

Performance Management of Police Officers in Tagum City, Davao del Norte: Basis for an intervention program

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ABSTRACT

This quantitative study explores the performance management of police officers in Tagum City, Davao del Norte, Philippines. Through random sampling, researchers distributed the research questionnaire to 300 police officers in the research locale. Four indicators were identified for performance management: planning, organizing, leading and controlling with a mean rating of 4.42 or very high for controlling with a standard deviation of 0.29. Organizing got 4.28 with a standard deviation of 0.48; leading has 4.27 or high with a standard deviation of 0.52; and 4.23 or high for planning with a standard deviation of 0.44. The matrix activity is provided that shows the system of activities, key result areas, objectives, strategies/activities, expected outcome, and persons involved. Many factors impact the effectiveness of an organization's performance management system, but three are most important; First, the system must be aligned with and support the organization's direction and critical success factors; second, well-developed, efficiently administered tools and processes are needed to make the system user-friendly and well received by organizational members; and third, and most importantly, managers and employees must use the system in a manner that brings visible, value-added benefits in performance planning, development, feedback, and achieving results.

INTRODUCTION

Performance management is central to policing. It is about constantly striving to improve the quality of service, reduce crime and anti-social behavior, and bring offenders to justice - in short, deliver safer and stronger communities and do so in a way that provides the very best value for money to the public. "The common factor across all successful organizations is a structured approach to managing performance. This study applies equally to the police service. In policing, performance management is not simply about pursuing numbers or targets. It is about taking a considered yet energetic approach to improving things: planning insightfully, implementing with vigor, and constantly reviewing progress against objectives to learn for the future (Weisel 2018).

Over the past twenty years, nothing has affected the way we structure, operate, and manage organizations more than the performance management movement. Performance management is a form of management in which an organization seeks to maximize its productivity by instituting a system of measures to gauge the performance levels of each element of the organization. Performance management aims to achieve the organization's goals as effectively and efficiently as possible. In the age of budget cuts that we live in today, the police officers' performance management should use more and more to help organizations. Effectively meet their objectives in an economically responsible manner. Over the past several years, local governments have increasingly faced budget deficits (Travis 2015).

A few key performance management concepts are clear regardless of which definition one prefers. In a performance management system, there must be some sort of goals or desired outcomes that the agency should expect to achieve. After these goals have should establish, a measurement system should show to evaluate the agency's progress toward meeting its objectives. This measurement system should include benchmarks and performance standards to determine if an agency is progressing toward its goals. In underperformance management, the agency's funding should be contingent on its performance (within reason). Public officials and government administrators should be held accountable for failure to meet standard benchmarks (Marx 2015).

It becomes apparent that insufficient money is available to fund necessary programs, and the funding is not forthcoming. Local governments could be forced to reexamine themselves to find new ways to provide the essential services they are obligated to provide. One of the results of this self-examination process has been the growth of performance management programs in many local governments and agencies. One of the most expensive services that local governments provide is police service. As in many local government agencies today, police departments are being asked to provide more assistance than ever, with fewer resources available to fund these new initiatives. Increasingly, local police departments are turning to performance management programs to maximize the effectiveness and the efficiency of the police services they are charged with providing (Dadds 2015).

The researchers would like to identify the level of performance management of police officers in Tagum city. They also want to unravel the

effect of the performance management of police officers in Tagum city. This examination will profit from the accompanying. To begin with is Work Management. It gives them a familiarity with the impacts of Work performance that impact their faculties' sure character. Through these, they can survey what systems and techniques to be utilized. Along these lines, they can make preparation and expert improvements to upgrade the abilities of Police officers. The second is to the Community. This will make them educated about the constructive character of the Police Officer. Besides, they will be illuminated about the degree of the leadership management of the authority to the network. The third is to the Police Officer personnel. They will mirror the effect of the Work performance of the workforces we are utilizing. This investigation will urge them to do well in work with the goal that they will succeed.

Furthermore, ultimately, it is to the Future Researchers. This examination will fill in as their reference for their future research endeavors. They may utilize the accumulated information to direct examination investigations of their own.

