. Recruiting officers of color is certainly not a new

challenge to police leadership. Previous research has identified many barriers to the successful hiring and retention of nonwhite officers including a lack of trust and respect for the police, direct or vicarious experiences with negative police practices, a lack of awareness of opportunities and selection criteria that disproportionately screen out applicants from underrepresented communities (Rossler et al., 2019). Despite the identification of these barriers, and an ostensible desire among departments and organizations alike to recruit more police officers of color, the representation of black and African-American officers has only increased from 9 to 12 percent since 1985 (Rossler et al., 2019).

The legitimacy of police can be further enhanced through system thinking. Systems thinking is concerned with the interrelationship between constituent parts and a functioning whole (Moizer et al., 2015). System science as a discipline has both breadth and depth, but specifically within this, systems modelling can be used to increase understanding of complex systems through the exploration of cause-effect decision making, often where feedbacks exist. Scenario thinking can be used to identify the key driving forces for change which assist model builders in determining the system scope to be modelled. Complex decision making in the public sector organizations is widespread within large government departments who have to manage an array of often competing stakeholder expectations when deciding between alternatives (Moizer et al., 2015). Cross-sectional Operation Research techniques have been developed to support detailed decision making but without always being able to consider the longitudinal implications for following a particular course of action (Moizer et al., 2015). Dynamically complex

issues inherent to public sector organizations can be addressed by understanding the underlying systemic structure and resulting behaviors (Moizer et al., 2015).

Establishing and sustaining legitimacy may be particularly challenging in jurisdictions where the police are involved with indigenous communities (Griffiths & Clark, 2017). Studies have found that First Nations people often do not trust the police and have lower levels of confidence in the police than their non-First Nations counterparts (Griffiths & Clark, 2017). A contributor to this situation is that, historically, the police have been a component of colonization and used as an instrument to enforce government policies that had a negative impact on indigenous cultures and communities (Griffiths & Clark, 2017). This legacy has contributed to contemporary relations that have often been characterized by mutual suspicion and distrust on the part of both the police and indigenous communities (Griffiths & Clark, 2017). The importance of First Nations peoples having trust and confidence in the police assumes even greater importance in communities that are afflicted by high rates of crime and disorder. Distrust of the police can lead to under-reporting and to a lack of cooperation with police investigations and to the perception and experience that police officers are indifferent to the plight of victims (Griffiths & Clark, 2017).

In light of the perceived stakeholders' value of support, numerous organizations have seized upon mentoring programs as a way to enhance their employees and organizations' performance (Gill et al., 2018). Formal mentoring programs have also been established to help overcome work-related issues (Gill et al., 2018). These mentoring programs establish formal dyads wherein a senior employee is expected to provide career

and general support to a junior employee (Gill et al., 2018). The extant literature suggests that both the career and psychosocial function of mentoring is likely to improve mentees' mental health and, potentially, to reduce their anxieties. Career-related support can lead to higher job performance ratings and enhanced satisfaction (Gill et al., 2018).

Career-related support would also be expected to deliver emotional and mental health benefits by creating trustful relationships in the workplace (Gill et al., 2018): mentees experience a greater cohesiveness and have confidence in the holistic support of their mentor. Psychosocial functions include counseling and friendship, which provide mentees with an increased sense of competence, effectiveness, and self-worth (Gill et al., 2018). Although mentoring programs are increasingly widespread and are included in training tactics in many different army and security force contexts, research on their value in such contexts is still sparse (Brunetto et al., 2017). A study of formal mentorships in Taiwan's army highlights that mentoring programs help freshmen cadets adjust to military life (Brunetto et al., 2017). Consistent with previous mentoring research (Brunetto et al., 2017), the authors provide empirical evidence indicating the critical role that formal psychosocial mentoring plays in assisting the protégés' commitment to a military career, their higher satisfaction, and reduced stress (Brunetto et al., 2017).

Frenking (2016) identified the primary duty of government leaders is to protect lives and properties. Frenking (2016) described an engaged police officer as one who is willing to do a job right while at the same time being happy to do the job. Once engaged, an individual performs to his or her best (Marnewick, 2017). Government leaders may not recognize performance improvement efforts in which a link does not exist between



job performance and effort from officers (Abdelmotaal & Abdel-Kader, 2016). Police engagement is the degree to which an officer wants and chooses to engage in certain specified behaviors (Ramaswamy, 2019). Some scholars posited that police engagement is action-oriented, directed by both internal and external forces (Silvius et al., 2017). Lee (2018) noted that without police officer engagement and motivation, the ability of a government to train officers to be knowledgeable about the skills necessary to perform government tasks would prove difficult. Government leaders should establish their government goals about what they want to achieve from the citizens and follow up with thorough planning and implementation (Petcharate & Zaman, 2019). Government leaders can only realize meaningful results from performance improvement strategies with engaged officers (Petcharate & Zaman, 2019). The reason for this school of thought is that officers are social beings who need interactions from the government to fulfil those necessary social needs (Petcharate & Zaman, 2019). Lee (2018) rationalized that government must continuously solicit police officers' involvement and opinions because officers are part of the mechanism that ensure peace in the country.

The stakeholders of police function are the citizen of the country as well as the government. Hu and Lovrich (2019) described early warning systems as data-driven programs to identify officers whose behaviors are problematic and then subject them to some type of intervention. These systems are in response to evidence that in most police departments, a small percentage of officers are responsible for a disproportionate share of citizen complaints (Worden & McLean, 2017). Hu and Lovrich (2019) indicated that since the advent of these systems in approximately 1980, about 40% of all departments

serving populations over 50,000 have implemented or plan to implement a program of this type. They tend to be more prevalent in municipal police departments than in sheriff's departments (Worden & McLean, 2017). According to Hu and Lovrich (2019), the three main components of an early warning system are: (a) identification of officers with problematic behavior; (b) intervention to correct the problem; and (c) follow-up with those who have received intervention. There is no established standard for inclusion in an early warning system intervention program (Worden & McLean, 2017). Nwozor et al. (2020) argued that the threshold for inclusion in these programs should be low enough to call attention to officers before they repeatedly use excessive force against the public. Nwozor et al argued against what they termed as light-handed counseling for such behavior and transferring the problem officer to another area.

The stakeholders can help provide solution-focused cognitive-behavioral leadership to execute coaching system for competencies improvement. Coaching can indeed be effective in helping people deal with workplace stress. But more needs to be achieved in this arena. We need to develop evidence-based coaching approaches that help prevent workplace stress, fatigue, and burnout, and solution-focused cognitive-behavioral leadership and executive coaching have great potential in this regard (Grant, 2017). solution-focused cognitive-behavioral coaching can be defined as an approach to coaching that is primarily focused on the development of personal strengths and on defining and attaining practical solutions to problems rather than analyzing the nature or etiology of the presenting problem (Romosiou et al., 2019). Drawing on cognitive-behavioral theory this approach to coaching posits that goal attainment is best facilitated

by helping people understand the reciprocal relationships between the environment and their thoughts, feelings, and behavior and finding ways of structuring these to best support goal attainment (Grant, 2017). The solution-focused cognitive-behavioral approach to coaching supports people in reaching their goals by helping them (a) identify potential outcomes; (b) articulate specific goals; (c) identify resources and options and formulate action plans; (d) identify personal strengths and build self-efficacy to enhance motivation; (e) regularly monitor and evaluate progress; and (f) modify actions based on evaluation of progress (Jorgensen et al., 2016).

To ascertain the legitimacy of the police force, policing is often considered a career that is wrought with many ethical and moral complexities, creating a landscape filled with many grey areas (Graycar & Masters, 2018). As a profession, policing allows one to act with little supervision from others, yielding a significant amount of latitude in their decision-making process. Police officers also act as agents of formal social control, giving them the power to exert more influence and control on the lives of other people (Graycar & Masters, 2018). The potential for abuse in this position has led to studies investigating the concept of police integrity, where researchers set out to explore the ability of police officers to resist the temptations of power inherent within the policing profession. Police corruption, or the abuse of authority for personal gain (Hutahaean & Indarti, 2020), has been an issue of central importance within the police profession and within the academic community (Rowe & Macauley, 2019).

While the term corruption has morphed into other vernacular, such as integrity and most recently, legitimacy and trust, the need for police departments that are

trustworthy remains a critically important feature of police-citizen cooperation. Rowe and Macauley (2019) described police integrity as "the normative inclination to resist the temptations to abuse the rights and privileges of their occupation" (p. 5). An expansion of this concept views police integrity as the product of policing behavior and a citizenry's perspective of their police department's behavior (Gottschalk, 2017). Therefore, integrity can be construed as an end result of sorts, encompassing prior ethical experiences and the summation of new experiences that influence a police officer's perspective (Gottschalk, 2017).

In promoting stakeholders to participate in the affairs of national security which the police force makes the lead, most people would agree that policing is concerned with reducing crime, either through preventive or detective work, maintaining public order, ensuring road safety and responding to calls from the public for assistance (Doig, 2018). Intellectual capacity in the police can be categorized as human knowledge and skills of its staff and organizational knowledge base in the form of policies and procedures, contingency plans and computerized databases (Doig, 2018). Customer capital, given the involuntary nature of police customers whether as suspects, witnesses or victims and the monopoly position of the public police force in each geographic area, is limited to the support of the general public necessary for policing to be effective in the community (Doig, 2018). What is important about intellectual capital as it applies to policing is the implicit importance, not of the investment in the stock of intellectual capital, but of the flow and utilization of that stock in pursuing the purposes of policing, i.e. intellectual capacity. The concern of this paper is with the utilization of that intellectual capacity. In

the next section, this paper describes the acquisition and maintenance of IC in policing (Doig, 2018).

Stakeholders would be effectively managed through the use of information and communication technology in the country. Digital forensics has emerged in the last 20 years in response to how technological developments have impacted on the examination of crime. It encompasses the extraction, examination and interpretation of data from a range of personal and interconnected devices, including mobile phones, computers, navigation systems, gaming consoles and increasingly, the internet of things. It also extends to communication information and metadata from remote sources such as websites, social media and IP logs to obtain intelligence for ongoing investigations and provide evidence for criminal proceedings. Once confined to fraud inquiries and child sexual abuse cases, digital forensics has become key to the future of crime investigation (Wilson-Kovacs, 2020). Critical to supplying evidence for most types of offences, it can help establish sequences of events, patterns of behavior and alibis. Consequently, law enforcement agencies have encountered an unprecedented pressure to deliver timely and effective digital examinations (Wilson-Kovacs, 2020).

On strategy to expand stakeholders' management in the police force, many organizations in recent years had included police force on project management techniques to attain certain pre-determined objectives (Packirisamy et al., 2017). The police departments also employ project teams to strengthen the maintenance of public order. In addition to the pursuit of exceptional performance, police departments pay attention to the demands of police personnel such as providing good working

environment, advancement opportunities, benefits, and compensation (Packirisamy et al., 2017). Organizational research has typically concentrated on collective identification and only relatively recently has begun to focus on relational identification (Cuganesan & Free, 2020). A positive association is generally anticipated between relational and collective identification since both collective and relational identities stem from the interdependent self (Cuganesan & Free, 2020). However, as Cuganesan and Free (2020) made clear, relational and collective identification regularly operate separately.

On the one hand, individuals may work together as cohesive groups due to commitment to group activities and outcomes without liking each other interpersonally (Cuganesan & Free, 2020), indicating the existence of collective but not relational identification. Conversely, people's experiences with, and perceptions of, groups often depend heavily on their social contacts and specific interpersonal experiences, rather than the pursuit of ideological beliefs and loyalty to characteristics claimed by the group (Cuganesan & Free, 2020), implying the predominance of relational over collective identification. Both aspects of identification are likely to have independent effects on what employees think and do in their workplace (Cuganesan & Free, 2020).

### **Conflict Management and Performance**

Tension and community conflict, especially racial conflict, with local police is not a new phenomenon (Trochmann & Gover, 2016). However, debates surrounding the explanations for such tension remain polarized. In August 2014, in Ferguson, Missouri, after the police shot an unarmed black teenager, Michael Brown, the tensions between the majority-minority community and their mostly white police department erupted into riots

(Trochmann & Gover, 2016). While this one instance ignited awareness and launched protests on a national scale, Michael Brown is not an anomaly. These controversial stories, often accompanied by a lack of indictments for lethal injuries, have sparked a renewed national debate about the root causes of this community and racial conflict (Trochmann & Gover, 2016). Understanding whether more representative police departments leads to cooperation and feelings of police legitimacy are essential to productive police-community relations (Trochmann & Gover, 2016).

One technique to operationalize community conflict is first to define the opposite pole (Trochmann & Gover, 2016). From this angle, scholarship on policing provides a breadth and depth of knowledge and insight on defining policing legitimacy (Trochmann & Gover, 2016). Police performance in fighting crime has been shown to be an insufficient basis for proving legitimacy and gaining community cooperation (Trochmann & Gover, 2016). Legitimacy leads to community cooperation, public consent, and effective policing by encouraging public trust (Trochmann & Gover, 2016). Legitimacy is central to the operation of all forms of authority, which cannot rely solely on power or control. Rather legitimacy relates to people's feelings about their internal obligation to obey social norms and rules and their feelings of responsibility to enforce shared values (Trochmann & Gover, 2016). The shared nature of values is also central to the question of representativeness of the police department (Trochmann & Gover, 2016).

Policing cybercrime is a formidable task. Aside from a lack of a universal definition of cybercrime, the ambiguity of existing laws makes it difficult to punish illegal online activities. Furthermore, there is a dearth of police personnel who can

conduct cybercrime investigation (Paek et al., 2020). Culturally, as a conservative organization with a hierarchical command structure and a strong emphasis on street crimes (Paek et al., 2020), the police tend to place a low priority on cybercrime cases, which explains the few resources being allotted for the online offences as well as the low-level awareness and knowledge about cybercrime investigation (Paek et al., 2020). Moreover, increasing demands placed on the police has added to the challenge of policing cyberspace. Beyond the traditional street crimes, police forces are called upon to respond to terrorist threats, human trafficking, identity theft and online fraud (Paek et al., 2020) which have increased with globalization and technological advancements. Additionally, responding to the cases involving mentally challenge individuals require the police to take rehabilitative measures and work with public health agencies (Paek et al., 2020).

A study of police agencies in the United States suggests that not all agencies are able to invest in specialized cybercrime units, except for the large agencies staffed with a sufficient number of non-sworn civilian employees (Paek et al., 2020). Therefore, internet service providers and users are often charged with the duty of monitoring and regulating activities in cyberspace. Despite the challenges, scholars have argued that police officers should be the first responders of cybercrime (Paek et al., 2020). However, studies that examine line officers' attitudes toward and experience with cybercrime cases show that they have little training or experience. In addition, officers may not believe that local law enforcement should be the primary responder for cybercrimes (Paek et al., 2020). Besides a dearth of funds and resources (Paek et al., 2020), a lack of public



demand for aggressive law enforcement in cyberspace could contribute to the reluctance of local agencies to attend to online crimes (Paek et al., 2020).

Fostering employees' informal learning and keeping competent employees, therefore becomes a key challenge of craft companies. Kortsch et al. (2019) proposed learning to gain insight into the current informal learning strategies of employees in German craft companies and the relation of informal learning strategies to employees' marketability. In particular, the well-established informal learning strategies such as learning from oneself, from others, and non-interpersonal sources, as well as a new form of informal learning especially relevant to digitalization, use of new media was examined. This study aims to investigate individual differences in combining informal learning strategies; informal learning strategy patterns, as well as how these strategy patterns are related to workplace characteristics. Although initial results support the positive impact of high autonomy and social support on informal learning (Kortsch et al., 2019), there seems not to be a one size fits all solution. Additionally, the potential worries of companies when promoting employees' development by investigating the consequences of informal learning opportunities on internal and external marketability was considered (Kortsch et al., 2019).

Police informal learning is initiated and self-directed by the employee, not structured by the organization (Kortsch et al., 2019). To learn informally, employees use different strategies. Several attempts have been made to structure the different informal learning activities as well as distinguished reflective and interpersonal such as asking colleagues activities (Kortsch et al., 2019). Based on these studies, Kortsch et al. (2019)

differentiated three groups of informal learning related to the source of insight: Informal learning from one self means that learners only use themselves as a learning source without falling back to other personal or non-personal sources; realizing an error and reflecting on it. Informal learning from others focuses on how learners use other individuals as a learning source (e.g. observing a colleague). Learning from non-interpersonal sources entails learners using external learning sources which are not people (Kortsch et al., 2019).

Omole (2017) conducted a study and identified inadequate personnel education and training; inadequate funding; weak internal governance, control and discipline; inadequate public support and confidence; and relentless but covert political interference as overarching challenges confronting the Nigeria Police. Respondents however pointed at the poor level of education and quality of many police officers, ineffective police training and lack of continuous professional development that engenders goal fulfilment as key factors impacting officers' ability to acquire the requisite skill to protect citizens' lives and property (Omole, 2017).

More still, performance measures are used to determine the effectiveness of service delivery. Effectiveness measures the extent to which an activity contributes to the achievement of the stated goals, objectives, or targets (Okello, 2018). For example, an activity such as police training may be very efficient in terms of cost per trainee, but its effectiveness will depend on the usefulness of the trained police officer, his reliability and responsiveness to public service calls (Okello, 2018). When a direct evaluation of the benefits arising from local services is not possible, the demand for services that are

subject to quality standards could be measured through citizen surveys, studies of local economic conditions, tallies of requests, compliments or complaints received, or expert evaluations. In this way, a measure of the value of the service provided can be estimated. Thus, effectiveness measures the success not only of doing things, but also of doing them to citizens' satisfaction (Okello, 2018).

Given a set of indicators available for outputs and inputs of a project, the question becomes how one should evaluate the information offered by them (Kai-ting, 2015). But to assess whether a given level of measure indicates good or bad performance, one has to rely on comparisons. For this purpose, one has to establish benchmarks based on the history of an enterprise and the experience of others (Kai-ting, 2015). Benchmarks reflect efficiency and productivity or best-practice procedures, depending on what types of indicators are more appropriate for performance assessment (Kai-ting, 2015). Also, benchmarks are best-practice standards defined by experts or the performance of actual enterprises that are comparable with the one under review. Despite the fact that over the years much progress has been made in the evolution of the concept from performance appraisal to contemporary competency-based performance management, the system is still considered flawed because it has neglected the essential moral issue in the notion (Kai-ting, 2015).

Kai-ting (2015) evaluated that the true antecedent of formal performance appraisal cannot be exactly traced. It is safe to speculate, however, that annual performance appraisal of workers began with the advent of the Industrial Revolution in the late eighteenth century when the idea of the division of labor was recognized. The

rating of performance was introduced in the 1920s as a means of monitoring the productivity of workers within an organization (Kai-ting, 2015). Later, the Hawthorne Studies in the 1930s enlightened researchers that the relationship between fellow workers played a significant role at work and the only way to increase their productivity was to motivate them at work (Kai-ting, 2015). Merit rating then became the dominant way of assessing the performance of individuals in organizations in the 1950s (Kai-ting, 2015).

