

# South African Police Service Initiatives to Foster a High-Performance Culture

Dr. John Motsamai Modise  
South African Police Service

**Abstract:- To improve staff performance management, this article assesses the South African Police Service's efforts to create a culture of high performance. The paper, which was split into two parts, concentrated on several topics, evaluation of the correct use of the SAPS's crime statistics in monitoring and resolving crime, the quality and richness of information in crime reports, the level of crime statistics analysis in crime reports, end users' processing of crime statistics to generate predictions and intelligence, the correlation of crime-related information issued by these two organisations and the interpretation of this information. The theoretical framework, police service capacity building, police performance, the importance of a high-performance culture, the benefits of a high-performance culture, the five steps to a high-performance culture, key characteristics of a high-performance culture, the development of a high-performance company culture, the use of performance management strategies, and practical implications for high-performance organizations were all discussed in the second section. An organization can produce great results and a high level of growth by implementing a set of values, attitudes, and behaviors called a high-performance culture. Effective performance procedures are established in high-performance cultures and given top priority at all levels of the business, resulting in a work environment that is most supportive of development. It is crucial to remember that creating a high-performance culture involves more than just getting great outcomes right away. It also involves developing a long-lasting culture that encourages ongoing improvement and innovation. Only when organizations are competent in carrying out each essential step of the performance management process successfully can effective performance be carried out. Along with consistently setting goals and planning work, they also track progress toward those goals, provide feedback to workers, help them acquire the skills necessary to accomplish those goals and reward positive behavior and outcomes.**

**Keywords:-** Police Management; Performance Management; Policing, Police Reform, Public Administration, Capacity Building.

## I. INTRODUCTION

The government and the police have the primary responsibility for ensuring the public's safety, which accounts for a sizeable portion of the policing budget and draws a disproportionate amount of public attention. Police

chiefs are putting in endless effort to deal with the problems of increased violent crime, significant job vacancies, risk reduction, and community needs and expectations. To ensure that the South African Police Service (SAPS) can successfully and efficiently carry out its purpose of protecting the public and enforcing the law, it is crucial to cultivate a culture of high performance within the organization. How effectively these organizations execute in offering these goods and services is one of the key queries that emerge across various types of enterprises.

Organizations commonly use performance measures to respond to these questions. But without managerial practices that employ those measurements to enhance performance, performance measures on their own are not very helpful (Den Hartog et al. 2004, Johnston and Pongatichat 2008, Kaplan and Norton, 2001). The term "performance management" refers to the process of controlling performance to meet predetermined benchmarks (Beer and Ruh, 1976). Performance and performance management have evolved into key concepts in both corporate and law enforcement organizations. According to Barton and Beynon (2011), the police have adjusted their goal to be more responsive to the needs and demands of the public and to function more effectively, economically, and efficiently. It entails continuously working to raise service standards, lower crime, and anti-social behavior, and bring offenders to justice—in other words, to deliver safer and stronger communities while also giving the general public the most value for their money.

➤ *To combat crime and maintain community safety, the police play a crucial role in society. They provide a variety of essential and recognizable services to our local communities, and their duties cover a wide spectrum of undertakings. We depend on the police for a variety of things, including the following:*

- Preventing all forms of crime, including fraud and shoplifting;
- Identifying criminals and assisting in their prosecution;
- Disrupting organized crime networks and combating transnational crime
- Giving comfort (for instance, by having a visible police presence) and aiding in reducing the fear of crime;
- Increasing public safety (for instance, by preventing reckless drivers or controlling commotion and anti-social behavior).

In its most basic sense, police performance simply refers to how effectively they carry out and deliver the numerous tasks that fall within their purview. Despite being a prevalent misconception, "performance" does not equal "performance indicators" (i.e., numbers and statistics). A good illustration of this is when individuals mistake police performance for basic crime statistics. Unless they have been properly established, performance indicators may not cover all of the areas for which the police are accountable. Instead, they only assist us in assessing what performance is.

A higher focus on resource use has emerged as a result of budget cuts and pressure to prioritize efficiency. Therefore, resource-based visualization is a useful technique for assessing performance and how police forces meet the needs and expectations of external stakeholders (Barney, 1991). The trait that all successful firms share is an organized approach to performance control. This study has an equal impact on the police force. More than merely seeking numbers or targets is involved in performance management in law enforcement. It entails approaching problem-solving with consideration and intensity, including deliberate planning, zealous action, and ongoing evaluation of outcomes in connection to objectives to acquire knowledge for the future (Weisel, 2018). To examine each component of the organization's performance levels and increase productivity, a corporation sets a set of metrics for performance management. Performance management is utilized to carry out the organization's goals as effectively and efficiently as is practical. In the current climate of budget cuts, businesses should increasingly rely on the performance management of police officers to help them responsibly and successfully achieve their financial objectives. Budget deficits have become an increasing problem for local governments recently (Travis, 2015).

The organization must have goals or results it wants to achieve with a performance management system. Once these goals have been established, a measuring technique should be applied to determine how well the agency is doing at attaining its objectives. This assessment system should include benchmarks and performance standards to evaluate how well an organization is performing concerning its goals. The agency's funding ought to be determined by how well it manages underperformance (within permissible boundaries). Public officials should be held accountable if they fall short of accepted standards (Marx, 2015).

Performance management, according to Montebello (2003), is the management of people in connection to procedural activity and behavioral patterns. Performance management, regrettably, has come to be associated with firing employees, claim Mendenhall et al. (2006). It is typically presented as a positive framework for individuals and consequently, collective organizational development (Mullins, 2010) to enable employees to reach and exceed their goals by adopting an effective method of carrying out a task or process to produce high-quality and consistent results (Hackman, 2002). Performance management activities include benchmarking expectations, assessing best practices about the industry or service sector, setting explicit

expectations for job roles through regular performance reviews to ensure ongoing service monitoring, and boosting employee engagement (Mendenhall et al., 2006). When considering ways to enhance police performance, intellectual capital is a highly helpful tool.

A good performance management system will strengthen performance. Performance management can be thought of as an all-encompassing phrase that encompasses all of how an organization and the people in charge of its activities coordinate and guide actions to accomplish that company's goals (Beardwell, & Thompson, 2017). The three forms of performance that are the subject of performance management are as follows:

- Task performance refers to carrying out the responsibilities and duties that support the creation of a good or service, as well as administrative activities. These cover the majority of the duties listed in a typical job description.
- Citizenship is the practice of behaviors that enhance the psychological climate of the organization, such as offering assistance to those in need when it is not requested, supporting organizational goals, showing respect to co-workers, offering helpful suggestions, and promoting the workplace.

According to Robbins and Judge (2019), counterproductive behavior includes stealing, damaging business property, behaving violently toward co-workers, and taking unplanned absences.

➤ *To establish a high-performance culture in the SAPS, several essential components must exist. These consist of:*

- Clearly defined values and objectives: The SAPS must be aware of its values and objectives, and these must be made known to all workers. Employees must also comprehend how their particular positions help to achieve these objectives;
- Effective leadership: To foster a culture where employees feel appreciated and respected, SAPS executives must lead by example. They must also communicate expectations clearly and offer frequent feedback;
- Possibilities for professional development: Employers must provide employees with chances to advance their careers. Training, mentoring, and other chances for development can help with this;
- An emphasis on continual improvement: The SAPS must work hard to boost its efficiency. Setting high-stakes objectives, monitoring progress, and making necessary adjustments are all ways to do this;
- A collaborative and encouraging work environment: Colleagues and managers must make employees feel supported. Additionally, they must feel at ease working together to accomplish shared objectives;

The SAPS can develop a high-performance culture that will allow it to carry out its mission successfully and efficiently by concentrating on five essential components.

