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Effect of Human Resource Management on Police Performance

¹ Abdulmalik Ahmed, ² Shakur Faruk

^{1,2} Department of Management Science, Nigeria Police Academy, Wudil, Kano State, Nigeria

Corresponding Author: Abdulmalik Ahmed

Abstract

The relationship between police performance and human resource management (HRM) procedures is examined in the current article. The effectiveness and efficiency of law enforcement agencies are examined in relation to recruiting and selection, training and development, performance evaluation, and employee engagement. The evaluation emphasizes how crucial good HRM practices are for

enhancing job performance, decision-making abilities, and interpersonal relationships within the police force. It is recommended that future studies focus on particular areas of HRM and how they affect police performance in order to develop evidence-based HRM strategies for improving community safety and law enforcement outcomes.

Keywords: Literature Review, Human Resource Management, Police Performance, HRM Practices, Organizational Performance, Future Research, Conclusion

Background of the Study

Maintaining law and order, safeguarding citizens, and upholding justice within society all depend heavily on effective police. Public safety, social order, and crime investigation are all the responsibilities of law enforcement organizations. The effectiveness of police personnel is crucial in this situation. The efficiency of law enforcement organizations as a whole is strongly impacted by their capacity to manage challenging situations, act quickly in an emergency, and preserve good community relations.

The strategic management of human resources within these organizations is an essential factor that affects police effectiveness. The term "human resource management" (HRM) refers to a variety of procedures used to hire, screen, train, develop, and keep workers so they may reach their full potential and advance company goals. In many different industries, the implementation of efficient HRM strategies has been acknowledged as a critical factor in determining organizational performance (Guest, 2017; Anwar & Abdullah, 2021) ^[12, 4].

The importance of HRM practices becomes even more significant when seen in the context of policing. According to Tribolet-Hardy & Kesic & Thomas (2015) ^[9], a specific strategy for managing human resources is required due to the peculiar nature of police work, which is marked by high-risk scenarios, demanding physical and psychological needs, and the need for public trust. Law enforcement organizations use HRM practices to secure the hiring of qualified and committed officers, give them the required training and assistance, and foster an atmosphere that supports their professional development and well-being (Yu, 2018) ^[37].

Several studies in the past have explored the phenomenon of HRM and organizational performance as well as the interrelation between the two. In the context of policing, several studies have emphasized the significant role that HRM practices play in shaping police performance and their overall effectiveness. For example, Chong & Mui (2021) ^[7] in their study discovered that effective HRM practices influence job satisfaction and motivation among police officers, leading to higher levels of job performance and lower turnover rates. Similarly, KokYeow & MuiHungKee (2021) in their study demonstrated a positive relationship between HRM practices and organizational outcomes in law enforcement agencies which includes enhanced productivity and service quality.

Recruitment and selection is one area of HRM that has attracted particular attention in the wider context of policing. For the purpose of creating a skilled and diverse workforce, it is essential to find and hire qualified candidates for police officer positions. In order to choose people with the required abilities, values, and characteristics, it is crucial to use rigorous and fair selection procedures (Bazana & Reddy, 2021) ^[6]. Effective programs for training and development are also necessary for giving officers the knowledge, abilities, and skills they need to carry out their duties successfully (Coleman & Cotton, 2014) ^[8]. Additionally, it has been discovered that performance evaluation systems constitute crucial HRM tools for evaluating police officer performance and encouraging accountability. According to Peacock, Ivkovi, Mraovic, and Borovec (2023) ^[28], objective

and transparent performance evaluations allow agencies to pinpoint officers' strengths and potential improvement areas, facilitate the creation of personal development plans, and offer feedback on their work. Lastly, it has been discovered that employee engagement initiatives, such as creating a positive work environment, encouraging open communication, and including officers in decision-making processes, help to increase job satisfaction, organizational commitment, and improved service delivery (Meng & Berger, 2019) [24].

Problem Statement

Police performance is an extremely significant problem globally because it directly affects community well-being, public safety, and public trust in the law enforcement agencies. The issue of police performance is not exclusive to Nigeria alone; instances of deficient police performance have been reported from several different regions globally, pointing out an intricate and complex issue which calls for attention and investigation.

In the United States, concerns regarding police performance have recently been pointed out in numerous cases of police-involved shootings and the excessive use of force. High-profile cases like the shooting to death of Michael Brown in Ferguson, Missouri, Freddie Gray's killing in Baltimore, Maryland, and the murder of George Floyd Murals in Minneapolis, Minnesota, have sparked global debates about police accountability, racial bias, and the need for improvement. These occurrences point out the significance of effective human resources management practices in law enforcement agencies to guarantee officer training, assessment, and engagement with the community (Shjarback & Maguire, 2021) [32].