### **Criteria for Measurement of Performance in the Police Force**

Implementation of a performance measurement system in the police force has several advantages. It allows providers and consumers to compare performance over time and across similar agencies referred to as benchmarking. It strengthens accountability because consumers and taxpayers are in a better position to evaluate the services provided given the cost of producing them and, therefore, are in a better position to judge whether service provision is effective and efficient. It enhances transparency because citizens observe and monitor activities more closely. Performance measures reinforce managerial accountability (Okello, 2018) and often provide an incentive to stimulate staff creativity and productivity. Performance measures further help providers develop budgets based on realistic economic costs and benefits rather than historical patterns (Okello, 2018)

Another reason why the police need values in guiding their behavior is because of their enormous amount of power and discretion over the rest of the community. Gupta (2019) gives a vivid explanation of police authority as being related to the need for rational individuals to cede some part of their freedom to governmental control. He

asserts that the source of police authority derives from the fact that police are perceived to be “in the know” concerning the matters over which they have jurisdiction and the discretionary power that they possess. As a result of this authority, ethical behavior is considered of paramount importance as a form of the social contract between the police and the community. Gupta (2019) has vividly explained the nature of police discretion as seen in this light – the use of police discretion is guided by virtually no legal standards at all because all options are within range of each police constable’s legal powers and at this point, the constable’s statutory discretion becomes “independent”. This feature is also unique among bureaucratic organizations like the police, in which discretion is greatest at the lowest level of the hierarchy. Gupta (2019) points out that police discretion is an essential component of good street policing because of its potential for adverse impact on citizens’ rights (Gupta, 2019).

When a range of other community characteristics was considered, cities whose police agencies were reportedly delivering policing services more closely aligned to a community-oriented policing (COP) model had greater numbers of sustained complaints of excessive force. McCarthy et al. (2019) examined the impact of the introduction of COP on citizens’ experience of police mistreatment and misconduct in a disadvantaged neighbourhood in Trinidad. While there were no significant changes in perceptions of police use of excessive force, they found an increase in citizen reports of personal experiences of mistreatment by police (McCarthy et al., 2019). In attempting to understand these results, authors from both studies identified challenges in measuring COP, noting that police agencies may deliver a broad range of policing initiatives under

the banner of COP and, additionally, that increasing the quantity of police-citizen contacts in disadvantaged or distressed communities may not always result in positive experiences for citizens (McCarthy et al., 2019).

In its earliest incarnations, COP was explicitly designed to increase satisfaction with the police, to re-build legitimacy, to reduce the fear of crime and to forge better relationships with communities (Barton & Beynon, 2016). As COP is more an operating philosophy than an operational strategy or intervention, it is non-prescriptive in terms of the nature of the policing operations that are delivered as a part of COP (Barton & Beynon, 2016). The popularity and social desirability of COP, alongside its loose conceptual and operational specifications, has led to a wide variety of policing strategies being employed under its umbrella, and also being co-opted as a vehicle to achieve a broader set of outcomes such as reductions in crime (Barton & Beynon, 2016). Several researchers have attempted to distil the core dimensions or components of COP to bring some coherence and consensus to its conceptualization (Barton & Beynon, 2016).

In line with all other public services, the police service has increasingly become the focus of scrutiny, with the current government intent on reform (Shjarback, 2018). Underpinning all of the intended legislative changes has been the Government's emphasis on improving the performance of public services, and on the police service in particular (Shjarback, 2018). To date it has relied to a large extent on performance measurement as a proxy for comparing individual police forces, this has not however been without its critics with the "police" consistently complained that inter-force comparisons were "unfair." As a result, the notion of most similar force (MSF) groups as

a mechanism for comparison has been adopted in recent years, in part due to the wide variations in geography and demographics it is not possible to construct national league tables for the 43 police forces in England and Wales. Thus, with the movement away from national league tables, the only elucidation of the relative performance of a police force is with respect to its MSF group (Shjarback, 2018).

The Nigeria Police Force intends to use officers who are already serving in the police force to carry out the polygraph exercise (Esiomeme, 2019). It is unlikely that these officers had already taken the polygraph test before they were recruited as police officers as the polygraph test was introduced into the system in 2016. It is also unlikely that a comprehensive review of departmental staff has been carried out over a period of time, where a weak “Know Your Employee” and internal control measures abound, corporate losses due to corruption and money laundering increases (Esiomeme, 2019). Let us take, for example, a police officer has been selected as an examiner for the polygraph test, and the person who is seeking to take the test approaches the examiner before the test with a huge sum of money. If the examiner goes ahead to accept the money, he or she may just interpret the charts from the polygraph results wrongly. There is no way anyone will be able to detect foul play since the examination is going to be conducted by in-house staff. The above scenario is very likely to happen as a 2017 report by the United Nations Office on Drugs and Crime, and the National Bureau of Statistics revealed that the highest prevalence of bribery in Nigeria, at 46.4 per cent, is about police officers (Esiomeme, 2019).

The Nigeria Police Force has said that it will subject successful candidates in the ongoing recruitment exercise to the polygraph test (Esiomeme, 2019). This was made known in a statement by the force spokesman, a Deputy Commissioner of Police, Esiomeme (2019). What this means is that the polygraph test is only required for prospective candidates and not police officers who are already working in the police force. While the above measure may curb corruption in the police force for new recruits, it is unlikely to curb corruption among current employees. The report was released by the International Police Science Association and the Institute for Economics and Peace, a nonprofit organization that brings together experts, researchers and scholars concerned with security work from all over the world. The indices used in accessing 127 countries from 4 key areas, namely, capacity, process, legitimacy, and outcomes, aim to measure the ability of the security apparatus within a country to respond to internal security challenges, both now and in future (Esoimeme, 2019).

The competences of a police officer to identify and prevent domestic violence is a concern in Nigeria. The term “domestic violence” can reasonably be enlarged to include all violence that takes place in domestic or familial settings. In Nigeria, some pieces of legislation recognize that domestic violence can include all violence that occurs within the home, including between employers and employees within the home, between parents and children and between siblings (Onyemelukwe, 2018). The expanded definition of domestic violence recognizing violence beyond intimate partner abuse is appropriate and essential and enables interventions to be developed and implemented for all kinds of violence that occur in a domestic setting. To address this scourge, several pieces of



legislation have been enacted in the past decade at state and federal levels in Nigeria to combat gender-based violence, including domestic violence (Onyemelukwe, 2018). The most recent of these is the Violence Against Persons. The Gender Equality Opportunities Bill (Onyemelukwe, 2018) is currently undergoing the enactment process (Onyemelukwe, 2018).

Generally speaking, in relation to domestic violence, law is often based on criminal law. This law defines domestic violence as an offence (Onyemelukwe, 2018). The law in this instance may be general criminal law which prohibits assault. Laws developed specifically for domestic violence typically go beyond physical assault but may criminalize emotional or physical harm to women and others within a family or in a domestic relationship (Onyemelukwe, 2018). Law, including law as found in case law, also provides for compensation in the civil realm where domestic violence, however, defined, has occurred. Laws developed particularly for domestic violence typically also provide for civil protections such as protective orders. The legislation provides a firm underpinning for effective, coordinated, legal action against violence against women, including domestic violence. Law offers positive attributes of sustainability, providing a foundation that can survive successive governments (Onyemelukwe, 2018).

The administration of justice sector in Nigeria is made up of several organizations and agencies both at the federal and state levels that are responsible for the administration of justice and maintaining law and order (Oduntan, 2017). They share responsibility for the smooth and safe running of the country by regulating and maintaining peace, detecting and stopping crime, dealing with offenders and overseeing the security of the

state (Oduntan, 2017). For the purposes of my submission, Nigeria's administration of justice sector includes institutions within the purview of the Ministry of Justice, paramilitary organizations, law enforcement institutions, anti-corruption agencies, professional bodies, the military, intelligence services, judicial and quasi-judicial bodies. Most importantly, the protection should be realistic and genuine (Oduntan, 2017). Nothing will create havoc on morale and break the confidence of staff more than having to watch or learn that the protection of a whistleblower is merely illusory. This is more so in relation to command structure organizations like the police, customs and immigration (Oduntan, 2017).

Healey and Stephen (2017) appraised the competencies of police from a technology perspective. Since wearable technologies augment the human gaze, our understanding of the ethics and politics of augmented reality is of paramount importance. To an extent, Healey and Stephen (2017, p. 84) are correct to warn against digital dualism. The simple notion that only the offline world is "real". Sensitivity to this tendency, including, for example, wariness toward the transmission. Model of communication does not inoculate scholarly—much less vernacular—discourse. Healey and Stephen (2017) argued contemporary media critics often locate the source of their concerns within networked technologies themselves; blaming "the Internet" for a range of social ills, without acknowledging the political-economic context of their development. In the process, such criticism loses sight of the democratic potential of digital technologies and veers instead toward cynicism (Healey & Stephen, 2017).

The comparison highlights the fact that wearable technologies can potentially address both types of needs. At the same time, authorities and other elites may perceive moral demands for recognition as “face threats” and often respond to the loss of face with defensive or aggressive face work (Healey & Stephen, 2017). Technologies can enable elites’ aggressive face work even while providing new avenues for activists. Similarly, elite users of new technologies may perceive skepticism of the technology’s value as interfering in their quest to meet their “higher”, post-materialist needs. In both cases, defensive face work may augment social privilege. Given these competing concerns, it is important to understand the social context in which technologies emerge to anticipate their long-term impact. We are concerned with what Healey and Stephen (2017) call the “organization of observability”—that is, how people’s actions are made available to each other for assessment or judgment. Without thoughtful development and policymaking, it is unlikely that new technologies will enable an organization of observability that serves the public interest (Healey & Stephen, 2017). Instead, such technologies are likely to augment already existing patterns (Healey & Stephen, 2017).

Recent advancement of data warehousing and data mining tools are becoming popular in storing and analyzing large volumes of data for corporations and government agencies alike to help make strategic decisions (Rob & Srubar, 2016). There has been an increasing demand of centralized systems to store criminal information so that users can retrieve the information as necessary (Rob & Srubar, 2016). By making use of data warehouse technology, analysts could store and retrieve the “5 W’s of crime” – who, what, when, where and why (Rob & Srubar, 2016). In relation to a project named

COPLINK, Rob and Srubar (2016) discussed data mining of criminal texts collected from the web by the Arizona Police department and used various data mining methods to find relationships between crimes and the possible criminal groups associated with these crimes. While the twenty-first century has given government agencies a more transparent appearance, providing data to their citizens, this act alone does not guarantee that the citizens can reasonably expect to understand the volumes upon volumes of data at their fingertips through these online government portals (Rob & Srubar, 2016).

The Police in Nigeria is regarded as lacking the ability to protect citizens who instead of being secured are subjected to police excesses (Okemuyiwa and Akeem, 2020). This portrayal of inefficiency and brutality sum the failure of the force in protecting life and property; and the imperative of addressing an obvious shortcoming. The Police Act which is the framework for training development was promulgated in 1943 is considered as an impediment contemporary policing practices due to the type of training content, the short duration for training and the low entry qualification for officers. Okemuyiwa and Akeem (2020) observe lack of commitment to training by relevant authorities which culminates in poor curriculum, low quality of both trainers and trainee officers with the consequent negative impact on the ability to prepare Nigeria police officers for performance improvement.

### **Rethinking of Performance Improvement Strategy for Police**

Anderson and Tengblad (2016) reviewed the historical record of how handgun qualification and training has become a central focus of use-of-force (UOF) training. Shooting proficiency remained a central focus of police UOF training in the

21st century. Morrison and Anderson et al. presented an extensive analysis of police performance in live, real-world UOF incidents that resulted in an officer firing a weapon. The authors reviewed data that showed the “bullet hit percentages; the percentage of shots fired that strike” ranged between 15% and 40% including large cities such as presumably receive more extensive weapons training than smaller municipalities or rural areas (Anderson & Tengblad, 2016). Anderson and Tengblad (2016) concluded that low shooting accuracy might be attributed to the use of non-evidence-based, non-standardized UOF training not linked to real-world performance outcomes. In a survey study of Washington State police departments and UOF instructors, Morrison (2006) indicated recent police academy graduates displayed adequate skills, but lower ratings in terms of tactical and UOF decision-making (Anderson & Tengblad, 2016).

Foundational research in the area of police performance revealed that high physiological stress arousal during critical incidents might shape the outcome of the incident, either for good or bad (Kang & Choi, 2019). Aspects of the fight or flight response can be detrimental to a UOF decision-making during critical incidents. These detriments include perceptual distortions, reduced motor skill, and impaired cognitive function (Kang & Choi, 2019). While classroom instruction is generally effective in providing officers a repertoire of situation-specific actions and decisions, simulated crisis scenarios allow officers to take what they learn in the classroom and actively practice the application while experiencing the perceptual, motor, and cognitive deficits that can occur in real life (Kang & Choi, 2019). In high-realism training scenarios, officers are placed in physical contexts that look, sound, and feel authentic; utilizing actors, simulated

injuries, weapons, and level of danger. Simulated UOF encounters should evoke a stress profile similar to the stress reactivity pattern of an officer encountering a real-life critical incident (Kang & Choi, 2019).

Evidence supporting high realism scenario-based training comes from both the self-reports of officers and officer improvements in the use of deadly force (Kang & Choi, 2019). For instance, Kang and Choi (2019) found that realistic training under stress led to the improvement of pistol shooting performance among police officers.

Researchers have shown police officers' report enhanced learning when exposed to dynamic, high-realism scenarios compared to low-realism or non-dynamic scenarios (Kang & Choi, 2019). Undeniably, there is emerging interest in the effectiveness of reality-based training to facilitate learning among police officers. However, research is limited on high-realism UOF training among patrol police, and even less in regards to the training of SWAT police officers. The term SWAT ("Special Weapons and Tactics") was used throughout the manuscript for ease of reference (Kang & Choi, 2019).

This theme of the community policing philosophy emphasizes an expanded police presence in cities in order to facilitate community capacity to exercise social control. Police are no longer expected to enforce the law but to provide a broad array of services aimed at increasing safety and order within communities. As Robinson (2003, p. 14) stated, "the challenge for police today and into the 21st century is to find creative ways to help communities help themselves". The underlying premise guiding this expansion of the police role is that the police cannot solve community problems without the help of citizens and community agencies. Community policing advocates propose that the police

and the public ought to become “co-producers” of public safety, each contributing to the maintenance of law and order, because “together, police and public are more effective and more humane co-producers of safety and public order than are the police alone” (Robinson, 2003).

Quality relationships with supervisors also occupy an important place in police work. Social capital theory identifies people with decision-making authority, such as supervisors, as “targets” who may be especially important contributors to one’s stock of social capital (Robinson, 2003). Officers rely on supervisors for information, support, and evaluations of their performance (Robinson, 2003). Positive relationships between officers and supervisors are so vital to efficient police work that programs specifically designed to increase positive interaction between the ranks have been suggested (Robinson, 2003). It is also important to remember that supervisor support is considered vital to the success of innovative, community-oriented police activities (Robinson, 2003). Without supervisor support, the implementation, as well as instrumental success, of these programs is considered unlikely (Robinson, 2003).

While there is no evidence to suggest that college-educated officers behave differently on the street (Connelly & Torrence, 2018), more recent research finds that performance improves as education increases. For example, college-educated officers receive fewer complaints compared to their less-educated counterparts (Connelly & Torrence, 2018). Researchers who followed a cohort of officers for ten years found a positive relationship between college education and supervisor ratings of job knowledge (Connelly & Torrence, 2018). Connelly and Torrence (2018) found that officers with

some college or a college degree performed better and were more professional. Officers with more education therefore, may be more likely to engage in community policing (Connelly & Tottence, 2018).

### **Gaps in Literature**

Previous studies have been on police performance management in the western world, conflict resolution and performance measurement (Andersen & Gustafsberg, 2016; de Maillard, 2018; Ding et al., 2016). Core components of the training included (a) education about the physiology of the stress response system, energy management, and fueling for peak performance; (b) group instruction on how to use mental focus and visualization to enhance sensory perception and situational awareness in performance and non-performance settings; (c) instruction and use of biofeedback to practice engaging in controlled breathing exercises that have been shown to enhance SNS control during stress (Andersen & Gustafsberg, 2016). Despite these studies, none appear to provide understanding to the specific research problem area of lack of information on how to prepare for performance improvement that may enhance the knowledge of police officers on the requisite skills needed to protect lives and property in Lagos State, Nigeria.

Some of the factors that could bridge these gaps were reported by Ding et al. (2016) who stated that a paternalistic culture with good conversation, less punishing for a mistake could achieve successful implementation of performance measurement system. Ding et al. (2016) claimed that transformational leaders could enhance employees' self-efficacy and cohesiveness, and established committed and high-performing workgroups. It implies that leadership style may as well play an important role in performance



management by influencing employees' perception. Studying the diffusion of performance management requires an understanding of how this process drives change in police forces: how geographically and functionally different units are affected, accountability managed, performance defined, and data mobilized.

### **Conclusion**

Performance management is a systematic effort to improve performance through an ongoing process of establishing desired outcomes, which includes setting performance standards, collecting, analyzing, and reporting streams of data to enhance individual and collective performance (Ding et al., 2016). Some practices which were deemed successful in commercial or private sectors were subsequently introduced to public sectors to develop new public management theory. Consequently, performance-oriented and results-driven management started blossoming in public agencies, which was different from traditional process-oriented and rule-driven management (Ding et al., 2016). Under the influence of this overwhelming trend of performance management, a set of performance management mechanisms have been established worldwide with a new performance culture, performance goals, performance indicators and performance management methods in police organizations (Ding et al., 2016).

Scholars point out that performance management should ultimately result in lower employee absence, higher satisfaction, greater willingness to stay with the organization, and higher effort (Ding et al., 2016). Research related to human resource management which is closely linked to performance management concluded that HR practices and systems had been positively associated with employee well-being and organizational

performance in public sectors (Ding et al., 2016). Therefore, evaluation of performance management from employees is very important (Ding et al., 2016). It can help producers or managers know whether employees accept the current performance management system or not and think about the necessities to improve the performance management system to get expected outcomes.

### Chapter 3: Research Method

The purpose of this qualitative study was to understand how police officers can enhance their knowledge on the requisite skills necessary to protect lives and property in Lagos State, Nigeria. This lapse is a result of inadequate training at the point of entry into the force as well as absence of on-the-job training or refresher courses (Onyeozili, 2005). Additionally, there is no deliberate effort on the part of relevant authorities to expose members of the force to contemporary policing issues to broaden their view on new attributes. This study may be significant to police officers who currently lack information on how they can be prepared for performance improvement that may enhance their knowledge on the requisite skills required to protect lives and property in Lagos State, Nigeria. The finding may encourage enriched training for police officers on performance improvement.

In this chapter, I give an overview of how the research design derived from the study problem. The overview outlines the setting and sample, data collection and procedures, data analysis, trustworthiness, protection of participants' rights, a review of the exploratory study and brief on presentation of the results. I also explain my role as the researcher in planning, implementing, and managing the entire research process (see Anderson & Tengblad, 2016).

#### **Research Tradition and Rationale**

It is obligatory to have a sound and appropriate research method for understanding a comprehensive and complete inquiry. It is well known and established that qualitative method and case study approach are more suitable in exploring the

complex behavioral procedures and how and why questions by providing contextual information about the investigated problem and allowing in-depth analysis to answer *how* and *why* questions (Yin, 2018). Qualitative research derives results from experience and observation through a combination of research skills and tools adopted to find, understand and explain facts and to explore psychological, sociological and cultural insights of study object through interactions (Kozleski, 2017). Quantitative methodology was not suitable for the study as it is appropriate in studying numerical relationship, statistical elements, and variables (Borrego et al., 2009). A mixed-method approach was also not adequate for the study as a mixed method is a combination of quantitative and qualitative research in a single study (Borrego et al., 2009).

