



*Research Article*

**GENDER EQUALITY AND PERFORMANCE: EMPIRICAL EVIDENCE FROM NIGERIAN POLICE.**

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**Abstract:**

Despite policies aimed at promoting gender inclusivity, there are pervasive disparities in equal opportunity, treatment, recruitment, and promotion within the command. These inequalities hinder the overall effectiveness and morale within the command, creating barriers to professional growth for female officers. The research underscores the urgent need for an extensive and far-reaching policy reforms and effective implementation strategies to confront these gender-based challenges, fostering a more equitable and efficient police force. The primary objective is to determine whether gender equality influences the performance metrics of the organization. The study tested four hypotheses related to equal opportunity, equal treatment, recruitment, and promotion policies as sub-variables affecting organizational performance. To empirically test these hypotheses, a multiple regression statistical analysis was conducted using data collected from 240 respondents through questionnaires. The results indicate, in terms of p-values that equal opportunity (0.37) and equal treatment (0.35) holds no significant effect on the performance of the Eleyele Police Command in Ibadan, Nigeria.

Conversely, recruitment (0.04) and promotion policies (0.02) significantly affected organizational performance positively. The findings suggest that while general principles of equal opportunity and treatment are important, specific policies related to recruitment and promotion play a more vital role in enhancing the performance of the police command. These results highlight the necessity for targeted policy interventions that prioritize fair recruitment and promotion practices to improve organizational performance. It is therefore recommended that the police commands and similar organizations, refine their recruitment and promotion policies to ensure gender equality and improve overall effectiveness. This includes establishing clear, transparent pathways for career advancement and ensuring that all officers are well-informed about the criteria and available opportunities.

**Keywords:** Police Gender Equality, Equal Opportunity, Equal Treatment, Recruitment Policy, Promotion Policy, Organizational Performance and Police Command.



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## Introduction

The Police perform vital functions in law enforcement and they are an integral element in the criminal justice system. Their responsibility is to uphold peace and ensure the implementation of laws and maintenance of order within their specific geographic area<sup>1</sup>. The police, as a law enforcement body, has a primary responsibility to protect the rights of individuals. The traditional role of the police was primarily focused on addressing criminal activity. However, their responsibilities have expanded to include additional activities like as crowd control, citizen defence, and enforcement of licensing requirements<sup>2</sup>.

The NPF's reputation has been undermined due to widespread beliefs of corruption, incompetence, and misuse of authority, leading to a decline in public trust and confidence. Occurrences of police violence, extortion, and impunity have gradually diminished confidence and placed significant pressure on police-community interactions<sup>3</sup>. The inclusion of the female gender in the NPF started in 1955, a significant period of time after the force was established in 1930. After Nigeria gained independence from British control in 1960, the Nigerian Police School started to recruit female high school graduates<sup>4</sup>. Due to sociocultural changes in Nigeria, such as an increase in crimes linked to women and the expansion of the commercial sex, along with a rise in violence against women and children, there is an increasing need on policewomen to handle these sensitive matters within the police force. This decline in public trust underscores the urgent need for reforms within the NPF, including fostering gender parity to not only address internal structural inequalities but also improve the force's capacity to handle sensitive cases involving women and children more effectively.

Gender parity in the police force is a complex subject that encompasses the guarantee of equal opportunity, fair treatment, and proportional representation for individuals of both genders<sup>5</sup>. This study addresses critical gaps in research on gender and organizational performance within the NPF. While previous studies, such as those by<sup>6</sup>, have highlighted the benefits of gender diversity on leadership and organizational outcomes, focusing largely on developed countries. Limited research exists on how gender dynamics impact organizational performance in Nigeria, particularly within the NPF. Challenges such as entrenched hierarchies, inadequate resources, poor working conditions, and widespread mistrust between police and communities are compounded by gender-specific barriers faced by female officers, including biases, sexual harassment, and insufficient facilities. Few studies have examined how gender equality in leadership could address these issues in the NPF. This study fills the gap by exploring the impact of gender

diversity on organizational performance, focusing on the NPF in Ibadan, Nigeria.

### Methodology

Research design serves as the framework for doing research, outlining the comprehensive strategy for the whole study<sup>7</sup>. The study uses a cross-sectional survey design to collect data from 240 police officers at Eleyele Police Command, Ibadan, selected using Yamane's formula and purposive sampling. A structured questionnaire with 30 questions, measured on a 5-point Likert scale, was developed to gather data on socio-demographics, equal opportunity, treatment, recruitment, promotion, and organizational performance.

After obtaining permissions, questionnaires were distributed over a period of 2–3 weeks with confidentiality and voluntary participation assured. Data was analysed using SPSS, with regression analysis to examine cause-effect relationships. The data collection process was guided by ethical considerations, including informed consent and anonymity, ensuring effective implementation of the research design.