➤ *The SAPS can implement the following specific measures to create a high-performance culture:*

- Establish a set of values and objectives that are precise and consistent with the organization's mission and vision. All staff members should be informed of these principles and objectives, which should be used to direct behavior and decision-making.
- Attract and keep top employees by providing competitive compensation, perks, and chances for professional advancement. The SAPS should also establish a welcoming and cooperative work environment.
- Regularly give staff member's feedback on how they are doing and offer suggestions for improvement. The purpose of this constructive criticism should be to aid employees in expanding their skill set and knowledge.
- Thank and honor staff members for their contributions. Employees will be inspired by this and encouraged to keep up their high standards of performance.
- Foster a culture of lifelong learning by giving staff members the chance to participate in workshops and training sessions. Employees will benefit from having access to the most recent trends and technologies.
- Encourage people to take initiative and make decisions. Employees will feel more accountable and responsible as a result of this.
- These activities will help the SAPS create a high-performance culture that will help it accomplish its goals and objectives.

## II. POLICE RESEARCH PRIORITY AREA 3: BUILDING A CULTURE OF PERFORMANCE

➤ *Evaluation of the Correct use of the SAPS's Crime Statistics in Monitoring and Resolving Crime*

The South African Police Service (SAPS) releases crime statistics every quarter. These statistics are used by the SAPS to monitor crime trends and to identify areas where crime is concentrated. They are also used by the government to develop crime prevention strategies. The correct use of SAPS crime statistics in monitoring and resolving crime requires several steps. These steps include:

- *Collecting Accurate Data:*  
The SAPS must collect accurate data on crime. This data must be collected consistently and systematically.
- *Analyzing the Data:*  
The SAPS must analyze the data to identify crime trends and patterns. This analysis can help the SAPS to identify areas where crime is concentrated and to develop targeted crime prevention strategies.

- *Disseminating the Data:*

The SAPS must disseminate the data to the public and other stakeholders. This will help to raise awareness of crime and to encourage the public to report crime.

- *Using the Data to Make Decisions:*

The SAPS must use the data to make decisions about how to allocate resources and how to prioritize crime prevention efforts.

The SAPS has made some progress in the correct use of crime statistics. However, there are still some challenges that need to be addressed. These challenges include:

- *Inaccurate Data:*

The SAPS crime statistics are not always accurate. This is due to several factors, including under-reporting of crime and misclassification of crimes;

- *Lack of Analysis:*

The SAPS does not always analyze the crime statistics in a comprehensive and timely manner. This makes it difficult to identify crime trends and patterns;

- *Limited Dissemination:*

The SAPS does not always disseminate the crime statistics in a way that is accessible and understandable to the public;

- *Lack of use:*

The SAPS does not always use the crime statistics to make decisions about how to allocate resources and how to prioritize crime prevention efforts;

To improve the correct use of SAPS crime statistics, the following steps can be taken:

- *Improve the Accuracy of the Data:*

The SAPS can improve the accuracy of the crime statistics by strengthening its reporting mechanisms and by encouraging the public to report crime;

- *Increase the Analysis of the Data:*

The SAPS can increase the analysis of the crime statistics by hiring more analysts and by providing them with the resources they need;

- *Improve the Dissemination of the Data:*

The SAPS can improve the dissemination of crime statistics by making them available in a variety of formats and by making them more accessible to the public;

- *Increase the use of the Data:*

The SAPS can increase the use of crime statistics by making them a more central part of its decision-making process.

By taking these steps, the SAPS can improve the correct use of crime statistics in monitoring and resolving crime. In addition to the above, the SAPS can also collaborate with other stakeholders, such as the National Crime Prevention Strategy (NCPS) and the Community Safety Partnerships (CSPs), to ensure that the crime statistics are used effectively. The NCPS is a national framework for crime prevention, and the CSPs are local partnerships between the SAPS and communities. By collaborating with these stakeholders, the SAPS can ensure that crime statistics are used to inform crime prevention strategies that are tailored to the needs of specific communities.

➤ *The Quality and Richness of Information in Crime Reports*

The quality and richness of information in crime reports are essential for effective crime prevention and investigation. High-quality crime reports should include the following information:

- The date and time of the crime;
- The location of the crime;
- The type of crime;
- A description of the victim(s) and the offender(s);
- Any other relevant information, such as a motive or witness statements.

Rich crime reports go beyond the basic information and include additional details that can help investigators solve the crime. This information can include:

- The victim's background and personal history;
- The offender's background and criminal history;
- The crime scene environment;
- The modus operandi of the offender;
- Any other information that may be relevant to the crime.

The quality and richness of information in crime reports can be improved by:

- Training police officers on how to write comprehensive and informative reports;
- Using standardized reporting forms;
- Ensuring that all relevant information is collected and documented;
- Using technology to improve the quality of crime reports.

By improving the quality and richness of information in crime reports, the SAPS can improve its ability to prevent and investigate crime. Some specific actions that the SAPS can take to improve the quality and richness of crime reports:

- *Provide Training to Police Officers on how to Write Comprehensive and Informative Reports.*

This training should cover the importance of including all relevant information, as well as the use of standardized reporting forms.

- *Use Standardized Reporting Forms*

This will help to ensure that all crime reports are consistent and that all relevant information is collected;

- *Encourage Police Officers to Collect All Relevant Information:*

This includes information about the victim, the offender, the crime scene, and the modus operandi of the offender;

- *Use Technology to Improve the Quality of Crime Reports:*

This could include using software to automatically collect information from crime scenes or to analyze crime data.

By taking these actions, the SAPS can improve the quality and richness of crime reports, which will help to improve its ability to prevent and investigate crime.

➤ *The Level of Crime Statistics Analysis in Crime Reports.*

The level of crime statistics analysis in crime reports can vary depending on the jurisdiction and the resources available. However, in general, crime reports should include some level of statistical analysis to help law enforcement agencies understand the nature and extent of crime in their communities.

The specific types of statistical analysis that can be included in crime reports include:

- *Descriptive Statistics:*

This type of analysis provides basic information about the crime, such as the number of crimes committed, the types of crimes committed, and the locations where crimes are committed.

- *Inferential Statistics:*

This type of analysis allows law enforcement agencies to make inferences about the population of crimes based on the sample of crimes that are reported.

- *Spatial Analysis:*

This type of analysis uses maps and other spatial data to identify patterns in crime.

- *Temporal Analysis:*

This type of analysis uses time series data to identify trends in crime.

The level of statistical analysis that is included in crime reports should be tailored to the specific needs of the law enforcement agency. For example, a small agency with limited resources may only be able to conduct basic descriptive analysis. However, a larger agency with more resources may be able to conduct more sophisticated inferential and spatial analysis.

The level of statistical analysis in crime reports can be improved by:

- *Training Police Officers on how to Conduct Statistical Analysis.*

This training should cover the basics of descriptive, inferential, and spatial analysis.

- *Providing Law Enforcement Agencies with Access to Statistical Software.*

This software can be used to conduct more sophisticated statistical analysis.

- *Collaborating with Statisticians and Other Data Scientists.*

These experts can help law enforcement agencies to use statistical analysis to better understand crime.

By improving the level of statistical analysis in crime reports, law enforcement agencies can make better decisions about how to allocate resources and how to prevent and investigate crime. Some specific actions that the SAPS can take to improve the level of statistical analysis in crime reports:

- *Provide Training to Police Officers on how to Conduct Statistical Analysis.*

This training should cover the basics of descriptive, inferential, and spatial analysis.

- *Provide Law Enforcement Agencies with Access to Statistical Software.*

This software can be used to conduct more sophisticated statistical analysis.

- *Collaborate with Statisticians and Other Data Scientists.*

These experts can help law enforcement agencies to use statistical analysis to better understand crime.

- *Develop a Standardized Crime Reporting System that Includes a Standard Set of Statistical Measures.*

This will make it easier to compare crime data across different jurisdictions and to track trends over time.

- *Require Police Officers to Collect and Report Data on All Crimes, Even those that are not Solved.*

This will provide a more complete picture of crime in the community.

