

# CONTEXTUAL FACTORS AS PREDICTORS OF INVOLVEMENT IN ORGANISATIONAL MANAGEMENT AMONG POLICE OFFICERS IN THE SOUTH-WEST, NIGERIA

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## ABSTRACT

*Doing policing effectively and efficiently requires appreciable display of on the job self-esteem by police officers. Where the work context gives less attention for independent actions allowing for competence, due to structure and job assignment in the police organization, decrease in personal control sets in and lessens the development of self-worth. The situation influences involvement in organizational management of daily policing activities by police officers. The study examined contextual factors – [Job-Related Self-Esteem (JRSE), Perceived Skill Acquisition (PSA) and Perceived Performance (PP)] as predictors of Involvement in Organizational Management (IOM) among police officers in three states in South-west, Nigeria. Maslow's proposition and behavioural theories of Management serve as the framework. The design is cross-sectional while participants' selection followed the stratified sampling technique. Ogun, Oyo and Lagos State Police Commands were purposively chosen. 806 policemen (80.0%) and 303 policewomen (20.0%) were randomly selected. Participants included rank and file (730 = 66.1%), inspectorate (253 = 22.8%) and superior police officers (121 = 11.0%). Police IOM ( $\alpha = .89$ ), Police JRSE ( $\alpha = .69$ ), Police PSA ( $\alpha = .91$ ), Police PP ( $\alpha = .89$ ) scales were used to collect data. Multiple hierarchical regression, t-test and Pearson product moment correlation at  $p \leq 0.05$  level of significance were used for data analysis. Policemen were aged  $36.2 \pm 3.4$  while policewomen were  $33.5 \pm 2.7$ . There were significant joint influence of contextual factors on involvement in organizational management [ $F(6,1102) = 72.10, \Delta R^2 = .27$ ] among police officers Likewise, among policemen, ( $F_{(6,799)} = 56.39; R^2 = .30$ ) and among policewomen ( $F_{(6,293)} = 17.2; R^2 = .26$ ), accounting for 30.0% and 26.0% of their variances on IOM. JRSE ( $\beta = .36, t = 9.96$ ), PSA ( $\beta = .19, t = 4.93$ ), PP ( $\beta = .09, t = 2.41$ ), PGD ( $\beta = -.11, t = -1.93$ ) and PGB ( $\beta = .23, t = 4.65$ ), had relative influence on IOM of policemen. JRSE ( $\beta = .30, t = 5.31$ ), PSA ( $\beta = .12, t = 2.01$ ) and PP ( $\beta = .21, t = 3.66$ ) and PGD ( $\beta = .27, t = 2.72$ ), had relative influence on IOM among policewomen. Involvement in organizational management is vital for efficiency and effectiveness of policing activities when job-related self-esteem, perceived skill acquisition and perceived performance of police officers receive required boost at the work context.*

**Keywords:** Job-related self-esteem, Perceived skill acquisition, Involvement in management, Nigeria Police Force.

## INTRODUCTION

The police organizations require an active involvement of its entire work force in the management of daily policing activities for them to play greater role in the security development of their respective nations. Projecting a work environment where police officers can perceive themselves as being competent, having requisite skills and ability to perform policing activities effectively have a serious impact on this. The reason for this is not far-fetched, as the term police connotes an institution or organization, whose agents have the duties to enforce enacted laws and ensure internal protection of lives and properties, whether it be private or public, as conceptualized by Aremu (2009). This is to say that police officers/agents of police organizations have target population or better still, beneficiaries of the enforcement and protection duties being performed, which are the public. In actual fact, Peel (1829) stressed that without the public, there is no police, therefore there must be synergy between the police and the public before any manner of quality policing is achieved by any police organization. The perception of individual police officer at the work context is germane to this.

Some of the basic principles of policing applicable today is found in Peel's (1829) principles of law enforcement which states in part that, the basic mission for which the police exists is to prevent crime and disorder as an alternative to the repression of crime

and disorder by military force and severity of legal punishment. It also states that the ability of the police to perform their duties is dependent upon public approval of police existence, actions, behaviour and the ability of the police to secure and maintain public respect. Zacharias (2009) on Peel's seventh principle says that police officers are simply, citizens who are paid to perform on a full time basis, what all citizens are expected to do on an ad hoc basis. Zacharias added that the principle puts a heavy emphasis on both the police and the public to do their part when community welfare is threatened. Yet, the perception of police officers at the work context is an underlying factor.

Looking at the context of policing activities, the perception of individual police officer to situations at the work context determines involvement in organizational management of policing activities. This is most required to be put in proper perspective before the public can be effectively engaged in the course of policing. The job-related self-esteem, perceived skill acquisition and perceived performance of police officers are critical to enhancing involvement in organizational management of policing activities.