Case study research allows for variations regarding the intrinsic, instrumental, and collective strategies to analyze the data in qualitative and quantitative ways (Alam, 2019). The first foundation of the case study is the subject and relevance. In a case study approach, the researcher can isolate a small study group, an individual case, or a particular population. Unlike a scientific report, there is no strict set of rules, so the most important part is making sure that the study is focused and concise; otherwise, the researcher may end up having to wade through a lot of irrelevant information (Yin, 2018). For this study, a qualitative exploratory case study design was used to gain an in-depth understanding of how police officers can be prepared for performance improvement that may enhance their knowledge on the requisite skills required to protect lives and property in Lagos State, Nigeria. The case study approach was adequate to explore performance improvement for police officers while carrying out their civic

responsibilities. An exploratory case study was used as a tool and involved conducting semistructured interviews for data collection where the data were not quantifiable (see Borrego et al., 2009).

### **Role of the Researcher**

In a qualitative study, the researcher is the primary instrument for data collection, using a personal lens for data collection and exploration (Peredaryenko & Krauss, 2013). In this study, I collected data using semistructured telephone interviews, document review, and note taking. Personal biases may affect the trustworthiness of the study when the researcher is the instrument of data collection (Parker & Henfield, 2012). Personal values and beliefs, demographic paradigms, and exposure to participants are some elements that may contribute to biases during data collection (Pezalla et al., 2012). Although I established a professional relationship with the participants, to avoid biases, I maintained a lack of personal or academic relationship with the population of the study. I also used an interview validation where experts appraised the interview questions before they were administered to the participants. I drafted an objective, nonparticipating colleague to review the draft before finalizing the interview questions. I also sent the questions to minimum of three expert of qualitative exploratory study to validate the correctness of the interview questions in providing the desired responses to answer the research question. Another point where bias may arise in the study is in the data analysis stage when results of the interviews are coded and interpreted for meaning. I used an unbiased peer to ensure the data are interpreted consistently and according to the intentions of the participants.

There was no resistance during the data collection process. To gain a reasonable number of participants, I approached the human resource department of the police to access the staff list that contains details of senior police officers to identify possible participants. The intended participants were informed of the purpose of the study to gain their confidence and requested to sign an informed consent before proceeding to the interview questions, as shown in Appendix. I sent a letter of expression of interest to possible participants to narrow down the final selection.

## **Methodology**

### **Participant Selection Logic**

The inclusion criteria includes (a) police officers from the rank of ACP to DCP and CP, (b) police officers who have had 12 years serving experience in the police force, and (c) a police officer who has risen from the rank and file before attaining the current leadership position. The rationale for this criteria is the fact that these categories of police officer are more likely to have had experience, training and knowledge on the subject being employed by the researcher.

The sample size of 10–15 was informed by reviewing other studies that used a range of eight to 12 participants (Alharbi et al., 2019; Flanders, 2017; Islam et al., 2020; Mjørud et al., 2017; Sibanda & Ramrathan, 2017). Further, the point of saturation should guide the number of participants in a qualitative exploratory study (Laverty, 2003). A sample of one can be theoretically sufficient (Dukes, 1984), and the number of participants in qualitative exploratory studies has varied between 3–325 participants (Polkinghorne, 1989).

The purposive sampling method was the primary strategy, and snowball sampling was a secondary strategy. Purposive sampling is a nonprobability sampling technique that is not representative of the sample (Gentles et al., 2015) but designed for a specific population with information on a specific research topic. Researchers must ensure the sample aligns with the research questions under investigation. Upon receiving the feedback from a prospective participant, I visited or put a call across to explain my purpose of the study further. I discussed the data collection process and requested that participant suggest date, time, and meeting place based on my criteria of a quiet place where security could be ensured and noise limited.

### **Data Collection Procedures**

The primary data collection instrument in qualitative research is the researcher (Ho, 2012). The three data collection tools in the study were semistructured interviews, field notes, and a document review regarding the performance improvement activities of participants who have had prior knowledge, education, and experience relative to performance improvement. I use open-ended questions in collecting data from the participants in semistructured interviews, which allows the participants to provide answers based on their previous knowledge, education, and experience relative to performance improvement. Open-ended questions are important in data collection as participants were not limited to simple “yes” or “no” responses, and the semistructured interview process allowed me to ask follow-up questions for in-depth meaning to interview responses (Yin, 2018).

The document review process is an adequate method for collecting data needed to provide answers to the research question as well as to demonstrate methodological triangulation (Dworkin, 2012). Examination of documents is also an easy way to access information promptly (Dworkin, 2012). Document review allowed me to create a database of participants' experiences. In examining records, I searched across a broad range of databases, such as papers, articles, and reports from the human resources department. The human resources department validated the information obtained through the examination of documents.

The interview questions were sufficient to answer the research questions because they are directly and indirectly traceable back to the research questions. The interview protocol was structured to begin with questions to obtain demographic and background data from the study participants. The interview protocol was also used to get specific responses associated with performance improvement and recommendations on ways to improve the process. The interview protocol included open-ended questions to enable study participants discuss any issue or concern that the questions could not cover during the interview. The interview protocol tool may lead to a few additional follow-on questions and to a few questions that require clarification.

Additionally, expert validation is a method of obtaining feedback from experts in research design (Anseel et al., 2015). Using the faculty available at Walden University, I sent the initial interview questions to nine experts on an exploratory case study and request them to review the quality and the alignment of the interview questions and share their expert opinion as to whether they believed the questions are capable of generating



data that would address the research question. I used the first three of the nine experts I received to modify the research question. The comments from minimum of three experts were helpful to revise the interview questions. The interview was tailored according to the interview protocol in which the interview questions were enumerated.

Communication between me and the experts took place via email.

After conducting each interview, I wrote memos, reviewed my notes, and determined if study participants were providing adequate answers to the questions. Based on this assessment, I adjusted the protocol by adding more interview questions or by clarifying the interview questions. Semistructured interviews are advantageous to the result of the study because: (a) the actual thoughts of the police officers constitute data, (b) potential to have robust study in terms of volume of research, (c) the certainty that a person is voluntarily providing knowledge through answering interview questions, and (d) an interviewer can capture an interviewee's nonverbal cues during interview sessions.

The disadvantages of using semistructured interview in this research study include (a) possibility of meeting with a participant at a time he or she might not be in the right mood for an interview, (b) possible inclusion of content that could have no relationship to the topic of the result of the study, (c) possibility of collecting more verbiage or less verbiage than might be appropriate for the study, and (d) possibility of misconstruing meanings, especially in situations where the interviewee does not pay attention to use of specific words (Radley & Chamberlain, 2012).

The data collection process lasted for 4 to 5 weeks. The data were recorded through an audio recorder and telephone recorder. After transcribing, I used member checking to follow up with the participants to validate the data collection process. The processes I followed were:

- Contacted prospective study participants via email
- Sent informed consent to prospective study participants
- Study participants signed an informed consent
- Conducted interviews using an interview protocol
- Transcribed data
- Study participants reviewed interview transcripts for accuracy
- Made adjustments to the interview transcripts as needed
- Manually coded the data
- Organized the data collection with Nvivo
- Wrote study results
- Followed up as needed with study participants asking probing questions as needed
- Provided a final copy of the study to each study participants

I used member checking to capture the meaning of participants' responses to the interview questions. Member checking is a process by which participants review and interpret their respective interview transcripts to validate their answers provided in the interview and to ensure that their meaning was captured (Fusch & Ness, 2015).

The semistructured interviews, field notes, and document review were used as tools to collect data on how officers prepare for performance improvement in Lagos State, Nigeria. The choice of 15 participants was justified as data saturation was achieved when participant 10 was interviewed. Reaching data saturation has a significant impact on the quality and content validity of the research study (Fusch & Ness, 2015). Other sources of data I used for the qualitative exploratory study are document review and field notes to triangulate the data collection process.

### **Data Analysis**

To answer the research question, I used a process of transcription, coding, and analysis of participant responses to align responses to each element of the research question. Data analysis, the identification of units of meaning, is the process by which researchers identify recurrent themes in data collected from participants that help them respond to the research question (van Manen, 1990). The focus of data analysis in exploratory studies is in the holistic appreciation of the phenomenon under study informed by participants in-depth understanding of the case (Ricoeur, 1981).

The thematic codes was developed within the transcript and across transcripts apply in the next stage of interpretation. Interpretation is a process that helps the researcher to build an in-depth understanding of the case under study based on the interviewees' practical understanding of the case with that of the researcher's personal and theoretical understanding (Ricoeur, 1981). The reduction of themes happens at the level of interpretation where specific ideas forming immature understanding integrate in a coherent manner to become explanatory ideas that help formulate deeper understanding

(Bazeley, 2009; Ricoeur, 1981). The back and forth movement in allocating a code allows new understanding to develop as the researcher looks at data more in-depth and uses the new learning from the coding and theming process to create a holistic understanding (Tan et al., 2009).

Data organization tools such as NVivo is useful for organizing the data collected from the interview, field notes, and document review (Miles & Huberman, 1994). Fakis et al. (2014) explained that a case study analysis has a set routine procedure for identifying and relating themes and meanings to the research question. NVivo Version 10 is the software that was used to organize the data. Richardson, Earnhardt, and Marion (2015) suggested that NVivo 10 software program could be used for coding, categorizing, and managing unstructured data. Management of discrepant and contradictory cases included a review of the audiotapes and interview transcripts at the point of contention, to ensure no errors of analysis or prejudice occurred (Tan et al., 2009). To clarify any issues still outstanding, I used e-mail to the concerned participant requesting a member checking of the transcript and the themes arising from the interview. Member checking is a strategy that helps qualitative researchers to enhance the credibility of their studies as the study's participants review the transcripts and findings to confirm accuracy in data analysis (Lincoln & Guba, 1985).

Data analysis was performed on the data collected from semistructured interviews, a review of documents, and field notes. Yin (2014) recommended a series of steps for conducting qualitative research as follows: (a) data compilation, (b) data disassembly, (c) data reassembly, (d) data interpretation, and (e) data conclusion and

meaning derived. After transcribing all of the audio-recorded semi-structured interviews, field notes, and document review and complete member checking, the next step was to upload the textual transcript into NVivo software from Microsoft Word to organize the data into groups and themes.

### **Trustworthiness**

The subjective nature of qualitative studies brings about issues of trustworthiness. Trustworthiness is the level of confidence given by the naturalist researcher's methods to enhance credibility, transferability, dependability, and confirmability of a study (Lincoln & Guba, 1985). To attain trustworthiness, researchers at every phase of a study from the preparatory stages to data analysis and reporting stage have to abide by high ethical standards and demonstrate methodological rigor (Lincoln & Guba, 1985).

Trustworthiness or rigor of a study refers to the degree of confidence in data, interpretation, and methods used to ensure the quality of a study (Armour et al., 2009).

Transferability is the extent to which research findings are generalizable and is the equivalent of external validity in quantitative research (Gaus, 2017). To invite judgment from readers afflicted or interested in performance improvement, I ensured detailed and thick descriptions, pertinent recruitment, and data collection procedures that should convince readers of the study's rigor and in turn, its findings (Gaus, 2017).

Generalization is not a focus of qualitative studies as different researchers may come up with different conclusions in similar studies (Lincoln & Guba, 1985). However, a key strength in scientific studies is being able to transcend academic value to provide practical value as stated in the Walden University's mission statement. Transferability then

becomes a hallmark of trustworthiness and value. Transferability is left for the qualitative user to determine.

To implement dependability, I carried out an expert validation to check the fitness of the study methodology on participants' recruitment. I used field notes and good quality audio to record the interviews and sent to the participants for validation in line with the research design and methodology. The use of the exploratory case study helps to guarantee triangulation of data in a bid to build in dependability. I maintained an audit trail to present the systematic process of the research findings and data analysis process. The study could be replicated with similar participants in similar conditions by following the interview protocols, the field notes, and the audit trail that I recorded. I stored the data collected from interviews for 5 years before destroying it to ensure a proper audit trail and record keeping.

To implement confirmability, I affirmed the study's credibility, dependability, and transferability. I aligned the findings with the conclusions and interpretation to avoid personal bias into the study. I used member checking to ensure the reliability and validity of data by interpreting the transcript of the 15 participants and receive feedback that was used to validate the data collection process. Each theme identified was supported by quotes or description from participants. The convergence of insides; similar thoughts from a collection of participants may reveal the consistency of the data. I used reflexivity through a journal during the data collection and analysis process to ensure I am self-aware of the issues that may affect my interpretation and reported only what was derived directly from the triangulation process through the hermeneutic arc for rigor.

The term reliability refers to the quality of the research findings. Reliability in a qualitative exploratory case study is a form of assurance of the dependability of the results through the research instrument from internal and external validity (De Massis & Kotlar, 2014; Noble & Smith, 2015). Dependability refers to how consistent the findings can be after repeating the same inquiry under a similar context (De Massis & Kotlar, 2014). Researchers can achieve dependability through member checking, transcript review, and expert review of the interview scripts and protocols to confirm and validate their perspectives concerning the phenomenon (Jasper, Vaismoradi, Bondas, & Turunen, 2014).

### **Ethical Procedures**

Ethics in qualitative research plays an essential role in enhancing a study's integrity as it helps guarantee the protection of participants' rights and interests and ensures the conformity with the codes of conduct acceptable to the qualitative research community (Babbie, 2017). Walden University's institutional review board (IRB) works with students to guide the ethical considerations in research studies to guarantee the protection of participants. I received IRB approval (# 05-05-21-0393029) before I commenced the recruitment process as a standard method in managing ethical issues. To attain the IRB approval, I discussed my study procedures with IRB and undertake an online certification course with the Collaborative Institutional Training Initiative to ascertain my awareness levels of how to treat and manage the study's participants ethically.

After I received IRB approval, I commenced the recruitment procedure, which involved ensuring all participants signed informed consent. The informed consent stipulates the study's basic purpose for participant appreciation and to understand the voluntary, confidential, and anonymous nature of their participation. I abided by the Collaborative Institutional Training Initiative's policies of respect, beneficence, and justice.

The participants for this study are all mature adults and are not in any vulnerable groups. I also did not have any conflict of interest, as I did not work in the offices where the officers were recruited. In the data collection process, I ensured the participants are not worse off than before their participation in the study as I treated each participant with the respect they deserve and honored their needs (Rubin & Rubin, 2012). I guaranteed the accommodation of differing and diverse opinions to preserve rigor and in data analysis, portray fidelity to the participants lived experiences (Ravitch & Carl, 2016).

Confidentiality and anonymity strategies are integral to upholding high levels of ethics and integrity in social research (Babbie, 2017). Protecting the privacy of research participants encompasses maintaining confidentiality, so a person's unique identifiers are not disclosed at any point during the research and ensuring anonymity such that a person's name was concealed and where possible findings were aggregated and not individualized (Ravitch & Carl, 2016). To maintain confidentiality and anonymity for this study, I confirmed (a) no use of third parties, (b) saved all data files on my personal computer in a password protected folders, (c) assigned unique identifiers to participants



and the file with the matching name and identifier saved in a password protected folder in my personal laptop.

All participants gave consent to have the interview recorded to ensure credibility and facilitate transcription for coding and analysis. To maintain ethics in an interview process, it is important to know that the interest of the study was to understand the case being explored and the meaning the participants could make out from the case being studied (Seidman, 2013). I avoided all comments that could link the specific names or role of participants to the interview. To prevent compromising confidentiality, study participants were asked to provide any additional comments or revisions to the transcript confidentially and to return the transcript by e-mail. Data confidentiality is described as making data secured from unauthorized parties (Bojanc & Jerman-Blazic, 2013). I protected the records using a hard drive on a secure computer and password protected files to prevent access by unauthorized users.

In the study, I disclosed all activities relating to the potential for the harmful outcome with the participants to serve as cautionary notice. Ritchie et al. (2013) and Ravitch and Carl (2016) explained that participants could disclose information they might later regret disclosing in a favorable interview environment. I explained to the participants the details of the study and the scope of the study to avoid disclosing unrelated information. The participants had the freedom to walk away from the interview process at any time. I avoided all irrelevant details not included in the interview protocol. I responded to queries from participants by first acknowledging the participant with respect and empathy and changing the topic if necessary. Opportunities for debriefing

and feedback are some strategies I used to manage any risk associated with the interview process. Seidman (2013) explained that the researcher must be aware of the potential risk from participants before recruiting them into the interview process and focus group. All data collection took place on the telephone or at a quiet public place as agreed with the participants.

One of the greatest ethical concerns in a research study involves the privacy of the participants and the security of the data collected. As discussed in Chapter 1, I allowed the participants to provide input into selection of location for the interviews to minimize or reduce undue psychological stress and to facilitate the collection of honest and reliable information. I ensured that the environment was safe and a common place where potential participants would stay without the need to provide security guards for the participants. Participant was properly briefed before the commencement of the interview.

### **Summary**

The chapter included a discussion of the research design, approach, and methodology for the study. The choice of qualitative research design is necessary due to the need for increased understanding on the case of interest. Exploratory case study emerged as the best-suited research approach to use in conducting the interview to have answer for the research question and to meet the study's purpose as it allowed the researcher to build context into the data collection process. Studies on phenomena, such as performance improvement, require contextual support to holistically understand both practical and theoretical assumptions, philosophies, and opinions that form the world-view of the human experiences. A discussion on research participation explained the

inclusion criteria for recruitment, the location, and the sector of the participants to appreciate how their responses fully met the study's purpose. The provision of data collection and analysis procedures in a systematic format allows replication of the study, a key strategy for enhancing the quality of the study. To close the chapter, there was a discussion on strategies for developing trustworthiness and the ethical procedures guiding the study. Three data collection methods; semi-structured one-on-one interviews, field notes, and document review was used to collect data that allowed for exploration of the research question. Chapter 4 covers the presentation of data collected and analyzed for the study. The topics for Chapter 4 includes the introduction, research setting, demographics, data collection, data analysis, evidence of trustworthiness, and study results.

## Chapter 4: Results

The purpose of this qualitative exploratory case study was to understand how police officers can enhance their knowledge on the requisite skills necessary to protect lives and property in Lagos State, Nigeria. The research questions focused on how officers can enhance their knowledge on the skills necessary to protect lives and property and what being prepared for performance improvement means to officers in Lagos State, Nigeria. I examined records from the human resources department, and I interviewed 15 police officers from the rank of ACP to DCP and CP who had 12 years serving experience in the police force. One of the officers had risen from the rank and file before attaining the current leadership position.

### **Setting**

The data collection process lasted 4 to 5 weeks. I requested that participants suggest dates and times for a virtual call where security could be ensured and noise limited. The data were recorded through an audio recorder and telephone recorder. After transcribing, I used member checking to follow up with the participants to validate the data collection process.

### **Demographics**

The inclusion criteria are (a) police officers from the rank of ACP to DCP and CP, (b) police officers who have had 12 years serving experience in the police force, and (c) a police officer that has risen from the rank and file before attaining the current leadership position (see Table 1).