### Study Area

The study area is Eleyele Police Command, situated at the North-Western axis of Ibadan LGA, Oyo State, Nigeria. The Population of the study comprises all the police personnel employed in the Eleyele Police command. This command also serves as the state police headquarters. The whole police force, including SWAT, Bomb squad, commissioner's office, monitoring unit, and accounting, totals 600 policemen.

### Sample Size

To determine the sample size, the following formula is used:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = Required sample size

N = Population size

1 = Unit or constant

e = Level of significance or limit of sampling error which can be 5% (0.05)

$$n = \frac{600}{1 + 600(0.05)^2} = \frac{600}{1 + 600(0.0025)} = \frac{600}{1 + 1.5}$$

$$= \frac{600}{2.5}$$

2.5

n = 240

**Sampling Technique**

The study's sample unit consists of 240 personnel operating under the Eleyele Police command. The main informants and respondents for this study are selected since the research specifically targets them. Both senior and junior officers are included as subjects in this research. This research ensures that all workers who express their willingness to participate are given equal opportunities without any kind of bias. Purposive sampling is used. Several academics have adopted this approach in their study, as shown by the investigations carried out by<sup>8</sup>.

**Method of Data Collection**

The method of data collection utilized was a standardized self-administered questionnaire. In order to get precise replies and comments from the participants, the questionnaire served as the study tool. The framework was devised by the researcher according to study goals and literature review, and it outlines questions to be addressed in written form. The survey includes thirty (30) questions in six (5) sections: Socio-demographic characteristics; Equal opportunity, Equal treatment, Recruitment Policy, Promotion policy, and organisational performance. These questions include both positive and negative comments, as well as open and close-ended questions. With the exception of the socio-demographic component, each section was assessed using a Five Point scale that spans from Strongly Disagree (1) to Strongly Agree (5).

**Administration of Questionnaire**

The administration of the questionnaires was carried out by the researcher after obtaining authorization from the supervisor and the Deputy Commissioner of Police. While officers were encouraged to participate, their involvement remained voluntary, ensuring ethical compliance. Data collection took place over a period of 2 to 3 weeks following the distribution of the questionnaires, and every effort was made to respect participants' time and privacy, resulting in a high response rate.

**Ethical Consideration**

In order to ensure the confidentiality of the respondents, their consent was obtained prior to the delivery of the questionnaire. Consequently, any personal information such as names and addresses that may potentially expose the identity of the respondents was deliberately omitted from the questionnaire.

**Technique of Data Analysis**

The focal point of this approach is the process of collecting data, which is then followed by the analysis of the acquired information<sup>9</sup>. Regression analysis being a statistical method used to elucidate the causal relationship between variables was utilized. Specificity, multiple regression analysis was carried out. Data

was analysed via the Statistical Package for Social Sciences (SPSS).

## RESULTS

All questionnaires administered were returned, and used for the analysis.

### Demography of Respondents

Table 1 presents pertinent details on the gender, age range, department, and years in the armed forces of the respondents.

<b>Variables</b>	<b>Labels</b>	<b>Frequency</b>	<b>%</b>
<b>GENDER</b>	Male	126	52.5
	Female	114	47.5
<b>AGE</b>			
	Below 21	9	3.8
	21-30	70	29.2
	31-40	115	47.9
	41-50	33	13.7
	51 and above	13	5.4
<b>EDUCATIONAL QUALIFICATION</b>			
	SSCE	29	12.1
	National Diploma	36	15
	HND	63	26.3
	B.Sc.	85	35.4
	MSc/MBA	23	9.6
	PhD	4	1.7
<b>YEARS OF EXPERIENCE IN THE POLICE FORCE</b>			
	0-5	41	17.1
	6-10	110	45.8

11-15	59	24.6
16-20	18	7.5
20 and above	12	5
<b>JOB POSITION/TITLE</b>		
Recruit	20	8.3
Police constable	42	17.5
Police Corporal	50	20.8
Police sergeant	48	20
Cadet Inspector	47	19.6
Asst. Superintendent	19	7.9
Deputy superintendent	9	3.7
Superintendent	2	0.8
Deputy Commissioner and above	3	1.2
<b>DEPARTMENT IN THE FORCE</b>		
Administration	45	18.8
Operation	67	27.9
Logistics and Supply	37	15.4
Investigation and intelligence	53	22.1
Training and Command	27	11.3
ICT	11	4.6