Police departments are complex government agencies that come in various forms with an amalgam of intricate responsibilities and are organized along bureaucratic lines. Like Frederick Taylor's Principles of Scientific Management, employees are not paid to think but to follow their superior's orders - right, wrong, or indifferent. The apparent benefits are rationality, predictability, impersonality, technical competence, and authoritarianism. However, the efficiencies and "scientific principles" advocated by Taylor (1911), Fuld (1971), Weber (1946), and some forward-thinking police chiefs of the time never reached their full potential during policing professional era. Nearly 90 years after the professional movement began, modern policing still faces some of the same management problems of yesteryear. Including not fully developed. Technical core, the old-fashioned command, control management style, and some contemporary issues such as role complexity and rising egalitarianism. As has been the case in many government agencies, performance management in the police department has been relatively slow to catch on. In research, we failed to find any local law enforcement agencies in the nation that have completely implemented an all-encompassing system of performance management. However, many law enforcement agencies are beginning to use performance management-based programs. To help the agency achieve its Mission and justify its allocation of resources to the governmental body that oversees the agency(Weber, 2016).

Undoubtedly the highest-profile performance management-related law enforcement program implemented to date has been the New York City Police Department's Comp Stat management model. Comp Stat stands for computer statistics, which are the critical component of the Comp Stat system. According to Paul E. O'Connell, an associate professor in the criminal justice department at Iona College, Comp Stat said that " a sophisticated performance measurement system that reorders an organization's day-to-day operations. as well as its overall orientation eight toward its core mission and goals (O'Connell 2015).

The system is based upon the "compilation, distribution, and utilization of "real-time" data to allow field managers to make better informed and more effective decisions (O'Connell 6)." There are four critical principles associated with the Comp Stat model. The first principle is accurate and timely intelligence. Information on crimes is collected and analyzed by computer software and human investigators. It is communicating to all of the members of the police department. Among the steps involved in this first Comp, the Stat step is a daily briefing of offenses for the officers, directed patrols based on the offense information, and assigned cases. That need to be followed up by an investigator. These steps ensure officers on the street know what types of crimes are occurring, where crimes are happening, and when and how these crimes are occurring (modus operandi). Assigning cases that need to follow up to investigators ensures that more officers will be available to patrol the streets. (COMSTAT 2015).

A solid understanding of current performance measures in police departments is necessary before an individual can begin to develop more effective systems to measure the performance of the police. In most police departments, the primary measures of police performance are personnel evaluations. According to Gary T. Marx in his article "Alternative Methods of Police Performance," "individual performance evaluation is generally not well developed in police departments (Marx 1)." According to Marx, the most common type of performance evaluation "consists of annual or semiannual subjective rating forms filled out by police supervisors, where persons (officers) concerning global categories such as initiative and appearance (Marx 2015)."

Many departments have abandoned performance evaluations, as "they have become empty rituals, where almost everyone's performance is rated as satisfactory (Marx 1)." When police officers are evaluated, they are asses on several different factors. The problem is that most of these factors have little relevance to their duties as police officers. Typically, evaluations of police officers focus on issues such as conforming to the department's standards, personal appearance, and punctuality. Skills related to a police officer's duty out on patrol, such as using appropriate amounts of force, calming angry individuals, or aiding troubled individuals in seeking help, are not considered. (Marx 2015).

This study will determine the influence effect of performance management of police officers in Tagum city.

Specifically, the study was conducted to seek answers to the following objectives:

1. To determine the level of performance management of police officers in Tagum City in terms of:
 - a) Planning
 - b) Organizing
 - c) Leading;
 - d) Controlling

2. To make an Intervention Plan base on the result of the study.

METHODOLOGY

Population and Sample

The target population of this study is the Police Officers in Tagum City. The participants answered the survey questionnaire provided by the researchers. Random sampling is a method in which the researcher chooses samples based on their subjective assessment rather than selecting pieces randomly.

Respondents	Number of Respondents
Police Officer	300
Total:	300

Materials/Instrument

The instrument survey in the study was adapted to the survey of Thompson (2017). It was a modified questionnaire to suit the context of the study. The set of questions deals with performance management with the following indicators: Planning, Organizing, Leading, and Controlling

Range of means	Level of description	Meaning
4.30- 5.00	Very high	means that the level of performance management is very much Observed.
3.50-4.20	High	means that the level of performance management is much Observed.
2.70-3.40	Moderate	means that the level of performance management is Observed.
1.90-2.60	Low	means that the level of performance management is less Observed.
1.00- 1.80	Very low	means that the level of performance management is not Observed.