Additionally, the United Kingdom (UK) has also experienced cases of police performance concerns, such as how they handled protests and situations involving public order. The 1989 Hillsborough tragedy, in which 96 football supporters lost their lives as a result of stadium overcrowding, exposed shortcomings in police response and decision-making (Gopalan, 2020) [11]. This incident pointed out the need to implement viable human resource management strategies, such as crowd control training and communication guidelines, to prevent similar tragedies and preserve public confidence in law enforcement.

In the end, Nigeria today is facing very serious problems with police performance, including claims of corruption, ineffective crime prevention, and violations of human rights. Particularly criticized for its role in extrajudicial killings and wrongful detentions is the Special Anti-Robbery Squad (SARS), a specialized unit of the Nigerian Police Force (Amnesty International, 2020) [2]. These instances demonstrate the need for improved human resource management practices to address concerns with the Nigerian Police Force's ethical behavior, training, and accountability.

In the past, several studies have examined the effect of HRM practices on police performance in various contexts. For instance, Owoeye, Kazeem, Jayeola, and Faloye (2020) [27] examined the human resource management practices used by the Nigerian Police Service and found that efficient human resource management positively affected police officers' job satisfaction, motivation, and performance. Research on HRM practices in Ethiopian federal public service organizations was conducted by Tensay & Singh (2020) [34], who found a strong correlation between human

resource management practices and organizational outcomes like productivity and service quality.

In a study conducted in the United Kingdom, Van Dijk, Herrington, Crofts, Breunig, Burris, Sullivan, and Thomson (2019) [35] emphasized the significance of human resources management practices that are specifically tailored to the needs of law enforcement agencies and take into account the particular difficulties that police officers face. Ingram, Paoline, and Terrill's (2013) [15] research also examined how supervisory practices affect police performance and behavior.

However, there still exists gaps in the research on human resource management and police performance. Most studies have been national in scope, ignoring the influence of cultural factors on human resource management and police performance. In order to offer thorough insights, future research should take into account various cultural contexts. Additionally, the majority of studies have looked at distinct HRM practices without considering how they interact with one another. Future studies must use an integrated strategy to investigate the combined impact of HRM tactics on police performance. Again, few research investigations have investigated into the underlying mechanisms through which HRM practices affect police performance. To provide a deeper understanding of the relationship between police performance and HRM, these mechanisms need to be further investigated. The findings' applicability to various law enforcement organizations and contexts is still unclear, to sum up. Future research should focus on a wider range of jurisdictions and various organizational settings in order to increase generalizability.

Therefore, this study will attempt to fill this gap, the study can contribute to a thorough understanding of the relationship between HRM practices and police performance, guiding the development of effective strategies to improve law enforcement outcomes. These objectives will be achieved while being mindful of the the problem of the study.

Literature Review

Human Resource Management (HRM)

The term "human resource management" (HRM) refers to a strategic approach to managing the human capital within an organization. It includes a variety of actions and procedures intended to recruit, train, and keep employees in order to achieve organizational objectives. HRM entails the efficient use of human resources to improve both organizational and individual performance (Karman, 2020) [18].

Over time, the idea of human resource management (HRM) has changed, moving from a conventional personnel management strategy to a more strategic and integrated function within organizations. Traditional personnel management placed a strong emphasis on administrative duties like payroll, employee records, and labor law compliance. While HRM adopts a narrower viewpoint, it also considers employees as valuable assets and harmonizes human resource practices with organizational goals (Ahmad, 2015) [1].

HRM includes a wide range of activities and procedures, such as hiring and firing, training and development, performance management, pay and benefits, employee relations, and employee engagement. According to Jia, Guo, Li, Li, and Chen (2018) [16], these practices are intended to foster a positive workplace culture, improve employee skills

and capabilities, and ensure fair and equitable treatment. Its consistency with organizational goals and objectives draws attention to the strategic nature of HRM. By ensuring that the right people with the right skills are in the right positions, HRM practices are intended to support the achievement of these goals. HR professionals contribute to the overall success and competitiveness of the organization by coordinating HRM practices with organizational strategy (Hamid, Muzamil & Shah, 2022) ^[13]. Additionally, HRM understands the value of work-life balance and employee well-being. It emphasizes the significance of developing a welcoming and inclusive workplace where staff members can flourish and give their best effort. Employee satisfaction, motivation, and general well-being are improved by HRM practices like employee engagement, performance evaluation, and training and development (Stankeviciene, Tamaevicius, Diskien, Grakauskas & Rudinskaja, 2021) ^[133].

Police Performance

Police performance is a term used to describe the effectiveness, efficiency, and caliber of services provided by law enforcement agencies and individual police officers. It includes a broad range of activities, such as preventing crime, responding to incidents, maintaining public order, involving the community, and safeguarding individuals as well as their property (Matlala, 2018) ^[22].