By taking these actions, the SAPS can improve the level of statistical analysis in crime reports, which will help to improve its ability to prevent and investigate crime.

- *The Level of Interpretation of Crime Statistics and Application by End Users.*

The level of interpretation of crime statistics and application by end users can vary depending on the user's knowledge of statistics, the purpose of the analysis, and the availability of resources. In general, end users should be aware of the following factors when interpreting crime statistics:

- **The limitations of crime statistics:** Crime statistics are not perfect and can be affected by several factors, such as under-reporting and misclassification.
- **The purpose of the analysis:** The purpose of the analysis will determine the level of detail and interpretation needed. For example, a basic understanding of crime statistics may be sufficient for a public safety report, while a more detailed analysis may be needed for a research paper.
- **The availability of resources:** The availability of resources, such as time and data, will also affect the level of interpretation that is possible.

Some specific actions that end users can take to improve the interpretation of crime statistics:

- *Be Aware of the Limitations of Crime Statistics.*

This includes understanding the factors that can affect crime statistics, such as under-reporting and misclassification.

- *Understand the Purpose of the Analysis.*

This will help to determine the level of detail and interpretation that is needed.

- *Be Familiar with the Data.*

This includes understanding the definitions of the variables and the methods used to collect and analyze the data.

- *Use Multiple Sources of Data.*

This can help to mitigate the limitations of any single source of data.

- *Consult with Experts.*

This can be helpful if the end user is not familiar with statistics or if the analysis is complex.

By taking these actions, end users can improve the interpretation of crime statistics and make better decisions about how to use them. Some additional things to keep in mind when interpreting crime statistics:

- Crime statistics are often presented in aggregate, which means that they are combined over some time or across a geographic area. This can make it difficult to see the trends or patterns in crime.
- Crime statistics can be used to compare different jurisdictions or periods. However, it is important to be aware of the differences in reporting practices and definitions of crime between jurisdictions.
- Crime statistics can be used to identify areas where crime is concentrated. This information can be used to target crime prevention efforts.
- Crime statistics can be used to track the effectiveness of crime prevention programs.

By understanding the limitations of crime statistics and taking the necessary steps to interpret them correctly, end users can use them to make better decisions about how to prevent and investigate crime.

➤ *End Users’ Processing of Crime Statistics to Generate Predictions and Intelligence.*

End users can process crime statistics to generate predictions and intelligence by using a variety of methods, including:

- *Data Mining:*

This is a process of extracting patterns and trends from large data sets. Data mining can be used to identify crime patterns, such as the time of day or day of the week when certain crimes are more likely to occur.

- *Machine Learning:*

This is a type of artificial intelligence that allows computers to learn from data without being explicitly programmed. Machine learning can be used to develop models that can predict crime, such as who is likely to be a victim of crime or where crime is likely to occur.

- *Geospatial Analysis:*

This is the use of maps and other spatial data to analyze crime patterns. Geospatial analysis can be used to identify areas where crime is concentrated and to target crime prevention efforts.

- *Social Network Analysis:*

This is the study of relationships between people or organizations. Social network analysis can be used to identify individuals or groups that are involved in crime.

The specific methods that are used to process crime statistics will vary depending on the specific needs of the end user. For example, a law enforcement agency may use data mining to identify crime patterns, while a private security company may use machine learning to develop a model that predicts crime. It is important to note that no single method is perfect and that the results of any analysis should be interpreted with caution. Crime statistics are often incomplete or inaccurate, and the results of any analysis can be affected by the quality of the data.

Some specific examples of how end users can use crime statistics to generate predictions and intelligence:

- A law enforcement agency can use data mining to identify crime patterns, such as the time of day or day of the week when certain crimes are more likely to occur. This information can be used to target patrols and other crime prevention efforts;
- A private security company can use machine learning to develop a model that predicts crime. This model can be used to identify individuals or groups that are at risk of becoming victims of crime;

- A city government can use geospatial analysis to identify areas where crime is concentrated. This information can be used to target crime prevention efforts, such as increased lighting or security patrols;
- A community group can use social network analysis to identify individuals or groups that are involved in crime. This information can be used to develop targeted crime prevention programs.

By processing crime statistics thoughtfully and analytically, end users can generate predictions and intelligence that can be used to prevent and investigate crime.

➤ *The Statistical Model of the SAPS is used to Calculate Crime Rates Compared to the One used by Statistics South Africa and is a Benchmark of International Practices.*

The South African Police Service (SAPS) uses a statistical model to calculate crime rates based on the number of crimes reported to the police. The model takes into account the population of the area, the number of police officers, and the crime clearance rate.

Statistics South Africa (StatsSA) also uses a statistical model to calculate crime rates, but their model is based on a survey of households and businesses. This survey asks respondents if they have been victims of crime in the past year. The international benchmark for calculating crime rates is the United Nations Office on Drugs and Crime (UNODC). The UNODC uses a model that is based on both police reports and victim surveys. The SAPS model has been criticized for being inaccurate, as it does not take into account the under-reporting of crime. The StatsSA model is considered to be more accurate, but it is also more expensive to collect data. The UNODC model is considered to be the most accurate, but it is also the most difficult to implement.

In 2015, the SAPS and StatsSA signed a memorandum of understanding to collaborate on improving the accuracy of crime statistics in South Africa. As part of this collaboration, the two organizations are working to develop a new statistical model that combines the strengths of their respective models. The new model is expected to be more accurate than the current models used by the SAPS and Stats SA. It is also expected to be more cost-effective than the StatsSA model. The new model is expected to be implemented in 2024.

Table 1 Comparing the Three Statistical Models

STATISTICAL MODEL	STRENGTHS	WEAKNESSES
Uniform Crime Reporting (UCR)	Comprehensive	Vulnerable to reporting bias
National Crime Victimization Survey (NCVS)	Less vulnerable to reporting bias	Less comprehensive
Combination of UCR and NCVS	More comprehensive and accurate	More complex and costly

### III. POLICE ROLE AND POLICE PERFORMANCE MANAGEMENT AUTHORITIES

➤ *The function of the police authority in performance management, as well as the role of the police force and why it differs, are described in this section. This section also outlines a few terms that are used to describe the function of the police authority. The entire performance management of force action involves police authority. The law requires police agencies to:*

- Ensure that a police service that is effective and efficient is maintained;
- Achieve ongoing improvements in the performance of the police;
- Find out what the residents in the area think about policing.

Therefore, crucial stakeholders in the administration of police performance are police authorities. Authorities do not directly manage police resources at an operational level, therefore their purpose is not to imitate or recreate the in-force performance management regime. Many forces have made significant progress in recent years in establishing performance management structures and processes as well as in creating a performance-focused culture.

The chief officer is in charge of the force's internal performance management processes and, along with the other members of the command team, is essential to the force's performance management. Although many of the topics covered in this document involve managing performance within the police force itself, this guidance is intended for police authorities rather than police forces themselves (Home Office police website <http://www.police.homeoffice.gov.uk>). Authorities from the police force must be convinced that the systems in place for performance management are appropriate. By ensuring delivery, the police authority generates value for its communities.

Police resources are being balancedly allocated to the most pressing problems, which are those that are prioritized based on local input, political imperatives, and operational concerns. After resources are allocated to the issues that need to be addressed (i.e., priorities), they assist in the achievement of desired objectives (outputs and outcomes), and these goals are attained using efficient and moral means. Additionally, the authority's performance of these duties ought to benefit the force. The authority actively participates in managing the performance of the police.

➤ *Therefore, the Overall Authority Function in Managing Police Performance is:*

Planning and establishing goals (as outlined in the local policing plan):

- Obtaining public input on policing issues;
- Coordinating contributions from partner agencies to policing priorities;

- Examining the national policing priorities that the Home Secretary should adopt;
- Used the regional force;
- Establishing performance goals and budgets based on local priorities;

Keeping track of how performance compares to the policing plan (see the definition of performance monitoring) and making sure the force is managing performance daily to assure delivery:

- Routinely assessing the force's performance about its promises;
- Using performance data to ask the force questions about how and why a certain level of performance was attained;
- Drawing judgments regarding the efficacy and efficiency of a policing component using performance data and responses from the force;
- Recognizing and applauding excellent work, and promoting the exchange of best practices within the force and with other forces.
- Demanding the police to develop strategies for enhancing performance in high-priority sectors.