Design and Procedure

After the thesis committee approved the study, the researchers prepared the research instrument, which was used in gathering data. The researchers submitted the modified questionnaire for finalization. Afterward, the panel members or an expert validated the questionnaire. The researchers personally administered the questionnaire and gave instructions to the respondents, who are police officers in Tagum City, and retrieved the questionnaire after being responded to.

The statistician recorded and analyzed all the results and interpreted them by the researchers. The study employed the descriptive type of research in which the primary tool was a researcher-made questionnaire. The study uses the descriptive research design method to determine the extent of the

performance management outcomes. The study employed the descriptive research design for it measured the level of performance management of Police officers. Descriptive research involves collecting data to test and answer questions on the subject study. A descriptive study determines and supports the research. Descriptive data is collected through a questionnaire survey, interviews, or observations Gay (1996).

Mean. the statistical tool should be used to determine the performance management level of Police officers in Tagum City.

RESULTS AND DISCUSSION

Presented in this chapter are the data and the result of the study. The table arranged the following subheadings: assessing fear of crimes during the pandemic with their corresponding indicators.

Level of Performance Management of Police Officers in Tagum City

Shown in table 1 are the mean scores for indicators of fear of crime with an overall mean of 4.30, described as very high with a standard deviation of 38. A very high level could be attributed to the increased rating the respondents gave in all indicators. This study means that the level of performance management is very much observed.

Cited overall mean score is the result gathered from the following computed mean scores from highest to lowest: 4.42 or very high for controlling with a standard deviation of 0.29; 4.28 or high for organizing with a standard deviation of 0.48; 4.27 or high for leading with a standard deviation of 0.52; 4.23 or high for planning with a standard deviation of 0.44.

Table 1 Level of Performance Management of Police Officer in Tagum City

Indicators	Mean	SD	Descriptive Level
Planning	4.23	0.44	High
Organizing	4.28	0.48	High
Leading	4.23	0.52	High
Controlling	4.42	0.29	Very High
Overall	4.30	0.38	Very High

The primary performance management observed among Police officers was controlling. It was essential to the organization because it helps to check errors, implement corrective action, minimize deviation from standards, and keep the project management on track. With such a framework, the organization is likelier to hit its goals. Control creates an atmosphere of order and discipline in the organization. An effective controlling system keeps the subordinates under check and ensures they perform their functions efficiently. Intelligent control can help check over the dishonesty and fraud of associates.

It was followed by Organizing, the indicator with the second highest mean; organizing is an essential means of creating coordination and communication among the organization's various departments. Structural relationships interrelate different jobs and positions. It specifies the channel and mode of communication among other members. A comprehensive approach to

Organizing helps the management in many ways. Organizing aligns the various resources toward a joint mission.

Organizing helps establish a working relationship and clearly defines the lines of communication. Also, it specifies who is to report to whom. Further benefits in the fixation on responsibility determine the dimensions of authority an individual can exercise. Organizing provides fuller and more efficient use of all humans, physical and financial resources. Proper allocation of jobs helps avoid overlapping work and ensures optimum use of resources without waste.

Regarding leading, being the indicator with the 3rd highest mean, "with good leadership, can create a vision and motivate people to make it a reality," Taillard says. "A good leader can inspire everyone in an organization to achieve their very best. Leadership is a vital management function that helps to direct an organization's resources for improved efficiency and the achievement of goals. Influential leaders provide clarity of purpose, motivate, and guide the organization to realize its MissionMission. Regardless of position, understanding the role of leaders can help contribute more meaningfully to accomplishing the organization's objectives.

Leaders clearly understand the team's purpose and what it must do to make it a reality. Practical leadership guides identifying, understanding, and communicating the organization's vision to motivate others to support them in achieving objectives. During the designing and implementation a project, the leader ensures every team member understands their roles and provides an enabling environment to help them perform at their best.