For purpose of clarity, talking about involvement, Lawler and Edward (2015) considers it as involving people at all levels of an organization. Barki and Hartwick (1989) submit that involvement is a subjective psychological state reflective of the personal relevance of the activities involved, to the individual concerned. Kanungo (1979) stressed that an individual by nature gets involved in certain activities when he sees that such activities have the potentials of satisfying certain salient psychological needs. Therefore, involvement with different aspects of our lives, for instance work, family, religion or sports and even management, is characteristic of mankind. The concept of management here has relevance with the police as an organization and people at work.

Generally, police management involves the management functions of planning, organizing, directing and controlling, the operation of which occur through decision making activity (Uzor,1993) Also, when there were people at work, understanding human behaviour is paramount if there will be optimal realization of organizational goals and objectives. Management is needed where people work together and strive to achieve a common goal. Thus, Drucker (1997) defines management as a task and a discipline. It is a people too. According to Bartol and Martin (1998) management is the process of achieving organizational goals by engaging in the four major functions of planning, organizing, leading and controlling. In management, people actually make a difference to the quality and nature of service or product upon which achievement of goals by organizations rests. When people come into play, particularly in management, human behaviour is of great concern to organizations, and for Ugwuegbu (2001); this is the interface of psychology and management.

Essentially, this study considers involvement in organizational management of policing activities by police officers as a central factor. John and Lynda (2007) averred that officers and men in the police are involved in management of policing activities ranging from crime prevention (patrol and guard, surveillance, intelligence gathering, escort) law and order maintenance and enforcement, investigation and prosecution of cases, and enforcing non-criminal regulations e.g. traffic duties. Precisely, involvement in organizational management is the act of enabling an individual employee to contribute to or participate in continuous improvement and the ongoing success of the work in the organization in the course of which the individual is able to take decisions on any issue arising in the line of duty. It will be of great advantage to the Nigeria Police Force if an improvement on involvement in organizational management of policing activities by

police officers is achieved. The Police Chief (2006) said it will encourage and enhance community oriented policing, as it calls for more inclusive decision making processes in order to foster frontline problem solving and commitment.

In a bid to achieve the objectives of policing earlier stated, effective involvement and utilization of resources, driven by organizational management become relevant. There are five levels of management in the Nigeria police Force, to drive the human resources for its optimum realization. These include, top corporate which is the police council, top management which is the Inspector General of Police and lieutenants (Deputy Inspector General of police and Assistant Inspector General of Police), senior management level comprising the commissioners, intermediate level comprising the superintendents and the junior level involving inspectors and rank and file (Uzor, 1993). The various levels connect with human resources, policemen and policewomen. It is imperative to state that policing activities and its management revolve round the activities of the various management levels on daily basis. Job-related self-esteem, perceived skill acquisition and perceived performance are contextual factors that are prevalent at the police work environment. These factors present in varying degrees how police officers perceived themselves at the work context to such an extent that their perception influence involvement in organizational management of policing activities.

Looking distinctly into each factor, job related self-esteem is a contextual factor. At the police work context, the scenario is that the structure does not allow for much of independent actions by police officers except as designed and assigned by Divisional Police Officers (DPOs) and other relevant managers. This may appear to affect the job-related self-esteem of men at work as the competency and aptitude of the officers are put to question and thereby influence involvement in organizational management. Zeigler and Gunderson (2005) pointed out the fact that when the work context is so structured that it did not give room for much of independent actions, developing self-worth is minimized since there may be decrease in personal control. Obviously, duties may be assigned to the one seen to be competent, not by any objective measure or test of performance but mere presumption, the researchers stressed. The individual officer then base perception of job-related self-esteem on this premise, the outcome of which can influence involvement in organizational management. Korman (1970) posits that self-esteem reflects the degree to which the individual "sees him [her] self as a competent, need-satisfying individual" thus; the high self-esteem individual had a "sense of personal adequacy and a sense of having achieved need satisfaction in the past"

The self-esteem construct is mostly always conceptualized as a hierarchical phenomenon. As such, it exists at different levels of specificity, commonly seen in terms of global, and task or situation-specific self-esteem (Simpson & Boyle, 1975). Coopersmith's (1967) stresses on the observation that self-esteem indicates the extent to which the individual believes in him/herself to be capable, significant, and worthy. It is worthy of note that Korman (1970) Shavelson, Hubner and Stanton (1976) view self-esteem as a multifaceted conceptualization of the self and generally agree that self-esteem may also develop around a number of other dimensions like the social, physical, academic, and moral-self. However, research focusing on an organization-based conceptualization of the self then evolved where Pierce, Gardner, Cummings and

Dunham (1989) actually introduced the concept of organization-based self-esteem (OBSE). Pierce et al (1989) defines OBSE as the degree to which an individual believes him/herself to be capable, significant, and worthy as an organizational member. Moreover, in this discourse, job-related self-esteem is about an individual's sense of being competent and capable of having an effective, meaningful impact in the performance of his/her job, as the organization dictates. In this sense, job-related self-esteem is synonymous with OBSE, since job performance existed in organizations, either small or big.