Keeping track of the force's external performance data (such as that provided by the Police Standards Unit or Her Majesty's Inspectorate of Constabulary, or HMIC), and seeking assistance as needed:

- Learning, advice, and criticism;
- Informing the public of progress made in implementing the annual local policing strategy;
- Transferring knowledge and experience from one performance cycle (year) to the next to shape future goals and planning for policing.

There have been numerous attempts in recent years to adequately represent the complex and occasionally opposing concerns of police agencies. According to Harvard criminologists Mark Moore and Anthony Braga (2003), police chiefs or other reformers won't have a chance to push the organization toward higher levels of performance or to change its course unless a comprehensive and multifaceted measurement system of police performance is adopted.

They suggested the following seven pertinent performance measuring dimensions:

- Reducing victimization and criminality. The agreement now is that decreasing crime is the single most significant contribution that police make to the welfare of society, notwithstanding some experts' claims (Bayley, 1994) to the contrary.
- Accountability for offenders (clearance and conviction rates). It is preferable to hold offenders accountable because doing so helps to restore equity and because punishment can help to stop and deter offenders from committing other crimes.

- Lessening anxiety and boosting security (feel secure in your house and neighborhood). One of the main costs of crime is fear of victimization. It is associated with victimization rates, but other elements, such as disorderly situations, can have an impact.
- Improving safety and order in public areas (e.g., decreasing traffic accidents and encouraging more people to use parks).
- Improving safety and order in public areas (e.g., decreasing traffic accidents and encouraging more people to use parks).
- Adopting a fair and minimal use of force policy (reduce shootings, advance racial equality). The police are granted specific powers by society to further the objectives of enhancing public safety and suppressing crime, which they must then employ with discretion and equity.
- Adopting a fair and minimal use of force policy (reduce shootings, advance racial equality). The police are granted specific powers by society to further the objectives of enhancing public safety and suppressing crime, which they must then employ with discretion and equity.
- Improving "customer" contentment. In addition to fighting crime, the police offer the public a variety of other services. Police authority is increased through providing excellent service to the public.

The necessity of accountability to the public is emphasized by Moore and Braga's dimensions, both as users of policing services and as owners or investors in the policing "enterprise."

#### IV. THE INTERPRETATION OF THIS INFORMATION AND THE CORRELATION OF INFORMATION RELATED TO CRIME ISSUED BY THESE TWO ORGANISATIONS

It's not always obvious how crime statistics published by Stats SA and the SAPS relate to one another. This is so because the two companies utilize various statistical models and data collection techniques. Based on offenses that are reported to the police, the SAPS UCR system was created. This means that the accuracy of the data depends on how well the police report it. There is proof that some crimes, notably violent ones, are more likely to be recorded than others. As a result, violent crimes may be overrepresented in the UCR data.

Surveys of families and companies serve as the foundation for the Stats SA NCVS. Because it only includes crimes that are reported by victims, the data is less complete but does not suffer from reporting bias. Some nations combine the UCR and NCVS to solve the shortcomings of each statistical model. This makes it possible to get a fuller, more precise picture of crime rates. There is a Memorandum of Understanding in South Africa for the SAPS and Stats SA to work together on crime statistics. This partnership strives to raise the caliber and reliability of South African crime data.

It can be difficult to evaluate crime-related data released by SAPS and Stats SA. This is because the data may be impacted by a variety of variables, including adjustments to reporting procedures, adjustments to policing tactics, and adjustments to the social and economic climate. All of these things need to be taken into account when assessing crime data. Additionally, it's critical to keep in mind that crime figures are merely one way to measure crime. They do not provide a complete picture of crime in a nation.

➤ *Some of the variables that may have an impact on crime statistics include:*

- Reporting practices: People's propensity to report crimes to the police might vary depending on a variety of variables, including their confidence in law enforcement, their concern for retaliation, and their familiarity with the criminal justice system.
- Policing tactics: The way the police deal with crimes can also have an impact on crime rates. A crime reduction may result, for instance, if the police put more of an emphasis on proactive policing, such as preventive patrolling.
- Social and economic context: These factors can also have an impact on crime rates. For instance, places with high percentages of unemployment and poverty tend to have greater crime rates.

These aspects should be taken into consideration when interpreting crime data. This will make sure that your understanding of crime in a nation is more accurate.

#### V. THEORETICAL FRAMEWORK

➤ *Performance Theory*

Although many other disciplines contribute to performance theory, Turner (1988) and Richard Schechner (1985) have done the most to connect them. Such two authors have focused attention on how every perceptive culture in the globe is governed by a code of behavior in activities, rituals, and daily life. The performance principle demonstrates that everyone in our culture performs. We can send messages to ourselves and other members of our social group by the clothes we wear, the conversations we have, and the meals we eat (Goffman, 1969). As a result, the quality theory enables the examination of human behavior and responses. It provides insight into how individuals perceive the world, other people, and themselves. Exploring how people behave and respond in society is possible through the study of performance.

This communication to us is done through words, which also serve as our means of action. It applies to the work of Austen (1962), who came to the conclusion that, in some instances, declaring certain objects should be viewed as being near to generating those objects. Analysis of the terminology employed to describe and define performativity is thus required. This is crucial to remember while thinking about the past since, in the end, it is the language and the structure of our past representations that enable the public to

"perform" the past. This is unquestionably accurate when current identity and representational problems are taken into account. The words we employ shape and form, exclude and include, and form and shape for both us and others. They describe who we are and our beliefs.

➤ *Building Capacity within the Police Service*

The idea of security sector reform with a capacity-building focus was proposed by several donor organizations in the late 1990s (Brzoska, 2006). The restoration of the official power monopoly falls under the scope of the security sector's reconstruction. The word "reform" underlines the requirement to modify the guiding principles of domestic security organizations. The operational police and army systems, as well as the functioning judicial and prison institutions, are all targets of the security sector's reform (Brzoska, 2006). In terms of institutional ideals and heritage, the police force has remained substantially unchanged for the past 200 years. According to modern law enforcement standards, the Indian police force is inexperienced, brutal, and unprofessional (Shinar 2009). While agreement was reached between NGOs (NGOs) in India, Shinar (2009) adds. The goal of the reform process is to assist the police in identifying the needs of the general public to provide police services, as well as to motivate and equip the police to meet these demands (Rauch et al. 2016). According to Jones, Newburn, and Smith (2015), public intuitions play a crucial role in the social structure of democratic countries. Depoliticizing the police will allow them to better serve the requirements of the general public (Jones, Newburn, & Smith, 2015).

Police can now follow the new rules and acquire new techniques for doing their duties thanks to democratic reform (Rauch et al. 2016). Incorporating measures to assist the police in developing their skills to successfully carry out their duties within the constraints imposed by human rights standards requires reforms to encourage compliance with human rights. The implementation of these measures is crucial. If not, the cops will either become less effective or simply more driven. If they don't. During the transition, basic investigative methods were disregarded in favor of political demands like crowd control (Davis, 2015).

The initial step toward the ensuing reforms was done in the era of self-regulation. The professionalization of the police movement occurred throughout this period. The projects attempted to increase police organization. The level of hiring new staff and professional advancement has been raised. Police practices, including the use of force, have been regulated. These efforts are carried out through training programs. These reforms principally concentrated on developing an internal control mechanism for police actions. To improve the qualifications of the police department in Kenya, the training program was modified and the recruitment standards were raised (Ndungu et al., 2011).