**Table 1***Demographics of Participants*

Participant	Gender	Current Rank/Position	Starting Rank	Years of Experience
PP1	Female	ACP	Cadet Officer	23
PP2	Female	ACP	Cadet Officer	23
PP3	Male	DCP	Cadet Officer	26
PP4	Male	ACP	Inspector	28
PP5	Male	DCP	Constable	33
PP6	Female	DCP	Cadet Officer	26
PP7	Female	ACP	Constable	29
PP8	Female	ACP	Cadet Officer	23
PP9	Male	CP	Cadet Officer	30
PP10	Male	DCP	Cadet Officer	26
PP11	Female	ACP	Inspector	28
PP12	Female	ACP	Cadet Officer	23
PP13	Male	DCP	Cadet Officer	26
PP14	Male	ACP	Constable	33
PP15	Male	CP	Cadet Officer	30

**Data Collection**

I conducted an expert validation to check the fitness of the study methodology on participants' recruitment. Expert validation is a method of obtaining feedback from experts in research design (Anseel et al., 2015). Using the faculty available at Walden University, I sent the initial interview questions to nine experts to help revise them.

After feedback, I put a call across to explain my purpose of the study further. I discussed the data collection process and requested that participants suggest dates and times for a virtual call where security could be ensured and noise limited. The population consisted of 15 police officers from the rank of ACP, to DCP and CP, police officers who had 12 years serving experience and above in the police force, and three police officers had risen from the rank and file before attaining the current leadership position. Data were collected using semistructured interviews, field notes, and document review.

Participants were located at different duty posts within Lagos State. Data were collected using telephone interview due to social distancing policy to prevent the spread of COVID-19. I conducted the interview using the interview protocol as guide in interview process. The data collection process lasted for a few weeks.

I contacted all participants through email and shared the informed consent with the participants that indicated interest to participate in the interview process. During the interview process which lasted for maximum of an hour, I recorded the interview using audio recorder. I still have access and I am keeping the telephone recorder interviews. Though there were network issues that made three of the interviews postponed, they were rescheduled. There was no material variation in the data collection process from the plan presented in Chapter 3. The participants were initially skeptical with using telephone as a means of data collection, and some opted out for personal reasons.

There were no unusual circumstances encountered in the collection of data. However, the major discrepancy was that three senior officers who were scheduled for the interview had brick and mortar trainings and called to cancel the appointments as they said they may not be ready at the time planned for the interview. I had to select fresh participants and had a 2 days' delay in the data collection process. Another discrepancy was that one particular participant did not have sufficient information or was not willing to disclose his experience over the years. Though the interview was conducted as planned, I also had to get another participant to replace that interview since I discarded all the data collected from the first participants. There were no other discrepancies in the data collection process.

### **Data Analysis**

All 15 interviews were recorded using audio recorder. I transcribed each interview by writing them out in a Word document. After conducting member checking, I began the process of coding by reading through each question of all the participants and using cycles to identify commonalities in the interviews. Those commonalities formed the categories in the data collection process. After identifying the categories, commonalities were also identified which resulted to merging categories to have emerging themes. The themes were also observed to provide answers to the research questions. The emerging themes are attending annual continuous improvement training; attending specific courses on detective, tactical, and strategic leadership; internal and external appraisal system; eliminating godfatherism in the police system; effective mentor and mentee relationship without recourse to tribal sentiments; public spirited individual police force; disciplined and willingness to make sacrifices to ensure peace; understanding the acts and principles of police performance; understanding roles, responsibilities, and relationship in the police force; and timely, accurate, and relevant processing of performance data in the police force (see Table 2).

**Table 2***Codes and Themes Emergence from Interview Process*

Codes	Themes	Number of Occurrence	Percentage of Occurrences
Police officers are scheduled for annual courses that are meant to provide training on continuous improvement.	Attending Annual Continuous Improvement Training	15	100%
Courses are provided on specific needs and ranks. The higher ranks attend more of strategic leadership training.	Attending Specific Courses on Detective, Tactical, and Strategic Leadership	15	100%
The internal and external appraisal system shape the curriculum of police courses.	Internal and External Appraisal System	14	93.33%
Favoritism and godfatherism is a major distraction in achieving performance improvement in the police force.	Eliminating Godfatherism in the Police System	14	93.33%
Mentor and mentee system is an effective means of knowledge transfer and relationship management in the police force.	Effective Mentor and Mentee Relationship without Recourse to Tribal Sentiments	15	100%
Self-service to your country should be a priority when discharging your duties in the police force.	Public Spirited Individual Police Force	15	100%
All officers must exhibit discipline at all times and ensure law and order is maintained.	Disciplined and Willingness to make Sacrifices to Ensure Peace	15	100%
Knowledge of the acts and principles of the police force will enable the police officers to be efficient in their duties.	Understanding the Acts and Principles of Police Performance	15	100%
The roles and responsibilities have to be clearly stated when recruiting and training the police officers	Understanding Roles, Responsibilities, and Relationship in the Police Force	14	93.33%
All duties of the police force should be executed timely and accurately	Timely, Accurate, and Relevant Processing of Performance Data in the Police Force	15	100%



### **Evidence and Trustworthiness**

Credibility leads to confidence in the findings (Lincoln & Guba, 1988). I used triangulation as a means of comparing the summaries from the semistructured interviews, notes, and documents reviewed in data collection. During the interview process, the interview guide was followed and there was no major deviation from the question except for follow up questions when the need arose. Questions were read from the interview protocol and were only repeated when the participant needed clarifications. Participants varied in age, experiences, and settings. Commonalities and consistency were achieved through emergent themes. Data saturation was achieved when no new theme, codes, and information was obtained as more participants were interviewed.

Transferability involves establishing that findings from the study can be applied in other contexts (Lincoln & Guba, 1988). I used the thick description technique and applied it to the summaries of my data sets to see if the findings can be applied to other settings. Transferability is mainly determined by the users of the study. The transferability of this study is limited to the uniqueness of the participants of the study, the location, and the methodology. The setting may differ when conducted with different rank of police officers or carried out in different location. The Nigeria Police operate a single format system across the country. The result may be transferable when the study is applied in a similar setting in any part of Nigeria.

Dependability is achieved when findings can be repeated in a consistent manner (Lincoln & Guba, 1988). I used external audit to look at the summaries from my data sets to insure dependability of the findings. Dependability of research often depends on the external perception and attitude of the participants. In this study, I ensured that participants possess requisite experience, exposure, and education to answer the interview questions. For this study, I obtained approval from IRB before commencing data collection. The interview questions were verified by case study experts to validate the fact that the interview questions are capable to generate responses that will provide answers to the research questions.

Finally, confirmability is the extent that the findings are influenced by bias (Lincoln & Guba, 1988). I used triangulation to compare the summaries from the three data sets to establish confirmability. I compared the responses of each participant in each interview questions and identified commonalities that led to the emergence of themes.

## **Results**

### **Theme 1: Attending Annual Continuous Improvement Training**

The first theme that emerged from data analysis was attending annual continuous improvement training. All 15 participants agreed that attending annual and continuous improvement training was how police officers can enhance their knowledge on the requisite skills necessary to protect lives and property in Lagos State, Nigeria. For example, PP1 stated “I have attended annual seminar for the last 10 years continuously both within and outside Nigeria.” PP1 responded that she obtained performance improvement as a police officer that assisted her to attain higher position by using

available resources, attending all courses she was nominated to attend, and ensuring she never skipped any course. When asked what courses she attended that helped in performance improvement, she mentioned detective courses, tactical courses, strategic leadership, and personal training in legal and self-development. When asked what factors worked for obtaining performance improvement, which eventually brought leadership role, PP1 stated, “improved myself, mental readiness, psychological preparedness, and peer group influence” as factors that worked for obtaining performance improvement that led to the role of leadership in the police force.

PP1 further mentioned that the factors that were not relevant to obtaining performance improvement were depending on godfatherism in the police force, depending on tribal sentiments to obtain promotion, and delegating all work to subordinates without taking responsibilities. PP1 identified sources of information that were relevant to achieving performance improvement that made one stood out from the crowd as “knowledge gained from older colleagues, knowledge gained from reading relevant professional books, and information obtained from subordinates through briefing and debriefing.” The information available in the police training school that propelled PP1 for performance improvement were topics such as “regimentation, managing common sense, managing resources and materials, mastering your immediate environment and dominating your environment for optimal output.” PP1 mentioned that the information that were sourced personally that helped on personal growth for the police duties were obtained through meeting with both younger and older colleagues, through ability to think and process information, and ability to effectively dish out

instructions. PP1's other strategies that contributed to improvement in performance management were personal development in information and communication technology, social economic environment, vast knowledge of every discipline, training and retraining, and embracing the new trend to policing such as community policing.

Similarly, PP2 stated,

What I do annually is to ensure that apart from the training organized by the police force, I register for additional courses during holidays. I have done courses on psychology, law, philosophy, emotional intelligence, social intelligence, sustainability strategies, and time management. Most of these courses were online while some are physical classes. The COVID-19 has changed the way we learn these days.

PP3 stated, "I attended annual courses both locally and internationally until COVID-19 period, where I could not travel I did online courses that improved my understanding on personal health management." PP4 mentioned he has been booked to attend annual courses for the next two years in his department on programs ranging from leadership, supervision, and communication skills." PP5 also mentioned how annual classes have helped improve their performance management awareness. PP6 recalled their experiences on traveling to countries such as the United States and United Kingdom to attend courses and how those courses helped in achieving leadership positions as they improved performance tremendously. PP7 stated, "The course on virtual meeting in the police force I attended early in 2021 with other senior police officers helped me in organizing and facilitating virtual meeting with stakeholders during this period of social distancing." PP8

stated, “the annual meetings I have attended since inception of my career in the police force have impacted my performance positively. PP9 mentioned, “the secret of my performance improvement is continuous training.” PP10 mentioned that all annual training is designed to impact new skills or renew existing skills in every police officer. PP11 mentioned, “every annual training course is designed for an improvement on my duties.” PP12 stated, “I ensure that I take advantage of every single opportunity to learn a new thing each year when I am nominated for workshop.” PP13 stated “at times we have the opportunity to select the courses we attend each year.” PP14 stated, “Guess what! We are expected to write exams or submit a concept paper in all the courses on annual basis.” PP15 stated, “I always look forward to the annual courses as they have helped me develop my skills on the job as a person.”

## **Theme 2: Attending Specific Courses on Detective, Tactical, and Strategic**

### **Leadership**

The second theme that emerged from data analysis of semi-structured interview, note taking and document reviewed was attending specific courses on detective, tactical and strategic leadership. Fifteen participants, representing 100% agreed that attending specific courses on detective, tactical, and strategic leadership was how police officers can enhance their knowledge on the requisite skills necessary to protect lives and property in Lagos State, Nigeria. PP1 stated

Specifically, courses I could recall that have had positive impact on my performance were on detective, tactical and strategic. On detective, we did forensic management and cyber security awareness; I have used this

knowledge to help in managing my team towards finger print reading and verification. I also did training on tracking suspected robbery cases using telephone numbers of the suspect. Finally, I did lots of decision making, leadership and projecting crime and activities during election periods.

PP2 narrated how he attended courses on strategy and tactics which have contributed to performance and bringing him to lime-light in their daily duties. PP3 narrated how she could manage her team effectively as a result of such specific trainings attended in the past. PP4 stated “I was selected to attend courses on leadership and strategies and those learning received have helped me to manage my team effectively. PP5 stated “since I started attending specific courses on detective, tactical and strategic, I have greatly come to realize how those courses have improved me as a police officer and also the police force in Nigeria. Doing things appropriately gives little effort to get huge results”. PP6 agreed and mentioned specific courses she attended over the course of her careers and how such courses greatly contributed to improvements. PP7 stated “training on strategy was so broad that I attended for 3 years before we could complete the module, it was also so impactful”. PP8 mentioned “I ensure I attended all the tactical and strategy courses I was selected to attend since I became a police officer”. PP9 mentioned “the courses were numerous to choose from and as leader, I always go for strategy since it entails a more robust study into a long-term planning of the police force and work performance”. PP10 also mentioned how courses on the practical aspect of policing has helped in performance improvement. PP11 stated “detective courses are my favorite because of my department, and most times that is the course I have attended more”.

PP12 mentioned “operational efficiency can never be fully learnt. I make sure I cover all operational aspect of job”. PP13 mentioned that courses on strategy and leadership are more fulfilling for his role”. PP14 said “I always opt for courses on strategy” PP15 in affirmation mentioned leadership, strategy, forensic and information technology as favorite courses”.

### **Theme 3: Internal and External Appraisal System**

The third theme that emerged from data analysis of semi-structured interview, note taking and document reviewed was internal and external appraisal system. Fourteen participants, representing 93.33% agreed that internal and external appraisal system was how police officers can enhance their knowledge on the requisite skills necessary to protect lives and property in Lagos State, Nigeria. PP1 stated “the internal and external appraisal occurs annually, which we prepare for in the penultimate years. This process has helped me to focus on continuous improvement so as to be better appraised”. PP2 mentioned that because of internal and external appraisal in the police force that takes place at the beginning of every year to appraise the performance of the past year, focusing on getting a better appraisal comes naturally. PP3 mentioned how the appraisal system has shaped his deliverables that account for the appraisals. PP4 referred to internal and external appraisal system as a boost to performance appraisal that has helped in ensuring improving on their last appraisal results. PP5 mentioned how performing below expectation can affect all the previous good performance of the police officer, hence, everyone strives to maximize their performance before the appraisal takes place every year. PP6 mentioned that internal and external appraisals is the hallmark to performance

watchword for him. PP7 also spoke in affirmation to internal and external appraisal as a factor to performance improvement in the police force in Nigeria. PP8 stated “preparing for the upcoming appraisal is a systemic boost to performance improvement especially for leaders and team leads”. PP9 simply stated “I ensure I have a good appraisal for the year. That means I have to be sure all checklist is ticked”. PP11 mentioned that “Internal and well as the regulatory appraisal are very crucial to achieving promotion as and when due”. PP12 mentioned “I am appraised within the job and also from the police headquarters based on the report from subordinates. This two-way appraisal give the police force a check and balancing platform”. In the case of PP13, “apart from internal and external appraisal, your daily objectives also contribute to the success of a police officer”. PP14 mentioned how internal and external appraisal has become a hallmark of performance improvement in the police force in Nigeria. PP15 said “I am appraised 360 degrees and as such I respect myself on the job”.

#### **Theme 4: Eliminating Godfatherism in the Police System**

The fourth theme that emerged from data analysis of semi-structured interview, note taking and document reviewed was eliminating Godfatherism in the police system. Fourteen participants, representing 93.33% agreed that eliminating Godfatherism in the police system was how police officers can enhance their knowledge on the requisite skills necessary to protect lives and property in Lagos State, Nigeria. PP1 stated “godfatherism must be eliminated if things must move in the right direction in the police force in Nigeria” PP2 mentioned “one element that has not contributed positively in the police force administration is: godfatherism; crime control, efficient performance, and



performance improvement all kick against the introduction of godfatherism practice in the force” PP3 mentioned that retaining godfatherism is a virus that could mess up things for the police force if not eliminated from the system. PP4 mentioned “godfatherism and nepotism are two factors that could never enhance performance in the police force; they must be eliminated”. PP5 agreed that godfatherism must be eliminated in police practice as anything short of that means the force is fighting its very rules and regulations. PP6 stated “when people receive favor unduly because of tribe or gender, it affects the moral of other officers negatively, and such practice must be discouraged in the police force. PP7 stated “we cannot do the wrong things and expect the public to do the right things. godfatherism is a wrong that must be stopped in the police force”. PP8 stated “because I know the damaged godfatherism has caused in the past when I was a much junior officer, I ensure I watch out for it not to be repeated in my time as leader of a department”. PP9 mentioned “I simply say NO to the act of godfatherism”. PP10 stated “when you start practicing what we call godfatherism, you are breaking down the very pillars that hold the police force in Nigeria”. PP11 stated “I simply say no to all forms of godfatherism in the police force”. PP12 “mentioned that using less qualified staff because of family, tribe or blood relationship is one factor that affects the efficient performance of police officer”. PP13 said “do not encourage nepotism or godfatherism because it pollutes the police force system”. PP14 said “Always kick against favoritism and embrace excellence. That is the way to improvement”. PP15 mentioned that one virus in the system is when senior officers carry out their duties through relatives because of tribal sentiments. Such practice hinders individual and team goals”.

Participant 5 (PP5) was not available at the time scheduled for the interview due to exigency of work. The interview took place over the weekend as re-scheduled. When asked how performance improvement was obtained, he responded that self-development through online courses was a major contributing factor and enrolling for such courses exposed him to network with other police officers in other parts of the world. PP5 described courses he took to include strategic and operational as related to police force and best practice. PP5 stated that the police force has an appraisal system conducted annually to review internal and external roles of each police officers which contributed to continuous improvement. Factors that PP5 kicked against were nepotism and godfatherism in the police force that are not helping the system to optimize its potentials. PP5 stated that “establishing quality relationship with subordinates, superior, and the general public could be an effective source of information relevant to the actualization of performance improvement”. PP5 emphasized that he is a servant to the public and acts in that manner to obtain relevant information from the public. PP5 stated that the roles and responsibilities, and relationship with other security agencies were information obtained in his first training school which became a foundation toward his performance improvement. Finally, PP5 mentioned that efficient and effective processing of data received as a police officer are vital in sustaining performance improvement in the police force.

### **Theme 5: Effective Mentor and Mentee Relationship without Recourse to Tribal Sentiments**

The fifth theme that emerged from data analysis of semi-structured interview, note taking and document reviewed was effective mentor and mentee relationship without recourse to tribal sentiments. Fifteen participants, representing 100% agreed effective mentor and mentee relationship without recourse to tribal sentiments was how police officers can enhance their knowledge on the requisite skills necessary to protect lives and property in Lagos State, Nigeria. PP1 mentioned “having effective mentor and mentee relationship has helped me learn from the best. There was no tribal or gender limitations”. PP2 stated “mentors’ relationship with mentee is a huge path to achieving performance improving in the force” PP3 stated,

At the onset of my career, I had a mentor who was willing and available to provide direction for all my questions as they related to my work. I learn quickly and broadly too as things that would have taken me four years to learn were learnt within few minutes of calls and taking notes while on phone or physical visit with my mentor. My mentor had long retired but those lessons can never retire in my head. I still recommend such system for every new police officer

PP4 stated “a mentor-mentee relationship has been a means of learning and getting adequate responses to some critical questions in the force which greatly improve your performance. PP5 responded in affirmation that mentor-mentee program has been a source of inspiration and growth as a police officer. PP6 stated “I learn from my mentor

the act of effective communication and that has improved my daily activities as a police officer”. PP7 stated “because of what I gained from mentor-mentee relationship, I encourage junior officers who want me to become their mentor so I can transfer the skills I have acquired over the years”. PP8 stated “Mentor-mentee program should be enforced especially for those coming into the force for the first and second years of their career”. PP9 mentioned how mentor-mentee relationship helped him when he was posted to Lagos from Ondo State. He said “my mentor provided a temporary accommodation for me to settle down before I was able to secure a more comfortable and affordable apartment”. PP10 mentioned “through mentor-mentee relationship and training, a lesson of 10 years could be learned in less than 10 minutes”. PP11 said “I keep promoting the mentor-mentee relationship because that was one avenue that helped me gain confidence on the job”. PP12 mentioned that mentors help breed the mentees to adapt to police work especially at the early stage of their career. PP13 said “The mentor-mentee program uses to be a must do for every young police officer and it was an effective form of induction”. PP14 mentioned “have a mentor or choose a mentee to extend the goodwill of police force to new entrants”. PP15 stated “I ensure all my units’ practice mentor-mentee system as it is an effective way to succession planning in the police force”.