The modern workplace presented some formidable psychological hazards. Self-esteem is what is most likely to suffer damage at the workplace, whereas most people have the hope to get their self-esteem right being there. Of a truth, having a meaningful work has long been one of the important ways to feel good about oneself. Activities at the police work environment are determined by DPOs and other managers who are not DPOs but manage other departments and formations in the police. Just like Zeigler and Gunderson (2005) earlier stated, Pierce et al (1989) theorize that any kind of system-imposed behaviour control, or external control system, carries with it an assumption about the incapability of individuals to self-direct and self-regulate. It stresses further that the consequence of a highly structured and controlled system may likely suggest to employees that they are not competent within the organizational context. By way of contrast, complex job designs, non-routine technologies, organically designed and high involvement social systems lead to higher levels of self-esteem because they are less structured, tend to see people as a valuable organizational resource and give them greater opportunities to self-regulate and express themselves in their organizational roles. The assignment and performance of duties with the consciousness that those who benefit feel satisfied can boost job-related self-esteem and vice versa. This can result in more involvement in organizational management of more policing activities. McGrath (2010) showed that the more roles people fill, the more sources of self-esteem they have.

Perceived skill acquisition as a contextual factor is pivotal to the skillful handling of any task at the police work context. The observation of scenario at the work context as well reveal that police officers do acquire requisite training from police colleges. Meaning that, police officers attached to the police stations have the wherewithal to perform police duties. The police training manual (1990) which serves as instruction manual for the police, clearly reveals that at the end of every recruit/cadet training period, an individual police officer have acquired minimally, skills in weapon handling, patrol system, crime detection, investigation, communication and traffic control. However, it is one thing to acquire skills but individual perception of the skills so acquired vis a vis duties assigned is another. At the work context, utilization of the skills that have been acquired is at the instance of the DPOs. Disparity in daily duty assignment results in the perception police officers have with reference to the skills acquired, therefore disparity in perception of the skills so acquired can influence involvement in organizational management of policing activities. Speelman and Kirsner (2005) define skill acquisition as some form of learning that is prolonged whereby with a lot of pairings of similar stimuli followed by particular responses, an individual can begin to develop some knowledge of how to respond any given situation. The way an individual perceives him/herself to have acquired the requisite skill to perform the duties assigned, as well determines success and achievement over the task. The standard training program of the police shows that each trainee undergoes all manner of training that will make for acquisition of skills relevant to organizational goals and objectives. Dreyfus and Dreyfus (1980) posit that anyone who wishes to acquire a skill may attempt learning by way of imitation, trial and error, or he may as well seek for the help of an instructor or actually

adopt the use of instructional manual. Ericsson, Prietula and Cokely (2007) hold the view that when an individual acquires skills are to the point that he becomes an expert, then the person's performance will be of superior quality in comparison to others and it yields concrete results and such that one can measure and replicate the performance. However, when there is differential assignment of duties, perception about such acquired skills can as well be different among officers, which poses a problem on involvement of police officers in organizational management as noted by Arase & Iwuofor (2007). The position of Guzman and Frank (2004) by inference show that when skills are put to use, an individual employee becomes more involved. The level of involvement in organizational management may be positive or negative, high or low, among police officers depending on their perception of skill acquired.

Perceived performance is the third contextual factor that has been examined. Police officers are saddled with the responsibilities of carrying out the general functions/duties as stipulated in section 4 of the Police Act. However the practice at the police work context is that police officers have duty assignments as specified by their managers irrespective of the policing exposure of individual officer, either by way of in-service training or other job experience. Saetang, Sulumnad, Thampitak and Sungkaew (2010) posit that perceived performance is the perception and evaluation of an individual staff concerning his own action, relevant behaviour and the characteristics which has influence on the objectives of organization and as well responds to the task of the organization. It follows then that, depending on individual's perception of performance of policing activities, the factor will have influence on involvement in organizational management of police officers.

It is therefore in a bid to know the extent to which police officers are involved in organizational management that this study seeks to examine the job-related self-esteem, perceived skill acquisition and perceived performance of police officers. The notion is that these factors predict and determine level of involvement in organizational management of policing activities which is attainable by police officers.

The study will as well compare the influence of the predictor variables on involvement of policemen and policewomen in organizational management in the Nigeria Police, enable see their importance in enhancing management of policing activities by policemen and policewomen. This will no doubt help the police organization in achieving effectively, its primary goal of law enforcement and maintenance of law and order.

Considering the foregoing, will job-related self-esteem, perceived skill acquisition and perceived performance independently and jointly influence involvement in organizational management among police officers? Will job-related self-esteem, perceived skill acquisition and perceived performance independently and jointly influence involvement in organizational management differently among policemen and policewomen? And lastly, Will policemen report higher level of involvement in organizational management than policewomen?