Lastly, in terms of planning, being the high indicator with the least high mean, it helps assess the goal to see if it is realistic. It facilitates decision-making and allows setting a time frame by predicting when the company can achieve its goal. It also defines how to measure performance against the set goals and whose responsibility it will be. A primary function of formal strategic planning is providing direction to lower-level managers, allowing the development of tactical plans. Planning shows objectives for each organizational department and helps managers to prioritize activities depending on their relevance to the goal. Planning also sets the standards for assessing performance. Without such measures, managers would be unable to intervene and take corrective actions to stay on track, threatening the goal.

Suggested Action Plan

- Employees must be evaluated on factors that are relevant to their jobs.
- Employees must be informed about what is expected and the standards against which they will evaluate at the beginning of the rating cycle.
- There must be a standard, well-documented procedure for the performance management process, with defined roles and responsibilities for employees and managers.
- Managers and employees should be trained on the performance management process and relevant skills required to implement the strategy effectively (e.g., preparing managers to provide feedback to employees).

- To substantiate their evaluations, managers should keep records to document examples of effective and ineffective employee performance.
- Managers should be held accountable for discussing performance issues with employees and providing them with feedback promptly during the rating cycle.
- A higher-level manager or panel should review performance evaluations.
- The organization should provide a process whereby employees can formally comment on and appeal their performance evaluations.
- If performance evaluations are used for decision-making, the assessment should be consistent with the decision. For example, individuals who receive higher pay raises/bonuses should have higher performance ratings than those who receive lower raises/bonuses.

Matrix of Activities

This matrix activity shows the system of rows and columns into which components of research, including the rows and columns corresponding with its activities above. Show the key result areas, objectives, strategies/activities, expected outcome, and persons involved. That may consider the range of possible approaches generated to develop an action plan that may be utilized to address the identified issue concerning the performance management of Police officers.

Key Result Areas	Objectives	Strategies/ Activities	Persons Involved	Expected Outcome
Planning	They are improving Organizational skills - difficulty organizing workload daily.	<ul style="list-style-type: none"> • Prioritize Transparent Communication • Think Past the Strategic Plan. • Allocate time needed. 	Police Officers	To reduce uncertainty and indicates what everyone expected to accomplish.
Organizing	Training attended and applied effectively in day-to-day work (give specific examples).	<ul style="list-style-type: none"> • Focus on what is important • Delegate Task 	Police Officers	To effectively manage workload daily, meet deadlines efficiently, prioritize tasks and respond to emails promptly.
Leading	Operate a daily 'To Do' checklist and a diary to respond to	<ul style="list-style-type: none"> • Commit To Making Changes - Especially Leadership. 	Police Officers	To create high morale, good employee retention, and sustainable long-term success.

	emails received within three working days.	<ul style="list-style-type: none"> • Encourage Recognition 		
Controlling	Ensure that every employee is clear on what is expected of them and their role in the workplace.	<ul style="list-style-type: none"> • Reward employees • Show respect • Provide training 	Police Officers	To Improve efficiency, quality, and safety of the employee.

Level of Performance Management of Police Officer in Tagum City

The respondents' responses on their performance management appear on a very high level. This means that the level of performance management is very much observed.

The result was associated with the work of Frederick Herzberg. Performance management is a **crucial** part of human resource management, as it effectively uses available resources. The core benefit of performance management is that it allows the **organization** to mold employees' performances. Following the strategies such as Planning, Organizing, Leading; and controlling an organization can be pivotal to increasing employee engagement. To increase the **organizational outputs** to meet customer satisfaction and improve quality.

Controlling was essential to the organization because it helps to check errors and implement corrective action, minimizing deviation from standards and keeping the project management on track. With such a framework, the organization is likelier to hit its goals. Control creates an atmosphere of order and discipline in the organization. An effective controlling system keeps the subordinates under check and ensures they perform their functions efficiently.

Intelligent control can use a review over the dishonesty and fraud of associates.

Malmi and Brown (2008) argue about management controls and administrative control. They suggest using the concept of management controls rather than administrative control. Because, in that case, organizational controls could include controls not only directed at employees, such as quality and inventory controls. Management control can be divided into two types, both formal and informal.