#### **Theme 6: Public Spirited Individual Police Force**

The sixth theme that emerged from data analysis of semi-structured interview, note taking and document reviewed was public spirited individual police force. Fifteen participants, representing 100% agreed that having public spirited individual police force was what being prepared for performance improvement could mean to police in Lagos,

Nigeria. PP1 mentioned “every police officer has to have the interest of the public to be able to prepare for performance improvement and the rigors of the job”. PP2 stated “partially dedicated police officer may not achieve the height of performance improvement, except they are fully dedicated”. PP3 stated “been ready to be called at any time and within your jurisdiction and outside your jurisdiction is what makes a police officer ready for the job”. PP4 mentioned “every police officer must be a public spirited individual to perform optimally” PP4 in affirmation mentioned “public availability of every police officer to be termed suitable for the role of a police officer. PP5 mentioned that police officers are “public property” and must be willing to accept that calling so as to be effective on the job”. PP6 stated “the public good must be the primary pursuit of every police force”. PP7 described the police officer as someone who “should leave their family and belongings to follow their calling” to become effective as possible. PP8 stated “since I became a police officer, I always strive to leave my daily life for the public and for a better Nigeria. I therefore, do not query when I am posted from one state to the other”. PP9 mentioned “allowing yourself to maximum dedication to the work of a police officer will give you the sanity to prepare adequately to the clarion call of the force”. PP10 said “all I do is to be available, selfless and willing for any directive that comes for my superior which I also pass to my subordinates when necessary”. PP11 mentioned that police work requires becoming a public property”. PP12 said “I became a public staff the moment I signed up for this duty and no going back”. PP13 “becoming a public spirited officer is the secret to performance enrichment” PP14 mentioned the dedication required

even when called up at dark hours of the day to save a life” PP15 mentioned that working tirelessly is a secret to performance improvement”.

### **Theme 7: Discipline and Willingness to Make Sacrifices to Ensure Peace**

The seventh theme that emerged from data analysis of semi-structured interview, note taking and document reviewed was discipline and willingness to make sacrifices to ensure peace. Fifteen participants, representing 100% agreed that having police officers who are discipline and having the willingness to make sacrifices to ensure peace was what being prepared for performance improvement could mean to police in Lagos, Nigeria. PP1 stated “discipline, willingness, availability, timeliness, and sacrifices and the hallmarks of a police officer in this 21<sup>st</sup> century” PP2 mentioned that discipline and sacrifice are what police bring on board to perform optimally on the job” PP3 also mentioned discipline and availability to respond to distress calls as attributes of a police officer. PP4 stated

At times we get calls in the middle of the night, outside the country and when on transit. The ability to respond to such calls make you a suitable police for the task. It is therefore necessary to possess discipline and willingness to sacrifice your time when the need arises. The sacrifice could save a life, a situation, your country and you as well.

PP5 mentioned that some qualities of police that guarantee optimal performance are discipline, timeliness, sacrifice, intelligent on decision making, and absolute belief in the code of conducts that set up police force. PP6 mentioned that beyond education for every police office to perform optimally, discipline comes next to education. PP7

described a police officer's role in public peace as "consistent discipline to carry out his or her duties as police officer". PP8 stated "I consistently ensure I follow the directives of protecting lives and properties on daily basis, especially at turbulent time". PP9 mentioned how effective it is to preach discipline to a police officer on regular basis because of the enormous distractions that could come during the course of their duties. PP10 mentioned that "police officers need to be consistently reminded the importance of discipline and dedication to their work". PP11 said "the key word is discipline to your superior and sacrifice to the nation, to obtain performance improvement". PP12 mentioned that discipline in the police force cannot be over emphasized. PP13 stated "sacrifice is required of every police officer to succeed". PP14 stated "even sacrificing family time is part of the job to ensure a peaceful country". PP15 stated "you cannot separate discipline and sacrifice from job performance as a police officer".

### **Theme 8: Understanding the Acts and Principles of Police Performance**

The eight theme that emerged from data analysis of semi-structured interview, note taking and document reviewed was understanding the acts and principles of police performance. Fifteen participants, representing 100% agreed that understanding the acts and principles of police performance was what being prepared for performance improvement could mean to police in Lagos, Nigeria. PP1 stated "every police officer is trained to understand the acts and principles of police duties. Understanding those principles goes a long way to create a successful path for every police officer who aims for the top". PP2 stated "understanding the requirements of police rules and regulations, the dos and don'ts, the value system and what the nation required from the police officer,

is vital in performing successfully. PP3 stated “respecting the set rules and ethics of police force is a sure way to performance improvement”. PP4 also mentioned that adhering to code of conduct of the police force is one way to achieving performance improvement in the police force. In affirmation, PP5 mentioned that understanding the rules, scope, and meanings of police force would contribute positively to every police officer’s understanding of the rules and regulations of police force. PP6 mentioned that effectively communicating the roles and principles of police force to police officers can never be replaced with promotion and other forms of motivation. PP7 said “principles, meanings, responsibilities are the most relevant messages to communicate to the police officer to ensure duties adherence” PP8 mentioned how taking instructions and reporting can become important tools for the police officers to stay compliant to their duties. PP9 mentioned “interpretation of the daily roles and responsibilities of a police officer are key to ensuring the existence of a country such as Nigeria. PP10 stated “from my personal reading and practice, the framework for performance preparation is detailed in the act, practice, responsibilities, principles and mandate of the police force of Nigeria”. PP11 mentioned “understanding the act and principles helped me to achieve leadership position” PP12 describe police role as duty to humanity and country: these are the principles that govern the force. PP13 stated “all I do is following what I am expected to do and doing it thoroughly” PP14 “I asked questions all the time so as to keep to the principles of my assignments” PP15 stated “I ensure instructions are clear to subordinates in form of principles and duties”.



## **Theme 9: Understanding Roles, Responsibilities, and Relationship in the Police Force**

The ninth theme that emerged from data analysis of the interviews conducted and interpretation from semi-structured interview, note taking and document reviewed was understanding roles, responsibilities, and relationship in the police force. Fourteen participants, representing 93.33% agreed that understanding roles, responsibilities, and relationship in the police force was what being prepared for performance improvement could mean to police in Lagos, Nigeria. PP1 stated “The first assignment I had to pass was understanding the roles, responsibilities and relationship with other agencies in the security cycles as well as those outside the security cycles was what enhanced my knowledge of the performance requirements of the police force”. PP2 mentioned how an in-depth understanding of the roles, responsibilities of police force can be instrumental to performance improvement in the service. PP3 stated “having adequate relationship with other security agencies could help in effective policing in Nigeria, as security is dynamic and information sensitive. PP4 in affirmation mentioned how the knowledge of the roles of responsibilities of the police force could help individuals achieve their goals. PP5 mentioned that knowledge of the scope, roles, responsibilities of the security platform of Nigeria would definitely enhance performance improvement to the individual police officers in Nigeria. PP6 stated “roles, responsibilities, and relationship with other security departments had helped me obtain clarity of my work”. PP7 mentioned “the moment I could define my scope of operations, I define my daily activities and keep a journal, these have been my daily routine for the past 26 years” PP8 stated “I focus on my roles and

responsibilities daily, and that has helped me make progress on my duties”. PP9 mentioned “as defined by my roles and responsibilities, so I follow. Another area of importance is the amount of support to give and receive from other police officers” PP10 stated “the roles streamline our degree of responsibilities you watch while performing your assignments”. PP11 said “performance objectives are well spelt out in the roles and responsibilities of an officer of the police”. PP12 stated “once I understand my roles and responsibilities, I ensure I optimize the results”. PP13 mentioned how he broke down the roles into daily task and actionable form for execution. PP14 said “I look out for the roles and expectations. With that I am good to perform. PP15 Said “performance improvement is determined by the clarity of the roles and responsibilities”.

#### **Theme 10: Timely, Accurate, and Relevant Processing of Performance Data in the Police Force**

The tenth theme that emerged from data analysis of semi-structured interview, note taking and document reviewed was timely, accurate, and relevant processing of performance data in the police force. Fifteen participants, representing 100% agreed that having timely, accurate, and relevant processing of performance data in the police force was what being prepared for performance improvement could mean to police in Lagos, Nigeria. PP1 mentioned “when information is processed timely, accurately using electronic data, performance could be enhanced in the police force”. PP2 mentioned on how responding timely and accurately are vital indications of police performance improvement parameters. PP3 stated “My role as police is to respond timely, with accurate details and using modern technology to enhance my efficiency” PP4 mentioned

that technological advancement must be appreciated by police officers so as to respond timely and accurately when distress calls are made by members of the public. PP5 mentioned that it is the responsibility of police officers to adapt to the change in the information processing of the 21<sup>st</sup> century so as to be quick in decision making and response to calls by members of the public. PP6 described the role of information technology in accurate information reporting and storage for police records. PP7 mentioned “on-line, real time information processing will help the police force in their performance”. PP8 stated “when we have an upgrade of information processing means such as forensic and biometric readers, we would be more effective”. PP9 stated “ensuring zero delay in information processing will give a boost to performance management in police force”. PP10 stated “all police officer must know how important it is to receive and disseminate information timely and accurately”. PP11 mentioned “timely managed information is what ensure solution and effectiveness”. PP12 Said “my emphasis is on timely and accurate information management” PP13 mentioned “always process information timely and define to whom the responsibility lies to execute such information. Avoid ambiguity” PP14 Mentioned “embracing artificial intelligence will help the police force to improve greatly in reaching their goals and objectives” PP15 Said “despite the evolving nature of data processing system in Nigeria, becoming abreast with most recent data processing system help you perform your job more effectively”.

### **Summary**

RQ1: How can police officers enhance their knowledge on the requisite skills necessary to protect lives and property in Lagos State, Nigeria? The emergent themes

include attending annual continuous improvement training, attending specific courses on detective, tactical, and strategic leadership, internal and external appraisal system, eliminating godfatherism in the police system, and effective mentor and mentee relationship without recourse to tribal sentiments.

RQ2: What does being prepared for performance improvement means to police officers in Lagos, Nigeria? The emerging themes are public spirited individual police force, disciplined and willingness to make sacrifices to ensure peace, understanding the acts and principles of police performance, understanding roles, responsibilities, and relationship in the police force, and timely, accurate, and relevant processing of performance data in the police force.

In Chapter 5, I will reflect on previous chapters and discuss the interpretation of the findings by using peer reviewed articles to synthesize and evaluate the themes that emerged in Chapter 4. Also, I will present the limitations and make recommendations for future research and implication for social change, and finally, the conclusion.

## Chapter 5: Discussion, Conclusion, and Recommendations

The purpose of this qualitative, exploratory case study was to understand how police officers can enhance their knowledge on the requisite skills necessary to protect lives and property in Lagos State, Nigeria. I used telephone interviews as the primary data collection method because of the COVID-19 pandemic. All 15 interviews were recorded using an audio recorder. I transcribed each interview in a Word document. Ten themes emerged: (a) attending annual continuous improvement training; (b) attending specific courses on detective, tactical, and strategic leadership; (c) internal and external appraisal system; (d) eliminating godfatherism in the police system; (e) effective mentor and mentee relationship without recourse to tribal sentiments; (f) public spirited individual police force; (g) discipline and willingness to make sacrifices to ensure peace; (h) understanding the acts and principles of police performance; (i) understanding roles, responsibilities and relationship in the police force; and (j) timely, accurate, and relevant processing of performance data in the police force.

### **Interpretations of the Findings**

#### **Attending Annual Continuous Improvement Training**

After analysis and interpretation of the data, I found that attending annual continuous improvement training is how police officers can enhance their knowledge on the requisite skills necessary to protect lives and property in Lagos State, Nigeria. Continuous improvement is a way for an organization to improve effectiveness (Butler et al., 2018). Organizations support continuous improvement through cultural changes at the organizational level (Unzueta et al., 2020). The purpose for launching an organizations'

continuous improvement initiative is to build capability to effect improvements to the operating routines (Butler et al., 2018; Feldman et al., 2019). To develop such a capability, senior management must provide the organizational vision needed to guide the setting of both the business and operational performance improvement objectives, including those for continuous improvement (Butler et al., 2018). In addition, senior management must enable the development of an infrastructure that can ensure the sustainment of congruence between the organizations' strategic objectives of a business and the continuous improvement in the performance of its production processes and people (Butler et al., 2018). Although continuous improvement is widely practiced, organizations have experienced difficulty with sustaining the momentum of their activities (Butler et al., 2018).

### **Attending Specific Courses on Detective, Tactical, and Strategic Leadership**

The second theme indicated that attending specific courses on detectives, tactical, and strategic leadership is how police officers can enhance their knowledge on the requisite skills necessary to protect lives and property in Lagos state, Nigeria. Intelligence-led policing serves as the foundation for effective leadership, decision-making, crime prevention, and intervention strategies (Kumar, 2019). Accurate criminal intelligence guides transition points for effective police executive, middle manager, and supervisory decision-making. Intelligence-led policing and computer applications assist strategies and tactical strategies. Intelligence analysis, geographical information systems crime mapping, and frequently emerging analysis technologies serve as basic tools for preventing crime and terrorism (Kumar, 2019). However, police are under-trained in

financial crime (Drew et al., 2021). Short online training programs can produce important improvements in knowledge and confidence in financial crime investigation (Donohue & Kruis, 2020; Drew et al., 2021). The crime survey for Nigeria is inadequate where police training needs to address this gap.

### **Internal and External Appraisal System**

An internal and external appraisal system is another way police officers can enhance their knowledge on the requisite skills necessary to protect lives and property in Lagos State, Nigeria. Performance appraisal is described as a process of measuring and developing the individual and the team performance (Kivipold et al., 2020). Performance appraisal consists of goal setting, monitoring, and feedback of employees (Kivipold et al., 2020). Performance appraisal is an integral part of the managerial control and work-related information system aimed at employee work activities and work results (Kivipold et al., 2020). To achieve better performance, companies are continuously forced to update their appraisal processes (Nehme et al., 2020). As employees can demonstrate different attributes and different behaviors, their training be dynamic (Lee, 2018). As the training becomes more moldable to fit the preferences of different employees, changes in increased performance arise. The training process usually incorporates involving employees in decision-making and judgment engagement, because this method is a two-way constructive paradigm, both influencing performance and improving it by appraising the employees and giving them a sense of valuation (Nehme et al., 2020).

### **Eliminating Godfatherism in the Police System**

The fourth theme indicated that eliminating godfatherism in the police system can better prepare police officers in Lagos State, Nigeria. Godfatherism as described in the police force is the introduction of practices such as nepotism, favoritism, and tribal sentiments in reaching decisions, instead of making decisions based on effective and efficient practices. Corruption in various countries is a complicated social phenomenon that has its roots in ancient history (Najih & Wiryani, 2020). Corruption spreads through government administrative bodies and non-governmental organizations (Najih & Wiryani, 2020). Godfatherism dilutes the efficiency in performance, fighting crime rates, and responding to the public demands in security and safety and increases corruption in Nigeria. When corruption increases, it can lead to dire consequences for people who already may have hard lives (Najih & Wiryani, 2020).

### **Effective Mentor and Mentee Relationship Without Recourse to Tribal Sentiments**

Effective mentor and mentee relationship without recourse to tribal sentiments is another way to prepare police officers for their duties in Lagos State, Nigeria. The mentor–mentee relationship is a critical mechanism through which mentors are thought to influence developmental outcomes (Williamson et al., 2019). A mentor is described as a non-parental adult (or older youth) who offers guidance and other forms of support to a young person outside of a therapeutic or counseling capacity (Williamson et al., 2019). Although the putative mechanisms of mentoring are varied, the relationship that develops between mentor and mentee is often considered essential for realizing positive developmental outcomes (Williamson et al., 2019). At the same time, evaluations of



mentoring programs show mixed results, which has led to the need to understand the factors that influence a successful mentor-mentee relationship (Williamson et al., 2019). Factors that influence the mentor–mentee relationship include age, ethnicity match, gender match, topic discussed, and mentor and mentee perception (Ken et al., 2018). For instance, those with the same race had higher mentor ratings and significantly higher mentee perceptions of receiving instrumental feedback and challenging assignments, sponsorship, and protection (Kern et al., 2018).

### **Public Spirited Individual Police Force**

A public spirited individual police force is also important for performance improvement in Lagos, Nigeria. Spirited individual behavior includes those carried out selflessly to save lives and property (Terpstra & Salet, 2019). Individuals who render assistance to prevent injuries or property damage from a collapsing building have been recognized to have served in public spirited manner. For example, Pusser acquired fame as a result of his fight against illegal whiskey distilleries, dubious gambling houses, shady motels, prostitution, extortion, robbery and other types of crime that were quite common in the poor border regions between Tennessee and Mississippi, and in the foothills of the Appalachian Mountains in the 1950s and 1960s (Terstra & Salet, 2019). Pusser’s status as a hero was reinforced because in his fight against crime he faced many struggles and suffered repeated personal misfortune and disaster (Maillard & Zagrodzki, 2021; Terstra & Salet, 2019).

### **Discipline and Willingness to Make Sacrifices to Ensure Peace**

Discipline and willingness to make sacrifices to ensure peace is also what it means to be prepared as police officers in Lagos, Nigeria. In carrying out their duties, members of police forces (including civilian staff) are expected to maintain the highest standards of professional behavior (Isleven, 2018). The police force of any country including Nigeria expect the officers to demonstrate honesty and integrity, demonstrate knowledge for authority, respect and courtesy, act equitable and represent diversity, understand the UOF when it matters, take order and instructions from superiors, respect confidentiality, demonstrate fitness for duty, prevent discreditable conduct, and challenge and report improper conduct (Isleven, 2018). The police disciplinary system is designed to deal with circumstances where these standards are not met, arising from a complaint from a member of the public, an internal complaint, or from an incident such as a death or serious injury amounting to misconduct or gross misconduct (Isleven, 2018).

### **Understanding the Acts and Principles of Police Performance**

Understanding the acts and principles of police performance is important for performance improvement to police officers in Lagos, Nigeria. Given the complexity, demands, evolving nature of police role, and the importance of police work, identifying applicants and recruits who will ultimately be successful as police officers is a high priority for police administrators and other policy makers (Desmond et al., 2020). The inherent difficulty in the recruitment and performance measurement of police is that making a hiring decision based on whether a candidate meets a baseline qualification standard does not guarantee that the candidate will be a quality officer throughout their

career, especially when the training is not related to what officers will experience in the field (Desmond et al., 2020). Introducing the police performance matrix in the training curriculum of the police force is an adequate measure to make police officers understand the principles of police performance (Desmond et al., 2020). In appraising the performance and accountability of the police officers, areas of concern should include legal, political, administrative, societal, communal and international (Shilston, 2016).

### **Understanding Roles, Responsibilities, and Relationship in the Police Force**

The ninth theme related to understanding roles, responsibilities, and relationship in the police force. The concept of community-based policing is described as a democratic function, with collective participation of various stakeholders (Maung, 2020). Community policing is described as a philosophy representing a big change in policing ideology by promoting decentralization and relationship as well as the roles of citizens and street-level officers; in other words, it strengthens relation between police officers and citizens by sharing the responsibilities for problem-solving to maintain the quality of life of the community (Maung, 2020). Consequently, the reform process is difficult to implement from the democratic perspective, and democratic values have stagnated under the existing quasi-military policing mode; hence, Nigeria is yet to practice the community based police model. But the importance of officers having effective social interaction skills has long been recognized in policing study. Such capacity of social interaction enabled them to communicate effectively and to make good decisions on whether to employ coercive actions, to become experts at social interaction skills (Maung, 2020).