While these are critically examined and investigated to know the independent and joint influence of the predictor variables on involvement in organizational management, determining level of involvement attained by policemen and policewomen is also vital to the study. The relevance of the study is seen in how it will channel ways by which police officers can develop improved job-related self-esteem toward an enhanced manpower development. There will be improved knowledge of the impact of perceived skill acquisition and perceived performance, such that police officers will have the improved

consciousness of the importance of the perception of the skills acquired and its performance, as it affects involvement in organizational management.

Existing literature indicates that individual perception in organizational behaviour is key (Elnaga, 2012) as job-related self-esteem, perceived skill acquisition and perceived performance are vital variables influencing involvement in organizational management of policing activities.

## **HYPOTHESES**

1. Job related self – esteem, perceived skill acquisition and perceived performance will jointly and independently predict involvement in organizational management among police officers.
2. Policemen will report higher level of involvement in organizational management than policewomen.
3. Job related self – esteem, perceived skill acquisition and perceived performance will jointly and independently predict involvement in organizational management differently for policemen and policewomen.

## **METHODS**

### **Research Design**

The research design for the study is the cross sectional design. The handling of each variable runs simultaneously with only one criterion variable. Also, there is no manipulation of either the predictor or the criterion variables.

### **Participants**

Policemen and policewomen from the general duty population of five divisional police stations each in Lagos, Ogun and Oyo states are randomly selected for the study. The age of policemen is  $36.2 \pm 3.4$  while policewomen is  $33.5 \pm 2.7$ . In addition, single - 12.7%, married - 86.0% and divorced - 1.2%. Also, Christianity – 70.0%, Islam – 28.4%, African traditional religion – 1.1%, others – 0.5%. The selection is from the three rank levels of the Police comprising members of the rank and file, inspectorate and superior police officers. A total number of one thousand one hundred and nine (1109) policemen and policewomen participated in the study.

### **Police Job-Related Self- Esteem Scale**

The instrument is a 10-item scale developed by (Akinfenwa and Ehigie, 2015) and has Likert rating scale format. The response range from Strongly Disagree (SD) = 1, Disagree (D) = 2, Undecided (U) = 3, Agree (A) = 4, Strongly Agree (SA) = 5. The item-total correlation loading range between 0.31 and 0.64. The factor loading is between 0.37 and 0.86, with the varimax rotation. Guttman Split – Half Coefficient was 0.73; Spearman – Brown coefficient is 0.73; Cronbach's Alpha reliability is 0.78.

### **Police Skill Acquisition Scale**

This is a 15-item scale developed by (Akinfenwa and Ehigie, 2015). It is a 5-point Likert rating method of Strongly Disagree (SD) = 1, Disagree (D) = 2, Undecided (U) = 3, Agree (A) = 4, Strongly Agree (SA) = 5. The item-total correlation loading is between .30 and .79. The factor loading range between 0.34 and 0.80 using the varimax rotation method. Guttman Split – Half Coefficient was 0.88; Spearman – Brown coefficient was 0.90; Cronbach's Alpha reliability is 0.92.

### **Police Performance Scale**

A 10-item scale which has the 5-point rating of Likert developed by (Akinfenwa and Ehigie, 2015). The response format is from Strongly Disagree (SD) = 1, Disagree (D) = 2, Undecided (U) = 3, Agree (A) = 4, to Strongly Agree (SA) = 5. The item-total correlation loading is between .32 and .82. Using the varimax rotation method, the factor loading is between 0.36 and 0.94. Guttman Split – Half Coefficient is 0.85; Spearman – Brown coefficient is 0.86; Cronbach's Alpha reliability is 0.90.

### **Police Involvement in Organizational Management Scale**

The instrument is an 11-item scale of the Likert format developed by (Akinfenwa and Ehigie, 2015). The response format is from Strongly Disagree (SD) = 1, Disagree (D) = 2, Undecided (U) = 3, Agree (A) = 4 to Strongly Agree (SA) = 5. The least item-total correlation loading is .48 while the highest is 0.66. Using the varimax rotation method, the factor loading ranges between 0.33 and 0.89. Guttman Split-Half coefficient is 0.83; Spearman-Brown coefficient is 0.84; Cronbach's Alpha reliability of 0.87.

### **Procedure**

The study employs quantitative approach in the data collection for this study with a multi stage sampling. Police Commands in three states of south-west Nigeria: Oyo, Ogun and Lagos states are purposively chosen. Five police divisions/department are purposively selected from those located at the centre points of each of the three states. In line with the stratified sampling the study has employed to determine the number of policemen and policewomen selected as they existed in the population of study and with the divisions' nominal roll, 1109 participants comprising 806 policemen (80%) and 303 policewomen (20%) randomly selected from rank and file, 730 =66.1%; inspectorate, 235 =22.8% and superior police officers 121 = 11.0%, responded to the questionnaires administered.