## VI. PERFORMANCE OF POLICE

A gauge of the organization's burden is employment quality. The productivity of the service industry is quantified. Economic activities, client and business sector performance, organizational structure and customer interactions, unsustainable practices, and workplace safety regulations all fall within this category (Grosi, 2012). The performance management discussion is contributed to differently by many academics. While others concentrate on the development of performance as a management tool, some offer direct conceptualization. However, performance management is the most comprehensive notion when compared to other performance-related ideas; it encompasses the entire management cycle, from designing organizational performance strategies to monitoring and performance measuring.

Performance appraisal, performance measurement, individual goal-setting, and growth planning are all included in Cherry's (1993) definition of performance management (Cherry, 1993: 97). According to Houldsworth (2004), performance "is about both achieving hard targets as well as the way in which this measurable performance is delivered," creating a framework with the and how as its two categories. According to this definition, hard targets are accomplishments that will be used to evaluate the organization externally (what), where behavior is seen as performance. The how involves carrying out the principles and behaviors that the organization has deemed crucial for its own survival. This notion implies that performance has internal and external components. Internally, it is a management task, and clients and the general public are also keeping an eye on it.

➤ *The full management cycle, from formulating organizational performance plans to monitoring and assessing results, would be included in the broadest definition of performance management (Cherry, 1993). Therefore, organizational performance management requires systems and procedures for promoting, controlling, and monitoring employee performance. Performance management in an organization includes sending a loud and obvious message that performance matters for promotions, awards, penalties, and indirect job benefits like training opportunities and travel. Performance management is the process of analyzing information about past, present, and potential future performance influences to determine what actions to take to improve that potential future performance. It can be useful to think of performance management as a cyclical process that, at its most fundamental level, entails:*

- Prioritizing and making plans.
- Quantifying expectations for the performance level that should be seen through plan execution (i.e., setting goals).
- Monitoring delivery, both in terms of how well the plan is being carried out and the actual results that are observed.

- Examining the achievements and drawing lessons from them, then incorporating this knowledge into the upcoming cycle to help determine the subsequent set of priorities.

➤ *Effective performance management requires:*

- Performance measurement is the process of gathering information regarding performance and processing it into a form that can be used, such as performance indicators.
- To assess the level of performance (e.g., is it becoming better or worse; is it worse or better than what we would expect), performance monitoring involves looking at the results of performance measurement.

A performance description is generated by performance measurement and monitoring and is used to guide decisions and actions. This performance description serves as the foundation for effective performance management.

➤ *Performance Management is Crucial Because it Affects how Resources are used Directly.*

In most cases, a service's demands (i.e., the results that users desire) will exceed the resources that can be used to meet those demands. As a result, decisions must be made regarding what will be done, how it will be done, when it will be done, how well it will be done, what won't be done, and when it will stop being done. Resources may be used inefficiently, ineffectively, or inequitably if an organization is not extremely careful as a result of the decisions that must be taken. The utilization of resources is based on facts and feedback, so an organization can make better decisions by adhering to performance management standards. Performance management may and should take place at every level, from a person taking steps to enhance their performance at work, through teams concentrating their efforts to get the greatest results, all the way up to an organization improving the delivery of the high-level objectives it seeks.

Due to irregular promotions and the denial of perks to which they are legally entitled, officers are becoming more and more dissatisfied with their jobs, which is another sign of poor organizational performance management. Police exploit these issues to justify using their authority to pursue financial goals that differ from those of managers, a situation that Lipsky (1980) refers to as "street-level bureaucracy as a policy maker."

Performance management is the process of deciding what steps to take to improve future performance over what it would otherwise be utilizing knowledge about past, present, and potential future performance aspects. It can be helpful to think of performance management as a cyclical process that, at its most fundamental level, entails:

- Setting priorities and making plans.
- Quantifying the standards for the performance level that

- Delivery monitoring, which takes into account both the steps taken to carry out the plan and the results that are observed.
- Review and incorporate lessons learned from progress into the following cycle to help determine the following set of priorities.

Performance management is successful when:

- Performance measurement is the process of gathering performance data and processing it to provide meaningful information, such as performance indicators.
- Performance monitoring involves assessing the outcomes of performance measurement to make assessments about the level of performance, such as whether it is improving or deteriorating and whether it is worse than anticipated.
- The outcome of measuring and monitoring performance serves as the foundation for successful performance management: choices and actions are based on the description of performance that is attained through these two phases.

Since it governs how resources are used, performance management is crucial. The needs for a service, or the outcomes that consumers desire, typically outweigh the resources available to fulfill those needs. To put it another way, decisions must be taken regarding what will be done, how it will be done, when it will be done, how well it will be done, what won't be done, and when it will stop being done. If a company is not particularly careful, the choices it makes could result in resources being used unfairly, inefficiently, or both. Because judgments concerning resource utilization are based on facts and feedback, a company can make better decisions by adhering to performance management principles.

A crucial component of company performance is employee performance at work. Employee performance has caused results to decline in some businesses, frequently leading to large revenues. Insecurity in the recent past was brought to light by the Kenyan National Policing Service, which some people blamed on bad police-police synergy in the fight against crime. It is discovered that the police are hooked on crimes that can be prevented. Despite improvements in the industry to lengthen the training duration and the government's purchase of cutting-edge police equipment, attention was paid to the causes of uncommitted police forces although it has been an issue for quite some time.

According to de Waal (2002a, 2002b, 2005; Lempert and Popper, 2005), high-performance government should be able to create, choose, and defend policies that have a decent probability of succeeding. De Waal (2005: 12) emphasizes that organizations in a society that is rapidly changing aspire to achieve high-performance standards by:

- Achieving sustained growth that is superior to the performance of their peer group over an extended period.
- The capacity to adjust to change.
- The capacity to respond swiftly to these developments.

- A long-term perspective.
- The incorporation of management procedures and coordination of strategy, structure, operations, and personnel throughout the organization.
- Continuously enhancing and innovating their core competencies with a strong emphasis on bettering working conditions and career prospects for their personnel.

Lempert and Popper (2005) acknowledge that in an era of rapid and revolutionary changes, such as globalization and an expanding list of global, national, local, and public/private actors, it is becoming more challenging to achieve that state of high-performance government. This is because the information needed to support such policies is becoming more ambiguous. Budgetary considerations could be impacted by the growing global financial unpredictability and global pricing variations.

However, performance management's importance cannot be disputed. If properly planned and executed, it might enhance the performance and reputation of the public sector. More information is always preferable to less information, comparative information is preferable to non-comparative information, timely information is preferable to untimely information, the output information is preferable to single input information, and so on. This is also true from the perspective of performance management. Instead of being general, objectives should be specific and quantifiable (Bouckaert and Halligan, 2006: 455).

The focus of performance management studies varies. Studies in public management are some of the few that consider performance to be a separate notion. Other conceptions (Bouckaert and Halligan, 2006; Pollitt and Bouckaert, 2000) have been in terms of performance measurement and specific public management functions, entailing performance as such not only in personnel evaluation contracts but also in terms of resource accountability (for example, the budget cycle).

Performance management has three basic stages, according to Houldsworth (2004). The specification of job tasks, setting of performance standards, and setting of goals or objectives at the start of the term are all included in the planning phase. The management stage entails tracking performance and goal attainment, providing feedback and coaching, reviewing competencies, and developing a development strategy. The reviewing stage includes formal performance evaluation, which generates a rating (if used), linkages to reward, if implemented within the organization, and potential 360-degree feedback around competencies or other feedback tools.

The basic notion is that performance management serves to motivate reward, training and development, promotion, and career advancement once personnel have been hired and their duties have been specified. Employees who are engaged and devoted to the organization's vision and strategy should be the end outcome. Many authors who have written about performance offer a set of performance

management cycle steps that slightly diverge from one another. For instance, Smith (1990), Brooks (2002), Carter (1991), Johnston et al. (2002), Rogers (1999), and Williams (2002) all emphasize the necessity of adhering to a set of systematic steps when developing and implementing performance strategy, which is the real-world implementation of the strategic management approach.