Police performance is a multifaceted concept that can be evaluated using a variety of indicators and measures. According to Batista-Foguet, Esteve, and van Witteloostuijn (2002), some of these indicators may be crime rates, response times, clearance rates, citizen satisfaction surveys, public confidence, officer productivity, and adherence to professional standards. The purpose of police performance is to ensure public safety, maintain law and order, and improve the quality of life in communities. Malone & Dammert (2021) ^[24] opined that effective police performance is critical for fostering safe and secure environments, fostering public trust and confidence, and preventing and detecting crime.

Both outcome-oriented metrics, like crime rates and response times, as well as process-oriented metrics, like adherence to moral and ethical standards and the caliber of interactions with the public, should be taken into account when evaluating the performance of police officers. As put forward by Wentz and Schlimgen (2012) ^[36], the goal should be to strike a balance between crime prevention and community-oriented policing, in which the police work alongside residents to address local issues and priorities. Several factors, such as organizational culture, leadership, resources, training, and community dynamics, have an impact on the concept of police performance. Police performance is significantly shaped by effective leadership and management practices within law enforcement organizations. According to Setiyono, Hakim, and Tjahjanulin Domai (2023) ^[31], leadership that places a strong emphasis on professionalism, accountability, and ethical conduct sets the example for officers and affects their behavior.

For improving police performance, training and ongoing professional development are essential. In order to respond effectively to evolving crime trends, novel challenges, and community needs successfully, officers must continually develop their knowledge, abilities, and competencies

(Kohlström, 2022) ^[19]. Additionally, it encourages adherence to professional standards and cultivates a culture of ongoing development.

Partnerships and engagement with the community are essential to effective policing. Cooperation is improved, information sharing is made possible, and problem-solving techniques are made possible when trust and good relationships are built with the community (Olson, Tucker, Simi, Wrucke & Jordan, 2022) ^[25]. The effectiveness and legitimacy of law enforcement initiatives can be increased by involving the community.

HRM Practices and Police Performance

Recruitment and Selection: Law enforcement agencies' recruitment and selection procedures have a significant impact on how well their officers perform. According to Mendoza, Ilac, Francisco, and Casilao (2002), effective recruitment and selection procedures guarantee that only those candidates with the required qualifications are chosen to work as police officers. Effective recruitment and selection procedures have a significant impact on police performance, according to research. Agencies can improve job performance and the general caliber of the police force by attracting and choosing candidates who have the necessary qualities (Girsang, Tarigan & Sipayung, 2023) ^[10].

Training and Development: Programs for training and development are crucial for giving police officers the knowledge, abilities, and skills they need to effectively carry out their duties. According to Kadiresan, Selamat, Selladurai, Ramendran, and Mohamed (2015) ^[17], training and development play a variety of roles in policing and directly affect how well officers perform. According to Rosenbaum and Lawrence (2017) ^[29], training programs help officers become more competent professionals by arming them with the knowledge and abilities they need in fields like community engagement, conflict resolution, and investigative techniques. Well-designed training programs help police officers improve their job performance and decision-making skills.

Performance Evaluation: Systems for evaluating and tracking the performance of police officers are crucial. They are essential for fostering accountability, highlighting areas for development, and praising exceptional performance (Yüksel, 2015) ^[38]. According to Rothwell, Jackson, Ressler, Jones, and Brower (2015) ^[30], performance evaluation serves a variety of functions, including giving officers feedback, identifying areas that need training, and guiding decisions about promotions and career development. Agencies can improve police performance by matching performance evaluation criteria with the desired outcomes and goals of law enforcement agencies.

Employee Engagement: The level of commitment, involvement, and satisfaction that employees have with their jobs and the organization is referred to as employee engagement. According to Iddagoda, Opatha, and Gunawardana (2016) ^[14], employee engagement is a key factor in determining how well police perform. Employees who are engaged are more likely to be inspired, effective, and dedicated to their jobs. They put forth higher levels of initiative and discretionary effort, which improve the efficiency of law enforcement operations overall (Antony, 2018) ^[3].

Organizations can promote employee engagement in a number of ways, including by fostering a positive work

environment, offering opportunities for growth and development, and including officers in decision-making procedures (Osborne & Hammoud, 2017) ^[26]. Initiatives that promote employee engagement help the police perform better by boosting job satisfaction, increasing turnover, and creating a sense of pride and ownership among the officers.

Conclusion

The literature review points out how human resource management (HRM) practices have a significant effect on police performance. The effectiveness and overall performance of law enforcement agencies are greatly influenced by effective recruitment and selection, training and development, performance evaluation, and employee engagement.

Future Research

It is necessary to conduct more research to delve into particular HRM practices and their impacts on police performance. Investigations into the efficiency of various recruitment strategies, the long-term impact of training and development programs, the impact of performance evaluation systems on officer performance, and the relationship between employee engagement and police effectiveness would all contribute to evidence-based HRM strategies that optimize law enforcement outcomes and improve community safety.

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