**Source: Field Survey, 2024**

Among the individuals in Table 1, 52.5% were male and 47.5% were female. These findings suggest that

the male respondents outnumbered the female respondents. An analysis of the age distribution of respondents reveals that the age group with the greatest concentration of respondents was between 31 and 40 years old. 115 (47.9%) Next in line are respondents aged 21-30 years, accounting for 70 (29.2%), respondents aged 41-50 years, 33 (13.7%), respondents aged 51 and beyond, and respondents aged below 21 years, 9 (3.8%). Furthermore, 29 (12.1%) had SSCE. 36 respondents (15%) had a National Diploma, 63 respondents (26.3%) had a Higher National Diploma (HND) certificate, and 85 respondents (35.4%) had a B.Sc. 23 (9.6%) earned MSc/MBA degrees, whereas 4 (1.7%) had a PhD. The distribution of years of experience in the police force across different year ranges/brackets indicates that the largest number of respondents, 110 (45.8%), fell within the year bracket of 6-10 years. Survey results indicate that 59 respondents (24.6%) fell within the age range of 11-15 years, 41 respondents (17.1%) fell under the age range of 0-5 years, 18 respondents (7.5%) fell within the age range of 16-20 years, and 12 respondents (5%) fell within the age range of 20 and above.

Also the distribution of respondents by job position/title in the police force revealed that Police corporal 50(20.8%) had the highest distribution, followed by Police sergeant 48(20%), followed closely by Cadet Inspector 47(19.6%), Police constable 42(17.5%) came in next while Asst. Superintendent 19(7.9%) followed closely. Deputy Superintendent 9(3.7%) Deputy Commissioner and above 3(1.2%) and Superintendent 2(0.8%) followed accordingly.

Distribution according to the Departments in the Nigerian Police force revealed that Operation 67(27.9%) had the highest distribution followed closely by investigation and intelligence 53(22.1%), Administration 45(18.8%), Logistics and supply 37(15.4%), Training and command 27(11.3%) and ICT 11(4.6%) followed with their respective distribution.

### **Multiple Regression**

Table 2 presents the result of the multiple regression; Independent variables (equal opportunity, equal treatment, recruitment policy, and promotion policy), while dependent variable is organizational performance.

SUMMARY						
OUTPUT						
<i>Regression</i>						
<i>Statistics</i>						
R	0.13					
R Square	0.01					
Adjusted R <sup>2</sup>	0.01					
Std. Error	0.48					
Observations	777					
ANOVA						
					<i>Significance</i>	
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>F</i>	
Regression	4	3.52	0.88	3.75	0.00	
Residual	772	180.87	0.23			
Total	776	184.39				
		<i>Standard</i>			<i>Upper</i>	
	<i>Coefficients</i>	<i>Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>95%</i>
Intercept	4.46	0.04	105.23	0	4.38	4.54
<b><i>EQUAL</i></b>						
<b><i>OPPORTUNITY</i></b>	-0.01	0.01	-1.13	0.25	-0.04	0.01
<b><i>EQUAL</i></b>						
<b><i>TREATMENT</i></b>	-0.01	0.01	-0.71	0.47	-0.03	0.01
<b><i>RECRUITMENT</i></b>						
<b><i>POLICY</i></b>	-0.03	0.01	-2.32	0.02	-0.07	-0.00
<b><i>PROMOTION</i></b>						
<b><i>POLICY</i></b>	0.04	0.01	3.24	0.00	0.01	0.07

### Field Survey (2024)

Table 2 presents the R value of 0.13, suggesting a weak connection between the independent measures and the dependent variable. The coefficient of determination (R Square) of 0.019 indicates that about 1.91% of the variability in the dependent variable can be explained by the independent factors. The Standard Error coefficient of 0.48 represents the average difference between the observed data and the regression line. An alternative to the Analysis of Variance (ANOVA) paradigm is proposed: Degrees of

freedom for regression analysis (4): This model has four predictors. The variable SS (3.52) denotes the total sum of squares obtained from the regression analysis. The residual degrees of freedom (df) of 772 indicate the number of degrees of freedom allocated to the residuals. Residual SS (180.87): The cumulative sum of squares derived from residual differences. F (3.75): Significance of the F-statistic the observed p-value for the whole model is 0.0049, suggesting that the model has statistical significance ( $p < 0.05$ ). The coefficients are as follows: The intercept (4.46) specifies the starting value of the dependent variable when all independent variables are assigned a value of zero. A correlation coefficient of -0.01 observed for equal opportunity suggests a negative association with the dependent variable. However, the statistical significance of the outcome has not been confirmed (p-value = 0.25). A correlation coefficient of -0.01 obtained for equal treatment suggests a negative relationship with the dependent variable. Moreover, it does not have statistical significance as shown by a p-value of 0.47.