## VII. HIGH-PERFORMANCE CULTURE

An organization can achieve better results by following a set of behaviors and norms that make up a high-performing company culture. A business with this type of culture consistently outperforms its competitors in terms of both financial and non-financial outcomes, including customer happiness, employee retention, competitiveness, and innovation. Stanley Truskie's book "Leadership in High-Performance Organizational Cultures," asserts that "enlightened leaders and organizations have abandoned the outmoded and ineffective top-down management approach in favor of a much more adaptable and engaging one that creates an energized, innovative, and results-driven company culture," the aforementioned behaviors and norms are highlighted.

Performance and performance management have evolved into key concepts in both corporate and law enforcement organizations. According to Barton and Beynon (2011), the police have adjusted their goal in order to be more responsive to the needs and demands of the public and to function more effectively, economically, and efficiently. The "Achilles' heel" of human resource management, performance management is frequently regarded as ineffectual by both managers and employees. Performance management rarely succeeds in enhancing performance, despite the time, effort, and resources put into it.

A high-performance workplace encourages individuals to contribute as much as they can to achieve organizational objectives and business goals. It "results from continuously balancing investment in people, processes, physical environment, and technology to measurably enhance the ability of workers to learn, discover, innovate, team up with others, and lead, as well as to achieve efficiency and financial benefit," according to research by Gartner.

A high-performance workplace functions well, to put it simply. Employees work in a setting where they feel a strong sense of purpose and are in line with the fundamental principles of the organization. They work hard and are driven to achieve their objectives. It should therefore come as no surprise that organizations with high-performance cultures also frequently have fantastic workplaces. According to Phillip Lew, founder, and CEO of C9 Staff, a specialized remote staffing firm, "[a high-performance culture] is more than just having inspired leadership or a roster of self-motivated employees." It is more of a synthesis of various factors, such as top management, management style and strategy, task distribution and assignment, systems

of accountability, cooperation and help, and support, among others.

## VIII. CULTURE OF HIGH PERFORMANCE AND ITS IMPORTANCE

Having a high-performance culture improves overall organizational performance, which is influenced by a variety of factors. First of all, a performance culture promotes employee empowerment, which helps them produce their best work. In this setting, workers will be more productive, engaged, and driven. A high-performance culture emphasizes the advancement of staff members and promotes experimentation and innovation. This will increase organizational agility generally and hasten the adoption of change. Additionally, engaged workers are far more likely to remain in their positions for a longer period, increasing retention rates.

### ➤ *A High-Performance Culture's Advantages*

- Enhanced involvement and output.
- Encourage innovation and skill development.
- High rate of staff retention.
- Enhanced general performance.

## IX. FIVE STEPS TO A HIGH-PERFORMANCE CULTURE

Share the "Big Picture": Sharing the "big picture" with staff members is the first step in creating a high-performance culture. Your organization's mission and set of values should be clearly defined, and the people inside it should be made aware of this purpose. According to a study on corporate purpose and financial performance, people perform better both personally and financially when the purpose is clearly articulated. Employees must perceive the value of their roles and responsibilities in contributing to the success of the company as a whole. Employees who are driven by a purpose will be more engaged and more capable of working freely and productively.

Additionally, it is crucial to explain to personnel what a performance-driven culture can do for them. Managers and staff members can absorb a new way of thinking that is centered on performance and growth in this way. Employee motivation will increase if you can show them how a high-performance culture and their own personal development are related. Participating employees in creating the organization's purpose is another technique to achieve this. This can be accomplished through surveys of the corporate culture.

Set exciting, continuing goals that promote high-performance behaviors in order to aid in the development of a high performance organization. Senior teams should establish objectives that support business continuity and endure in the face of shifting conditions. Instead of putting more emphasis on input, there should be a shift toward rewarding results over labor hours. Senior teams should establish objectives that support business continuity and are

always applicable despite shifting conditions. Additionally, results should be rewarded over labor hours worked; the emphasis should be on production rather than input.

Clarifying expectations at the individual, team, departmental, and corporate levels is also essential. Organizations should follow a consistent process for creating goals, make their corporate objectives clear, and cascade them throughout the business. This will guarantee that workers connect their aims to the broad business goals and align with the company. This method of cascading goals makes sure that the company's direction is clear. This guarantees a clear line of sight and promotes employee autonomy. Cascading goals encourage "big-picture" thinking and will give workers a greater feeling of purpose. Encourage innovation and experimentation: Leaders must support experimentation, creativity, and innovation at all levels if they are to create a high-performance culture. They must foster an atmosphere where workers are encouraged to be interested and try new things without worrying about facing consequences if they fail. People are better able to create and achieve at a higher level when they can view failures as opportunities for learning.

We can learn from the innovation and experimentation that tech behemoths like Google, Facebook, Amazon, and Microsoft foster in their workforces. For instance, Google's "innovation policy" allows all staff members to dedicate up to 20% of their working time to their initiatives. The development of Google Maps, Gmail, and Google News was made possible by this openness. While some businesses are unable to provide their employees with such rules owing to time and financial restrictions, they can still promote creativity by pushing people outside their comfort zones. For instance, give people the chance to make mistakes, teach staff members how to communicate new ideas, and provide online forums where people may discuss new projects. You will enable employees to autonomously improve their performance by giving them the chance to learn, develop, and experiment.

Building confidence through ongoing feedback: Regular feedback and excellent performance are strongly correlated. Employees who receive effective performance feedback will improve personally and professionally, pick up new skills, and succeed. Leaders must adopt a feedback culture where constructive feedback conversations are promoted across the organization if they want to create a high-performance culture.

Although both formal and informal feedback should be used, continual, informal input is the most powerful. Feedback between an employee and boss should be spontaneous, particular to an incident, and two-way. Encourage managers to give timely feedback (both positive and constructive) to their teams by giving them informal feedback training to help them strengthen their coaching and mentoring techniques. A high-performance culture must also include multidirectional feedback as a fundamental component supervisors should provide feedback to their direct reports in a "top-down" manner, and employees

should provide feedback in a "bottom-up" manner to their supervisors and the senior leadership team. It's crucial to accept a variety of feedback techniques and to motivate managers and employees to provide feedback frequently. This will promote a growth attitude and forge a cult of high achievement.

**Establish a standard for tracking and measuring:** The following stage is to use an online system to efficiently track and evaluate corporate culture. Culture surveys provide leaders with information on the experiences of their people and aid in identifying areas of cultural strength and weakness. They can also be used to assess how strategic initiatives have affected staff attitudes and morale. A fantastic method to guarantee that culture initiatives are data-driven and that progress can be tracked over time is to use surveys. Utilize the comments you receive from the survey(s) to modify, enhance, and launch new projects. Culture surveys are the foundation for ongoing improvement and will assist you in creating an environment where excellence is valued and performance is actually high.

## **X. ESSENTIAL FACTORS IN HIGH-PERFORMANCE CULTURE**

High-performance teams and high-performance cultures have a lot in common. They establish common objectives, have a clear direction, and prioritize the team over the individual. They are constructed on a foundation of psychological safety and trust. And while there isn't a sure fire recipe for boosting performance, research shows that the most prosperous companies have a few characteristics in common.

Leaders excite and inspire their team members, which has a significant impact on both group and individual performance. They lay the foundation for a company's principles and mission, serve as role models for the attitudes and values that define a common culture, and maximize the potential of their workforce. However, a top-down approach to leadership isn't always the greatest way to create a high-performance culture because it's more important to focus on leadership traits within the framework of organizational culture than it is on the leadership style. Leaders are essential to a high-performance culture because they inspire and motivate staff to achieve at their highest level while also fostering an atmosphere that values openness, trust, authenticity, and respect. Leaders who can excite and inspire others and who are clear about their vision and beliefs are those who run high-performance cultures.