Furthermore, approval was duly sought and obtained from the chosen commands for permission in allowing police personnel to respond to the questionnaires. Ethical considerations were taken care of by an Ethical Board. The informed consent form issued by the Board was equally completed by each of the participants.

### **RESULTS**

This deals with results obtained from data analysis on the quantitative study, which was conducted to investigate job-related self-esteem, perceived skill acquisition and perceived performance as predictors of involvement in organizational management among police officers in South-West Nigeria. The results of the three hypotheses tested are interpreted in consonance with the relevant research questions.

The results have been presented in the following subsections - :

#### **Correlation Analysis**

##### **Correlation among Job-Related Self-Esteem, Perceived Skill Acquisition, Perceived Performance and Involvement in Organizational Management among police officers**

Job related self-esteem was positively associated to involvement in organizational management ( $r = .48$ ,  $P < .01$ ). Perceived skill acquisition was positively associated with involvement in organizational management ( $r = .39$ ,  $P < .01$ ). The positive relationship implied that high perceived skill acquisition was associated with increase in involvement in organizational management among police officers.

Perceived performance was significantly associated with involvement in organizational management ( $r = .38$ ,  $P < .01$ ), The positive relationship of perceived performance with involvement in organizational management implied that among police

officers, higher perceived performance was associated with increase in involvement in organizational management.





**Table 1: Correlation matrix of Job-Related Self-Esteem, Perceived Skill Acquisition, Perceived Performance and Involvement in Organizational Management among police officers.**

Variables	Mean	SD	N	1	2	3	4	5
1. Age	35.47	7.6	1109	-				
2. No. of children	3.12	1.53	944	.38**	-			
3. PSA	58.23	9.57	1109	.14**	.02	-		
4. JRSE	32.99	6.54	1109	.01	.03	.47**	-	
5. PP	39.04	6.58	1109	.02	.03	.55**	.46**	-
6. IOM	37.47	6.42	1109	-.004	.05	.39**	.48**	.38**

\*\* P < 0.01, \* P < 0.05

Note: JRSE = Job Related Self Esteem; PSA = Perceived Skill Acquisition; PP = Perceived Performance; IOM = Involvement in Organizational Management

**Hypotheses Testing**

The prediction in hypothesis one is that job-related self-esteem, perceived skill acquisition and perceived performance will predict involvement in organizational management among police officers. Hierarchical regression analysis was performed. The result supports that hierarchical regression analysis predicts involvement in organizational management by the independent variables.

The demographic variables, age, religion and marital status which are control variables come in first while the predictor variables follow. Significantly none of the variables has influence on involvement in organizational management, therefore the coefficients are not reported.

In equation 2, contextual factors: job-related self-esteem, perceived skill acquisition and perceived performance have significant joint influence on involvement in organizational management [ $\Delta R^2 = .27$ ,  $F(6,1102) = 72.10$ ,  $P < .01$ ]. Also, the result of equation 2 indicates that the proportion of variance on involvement in organizational management is 27%, being the proportion of variance for which the contextual factors account.

Again, results of equation 2 shows that job-related self-esteem significantly predicts involvement in organizational management ( $\beta = .33$ ;  $t = 11.06$ ;  $P < .01$ ) Perceived skill acquisition significantly predicts involvement in organizational management ( $\beta = .17$ ;  $t = 5.13$ ;  $P < .01$ ). And also, perceived performance significantly predicts involvement in organizational management ( $\beta = .14$ ;  $t = 4.29$ ;  $P < .01$ ). Table 2 is the presentation of the result.

**Table 2: Summary of Hierarchical Multiple Regression Analysis showing the Independent and Joint Influences of contextual factors among police officers**

		Model 1			Model 2		
		B	T	P	$\beta$	T	P
IOM	Age	-.02	-065	>.05	-.05	-1.86	>.05
	Religion	.06	1.92	>.05	.04	1.54	>.05
	Marital	.06	1.72	>.05	.06	2.29*	<.05
	JRSE				.33	11.06**	<.01
	PSA				.17	5.13**	<.01
	PP				.14	4.29**	<.01
	R	.08			.53		
$\Delta R$				.45			
$R^2$	.01			.28			
$\Delta R^2$				.27			
F	2.16			72.10**			
$\Delta F$				69.94			

\*\* P < 0.01; \* P < 0.05



Note: JRSE = Job Related Self-esteem; PSA = Perceived Skill Acquisition; PP = Perceived Performance

Hypothesis two predicts that job related self-esteem, perceived skill acquisition, and perceived performance will independently and jointly predict involvement in organizational management differently among policemen and policewomen. Hierarchical regression analysis result is in Table 3. Hypothesis two is supported. The demographic variables of age, religion and marital status serve as control and entered first, before the predictor variables. The coefficients of the control variables are not reported since they are not significant.