The recruitment strategy has a negative correlation with the dependent variable, as shown by a coefficient of -0.03969. The statistical study indicates a statistically significant correlation (p-value = 0.02) between less optimal recruitment methods and worse organizational performance. The coefficient of 0.04 for the promotion policy statistic suggests a positive association with the dependent variable. The obtained statistical significance (p-value = 0.00) suggests a strong positive relationship between more favourable promotion policies and higher levels of organizational effectiveness.

## Discussion

The aim of this research was to experimentally examine the correlation between gender equality and organisational performance within the Oyo state police command. The study investigated the significance of four main sub-variables, including equal opportunity, equal treatment, recruiting policy, promotion policy, and organisational performance, in relation to the performance of the Oyo State Police command. The findings clearly indicate that equal opportunity does not have a substantial influence on the performance of police officers in Eleyele Police command. This finding contradicts the thesis put out by<sup>10</sup>, who conducted an analysis of the contributions and impacts of equal opportunity on employee performance within the employment setting. Their research particularly examined the impact of equal chances on the occupational performance of workers at BDF hospital in Bahrain. The regression analysis disclosed a statistically substantial and favourable impact of equal chances on the performance of employees in the institution, including four aspects.

The findings indicate that the allocation of equal treatment does not significantly affect the performance of police officers within the Eleyele Police command. However, it fails to support the conclusions of<sup>11</sup> in his research on the determinants of female police officers' performance in Akure Command, Ondo State, Nigeria. The findings exposed the consequences of unfair treatment perpetrated on female police officers. Furthermore, it is evident that the welfare package provided to the Nigerian Female Police is insufficient, and their level of motivation appears insufficient. One significant finding is that Female Police officers in Nigeria suffer from a lack of motivation, which therefore affects their morale and commitment to their conventional duties.

The analytical results indicate that the recruiting strategy directly affects the performance of police officers in the Eleyele Police command. The aforementioned results align with the study undertaken by<sup>12</sup> about the influence of the recruitment and selecting process on the success of organizations. There is a growing recognition among businesses that the effectiveness of their operations is increasingly dependent on the appropriate recruitment and selection of their human resources. Therefore, it is important to carefully examine the recruitment and selection process and assess the influence of job analysis, interview activities, hiring policy, and testing on the company's performance. The study revealed a statistically significant positive influence of the recruitment and selection process on the success of the business. The evaluation of the results indicate that the promotion strategy has a substantial influence on the performance of police officers within the Eleyele Police force. These results align with the research undertaken by<sup>13</sup>, which investigated the regulations for promotions and the performance of employees at

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several branches of Golis Company in Dhahar, Puntland, Somalia. Moreover, it was shown that there was a link between the regulations governing promotions and the job performance of employees. The result of the study confirm that promotion strategies have a very substantial impact on the performance of police officers in Eleyele Police command.

The findings highlight the need for police departments to prioritize recruitment and promotion policies to enhance officer performance. Robust recruitment processes, including transparent hiring and rigorous evaluations, are essential to attract qualified personnel. Similarly, merit-based promotion systems with clear criteria can boost morale and job satisfaction while fostering fairness. Additionally, addressing welfare gaps, especially for female officers, can improve motivation and commitment. By focusing on these areas, police departments can enhance both organizational performance and public trust.

### **Conclusion**

The study examined the correlation between gender equality and organisational performance by using empirical data obtained from the Oyo State Police Command. The aim of this research was to investigate the influence of equal opportunity, equal treatment, recruitment, and promotion policies on the occupational effectiveness of police officers in Eleyele Police command. The findings of the research suggest that the recruitment and promotion policies have a significant influence on the performance of the police command. Nevertheless, it has been shown that the principles of equal opportunity and fair treatment do not have any impact on the functioning of Eleyele Police Command.

## Recommendations

Based on the findings of the study, the following recommendations were made.

- i. Implement transparent, merit-based recruiting processes that emphasize skills, abilities, and potentials above subjective measurements. This includes properly assessing applicants, through standardized testing and assessment centres, and training of hiring committees to identify and address unconscious biases.
- ii. To promote diversity and inclusion, appropriate methods should be developed to recruit personnel from varied populations, including ethnic, gender, and socioeconomic groupings. Build a diversified applicant pool via community and educational groups. Promote diversity and inclusion to reduce attrition and boost job satisfaction.
- iii. Implement fair and equitable promotion policies by: establishing transparent career progression channels and informing officers about criteria and possibilities. Performance measurements and proved abilities should determine promotions, not tenure or subjective views. Mentor officers from underrepresented groups to help them advance their careers.
- iv. Provide ongoing professional development opportunities, such as leadership training, specialist skills training, and educational progression. Perform frequent performance evaluations to identify strengths and weaknesses and create focused growth strategies. Encourage officers to provide input on recruiting and promotion procedures to improve and address problems.

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