Where there are great leaders, there are high-performing, highly engaged workers. Workers feel empowered and engaged to work to their maximum potential. Years of organizational psychology study have shown that highly engaged individuals are more driven to succeed at work, and highly engaged people are more inclined to strive for their best performance. According to a 2021 study on employee performance, performance rises when individuals are highly engaged because they are more likely to go above and above the call of duty, persevere

through challenges, uphold commitment, and feel eager to immerse themselves in fulfilling work.

In a high-performing culture, autonomy in making decisions about how work is done, ongoing growth, and a feeling of purpose all foster engagement and drive. In other words, high-performing workers go above and beyond simply showing up to work and getting paid. High-performance cultures foster employee engagement and a sense of decision-making authority. Additionally, they receive the tools and assistance they require for success.

Teams are based on a solid growth mind-set: how empowered and motivated we feel to learn and share our expertise at work has a direct bearing on the performance of the organization. Companies that actively foster a strong learning culture enjoy improvements in both their financial and overall performance, according to a 2021 organizational knowledge meta-analysis. Teams who have a high level of knowledge sharing are more likely to pursue open innovation, where they gather new ideas based on both internal and external expertise, according to a 2021 study on knowledge-sharing practices.

The foundation of high-performance cultures is growth and ongoing learning. Employees are more inclined to think outside the box to come up with novel ideas and prioritize developing the skills and information that support excellent performance when they are aware that their progress is acknowledged and emphasized. High-performance cultures value ongoing education and growth. Employees are urged to expand their knowledge and skill sets as well as to take on new challenges.

The foundation of organizational culture is trust and psychological safety: The culture of a company forms the basis for how personnel interact, connect, and carry out their duties daily. High employee performance is enabled by trust and psychological safety, which serve as pillars of the workplace. According to Irial O'Farrell, partner at Pebble, a business transformation consulting firm, and author of SMART Objective Setting for Managers: A Roadmap, "Trust is a huge component of developing a high-performance culture." People feel ownership of their job and are highly engaged in continuing to do it when they are given the confidence that their decisions won't be questioned or reversed.

The sense of empowerment and autonomy among team members is higher when psychological safety and trust are high. Risk-taking, making mistakes, and having constructive disagreements that promote ongoing learning are all safer for them. Additionally, everyone is more likely to achieve at their highest level since team members feel that their contributions are recognized. High-performance cultures can fast shift with the times. They can also take lessons from their errors and gradually get better at what they do.

➤ *Shared Vision:*

Staff members in high-performance cultures have an understanding of the goals of the company. Everyone's efforts are better aligned and performance is increased because to this sense of shared purpose.

Long-term benefits make the time and effort required to establish a high-performance culture worthwhile. Long-term business success and top talent attraction and retention are both more likely in organizations with high-performance cultures.

## XI. HIGH-PERFORMANCE CULTURES' BENEFITS

➤ *Everyone works together to achieve ambitious goals, develop their talents for the benefit of the organization, address new issues, and perform to the best of their abilities in a high-performance culture. This provides businesses with access to several financial, innovative, and talent-related advantages:*

- Improved financial outcomes are directly correlated with high-performance cultures, in large part because productivity rises when employee performance is high. And from the perspective of financial and organizational performance, that leads to significant victories.

- *Encourage Innovation and Creativity:*

In an organizational culture that performs well, psychological safety, respect, and trust are valued highly.

- Greater creativity results from employees feeling empowered to participate in decision-making processes, openly provide ideas and exchange feedback. "Better ideas result in better use of resources, and in turn, the team, function, or organization becomes more effective, thus higher-performing, as compared to the competition," claimed O'Farrell.

- *Retain Top Talent:*

Employee retention and high-performance cultures go hand in hand. Additionally, because they have high levels of communication, support, alignment of values, and trust, employees feel engaged and inspired to perform at their best every day. They are less likely to depart because of this.

- *Boost Customer Satisfaction:*

High-performance cultures are beneficial to both customers and employees, not just the employees. The bottom line will be supported for a longer period if employees are content, according to a 2019 study by Harvard Business Review and Glassdoor. Content customers also tend to be more loyal.

## XII. A HIGH-PERFORMANCE COMPANY CULTURE BUILDING

➤ *To develop a high-performance corporate culture, the following five crucial factors must be addressed:*

- **Make principles Communicated:** Leaders who are dedicated to creating the ideal corporate culture will endeavor to create the principles that underpin it. These principles will guide the company's behavior daily and ultimately help it succeed as a whole. Goals should be in line with the organization's values and vision, it is crucial to mention.
- **Encourage Positive Behavior:** It's important to encourage team members to be resourceful and optimistic. Leaders should reward those who uphold the company's principles because it improves their performance. Customers are happier and the success of the company as a whole increases when employees perform better. Leadership should reinforce employees' good behavior in a way that encourages them to work more productively and boosts their self-esteem.
- **Encourage Open Communication:** When company leaders promote open communication, it increases trust and fosters a positive work environment. No matter the subject at hand, there should always be a clear line of communication as well as an impartial and honest conversation. The smooth flow of information from upper management to entry-level personnel is ensured by effective leaders.

Employees are confident in their leaders' ability to make decisions that will benefit them. However, managers ought to involve their staff in decision-making. When workers feel empowered, they are more engaged and work better. The most effective leaders foster a culture of trust, communicate a clear vision, and offer training for career advancement to help their team members realize their full potential.

**Gather Feedback:** One of the most important components of developing a high-performance corporate culture is to encourage an attitude that values feedback. Transparent feedback will assist management in understanding how staff perceive the company's culture and hear suggestions for anything that needs to be improved.

A high-performance business culture can be established and sustained via clear communication of values, reinforcement of positive behavior, promotion of open communication, employee empowerment, and feedback gathering. All leaders should concentrate on these crucial components because of their interdependence.

### XIII. AUTHENTICATION OF PERFORMANCE MANAGEMENT STRATEGIES

One of the most important advancements in policing over the past 25 years has been the use of performance management systems. They mark a significant break from past, more conventional methods of managing the police. A performance management strategy for law enforcement is most advantageous because it "logically connects what the police intended to achieve with what they achieved through empirical measures, better enabling them to account for their performance in a public forum and developing internal capacity to deliver services," according to Shane (2010: 21). Compstat, which was initially created at the New York City Police Department but later extensively adopted (Bratton and Malinowski, 2008; Jang et al. 2010; Willis et al. 2007), has arguably garnered the most attention of any performance management technique. Research, however, reveals that while the Compstat movement quickly spread throughout the landscape of American police forces, many of the reforms put in place as part of it were more symbolic than substantive.

One research, for instance, concluded that frontline staff members were "largely oblivious to Compstat and that it intrudes little, if at all, into their daily work" (Weisburd et al. 2003: 449). For both crime in general and particular types of crime, other performance management solutions have also been put forth (Hodgkinson et al. 2019; Santos 2013; Stanko, 2007).

Although police agencies have employed performance management tactics that were especially geared at crime control to lessen crime, little is known about the outcomes of more broad performance management strategies in policing. Performance could be improved across a variety of issues and results with the help of performance management frameworks like the balanced scorecard.

### XIV. PRACTICAL IMPLICATION FOR HIGH-PERFORMANCE ORGANIZATION

#### A. *How to Cultivate a High-Performance Culture*

While creating a high-performance culture may sound like a lofty ideal that's impossible to attain, it's not. Taking steps toward building a better culture requires the right strategy, processes, behaviors, and patience. Here's how to start:

##### ➤ *Make Communication a Must.*

Clear two-way communication between managers and employees is a must for any high-performance culture. When expectations are articulated, employees can more readily meet goals at the individual, team, and organizational levels. Similarly, when managers understand an employee's career and development goals, they can better coach employees and help them explore learning opportunities that align with their career aspirations.