The result of the predictive variables in equation 2 of the hierarchical regression analysis shows that among policemen, job related self-esteem, perceived skill acquisition, and perceived performance, have significant joint influence on involvement in organizational management [ $\Delta R^2 = .30$ ,  $F(6,799) = 56.39$ ,  $P < .01$ ]; Thus, the proportion of variance on involvement in organizational management, among policemen explained by job related self-esteem, perceived skill acquisition, and perceived performance is 30%, among policemen.

Again, in the equation 2 of Table 3, there is significant independent influence of job related self-esteem on involvement in organizational management ( $\beta = .36$ ,  $t = 9.96$ ,  $P < .01$ ).

Also, Perceived skill acquisition significantly influence involvement in organizational management ( $\beta = .19$ ,  $t = 4.93$ ,  $P < .01$ ). Lastly, perceived performance has significant influence on involvement in organizational management ( $\beta = .09$ ,  $t = 2.41$ ,  $P < .05$ ) among policemen.

For policewomen, in equation 1, religion, is the only demographic variable that independently predicts involvement in organizational management and accounts for 2% of variance on involvement in organizational management, with regression coefficient of  $\beta = .12$ ,  $P < .05$ . The implication of this is that the demographic variable explains only a small amount of variance on involvement in organizational management among policewomen.

In equation 2, job-related self-esteem, perceived skill acquisition, and perceived performance significantly influence involvement in organizational management [ $\Delta R^2 = .24$ ,  $F(6,293) = 17.21$ ,  $P < .01$ ]. The  $R^2$  in the equation represents explained variance in the dependent variable that is contributed by all the predictors in a progression. Thus, the proportion of variance on involvement in organizational management among policewomen explained by job-related self-esteem, perceived skill acquisition, and perceived performance is 24%.

Job-related self-esteem independently predicts involvement in organizational management ( $\beta = .30$ ,  $t = 5.31$ ,  $P < .01$ ). Perceived skill acquisition significantly influence involvement in organizational management ( $\beta = .12$ ,  $t = 2.01$ ,  $P < .05$ ) among policewomen. Perceived performance has significant influence on involvement in organizational management ( $\beta = .21$ ,  $t = 3.66$ ,  $P < .01$ ); among policewomen.

On the whole, considering the relative strength of the beta weights, job related self-esteem show to be the most statistically significant of all the predictive variables to involvement in organizational management ( $\beta = .36$ ). The relative impact of the predictive variable: job-related self-esteem on the dependent variables, involvement in organizational management among policemen indicates that for every unit increase in job-related self-esteem there is beta weight of .36 increase in policemen' involvement in organizational management compared to beta weight of .30 increase in policewomen' involvement in organizational management. Perceived skill acquisition ( $\beta = .19$ ,  $P < .01$ ) comes as second to show a statistical significance among the predictive variables. The



relative impact of perceived skill acquisition on involvement in organizational management among policemen indicates that for every unit increase in police perceived skill acquisition there is beta weight of .19 increases in involvement in organizational management among policemen. Perceived performance ( $\beta = .09, P < .05$ ) shows to be the least statistically significant of all the predictive variables to involvement in organizational management among policemen compared to perceived performance ( $\beta = .21, P < .01$ ) among policewomen. The relative impact of perceived performance on involvement in organizational management among policemen indicates that for every unit increase in perceived performance there is beta weight of .09 increase in involvement in organizational management among policemen compared to beta weight of .21 increase on involvement in organizational management among policewomen. The table presentation of the result is in Table 3.

Furthermore, the Fisher's Z transformation tests for difference between the independent correlations of policemen and policewomen. The equation formula below shows to determine significant difference between policemen and policewomen in the relationship between contextual factors and involvement organizational in management (IOM)

The Fisher's Z transformation:

$$R_{policemen} = .55, n_{policemen} = 806$$

$$R_{policewomen} = .51, n_{policewomen} = 303$$

$$Z_{policemen} = \frac{1}{2} \ln \left( \frac{1+.55}{1-.55} \right) = \frac{1}{2} (0.45) = .62$$

$$Z_{policewomen} = \frac{1}{2} \ln \left( \frac{1+.51}{1-.51} \right) = \frac{1}{2} (0.41) = .56$$

$$\sigma_{Z_1 - Z_2} = \sqrt{\frac{1}{n_{policemen}-3} + \frac{1}{n_{policewomen}-3}} = \sqrt{\frac{1}{803} + \frac{1}{300}} = .07$$

Test Statistic:

$$z = \frac{.62-.56}{.07} = 0.86$$

The Fisher's Z transformation score is less than 1. This suggests that there is no difference between independent correlations of policemen and policewomen. The difference between the correlations is more likely to be due to chance than reflects real difference. The relationship between contextual factors and involvement in organizational management for policemen and policewomen are not really different.