Proper controls include rules, standard operating procedures, and budgeting systems. These are the more visible, objective components of the control system. Simple controls are not designed. They include the unwritten policies of the organization and often derive from or are an artifact of the organizational culture. The interactive use of management control systems represents a positive force as they expand opportunity seeking and learning throughout the organization. The interactive service focuses attention and details dialogue throughout the organization by reflecting signals sent by top

managers. It stimulates the development of new ideas and initiatives and guides the bottom-up emergence of strategies by focusing on strategic uncertainties (Henri, 2006).

This study is supported by Dessler (2014); the management control allows the manager to have a clear vision of his company and to understand the company's history to make decisions. It is, therefore, on the one hand, a decision-making function for management. In fact, by evaluating the company's financial, economic, commercial, or social data, management control provides elements that make it possible to carry out a company policy. On the other hand, it should be known that management control interacts with the company's various functions. And not exclusively with the management and the accounting function, which assimilated. From this point of view, we can affirm that the "management control" function is an information management system intended to drive corporate performance.

Management control is nowadays a vital function of the company. The main task of the management controller is to support the achievement of the corporate strategy by controlling its performance and ensuring its sound management through implementing various management tools. The purpose of such devices is to measure the achievement of the company's objectives by analyzing the results obtained compared to the forecasts and past performance.

In terms of Organizing, it helps an organization adjust to environmental changes to ensure the smooth functioning of the organization; Organizing modifies the organizational structure and various inter-relationships existing in the organization. Moreover, it also provides stability for the enterprise to continue to grow and survive despite changes. Organizing creates the structure of an organization. That structure provides a basis or framework for efficiently assigning and performing various functions. Effective delegation allows managers to give jobs of routine nature to their subordinates.

The reduced workload enables the managers to develop new methods and techniques for performing the jobs efficiently to explore new areas for the growth of an organization. On the other hand, delegation develops an ability among the subordinates to deal effectively with the challenges and helps them grow to realize their full potential.

According to Chester Barnard (2015), "Organizing is a function by which the concern can define the roles, the jobs related and the coordination between authority and responsibility. Hence, a manager always has to organize to get results. Organizing is essential to creating coordination and communication among the organization's various departments.

Structural relationships interrelated different jobs and positions. It specifies the channel and mode of communication among other members. This study supported Noe et al. (2014), who stated that Organizing is one of the four essential management functions. In sequential order, planning, Organizing, leading, and controlling help managers fulfill their roles and assist employees and organizational processes in operating smoothly. A fifth management function, staffing, occasionally exist to manage an organization appropriately.

The four management functions are typically arranged in a specific order so that organizational plans may be carried out efficiently once created.

Organizing as a function of management is perhaps the most critical management function. Managers use it to determine how resources will be distributed, and employees will manage within an organization according to a plan. When a business utilizes proper organizing functions of management, a range of benefits may present to the organization. However, when resources, employees, and assets are inappropriately assigned, the organization may face severe consequences for its organizational plan.

It was followed by leading; people naturally tend to follow a leader. Regardless of the level of knowledge and experience in a particular field, one can achieve more if there is a higher authority in the report because a leader provides guidance and helps minimize potential threats that can affect productivity. A leader does not have to be a senior colleague. However, they can still improve their chances of success through effective mentorship, accountability, and delegation of duties.

Team leaders can encourage others to take up essential values for the organization's success. If people are upright, honest, punctual, and serve as good role models to their team members, they will emulate the behavior. Values such as accountability and taking responsibility when things go wrong can make the organization a better place for employees and clients.

According to Weber (2017), an organization is considered adequate if it finds the balance between the demands of owners, employees, customers, the Community, and the needs of the employees. The leader plays a vital role in the orientation and direction of the organization, which is the one that sets the vision and Mission of the organization, and others follow it. So, an appropriate leadership style influences and ensures the organization's and its employees' prosperity and economic growth. This study investigates the critical role of the leader in the organization. How to define the vision, Mission, and pursues the objectives. Leadership skills can be practiced at any level, regardless of title. They are essential skills because a good leader can bring out the best abilities in their team members and motivate them to work together to achieve a shared goal. A good leader is also organized, keeps the team on track, and focuses on avoiding delays. Practice leadership skills by trying some of the suggestions listed above, such as volunteering for new projects at work and gaining new skills in the process, teaching another person to improve communication skills, and taking advantage of strengths and weaknesses.