### **Timely, Accurate, and Relevant Processing of Performance Data in the Police Force**

Finally, I found out that timely, accurate, and relevant processing of performance data in the police force is what it means to be prepared for performance improvement to police officers in Lagos, Nigeria. To retain the public's goodwill, trust, compliance, cooperation and commitment, police forces must adopt fair and well-managed service recovery and customer complaint procedures. These can be used by police forces to obtain feedback to help them improve their service quality, thereby increasing customer satisfaction (Shane, 2018). Police service failure leads to community dissatisfaction, anger, annoyance, and frustration; however, service recovery from these failures presents a worthwhile reason to retain the public's goodwill, which is considered essential to the police services provided in society (Shane, 2018). Police forces must accept that there is a requirement from both the public and the government to provide better services to the public. The government focuses on providing high-quality service to satisfy customers (Shane, 2018). An indispensable tool for managing a police agency is a steady flow of information that indicates performance (Shane, 2018). Data analysis is the primary mechanism through which law enforcement agencies can address internal and external concerns that arise from their policies and practices (Shane, 2018).

### **Limitations**

During the data collection process, I was able to ascertain that the information collected were peculiar to the participants, hence limiting transferability of the study. Transferability of data would be limited in this study because the police officers I interviewed were experienced, informed, educated, and work full time in the police

service in Nigeria. The participants are all in leadership positions. All the participants are graduates with Bachelor as minimum degree, which is not the case in the common police officer on the street of Nigeria. Transferability would be limited to the lower ranked police officers in Nigeria.

In terms of dependability, the time for the study and other external influences such as data collection using virtual means as a result of the COVID-19 pandemic, the tendency of a repeat pandemic cannot be predicted in the near future. During the conduct of this study, the third wave of the COVID-19 pandemic was announced in many part of the world. Also, there are staggering of the exchange rate and inflation within the period of this study which diminished police training and welfare. These conditions are expected to improve in the future which will make the study repetition difficult.

### **Recommendations for Future Research**

From the study, seven female police officers were interviewed, while eight male represented the male gender. All participants have 23 and above years of experience. All the participants are police officers and other security arms were not represented in this study. It is therefore recommended for future research that a study on the diversification and inclusion in security sustainability be conducted in Nigeria, so as to embrace all the excluded security departments and arms. The narrowness of the study for police alone, may not solve the security challenges in Nigeria. Loia and Adinolfi (2021) categorized security into personal, cyber and physical security. These three categories of security can be enhanced using computer system. The internet of things is an emerging paradigm due to extensive developments in information and communication technology. The inclusive

IoT infrastructure contains a network of devices or objects such as embedded computers, controllable sensors, and radio frequency identification tags, in addition to the internet of things gateway and the remote server (Loia & Adinolfi, 2021). Another recommendation for future study is the digitalization of security affairs in Nigeria with focus on policing.

Additional recommendation for reading is the use of quantitative to compare police performance and the current security situation in Nigeria. A quantitative study is used to examine the strength of relationship between variables (Bloomberg & Volpe, 2012). Quantitative method is used when variables are compared in the study. Also, with the use of quantitative method, the findings could be generalized to the wider scope. A qualitative method should also be used for further study to explore the performance drivers in lower ranked police officers in different parts of Nigeria so as to reflect why the current security situation in Nigeria calls for emergency. Qualitative methodology requires the pursuit of research related to understanding the motive whereas quantitative methods require thoughtful pursuits of understanding causes and reasons by examining hypotheses (Tacq, 2011).

As revealed in the study, the current appraisal system is conducted annually. This could create a pattern where police efficiency would be experienced only in few months to the performance appraisal while other periods would suffer setback in security issues. It is my suggestion that performance appraisal system should be carried out every quarter. Conducting performance appraisal quarterly may result to increased efficiency at all times in the police force in Nigeria. Also, performance appraisal should be flexible,

linked with areas in the economy or government that require quick fix as well as sustainability.

Policing should have a zero tolerance on security matters. Such security matters include, response time, documents recording, digitalization, maintenance of data base for all citizens of Nigeria using national identification that is peculiar to individual citizens. The police force should also embrace digitalization in operations such as CCTV, body camera, quick response vehicles, trained manpower and robust welfare system among all officers. The gap identified in this study was the need for grassroots policing so as to have a natural alignment with community and local government for quick response as well as provision of working tools.

Community policing is defined in part by efforts to develop partnerships with community members and civic organizations that represent many of them collectively. It requires that police engage with the public as they set priorities and develop their tactics. Effective community policing requires responsiveness to citizen input concerning both the needs of the community and the best ways by which the police can help meet those needs (Skogan & Hartnett, 2019). It takes seriously the public's definition of its own problems. This is one reason why community policing is an organizational strategy but not a set of specific programs—how it looks in practice should vary considerably from place to place, in response to unique local situations and circumstances (Skogan & Hartnett, 2019).

### **Implications for Social Change**

Nigeria is currently experiencing both social and security unrest in several states. School children are kidnapped, the Chibok girls kidnapped in Maiduguri in the north eastern part of the country have not been rescued. There are ongoing inter-tribal and inter-community conflicts in Nigeria. There is conflict between farmers and herdsmen as a result of feeding required for the cattle reared by the herders. All these security unrest require effectiveness and performance rejuvenation of the police force in Nigeria. The security challenges usually get worse during election period in Nigeria when political parties engaged “touts” or “area boys” to cause anarchy and chaos in Nigeria just to distract the sensitivity of election results and process. The need to evaluate the performance of the police force in Nigeria has become a norm and not an exception. The necessity and timeliness of this study cannot be over emphasized.

The results of this study may contribute to improvement in positive social change in the police force. The social change impact implication of this study includes findings that may aid the leadership of police force in Nigeria in achieving strides towards delivering services that influence political, economic, social, and technological change in the law enforcement agencies. The contributions to positive social change include a peaceful environment for citizens who may have a good experience due to the efficiency of the police force. Another implication of positive social change includes business sustainability, improved standard of living, reduction of lawlessness in the society, and inter-community co-existence.



**Methodological Implication**

The purposive sampling method was the primary strategy, and snowball sampling was a secondary strategy. Purposive sampling is a nonprobability sampling technique that is not representative of the sample (Gentles et al., 2015) but designed for a specific population with information on a specific research topic. Researchers must ensure the sample aligns with the research questions under investigation. Upon receiving the feedback from a prospective participant, I put a call across to explain my purpose of the study further. The methodological implication is that this study cannot be generalized, hence further study is recommended. Another implication is that the data collection was based on the interviews conducted with the 15 participants, therefore, the intrinsic bias and limitations of the participants are built into this study.

**Theoretical Implication**

The theoretical framework for this study is the HCM (Fusch & Gillespie, 2012). The HCM as the framework is an extension of Gilbert's (2013) behavioral engineering model first developed in 1974. The theoretical framework supported exploration of the mission, goals, system processes, and clarity in accomplishments that existed in the U.S. Coast Guard MIP. The theoretical implication is that developing the interview protocol was influenced by the theoretical underpins of this study. Using inadequate theoretical framework may have impacted the study in such manner. I will suggest that other theoretical paradigm be employed in this study so as to have multiple lens as presented using HCM.

## **Conclusion**

Creating a study to address how police officer in Lagos could understand how they can enhance their knowledge on the requisite skills necessary to protect lives and property in Lagos State, Nigeria was my motivation throughout the study. I grew up in Lagos State and I have good understanding of the place. The job of policing in the state has changed tremendously from my early experience and the force does not command citizens' respect as before. Security has deteriorated from years of neglect by relevant authorities and the task of protecting lives and property is harder in the age of advance technology and virtual crime. As nerve center of the nation's economic and political activities with vast population and high rate of unemployment, there is increasing need for the police in Lagos for effective performance by officers deployed to the state.

To achieve this goal, it is important to maintain focus on factors that prepare Nigeria police officers for performance improvement. The study identified the factors as themes that emerged to address the research questions. Thus, attending annual continuous improvement training; attending specific courses on detective, tactical, and strategic leadership; internal and external appraisal system; eliminating Godfatherism in the police system; effective mentor and mentee relationship without recourse to tribal sentiments; public spirited individual police force; discipline and willingness to make sacrifices to ensure peace; understanding the acts and principles of police performance; understanding roles, responsibilities and relationship in the police force; and timely, accurate, and relevant processing of performance data in the police force are areas that require

consistent attention from government and police leadership in order to bridge existing gap in police efficiency in Lagos State, Nigeria.

## References

- Adegoke, T. G. (2014). Effects of occupational stress on psychological well-being of police employees in Ibadan metropolis, Nigeria. *African Research Review*, 8(1), 302–320. <https://doi.org/10.4314/afrrrev.v8i1.19>
- Abdelmotaal, H., & Abdel-Kader, M. (2016). The use of sustainability incentives in executive remuneration contracts. *Journal of Applied Accounting Research*, 17, 311–330. <https://doi.org/10.1108/JAAR-12-2013-0123>
- Akinlabi, O. M. (2017). Do the police really protect and serve the public? Police deviance and public cynicism towards the law in Nigeria. *Criminology & Criminal Justice*, 17(2), 158–174. <https://doi.org/10.1177/1748895816659906>
- Alam, M. K. (2019). A systematic qualitative case study. Question data collection. Nvivo analysis and saturation. *Qualitative Research in Organizations and Management International Journal*, 5, 71–100. <https://doi.org/10.1108/QROM-09-2019-1825>
- Albert, A. T. (2016). Combating corruption in Nigeria and the constitutional issues arising: Are they facilitators or inhibitors? *Journal of Financial Crime*, 23, 700–724. <https://doi.org/10.1108/JFC-07-2015-0034>
- Alharbi, M., McKenna, L., & Whittall, D. (2019). Social barriers experienced by female Saudi nursing students while studying nursing: A phenomenological study. *Nurse Education in Practice*, 34, 123–129. <https://doi.org/10.1016/j.nepr.2018.11.018>
- Andersen, J. P., & Gustafsberg, H. (2016). A training method to improve police use of force decision making. A randomized controlled trial. *Sage Open*, 5, 1–13. <https://doi.org/10.1177/2158244016638708>

- Andersen, J. P., Pitel, M., Weerasinghe, A., & Papazoglou, K. (2016). Highly realistic scenario based training simulates the psychophysiology of real world use of force encounters: Implications for improved police officer performance.  
<http://hdl.handle.net/1807/73822>
- Anderson, T., & Tengblad, S. (2016). An experience based view on leader development: Leadership as an emergent and complex accomplishment. *Development and Learning in Organization: International Journal*, 30, 30–32.  
<https://doi.org/10.1108/DLO-06-2016-0054>
- Annell, S., Lindfors, P., & Sverke, M. (2015). Police selection-implications during training and early career. *Policing. International Journal of Police Strategies and Management*, 38, 221–238. <https://doi.org/10.1108/PIJPSM-11-2014-0119>
- Anseel, F., Beatty, A., Shen, W., Lievens, F., & Sackett, P. (2015). How are we doing after 30 years? A meta-analytic review of the antecedents and outcomes of feedback-seeking behavior. *Journal of Management*, 41, 318–348.  
<https://doi.org/10.1177/0149206313484521>
- Armour, M., Rivaux, S. L., & Bell, H. (2009). Using context to build rigor. *Qualitative Social Work: Research and Practice*, 8(1), 101–122.  
<https://doi.org/10.1177/1473325008100424>
- Babbie, E. (2017). *Basics of social research* (7th ed.). Cengage Learning.
- Badiora, A. I., Wojuade, C. A., & Adeyemi, A. S. (2020). Personal safety and improvements concerns in public places. *Journal of Place Management and Development*, 13(3), 319–346. <https://doi.org/10.1108/JPMD-08-2019-0013>

- Barton, H., & Beynon, M. (2016). Policing for the people. *International Journal of Emergency Services, 1*, 29–38. <https://doi.org/10.1108/20470891211239308>
- Bayley, D. H., & Bittner, E. (1984). Learning the skills of policing. *Law & Contemporary Problems, 47*(4), 35–42. <https://doi.org/10.2307/1191686>
- Bazeley, P. (2009). Analyzing qualitative data: More than identifying themes. *Malaysian Journal of Qualitative Research, 2*, 6–22. <https://www.qramalaysia.org/>
- Bell, C., & Schreiner, K. (2018). The International Relations of Police Power in Settler Colonialism: The “civilizing” mission of Canada's Mounties. *International Journal, 73*(1), 111–128. <https://doi.org/10.1177/0020702018768480>
- Berg, B. L., Lune, H., & Lune, H. (2004). *Qualitative research methods for the social sciences*. Pearson.
- Bloomberg, L. D., & Volpe, M. (2012). *Completing your qualitative dissertation: A road map from beginning to end*. Sage Publications.
- Bodziany, M., Scibiorek, Z., & Slusarczyk, S. (2020). Motivating in theory and practice of command-case study of the Polish armed forces, the police and the fire service. *International Journal of Organizational Analysis, 52*, 81–110. <https://doi.10.1108/IJOA-02-2020-2044>
- Bohm., Eggert, S., & Bogeholz, S. (2017). Evaluating sustainable development solutions quantitatively. Competence modeling for GCE and ESD. *Citizenship, Social and Economic Education, 15*(3), 190–211. <https://doi.org.10.1177/2047173417695274>
- Bojanc, R., & Jerman-Blazic, B. (2013). A quantitative model for information security risk management. *Engineering Management Journal, 25*(2), 25–37.

<https://doi.org/10.1080/10429247.2013.11431972>

- Bolger, P. C., Kremser, J., & Walker, H. (2019). Detention or diversion. The influence of training and education on social police officer discretion. *Policing. International Journal*, 42(2), 255-269. <https://doi.org/10.1108/PIJPSM-01-2018-0007>
- Borrego, M., Douglas, E., & Amelink, C. (2009). Quantitative, Qualitative, and Mixed Research Methods in Engineering Education. *Journal of Engineering Education*, 98, 53-66. Retrieved from <http://www.jee.org>
- Brunetto, Y., Teo, S., Shacklock, K., Farr-Wharton, R., & Shriberg, A. (2017). The impact of supervisor-subordinate relationships and a trainee characteristic upon police officer work outcomes. *Journal of Management and Organization*, 23(3), 423. <https://doi.org/10.1017/jmo.2016.27>
- Bryman, A. 2<sup>nd</sup> ed. (2004) *Social Research Methods*, Oxford: Oxford University Press.
- Butler, M., Szwejczewski, M., & Sweeney, M. (2018). A model of continuous improvement programme management. *Production Planning & Control*, 29(5), 386-402. <https://doi.org/10.1080/09537287.2018.1433887>
- Castillo-Montoya, M. (2016). Preparing for Interview Research: The Interview Protocol Refinement Framework. *Qualitative Report*, 21(5), 51-66. <https://doi.org/article/10.1088/1748-3190/11/5/056020/meta>
- Carù, A., Cova, B., & Pace, S. (2014). Combining qualitative methods in practice. *Management Decision*, 52(4), 777–793. doi :10.1108/MD-03-2012- 0188
- Charbonneau, E., Browberg, D. E., & Henderson, A. C. (2015). Performance improvement, culture, and regimes evidence from the Ontario municipal

performance measurement program, 2000-2012. *International Journal of Public Sector Management*, 28, 105-120. doi:10.1108/IJPSM-08-2014-0093

Coelho, F. A., Rodrigues, D. A., Fogaça, N., Teixeira, J. A., & Richter, L. D. D. (2017).

Empirical relationships between support to informal learning, professional competences and human performance in a Brazilian public organisation.

*International Journal of Learning and Intellectual Capital*, 14(1), 90-108.

<https://doi.org/10.1504/IJLIC.2017.080658>

Connelly, S., & Torrence, B. S. (2018). The relevance of discrete emotional experiences

for human resource management. Connecting positive and negative emotions to

HRM. *Research on Personnel & Human Resource Management*, 5, 1-49.

<https://doi-org.ezp.waldenulibrary.org/10.1108>

Constitution of the Federal Republic of Nigeria (1999), available online at:

[http://www.nigeria-law.org/Constitution of The Federal Republic Of Nigeria.htm](http://www.nigeria-law.org/Constitution%20of%20The%20Federal%20Republic%20Of%20Nigeria.htm)

Cubitt, T. I., & Judges, S. J. (2018). Show cause analysis. A qualitative assessment of the

factors influencing police misconduct from the perspective of the officers who

commit it. *Policing. International Journal*, 41, 782-

797. <https://doi.org.10.1108/PIJPSM-06-2017-0079>

Cuganesan, S., & Free, C. (2020). Employees identification and management control

system. A case study of modern policing. *Accounting Auditing & Accountability*

*Journal*, 2, 81-100. <https://doi.org/10.1108/AAAJ-04-2020-4490>

Darlington, Y., & Scott, D. (2002) *Qualitative Research in Practice: Stories from the*

*Field*, Buckingham, Open University Press.



- De Maillard, J. (2018). Police performance regimes and police activity. Compstate in Paris and London compared. *European Journal of Criminology*, 15(5), 589-608. <https://doi.org/10.1177/1477370817749497>
- De Massis, A., & Kotlar, J. (2014). The case study method in family business research: Guidelines for qualitative scholarship. *Journal of Family Business Strategy*, 5, 15-29. doi: 10.1016/j.jfbs.2014.01.007
- Desmond, J. S., Reynes, B. W., Frank, J., Klahm, C. F., & Henson, B. (2020). Police productivity and performance over the career course. A latent class growth analysis of the first 10 years of law enforcement. *Police Quarterly*, 23(3), 333-367. <https://doi.org/10.1177/1098611120903555>
- Ding, J., Zheng, Q., Wang, X., Zhu, H., & Zhang, J. (2016). Assessment of innovation performance management in Chinese police system. A case study of Zhejiang Province. *Public Personnel Management*, 45(1), 6-12. <https://doi.org/10.1177/0091026016630368>
- Di Salvatore, J. (2019). Peacekeepers against Criminal Violence—Unintended Effects of Peacekeeping Operations. *American Journal of Political Science*, 63(4), 840-858. <https://doi.org/10.1111/ajps.12451>
- Doig, A. (2018). Implementing national policing agendas and strategies for fraud at local level. *Journal of Financial Crime*, 25, 984-996. <https://doi.org/10.1108/JFC-04-2017-0027>
- Donner, C. M., & Popovich, N. (2019). Hitting or missing the mark. An examination of police shooting accuracy in officer involved shooting incidents. *Policing*.