**Table 3: Summary of Hierarchical Regression Analysis showing influence of job related self-esteem, perceived skill acquisition and perceived performance on involvement in organizational management among policemen and policewomen**

	Policemen						Policewomen					
	Model 1			Model 2			Model 1			Model 2		
	$\beta$	T	P	$\beta$	T	P	$\beta$	T	p	$\beta$	T	p
IOM Age	-0.02	-0.65	>.05	-0.06	-1.87	>.05	.01	0.05	>.05	-0.04	-0.75	>.05



Religion	.03	0.89	>.05	.01	0.21	>.05	.12	2.14*	<.05	.11	2.09*	<.05
Marital	.05	1.32	>.05	.06	1.76	>.05	.07	1.10	>.05	.08	1.43	<.05
JRSE				.36	9.96**	<.01				.30	5.31**	<.01
PSA				.19	4.93**	<.01				.12	2.01*	<.05
PP				.09	2.41*	<.05				.21	3.66**	<.01
<b>R</b>	.06			.55			.14			.51		
<b>ΔR</b>				.49						.37		
<b>R<sup>c</sup></b>	.00			.30			.02			.26		
<b>ΔR<sup>c</sup></b>				.30						.24		
<b>F</b>	.84			56.39**			1.98			17.21**		
<b>ΔF</b>				55.55**						15.23**		

\*\* P < 0.01; \* P < 0.05;

Note: JRSE = Job Related Self-esteem; PSA = Perceived Skill Acquisition; PP = Perceived Performance; IOM = Involvement in Organizational Management

The third hypothesis, predicts that policemen will report higher level of involvement in organizational management than policewomen. As shown in Table 4, the result of the t-test reveals that there is no significant difference between policemen and policewomen on involvement in organizational management,  $t(1107) = -0.82, P > .05$ . The third hypothesis is therefore rejected. The table presentation of the result is shown in Table 4.4.

**Table 4: Summary of Independent t-Test Showing Group Difference between Policemen and Policewomen on Involvement in Organizational Management**

Gender	N	$\bar{X}$	SD	df	t	P
Male	806	37.37	6.43	1107	-0.82	> .05
Female	303	37.73	6.41			

## DISCUSSION

Studies conducted on the police and police organizations have not actually focused on examining job-related self-esteem, perceived skill acquisition and perceived performance (contextual factors) as factors influencing involvement in organizational management of policing activities. However, the work done by Vecchio (2000) on organisational based self-esteem lends credence to the findings of the present study. The way police officers perceive themselves in relation to each of the variables is germane to the level of involvement in organizational management attainable. The purpose of this study is to examine contextual factors as predictors of involvement in organizational management among police officers, using cross sectional survey.

Hypothesis one states that contextual factors will predict involvement in organizational management among police officers. The hypothesis is supported. The result reveals that contextual factors have significant joint influence on involvement in organizational management of police officers. These findings clearly show that contextual factors have implications on the joint influence of involvement in organizational management of police officers.

On the other hand, the independent prediction evidently reveals that job-related self-esteem, perceived skill acquisition and perceived performance positively predict involvement in organizational management.

The second hypothesis reads that job-related self-esteem, perceived skill acquisition and perceived performance will jointly and independently predict involvement in organizational management differently between policemen and policewomen. The findings confirm the hypothesis. On the joint influence among policemen, there is



significant prediction of job-related self-esteem, perceived skill acquisition and perceived performance on involvement in organizational management. Also among policewomen, job-related self-esteem, perceived skill acquisition and perceived performance significantly predicts involvement in organizational management. Looking at the proportion of variance, the result actually shows that the joint prediction among policemen is different from that of policewomen. Explaining out the analysis, high level of job related self-esteem, high perceived skill acquisition and high perceived performance of policing activities among policemen and policewomen irrespective of the different level of prediction will bring about high level of involvement in organizational management. It therefore connotes that, in the police, job-related self-esteem, perceived skill acquisition and perceived performance of an individual policeman and policewoman are jointly required to influence involvement in organizational management in the police.

On the other hand, the independent prediction reveals that job-related self-esteem positively predicts involvement in organizational management among policemen and policewomen. Perceived skill acquisition and perceived performance equally have positive significant influence on involvement in organizational management among policemen and policewomen differently.