As Goleman (2011) supports, an effective team leader has various traits and characteristics that encourage team members to follow them. Team leaders naturally possess certain qualities, such as compassion and integrity, or learn leadership skills through formal training and experience. An effective leader can instill confidence in the team and contribute to the department's growth through improved team productivity. The following examines why leadership is essential in the workplace and how employees can develop leadership skills. A leader provides focus to the team by clearly defining goals and explaining objectives so that every team member understands the end goal they are

working to achieve. They also keep the team on track by setting and enforcing deadlines. An effective leader checks each team member's progress and helps them resolve any issues before they become big problems.

Also, according to Erikson, Edwards, and Brabant (2008), effective leadership is one essential part of the overall method for an organization to sustain its business in the face of problems caused by the rapid growth of the economic environment. Leaders are the ones who control and take charge of the operation of an organization. Good leaders can set optimistic goals and objectives while steering the company's process towards those goals through effective strategies. Besides that, good leaders can also influence their employees and motivate them by strengthening a positive organizational culture. Through generous employee benefits, for instance, health care insurance, worker compensation, leave gifts, and others.

Lastly, planning helps an organization chart a course to achieve its goals. The process begins with reviewing the organization's current operations and identifying what needs to be improved operationally in the upcoming year. Planning involves envisioning the organization's desired results and determining the steps. Necessary to arrive at the intended destination success, measured in financial terms or goals that include being the highest-rated organization in customer satisfaction. Setting goals that challenge everyone in the organization to strive for better performance is one of the critical aspects of the planning process. Goals must be aggressive but realistic. Organizations cannot allow themselves to become too satisfied with how they are currently doing - or they are likely to lose ground to competitors.

According to P. Drucker (2017), the plan should become the core of a manager's time planning. Once Napoleon said that no battle goes according to plan. However, the same Napoleon planned every war to minimum details. The manager without a goal becomes a victim of circumstances. Planning is the solution to a task or the method of organizing action. The same maintains M. B. Baridam's planning means determining the organization's objectives, examining the environment, forecasting changes, and developing policies, procedures, and necessary plans. To help achieve the goals given the changing climate. Thus, there is essential to familiarize yourself with the future of planned tasks. One important notice is to prepare only tomorrow's functions that could be solved today because there could not be designed things that are impossible to realize.

Valackiene (2010) suggests planning in crisis as the process of discussions and future perspectives. Planning is described as analyzing internal and external aspects to see the organization's future. Turney's research results show that communication with the work team is essential during planning activities. Accordingly, there should mention that there is a message to employees during the planning process. Thus, during planning, managers should be able to evaluate all potential tasks. At the same time, they have to pick the most important ones. Managers have to be able to describe duties appropriately to employees. this is why managers should be able to evaluate the newest methods of management theoretically and adjust these

theories in practice management and the development of an organization. Thus planning is closely related to pure thinking.

Moreover, performance management has come a long way and may work effectively in many organizations. There is a need for a more nuanced research agenda regarding the innermost workings of performance management. To date, many of the extant models are too simplistic. Not enough faith is placed on the inherent complexities and potential for contradictions in making performance management an effective organizational system.

CONCLUSIONS

Many factors will impact the effectiveness of an organization's performance management system, but three are most important. First, the system must be aligned with and support the organization's direction and critical success factors. Second, well-developed, efficiently administered tools and processes are needed to make the system user-friendly and well received by organizational members. Third, and most importantly, managers and employees must use the system in a manner that brings visible, value-added benefits in performance planning, development, feedback, and achieving results.

RECOMMENDATIONS

Performance appraisals are the most common performance measurement strategy. A performance appraisal is a systematic and periodic process that assesses an individual employee's job performance concerning specific objectives. The survey results show that both the appraisee and appraisers' expectations from the Performance appraisal system are the same, i.e., "Determination of Promotion or Transfer" and "Salary Administration and Benefits ."Hence, a single performance appraisal system can satisfy the Appraiser's and appraisee's needs. Therefore, the Performance appraisal program was designed so that the Appraiser could periodically analyze the employee's contribution to the organization. Employees who have been performing well were rewarded suitably either by an increase in salary or a promotion. Through this, The appraiser can also motivate the employees who feel that they had no growth in the organization and *serves the purpose of employee development* Thus, *performance appraisals* can be helpful as an effective tool.

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