*International Journal*, 42(3), 474-489.<https://doi.org.10.1108/PIJPSM-05-2018-0060>

Donohue, R. H., & Kruis, N. E. (2020). Comparing the effects of academy training models on recruit competence. Does curriculum instruction type matter? *Policing. International Journal*, 44(3), 361-376.<https://doi.org.10.1108/PIJPSM-07-2020-0121>

Drew, J. M., Moir, E., & Newman, M. (2021). Financial crime investigation. An evaluation of an online training program for police. *Policing. International Journal*, 44(3), 525-539.<https://doi.org.10.1108/PIJPSM-08-2020-0131>

Dukes, S. (1984). Phenomenological methodology in the human sciences. *Journal of religion and health*, 23(3), 197-203. <https://doi.org/10.1007/BF00990785>

Dworkin, S. L. (2012). Sample size policy for qualitative studies using in-depth interviews. <https://doi.org/10.1007/s10508-012-0016-6>

Eadens, D. M., Cranston-Gingras, A., Dupoux, E., & Eadens, D. W. (2016). Police officer perspectives on intellectual disability. *Policing. International Journal of Police Strategies & Management*, 39, 222-235.<https://doi.org.10.1108/PIJPSM-03-2015-0039>

Enweremadu, D. U. (2019). Understanding Police Corruption and Its Effect on Internal Security in Nigeria. In *Internal Security Management in Nigeria*, 44, 327-350[https://doi.org.10.1007/978-981-13-8215-4\\_16](https://doi.org.10.1007/978-981-13-8215-4_16)

Esoimeme, E. E. (2019). Using the lie detector test to curb corruption in the Nigeria police force. *Journal of Financial Crime*, 26, 874-

880.<https://doi.org/10.1108/JFC-06-2018-0058>

- Fakis, A., Hilliam, R., Stoneley, H., & Townend, M. (2014). Qualitative analysis of qualitative information from interviews: A systematic literature review. *Journal of Mixed Methods Research*, 8(2), 139-161.[doi:10.1177/1558689813495111](https://doi.org/10.1177/1558689813495111)
- Fan, X. (2013). “The test is reliable”; “The test is valid”: Language use, unconscious assumptions, and education research practice. *Asia-Pacific Education Researcher*, 22, 217–218. [doi:10.1007/s40299-012-0036-y](https://doi.org/10.1007/s40299-012-0036-y)
- Fang, S., & Sun, F. (2019). Gauging Chinese Public Support for China’s Role in Peacekeeping. *The Chinese Journal of International Politics*, 12(2), 179-201. <https://doi.org/10.1093/cjip/poz006>
- Farnese, M. L., Bellò, B., Livi, S., Barbieri, B., & Gubbiotti, P. (2016). Learning the ropes: the protective role of mentoring in correctional police officers’ socialization process. *Military Psychology*, 28(6), 429-447. <https://doi.org/10.1037/mil0000131>
- Farooq, M. B., & de Villiers, C. (2019). Understanding how managers institutionalize sustainability reporting. *Accounting Auditing & Accountability Journal*, 32, 1240-1269.<https://doi.org/10.1108/AAAJ-06-2017-2958>
- Fehrmann, L., Gregoire, T. G., & Kleinn, C. (2012). Triangulation based inclusion probabilities: A design-unbiased sampling approach. *Environmental and Ecological Statistics*, 19(1), 107-123.[doi:10.1007/s/10651-011-0177-9](https://doi.org/10.1007/s/10651-011-0177-9)
- Feldman, S. S., Buchalter, S., Zink, D., Slovensky, D. J., & Hayes, L. W. (2019). Training leaders for a culture of quality and safety. *Leadership in Health Services*,

32(2), 251-263. <https://doi.org/10.1108/LHS-09-2018-0041>

- Flanders, K. J. (2017) Hostess brands inc.: *Journal of Business and Retail Management Research* (JBRMR), 12(1) Kimberly J. Flanders Indiana University of Pennsylvania, United States
- Frenking, S. (2016). Feel good management as valuable tool to shape workplace culture and drive employee happiness. *Strategic HR Review*, 15, 14-19.  
doi:10.1108/SHR-11-2015-0091
- Fusch, G. E., & Gillespie, R. C. (2012). *A practical approach to performance interventions and analysis*. Upper Saddle River, NJ: FT Press.
- Fusch, P. I., & Ness, L. R. (2015). Are we there yet? Data saturation in qualitative research. *The Qualitative Report*, 20, 1408-1416. Retrieved from <http://tqr.nova.edu/tqr/>
- Galleli, B., & Junior, F. H. (2019). Human competences for sustainable strategic management. Evidence from Brazil. *Benchmarking. International Journal*, 52(4), 62-81. <https://doi.org/10.1108/BIJ-07-2017-0207>
- Gaus, N. (2017). Selecting research approaches and research designs: A reflective essay. *Qualitative Research Journal*, 17(2), 99-112. doi:10.1108/qrj-07-2016- 041
- Gentles, S. J., Charles, C., Ploeg, J., & McKibbon, K. A. (2015). Sampling in qualitative research: Insights from an overview of the methods literature. *The Qualitative Report*, 20, 1772-1789. Retrieved from <http://nsuworks.nova.edu/tqr/>
- Gholami, H., & Abdulrauf, S. H. (2018). Inside the Nigeria police force: An examination of the condition and facilities at the police stations in Ilorin metropolis of Kwara

- State Nigeria. *International Journal of Humanities & Applied Social Sciences*, 2(2), 51-81. 10.1177/IJHAS-001-2017-0145.
- Gibb, A., Hide, S., Haslam, R., Gyi, D., Pavitt, T., Atkinson, S., & Duff, R. (2005). Construction tools and equipment- their influence on accident causality. *Journal of Engineering Design and Technology*, 3, 12-23. doi:10.1108/17260530510815303
- Gilbert, T. (1978). The behavior engineering model. In T. Gilbert, *Human competence: Engineering worthy performance* (pp. 73-105). New York, NY: McGraw-Hill. doi:10.1108/01425451111091636
- Gilbert, T. F. (2013). *Human competence: Engineering worthy performance*. New York, NY: McGraw-Hill.
- Gill, C., Gottfredson, D., & Hotzell, K. (2016). Can school policing be trauma-informed. Lessons from seattle. *Policing. International Journal of Police Strategies & Management*, 39, 511-565. <https://doi.org/10.1108/PIJPSM-02-2016-0020>
- Gill, M. J., Roulet, T. J., & Kerridge, S. P. (2018). Mentoring for mental health: A mixed-method study of the benefits of formal mentoring programmes in the English police force. *Journal of Vocational Behavior*, 108, 201-213. <https://doi.org/10.1016/j.jvb.2018.08.005>
- Giousmpasoglou, C., Marinakou, E., & Cooper, J. (2018). Banter, bollockings and beatings. *International Journal of Contemporary Hospitality Management*, 30, 1882-1902. <https://doi.org/10.1108/IJCHM-01-2017-0030>
- Gottschalk, P. (2017). Private police legitimacy. The case of internal investigating by

- fraud examiners. *Policing. International Journal*, 40, 628-640. <https://doi.org.10.1108/PIJPSM-04-2016-0063>
- Grant, A. M. (2017). Solution-focused cognitive-behavioral coaching for sustainable high performance and circumventing stress, fatigue, and burnout. *Consulting Psychology Journal: Practice and Research*, 69(2), 98–111. <https://doi.org/10.1037/cpb0000086>
- Graycar, A., & Masters, A. B. (2018). Preventing malfeasance in law corruption environments. Twenty public administration responses. *Journal of Financial Crime*, 25, 170-186. <https://doi.org.10.1108/JFC-04-2017-0026>
- Griffiths, C. T., & Clark, P. (2017). Building police legitimacy in a high demand environment. The case of Yukon, Canada. *Policing. International Journal*, 40, 560-573. <https://doi.org/10.1108/PIJPSM-06-2016-0088>
- Grubb, A. R., Brown, S. J., Hall, P., & Bowen, E. (2019). There's nothing that compares to it. A grounded theoretical analysis of the experiences of police hostage and crisis negotiators. *International Journal of Conflict Management*, 30, 369-394. <https://doi.org.10.1108/IJCMA-01-2019-0003>
- Guetterman, T. C., & Fetters, M. D. (2018). Two methodological approaches to the integration of mixed methods and case study designs: a systematic review. *American Behavioral Scientist*, 62(7), 900-918. <https://doi/abs/10.1177/0002764218772641>
- Gullion, C. L., & King, W. R. (2020). Early intervention systems for police. A state-of-the-art review. *Policing. International Journal*, 52, 16-

32.<https://doi.org.10.1108/PIJPSM-02-2020-0027>

- Gupta, D. (2019). Policies for resolving insurgencies-lessons from third-party intervention in India. *Indian Growth and Development Review*, 12, 350-368.<https://doi.org.101108/IGDR-04-2017-0033>
- Healey, K., & Stephens, N. (2017). Augmenting justice. Google glass, body camaras and the politics of wearable technology. *Journal of Information, Communication and Ethics in Society*, 4, 370-384.<https://doi.org/10.1108/JICES-04-2016-0010>
- Hecklau, F., Galeitzke, M., Flachs, S., & Kohl, H. (2016). Holistic approach for human resource management in Industry 4.0. *Procedia Cirp*, 54(1), 1-6. [https://doi.org.doi: 10.1016/j.procir.2016.05.102](https://doi.org.doi:10.1016/j.procir.2016.05.102)
- Hecklau, F., Orth, R., Kidschun, F., & Kohl, H. (2017). Human resources management: Meta-study-analysis of future competences in Industry 4.0. In *Proceedings of the International Conference on Intellectual Capital, Knowledge Management & Organizational Learning* (pp. 163-174).  
<https://doi.org/10.1016/j.compedu.2016.05.002>
- Hedberg, E. C., Katz, C. M., & Choate, D. E. (2017). Body-worn cameras and citizen interactions with police officers: Estimating plausible effects given varying compliance levels. *Justice quarterly*, 34(4), 627-651.  
<https://doi.org/10.1080/07418825.2016.1198825>
- Hickman, M. J., Piquero, A. R., Powell, Z. A., & Greene, J. (2016). Expanding the measurement of police integrity. *Policing. International Journal of Police Strategies & Management*, 39, 246-267.<https://doi.org.10.1108/PIJPSM-09-2015->

0104

- Hickman, M. J., Powell, Z. A., Piquero, A. R., & Green J. (2016). Exploring the viability of an attitudes towards ethical behavior scale in understanding police integrity outcomes. *Policing International Journal of Police Strategies and Management*, 39, 319-337. doi:10.1108/PIJSM-11-2015-0130
- Ho, Z. Y. (2012). What makes hotel expatriates remain in their overseas assignment: A grounded theory study. *The Qualitative Report*, 17(51), 1-22. Retrieved from <http://www.nova.edu/ssss/QR>
- Houghton, C., Casey, D., Shaw, D., & Murphy, K. (2013). Rigor in qualitative case study research. *Nurse Researcher*, 20(4), 12-17. doi:10.7748/nr2013.03.20.4.12. e326
- Hu, X., & Lovrich, N. P. (2019). Social media and the police. *Policing. International Journal*, 42, 654-670. <https://doi.org.10.1108/PIJPSM-09-2018-0139>
- Hutahaean, A., & Indarti, E. (2020). Implementation of investigation by the Indonesian national police in eradicating corruption crime. *Journal of Money Laundering Control*, 23, 136-154. <https://doi.org.10.1108/JMLC-12-2018-0075>
- Ikebuaku, K., & Dinbabo, M. (2018). Beyond entrepreneurship education. Business incubation and entrepreneurial capabilities. *Journal of Entrepreneurship in Emerging Economies*, 10(1), 154-174. <https://doi.org.10.1108/JEEE-03-2017-0022>
- Islam, T., Khan, M. M., Ahmed, I., Usman, A., & Ali, M. (2020). Work-family conflict and job dissatisfaction among police officers. Mediation of threat to family role and moderation of role segmentation/PIJPSM-n- enhancement. *Policing. International Journal*, 43, 403-415. <https://doi.org.10.1108/PIJPSM-06-2019-0087>



- Isleyen, B. (2018). Building capacities, exerting power. The European Union mission in the Palestinian authority. *Mediterranean Politics*, 23, 321-339. <https://doi.org/10.1108/13629395.2017.1319750>
- Jasper, M., Vaismoradi, M., Bondas, T., & Turunen, H. (2014). Validity and reliability of the scientific review process in nursing journals: Time for a rethink? *Nursing Inquiry*, 21(2), 92-100. doi:10.1111/nin.12030
- Jorgensen, L. I., van Zyl, L. E., & Stander, M. W. (2016). Training emerging psychologists as multi-cultural contextual coaches. In *Coaching Psychology: Meta-Theoretical Perspectives and Applications in Multicultural Contexts*, 12, 357-392). [https://doi.org/10.1007/978-3-319-31012-1\\_16](https://doi.org/10.1007/978-3-319-31012-1_16)
- Kai-ting, M. C. (2015). Development and impacts of a new performance management systems in the Hong Kong police force. *Policing. International Journal of Police Strategies and Management*, 35, 468-490. <https://doi.org/10.1108/13639511211250758>
- Kakkar, S., Dash, S., Vohra, N. and Saha, S. (2020). Engaging employees through effective performance management: an empirical examination. *Benchmarking: An International Journal*, 27(5), 1843-1860. <https://doi.org/10.1108/BIJ-10-2019-0440>
- Kang, Y. C., & Choi, N. (2019). Understanding the effectiveness of performance management system. *Policing. International Journal*, 42, 847-462. <https://doi.org/10.1108/PIJ-2018-0014>
- Karimu, O. O. (2015). Effects of the Nigeria police force personnel welfare condition on performance. *European Journal of Research and Reflection in Arts and*

*Humanities* 3, 21-45. Retrieved from [www.idpublications.org](http://www.idpublications.org)

- Katz, J. (2015). A theory of qualitative methodology: The social system of analytic fieldwork. *Méthod(e)s: African Review of Social Sciences Methodology*, 1(1–2), 131–146. doi:10.1080/23754745.2015.1017282
- Kern, L., Harrison, J. R., Custer, B. E., & Mehta, P. D. (2018). Factors that enhance the quality of relationships between mentors and mentees during check and connect. *Behavioral Disorders*, 40(3), 148-161. <https://doi.org/10.1177/0198742918779791>
- Khedhaouria, A., Montani, F., & Thurik, R. (2017). Time pressure and team member creativity within R&D projects: The role of learning orientation and knowledge sourcing. *International Journal of Project Management*, 35, 942-954. doi: 10.1016/j.ijproman.2017.04.002
- Kivipold, K., Turk, K., & Kivipold, L. (2020). Performance appraisal, justice and organizational effectiveness. A comparison between two universities. *International Journal of Productivity and Performance Management*, 70(1), 87-108. <https://doi.org/10.1108/IJPPM-05-2019-0229>
- Kortsch, T., Schulte, E., & Kauffeld, S. (2019). Leaning at work. Informal learning strategies of German craft workers. *European Journal of Training and Development*, 43, 418-434. <https://doi.org/10.1108/EJTD-06-2018-0052>
- Kozleski, E. B. (2017). The Uses of Qualitative Research. *Research & Practice for Persons with Severe Disabilities*, 42(1), 19–32. <https://doi-org.ezp.waldenulibrary.org/10.1177/1540796916683710>
- Kumar, T. V. (2019). Variation in the perception of desired qualities of police officers

- among trainees and senior police officers. Insights into the process and efficacy of police training. *International Journal of comparative and applied criminal justice*, 43(3), 241-262. <https://doi.org/10.1080/01924036.2018.1558083>
- Laverty, S. M. (2003). Hermeneutic phenomenology and phenomenology: A comparison of historical and methodological considerations. *International journal of qualitative methods*, 2(3), 21-35. <https://doi.org/10.1177/160940690300200303>
- Lee, C.C. (2018). Efficiency evaluation of accounting firm partnerships from the perspective of operating difficulties, strategies, and practices in mainland China. *Benchmarking: An International Journal*, 5(8), 2968-2996. <https://doi.org/10.1108/BIJ-10-2017-0273>
- Lee, G. C. (2018). Police corruption. A comparison between China and India. *Journal of Financial Crime*, 25, 248-276. <https://doi.org/10.1108/JFC-10-2017-0096>
- Lincoln, Y. S., & Guba, E. G. (1985). *Naturalistic inquiry*. Sage.
- Loia, F., & Adinolfi, P. (2021). Teleworking as an Eco-Innovation for Sustainable Development: Assessing Collective Perceptions during COVID-19. *Sustainability*, 13(9), 4823-4899. <https://doi.org/10.3390/su13094823>
- Lobnikar, B., Prisljan, K., Cuvan, B., & Mesko, G. (2016). The code of silence and female police officers in Slovenia. *Policing. International Journal of Police Strategies & Management*, 39, 387-400. <https://doi.org/10.1108/PIJPSM-10-2015-0118>
- Loia, F., & Adinolfi, P. (2021). Teleworking as an Eco-Innovation for Sustainable Development: Assessing Collective Perceptions during COVID-19.

*Sustainability*, 13(9), 4823-4899. <https://doi.org/10.3390/su13094823>

Maduka, C. E. (2014) The Impact of Training in the Nigerian Police Force: A Study of Zone 9 Umuahia. *The International Journal of Social Sciences and Humanities Invention*, 1(5), 326-343

Maillard, J., & Zagrodzki, M. (2021). Styles of policing and public-public interaction. The question of stop-and-search by police units in France. *International Journal of Police Science and Management*, 23(2), 157-167. <https://doi.org/10.1177/1461355720980769>

Marnewick, C. (2017). Information system project's sustainability capability levels. *International Journal of Project Management*, 35, 1151-1166. doi: 10.1016/j.ijproman.2017.02.014

Marshall, C., & Rossman, G. (2011). *Designing Qualitative Research* (5<sup>th</sup> ed). Thousand Oaks, CA: Sage Publications

Martens, M. L., & Carvalho, M. M. (2017). Key factors of sustainability in project management context: A survey exploring project managers' perspective. *International Journal of Project Management*, 35, 1084-1102. doi: 10.1016/j.ijproman.2016.04.004

Martinez-Prather, K. E., McKenna, J. M., & Bowman, S. W. (2016). The impact of training on discipline outcomes in school-based policing. *Policing. International Journal of Police Strategies & Management*, 39, 478-490. <https://doi.org/10.1108/PIJPSM-02-2016-0022>

Maung, A. M. (2020). Administrative reform in the Myanmar police force. *Decision-*

- making and community-based policing. *Journal of Current Southeast Asian Affairs*, 39(3), 428-443. <https://doi.org/10.1177/1868103420942781>
- McCarthy, M. M., Porter, L. E., Townsley, M., & Alpert, G. P. (2019). The effect of community oriented policing on police use of force. Does community matter? *Policing. International Journal*, 42, 556-570. <https://doi.org/10.1108/PIJPSM-10-2018-0148>
- Meyer, G., Brunig, B., & Nyhuis, P. (2015). Employee competence in manufacturing companies: an expert survey. *Journal of Management Development*, 34, 1004-1018. doi:10.1108/JMD-06-2014-0056
- Miles, M. B., & Huberman, A. M. (1994). *Qualitative data analysis*. Sage publications.
- Mjørud, M., Engedal, K., Røsvik, J., & Kirkevold, M. (2017). Living with dementia in a nursing home, as described by persons with dementia: a phenomenological hermeneutic study. *BMC health services research*, 17(1), 93-102. <https://doi.org/10.1186/s12913-017-2053-2>
- Moizer, J., Carter, D., & Liu, S. (2015). Planning robust policing futures. Modelling using multimethodology. *Industrial Management and Data Systems*, 115, 462-482, <https://doi.org/10.1108/IMDS-11-2014-0336>
- Morrison, G.B. (2006). Deadly force programs among larger US police departments, *Police Quarterly*, 9(3), 331-360.
- Morse, A. L., & McEvoy, C. D. (2014). Qualitative research in sport management: Case study as a methodological approach. *Qualitative Report* 19(31), 1–13. Retrieved from: <http://eds.a.ebscohost.com.ezp.waldenulibrary.org>

- Mortlagh, N. H., Baga, M., & Taleb, T. (2017). UAV-based IoT platform: A crowd surveillance use case. *IEEE Communications Magazine*, 55(2), 128-134. <https://doi.org.10.1109/MCOM.2017.1600587CM>
- Moustakas, C. (1994), *Phenomenological Research Methods*. Thousand Oaks, CA: Sage Publications, Inc
- Najih, M., & Wiryani, F. (2020). Learning the Social Impact of Corruption: A Study of Legal Policy and Corruption Prevention in Indonesia and Malaysia. *Journal of Social Studies Education Research*, 11(4), 175-189. <https://doi.org.10.1108/JSSER-002-2019-0015>
- Nehme, R., Michael, A., & Kozah, A. E. (2020). Performance appraisal and premature sign-offs and underreporting of chargeable time of external auditors-internal benchmarking of experience and gender. *Benchmarking. International Journal*, 28(4), 1319-1334. <https://doi.org.10.1108/BIJ-10-2019-0467>
- Nelson, E. (2017). Information literacy needs of community college students in transition. A literature review. *Reference Services Review*, 42(2), 278-285. <https://doi.org.10.1108/RSR-11-2016-0078>
- Nelson, D. W., Moore, M. M., & Swanson, K. K. (2019). Fashion and social networking. A motivation framework. *Journal of Fashion Marketing and Management*, 23(4), 608-627. <https://doi.10.1108/JFMM-02-2018-0037>
- Newburn, T. (Ed.) (2004). *Handbook of Policing*, United Kingdom: Willan Publishing.
- Nicholds, B. A., & Mo, J. P. (2016). Estimating performance from capabilities in business process improvement. *Business Process Management Journal*, 22, 1099-

1117.<https://doi.org.10.1108/BPJ-09-2015-0129>

Nix, J. Wolfe, S. E., & Tregle, B. (2018). Police officers' attitudes towards citizens' advisory councils. *Policing. International Journal*, 41,418-

437.<https://doi.org.10.1108/PIJPSM-01-2018-0019>

Noble, H., & Smith, J. (2015). Issues of validity and reliability in qualitative research.