The findings are in agreement with the study of Wood and Menezes (2015) which reveals how positively job-related self-esteem and involvement in organizational management work together. It emphasizes the importance of perception as a key factor that employee can exhibit in organizational activities, which can engender more involvement by employees. Pierce and Gardner (2004) argue that as work environment structure decreases and personal control increases, people will come to see themselves as capable of independent action and thereby develop a sense of self-worth consistent with that personal image. The finding is also in consonance with Karl (2011) on factors associated with the work being done by an individual on daily basis, which is capable of boosting or lowering the person's self-esteem. Maslow (1954) theorizes that the basic needs for survival of life must be met first before the ones at the top of the hierarchy, yet there is a distinct emphasis on the importance of a growth need, self-esteem. Somehow, Maslow also views self-esteem as playing a significant role in individual psychological functioning, even at work place. Aremu and Oluwole (2000) clamour that the nature of policing requires that superiors and colleagues see the need to boost the self-esteem of police officers instead of reinforcing low self-esteem in the day to day policing assignment. In this way, job-related self-esteem is promoted and involvement in organizational management of policemen and policewomen is positively influenced. The five levels of management in the police identified by Uzor (1993) show that policemen and policewomen are expected to function according to their management level in the course of daily policing. Actually, police officers having high job-related self-esteem will certainly thrive on involvement in organizational management than otherwise. Furthermore, the work by Costa and Steffgen (2015) with regards to skill acquisition which lays emphasis on theories of acquisition implies that skills are acquired over time and it is mastered by experience but an individual needs to carry the right perception of the skills so acquired. The perception of policemen and policewomen on skill acquisition is of importance to effectively get involved in organizational management.

Perceived performance is vital to involvement in organizational management of policemen and policewomen. The survey study of the police foundation (1981) attests to the fact that there is actually a thin line between the time an individual perceive him/herself to be high or low in certain activities. An individual might perceive him/herself as not performing well this moment and the next moment this is realized, he/she can decide to rise above the low level of perceived performance and turn high. The reason



for this is because an individual has capacity and faith to rise above some habit patterns and select new goals according to Correy (1991). This is made possible when perceived performance is seen from the view of Saetang, et al (2010) which considers it as the perception and evaluation of staff concerning their own actions or relevant behaviours and characteristics that influences organizational objectives and responds to organizational tasks. Therefore, if an individual policeman/ policewoman is capable of rising higher on perceived performance, then the level of its influence on involvement in organizational management will as well turn high.

Finally, that policemen will report higher level of involvement in organizational management than policewomen, is the sixth hypothesis. The hypothesis is not supported by the result of the study. The result showed that there was no significant difference between policemen and policewomen on involvement in organizational management. Explanatorily, the result revealed that policemen and policewomen are not seen to be different on involvement in organizational management. Arase and Iwuofor (2007) on the appointment of Stebbins Well, is a case in point. Since her appointment, policewomen are said to have gained acceptance in discharging police service to their countries jointly with their male counterparts. There has been a rapid increase in population growth with attendant rise in criminal activities, even with women offenders (Arase & Iwuofor, 2007). The nation of Nigeria is in a democratic dispensation in governance, policemen and policewomen are meant to face these challenges together. The 21<sup>st</sup> century development as stemming from the result of this study is perceived to have contributed to the non-statistical support of the hypothesis as it may not be solely possible for policemen to report higher level of involvement in organizational management when the organization has so much to contend with in curbing crimes and criminality. The provision of section 42, 1999 Constitution apparently becomes vital in this regard.

The study shows that job related self-esteem, perceived skill acquisition and perceived performance (contextual factors), are significant predictors of involvement in organizational management. However, these factors could not be termed as being exhaustive as there may still be other factors that are critical on influencing involvement in organizational management in the police. The main findings of the study reveal that Job related self-esteem (JRSE) perceived skill acquisition (PSA) and perceived performance (PP) jointly and independently predicted involvement in organizational management (IOM) among police officers. Statistically, contextual factors predicted IOM among policemen and policewomen differently. Also, there is no significant difference between policemen and policewomen on IOM.

By implication, it becomes imperative to note that, the study has evolved the realization that contextual factors are true predictors of involvement in organizational management. Moreover, no difference is found on involvement in organizational management of policemen and policewomen as statistically revealed. Not this alone, the demographic variables which serve as control do not actually count for much, as their contributions are not intense enough to be statistically remarkable. Notwithstanding, without mincing words, this study no doubt update knowledge in contemporary police studies. It contributes immensely to the body of literature on involvement in organizational management of policing activities. More especially, it enriches knowledge about the factors which are vital in understanding even the day to day involvement in organizational management of policemen and policewomen.

To this end, it is pertinent to state that an impairment or alteration of the operation of anyone of these factors at the work context of the police will tend to have a negative effect on the involvement in organizational management of police officers and vice versa. It should be noted that when the need arises to boost the involvement of



police officers on policing activities, these factors should be carefully considered for implementation. In fact, it could be a short term palliative measure in solving problem of manpower shortage in the police when rightly applied.

Having identified involvement in organization management of all police officers in policing as being very essential and vital to effectiveness and efficiency in policing, this by extension makes for the perfect handling of policing activities by police officers, towards the realization of the Force's objectives. It gives the assurance of an adequate and reliable security development for the nation. A good knowledge about the involvement in management of policing activities is hereby projected.

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