*Evidence Based Nursing*, 18(2), 34-35. doi:10.1136/eb-2015-102054

Nonomura, M. (2020). Reasons for food losses during home preparation. *British Food*

*Journal*, 122(2), 574-585.<https://doi.org.10.1108/BFJ-06-2019-0457>

Nwozor, A., Olanrewaju, J. S., Oshewole, S., & Ake, M. B. (2020). Is Nigeria really

fighting to win the anti-corruption war? *Journal of Financial Crime*, 27, 601-

617.<https://doi.org.10.1108/JFC-08-2019-0109>

Oduntan, G. (2017). Prescriptive strategies to combat corruption within the

administration of justice sector in Nigeria. *Journal of Money Laundering Control*,

20(1), 35-51. <https://doi.org.10.1108/JMLC-09-2015-0042>

Offord, M., Gill, R., & Kendal, J. (2016). Leadership between decks. *Leadership and*

*Organization Development Journal*, 37, 289-304.[https://doi.org.10.1108/LODJ-](https://doi.org.10.1108/LODJ-07-2014-0119)

07-2014-0119

Ohri, A., & Singh, K. (2013). GIS based environmental decision support system for

municipal landfill site selection. *Management of Environmental Quality*.

*International Journal*, 24, 583-598.doi:10.1108/MER-08-2012-0056

Okello, R. (2018). *Budget Management Practices and Performance of the Uganda Police*

*Force: A case of Kampala Metropolitan Police*, 4, 22-35.

<https://hdl.handle.net/20.500.12305/766>).

Okemuyiwa, A. A. & Akeem, I.O. (2020) *Modernizing the Nigeria Police: Issues, Problems and Prospects*. AL-Kaharu Publishers, Lagos.

Omole, C. (2017) *Supporting Good Governance in the Nigerian Police Force: Challenges, Hinderances, Constraints and Solutions*. Winning Faith, Volume 1, London.

Onwuegbuzie, A. J., & Byers, V. T. (2014). An exemplar for combining the collection, analysis, and interpretation of verbal and nonverbal data in qualitative research. *International Journal of Education*, 6, 183-246. doi:10.5296/ije. v6i14399

Onyemelukwe, C. (2018). How well does the law protect women at home. *International Journal of Law and Management*, 60, 186-209. <https://doi.org/10.1108/IJLM-05-2017-0111>

Onyeozili, E. (2005) Obstacles to Effective Policing in Nigeria in *African Journal of Criminology and Justice Studies*, Vol. 1; No. 1: 32-54.

Oppong, G. D., Chan, A. P. C., & Dansoh, A. (2017). A review of stakeholder management performance attributes in construction projects. *International Journal of Project Management*, 35, 1037-1051. doi: 10.1016/j.ijproman.2017.04.015

Otitoju, S. (2007) 'Training and Retraining in the Nigeria Police Force', in Arase, S. and Iwuofor, I. (eds.) *Policing Nigeria in the 21<sup>st</sup> Century*, Ibadan: Spectrum Books Ltd.

Packirisamy, P., Meenakshy, M., & Jagannathan, S. (2017). Burnout during early career.



- Lived experiences of the knowledge workers in India. *Journal of Enterprise Information Management*, 30, 96-121. <https://doi.org.10.1108/JEIM-01-2016-0041>
- Paek, S. Y., Nalla, M. K., & Lee, J. (2020). Determinants of police officers support for the public-private partnerships (PPPs) in policing cyberspace. *Policing. International Journal*, 4, 54-81. <https://doi.org/10.1108/PIJPSM-06-2020-0088>
- Park, O. B., Im, H., & Na, C. (2018). The consequences of traumatic events on resilience among South Korean police officers. *Policing. International Journal*, 41, 144-158. <https://doi.org.10.1108/PISPSM-08-2016-0133>
- Patton, M. Q. (2015). *Qualitative research & evaluation methods: Integrating theory and practice* (4th ed.). Thousand Oaks, CA: Sage
- Peredaryenko, M. S., & Krauss, S. E. (2013). Calibrating the human instrument: Understanding the interviewing experience of novice qualitative researchers. *The Qualitative Report*, 18(43), 1-14. <https://doi.org.10.1107/TQR-2012-0012>
- Perez-Floriano, L. P., & Gonzalez, J. A. (2019). When the going gets tough. *International Journal of Organizational Analysis*, 27, 1239-1255. <https://doi.org.10.1108/IJOA-06-2018-1423>
- Petcharate, N., & Zaman, M. (2019). Sustainability reporting and integrated reporting perspectives of Thai-listed companies. *Journal of Financial Reporting and Accounting*, 17, 671-694. <https://doi.org.10.1108/JFRA-09-2018-0073>
- Polkinghorne, D. E. (1989). Phenomenological research methods. In *Existential-phenomenological perspectives in psychology* (pp. 41-60). Springer, Boston, MA.
- Police Act and Police Regulations, CAP 359 of the Laws of the Federation of Nigeria,

2020.

- Prabowo, H. Y., Cooper, K., Sriyana, J., & Syamsudin, M. (2017). De-normalizing corruption in the Indonesian public sector through behavioral re-engineering. *Journal of Financial Crime, 24*, 552-573. <https://doi.org/10.1108/JFC-10-2015-0057>
- Radley, A., & Chamberlain, K. (2012). The study of the case: Conceptualizing case study research. *Journal of Community & Applied Social Psychology, 22*, 390–399. doi:10.1002/casp.1106
- Ramaswamy, V. (2019). Director interlocks and cross-cultural on strategies affecting shareholder-creditor conflicts. *Management Decision, 57*, 2693-2713. <https://doi.org/10.1108/MD-10-2017-0956>
- Ratcliffe, J. H., Strang, S. J., & Taylor, R. B. (2014). Assessing the success factors of organized crime groups intelligence challenges for strategic thinking. *Policing: International Journal of Police Strategies and Management, 37*, 206-227. doi:10.1108/PIJSM-03-2013
- Ravitch, S. M., & Carl, N. M. (2016). Validity: Process, strategies, and considerations. *Qualitative Research: Bridging the Conceptual, Theoretical, and Methodological, 185-214*. <https://doi.org/10.1117/QRBCTM-2015-0015>
- Richardson, T. M., Earnhardt, M. P., & Marion, J. W. (2015). Is project management still an accidental profession? A qualitative study of career trajectory. *Sage Open, 1-10*. doi:10.1177/2158244015572098
- Ricoeur, P. (1981). *Paul Ricoeur hermeneutics and the human sciences* (J. B. Thompson,

Ed.). New York, NY: Cambridge

Ritchie, J., Lewis, J., Nicholls, C. M., & Ormston, R. (Eds.). (2013). *Qualitative research practice: A guide for social science students and researchers*. sage.

Rob, M. A., & Srubar, F. J. (2016). Information gems from criminal mines. *Transforming Government, People, Process and Policy*, 10, 297-314. <https://doi.org/10.1108/TG-03-2015-0016>

Robinson, A. L. (2003). The impact of police social capital on officer performance of community policing. *Policing. International Journal of Police Strategies & Management*, 26, 656-689. <https://doi.org/10.1108/13639510310503569>

Robotham, K., & Cortina, L. (2019). Promoting respect as a solution to work place harassment. *Equality, Diversity and Inclusion. International Journal*, 52, 81-112. <https://doi.org/10.1108/EDI-04-2019-0137>

Romosiou, V., Brouzos, A., & Vassilopoulos, S. P. (2019). An integrative group intervention for the enhancement of emotional intelligence, empathy, resilience and stress management among police officers. *Police Practice and Research*, 20(5), 460-478. <https://doi.org/10.1080/15614263.2018.1537847>

Rossler, M. T., Scheer, C., & Suttmoeller, M. J. (2019). Patrol career interest and perceptions of barriers among African-American criminal justice students. *Policing. International Journal*, 42, 421-440. <https://doi.org/10.1108/PIJPSM-06-2018-0078>

Rowe, M., & Macauley, M. (2019). Giving voice to the victims of sexual assault. The role of police leadership in organizational change. *Policing. International*

*Journal*, 42, 394-407.<https://doi.org/10.1108/PIJPSM-03-2018-0037>

Rubin, H. J., & Rubin, I. S. (2012). *Qualitative interviewing: The art of hearing data* (3rd ed.). Sage.

Ryan, K. M., King, E. B., & Finkelstein, L. M. (2015). Younger workers met stereotypes, workplace mood attitude and behavior. *Journal of Management Psychology*, 30, 54-70.[doi:10.1108/JMP-07-2014-0215](https://doi.org/10.1108/JMP-07-2014-0215)

Schaible, L. M. (2018). The impact of the people professional identity on burnout. *Policing. International Journal*, 41, 129-143.<https://doi.org/10.1108/PIJPSM-03-2016-0047>

Seidman, I. (2013). *Interviewing as qualitative research: A guide for researchers' in education and the social sciences*. New York, NY: Teachers College Press

Tan, H., Wilson, A., & Olver, I. (2009). Ricoeur's theory of interpretation: An instrument for data interpretation in hermeneutic phenomenology. *International Journal of Qualitative Methods*, 8(4), 1–15. [doi:10.1177/160940690900800401](https://doi.org/10.1177/160940690900800401)

Shane, J. M. (2018). Improving police use of force: A policy essay on national data collection. *Criminal justice policy review*, 29(2), 128-148.  
<https://doi.org/10.1177/0887403416662504>

Shjarback, J. (2018). Neighborhood influence on police use of force. State of the art review. *Policing. International Journal*, 41, 859-872.<https://doi.org/10.1108/PIJPSM-07-2017-0087>

Shilston, T. G. (2016). Six dimension of police accountability. An aid to needs assessment in international police development missions. *International Journal of*

Police Science and Management, 18(1), 37-46.

<https://doi.org.10.1177/1461355716638115>

Sibanda, M., & Ramrathan, D. (2017). Influence of information technology on organization strategy. *Foundations of Management*, 9(1), 191-202.

<https://doi.org/10.1515/fman-2017-0015>

Silvius, A. J. G., Kampinga, M., Paniagua, S., & Mooi, H. (2017). Considering sustainability in project management decision making: An investigation using Qmethodology. *International Journal of Project Management*, 35, 1133-1150.

doi: 10.1016/j.ijproman.2017.01.011

Skogan, W. G., & Hartnett, S. M. (2019). Community policing. *Police innovation: Contrasting perspectives*, 27-44.

Stake, R. E. (1995). *The art of case study research*. Sage.

Stoilova, R., Ilieva-Trichkova, P., & Bieri, F. (2020). Work-life-balance in Europe.

Institutional contexts and individual context and individual factors. *International Journal of Sociology & Social Policy*, 40(3), 366-381. doi:10.1108/IJSSP-08-2019-0152

Strauss, A. and Corbin, J. (1990), *Basics of Qualitative Research: Techniques and Procedures for Developing Grounded Theory*, Sage, Newbury Park, CA.

Sun, I. Y., Liu, J., & Farmer, A. K. (2016). Chinese police supervisor's occupational attitudes. Role orientation, community policing, and job satisfaction. *Policing. International Journal of Police Strategies and Management*, 39, 190-

205. <https://doi.org.10.1108/PIJPSM-04-2019-0048>

- Tacq, J. (2011). Causality in qualitative and quantitative research. *Quality & Quantity*, 45, 263–291. doi:10.1007/s11135-009-9293-0
- Tan, K. S., Chong, S. C., Lin, B., & Eze, U. C. (2009). Internet-based ICT adoption: evidence from Malaysian SMEs. *Industrial Management & Data Systems*, 109, 224-244. <https://doi.org/10.1108/02635570910930118>
- Thomas, S., & Watson, A. (2017). A focus from mental health training for police. *Journal of Criminology Research, Policy and Practice*, 3(2), 42-71. [https://doi.org. doi/10.1108/JCRPP-01-2017-0005/](https://doi.org/doi/10.1108/JCRPP-01-2017-0005/)
- Terpstra, J., & Salet, R. (2019). The social construction of police heroes. *International Journal of Police Science and Management*, 22(1), 16-25. <https://doi.org.10.1177/1461355719868488>
- Trochmann, M. B., & Gover, A. (2016). Measuring the impact of police representativeness on communities. *Policing. International Journal of Police Strategies and Management*, 39, 773-790. <https://doi.org/10.1108/PIJPSM-02-2016-0026>
- Umar, Y. A., Maikaje, D. B., Garba, U. M., & Alhassan, M. A. F. (2013). Prevalence of gastro-intestinal parasites in horses used for Cadets training in Nigeria. *J. Vet. Adv*, 3(2), 43-48. doi:10.5455/jva.20130219032443
- Unzueta, G., Esnaola, A., & Eguren, J. A. (2020). Continuous improvement framework to develop cultural change. Case study, capital goods company. *The TQM Journal*, 32(6), 1327-1348. <https://doi.org.10.1108/TQM-02-2019-0051>
- Vakani, F. S., & O’Beirne, R. (2015). Performance improvement CME for quality:

- challenges inherent to the process. *International Journal of Health Care Quality Assurance*, 28, 746-750. doi:10.1108/IJHCQA-04-2015-0052
- van Manen, M. (1990) *Researching lived experience: Human science for an action sensitive pedagogy*. Albany, NY: State University of New York Press.
- Verner, J. M., & Abdullah, L. M. (2012). Exploratory case study research: Outsourced project failure. *Information and Software Technology*, 54, 866-886. doi: 10.1016/j.infsof.2011.11.001
- Vila, B., James, S., & James, L. (2018). How police officers perform in encounters with the public. *Policing. International Journal*, 41, 215-232. <https://doi.org/10.1108/PIJPSM-11-2016-0166>
- Vuorensyrja, M. (2018). Police management reform, labor, productivity and citizen evaluation of police service. *Policing. International Journal*, 41, 749-765. <https://doi.org/10.1108/PIJPSM-02-2017-0025>
- Wang, X., Qu, J., & Zhao, J. (2020). The link between police cadet's field training and attitudes toward police work in China. A longitudinal study. *Policing. International Journal*, 43, 591-605. <https://doi.org/10.1108/PIJPSM-01-2020-0014>
- Watson, D., Boateng, F. D., Pino, N., & Morgan, P. (2018). The interface between exercise of state power and personal powerlessness: A study of police perceptions of factors impacting professional practices. *Police Practice and research*, 19(5), 458-471. <https://doi.org/10.1080/15614263.2018.1443270>
- White, J., Drew, S., & Hay, T. (2009). Ethnographical Versus Case Study: Positioning Research and Researchers. *Qualitative Research Journal*, 9(1), 18-

37.doi:10.3316/QRJ0901018

- Williamson, S., Lawrence, E., Lyons, M. D., & Deutsch, N. L. (2019). What mentees bring. Relationship characteristics pre-mentoring and mentoring relationship satisfaction. *Journal of Early Adolescence*, 40(7), 996-1022. <https://doi.org.10.1177/0272431619891251>
- Wilson-Kovacs, D. (2020). Effective resource management in digital forensics. *Policing. International Journal*, 43, 77-90. <https://doi.org/10.1108/PIJPSM-07-2019-0126>
- Woodside, A. G., Caldwell, M., & Calhoun, J. R. (2020). Service breakdown prevention. *International Journal of Contemporary Hospitality Management*, 32, 889-912. <https://doi.org.10.1108/IJCHM-02-2019-0152>
- Worden, R. E., & McLean, S. J. (2017). Research on police legitimacy. The state of the art. *Policing. International Journal*, 40, 480-513. <https://doi.org.10.1108/PIJPSM-05-2017-0062>
- Yin, R. K. (2014). *Case Study Research: Design and Methods* (4<sup>th</sup> ed). Sage Publications.
- Yin, R. K. (2018). *Case study research: Design and methods*. Sage Publications.
- Young, A. T., Hennigton, C., & Eggleston, D. (2018). US SWAT operator experience, personality, cognitive-emotion regulation and decision-making style. *Policing. International Journal*, 41, 247-261. <https://doi.org.10.1108/PIJPSM-10-2016-0156>



### Appendix: Interview Protocol

Research Question: The overarching question for the study is how can police officers be prepared for performance improvement that will enhance their knowledge on the requisite skills necessary to protect lives and property in Lagos State, Nigeria? I will follow up with two secondary research questions to support a comprehensive response to the central questions:

(a) what role does preparation in the form of training play in the performance of police officer in Lagos, Nigeria? and

(b) what sources of information most influence a police officer's performance improvement that will enhance knowledge on the requisite skills necessary to protect lives and property in Lagos State, Nigeria?

#### Interview Questions

- 1) How did you obtain performance improvement as a police officer that assisted you to attain your position in the police force?
- 2) What courses did you attend that helped in your performance improvement as a police officer?
- 3) What were the factors that worked for you in obtaining performance improvement and that eventually brought you to leadership role in the police force?
- 4) What other factors were not does relevant to your performance improvements that you may want to share with upcoming officers?

- 5) What sources of information were relevant to you as a police force in achieving performance improvement and made you stand out from the crowd?
- 6) What were the information available in the police initial training that propelled you towards performance improvement?
- 7) What were the information that you sourced personally that helped you on performance improvement that were relevant to your personal growth?
- 8) What other strategies contributed to your improvement in performance improvement that you will like to share that I have not required in this interview?