One-on-ones are an especially helpful tool for facilitating ongoing communication between managers and their direct reports. In these regular check-ins, managers and employees alike have the opportunity to exchange feedback, share progress, communicate wins, and find solutions to roadblocks and challenges.

It's recommended that managers and employees work together each week to build an agenda ahead of time, and within one user-friendly platform, they can also take and share notes and follow up on action items.

##### ➤ *Set Company Values that Matter — And Embody Them.*

Company values set the stage for company culture. When employees feel aligned with their company's values, they are more engaged and more likely to serve as brand ambassadors for the company. Yet according to research on company values by Gallup, only 27% of employees strongly believe in their organization's values. Without strong company values, or any effort to keep employees aligned to the values, businesses will experience the consequences of a poor workplace culture, like a disengaged workforce and increased turnover.

But by deciding what your organization stands for, and bringing your values to life through corporate messaging and everyday interactions, you can contribute to the creation of a high-performance culture. Organizations can reinforce their values during the onboarding process and regular all-hands meetings — but they can also magnify their impact by integrating them into recognition and praise processes, such as the whole-company praise wall.

##### ➤ *Prioritize Performance Management*

Employee engagement is the engine of company performance. That makes having solid performance management processes a critical mechanism for getting there. Creating a culture based on continuous improvement and feedback is key — and performance reviews are an important component of this approach. When approached thoughtfully and intentionally, performance reviews can provide both parties with an opportunity to give and receive actionable feedback, set performance goals that improve capability and knowledge, and strengthen the manager-employee relationship.

To be truly effective, performance management must exist as part of a culture of ongoing feedback. This means that together with structured performance reviews, organizations must integrate feedback into the flow of work with in-the-moment, everyday praise and mid-year reviews to re-evaluate performance and priorities.

##### ➤ *Use Goals to Keep Career Development Top of Mind*

In high-performance organizations, part of the reason why employees excel is because they feel that their relationship with their company is reciprocal. They trust that their manager, leadership team, and organization want the best for their career and are invested in helping them succeed. But to maintain that trust and drive performance long-term, organizations must show their commitment to

their employees' continuous learning and growth with employee development conversations and effective goal setting.

Initiating employee development conversations can help managers highlight their direct reports' career goals and aspirations, as well as identify the skills they need to get there. Managers can use the outcomes of these conversations to help employees set meaningful goals and metrics that build the knowledge and experience they need to further their careers.

### *B. Building a High-Performance Culture*

High-performance cultures benefit both the company and the individual. When employees are engaged, supported, and empowered, businesses are rewarded with higher performance and productivity. Focusing on communication, company values, performance management, and employee development will set teams up for success. However, deploying the right tech stack plays a key role in getting your people strategies to flourish in the long term.

For more ideas, download our free ebook: *How to Build an HR Tech Stack that Drives Performance*. To discover how Lattice can help your organization reach your goals, click here to request a demo.

#### ➤ *Some things that leaders can do to create a high-performance culture:*

- *Set Clear Expectations and Goals:*

Communicate your vision and values to your team, and make sure that everyone understands what is expected of them.

- *Empower Your Employees:*

Give your employees the authority to make decisions and take risks. Provide them with the resources and support they need to be successful.

- *Invest in Employee Development:*

Encourage your employees to learn and grow. Provide them with opportunities to develop their skills and knowledge.

- *Create a Culture of Feedback and Open Communication:*

Encourage your employees to give and receive feedback. Create an environment where everyone feels comfortable sharing their ideas and opinions.

- *Celebrate Success:*

Recognize and reward your employees for their achievements. This will help to motivate them and create a positive work environment.

Creating a high-performance culture is not easy, but it is essential for any organization that wants to be successful in the long term. By following the tips above, leaders can create a culture that supports continuous learning, growth, and innovation.

## **XV. BUILD A HIGH-PERFORMING ORGANIZATIONAL CULTURE**

In reality, organizational culture is only a shortened term for how staff members engage with one another and resolve issues. It can be difficult to motivate staff members to give their all, whether you are a manager of a small team or a member of the senior leadership team, but the alternative is low morale and productivity. I've listed six suggestions for creating a high-performing organizational culture so that your team members may operate in a more ideal setting.

#### ➤ *Acknowledge the Accomplishments and Efforts of Staff.*

Since everyone is motivated differently, it's critical to give staff several forms of recognition. During meetings, call attention to everyone's most recent efforts and encourage team members to thank one another. Make the connection between individual accomplishment and team success clear while establishing a tone of thankfulness and encouragement. Positive feedback loops keep everyone focused on their goals and tasks and are just as simple to start electronically as they are in person.

#### ➤ *Provide a Voice for Workers.*

An organization's forums for openly exchanging ideas, issues, and views are only as strong as they are. Implement sporadic forums and surveys with equal participation from more junior and senior staff. Hold town hall meetings for the entire employees to encourage departmental changes. Make sure your team members are aware that your open-door policy is real if you as a leader maintain one. Create an environment that encourages direct, two-way communication, which may often inspire daring new paths while reducing employee unhappiness.

#### ➤ *Create a Mission Model.*

You have the ability to influence the culture of your entire team as a leader. Other executives will emulate you if you consistently work to support and promote the culture of your company. And if you uphold those beliefs both within and outside of the office, people will respect you because they will see that you care about more than just the bottom line. Instead of criticizing or acting as the culture police when you see your team members straying from your organization's cultural goals, use it as an opportunity to reinforce those values.

#### ➤ *Establish Bonds Among Team Members.*

By requiring teams to update the entire staff on their success and look for ways they may work together for mutual benefit, you can break down departmental silos. Encourage your staff to eat lunch together. Introduce co-workers you believe will get along in the hopes that they will connect over organizational duties or plans to hang out after work. This can be replicated in kind by remote teams whose members are situated close to one another. Although you can't compel a connection, you also don't have to watch helplessly as your team does nothing.

➤ *Pay Attention to Growth and Learning.*

Innovation is something your company will always require, and you can't let any of your employees fall behind. Any devoted worker will then encourage leadership to provide recurring training so that they may hone their skills and keep up with rapidly changing industry. Think about developing a company-wide training program for both new hires and seasoned employees. You can collaborate with online training providers or develop unique internal modules with help from your staff. Whatever your strategy, be sure that your training activities serve the whole company and aren't just directed at a single division.

➤ *When Hiring, Keep Culture in Mind.*

It's crucial to maintain focus on your organization's core mission and vision as it expands. Make sure you hire employees who share and will uphold your stated values if you want to keep your culture intact. When selecting candidates for positions large or small, go beyond the necessary education and work history to obtain a feel of their personality and sense of purpose. Don't be scared to make amends if you make a hiring error. You can scale while keeping your core purpose in mind thanks to all of this.

Leadership and management must be aware of what a positive culture looks like and be open to making changes if they want their firm to succeed. Be approachable and kind, but also unwavering in your devotion to the necessary level of teamwork and commitment to the larger objectives. In the age of hybrid and remote work, this is especially sensible, but it has never been successful to do anything less.

## **XVI. PRACTICAL IMPLEMENTATIONAL SOLUTIONS**

➤ *In order to effectively lead their organization's human resources and talent toward successful mission accomplishment, veteran police officers and individuals in various leadership roles must be willing to acknowledge that they may need further and/or ongoing training and education. Using this advice. Law enforcement leaders can flourish in the 21st century by combining them with the advice below:*

- Create a thorough strategy plan.
- Invest in leadership development early on and at all departmental levels
- Encourage everyone to continue honing their leadership abilities through continual training and education, especially veterans and those in leadership roles.
- To create an effective career development plan for each employee, continue to poll, survey, and inquire about their career objectives and desires.
- Recognize the influence that leaders have on how motivated their followers are to perform well.
- Recognize the complexity of the law enforcement organization and the need for every system and subsystem to function as a cohesive whole.
- Establish high expectations for all employees when they are on duty and demand good performance from them.

Leaders will come to know their staff members as people if they communicate with them successfully. Leaders will be able to determine what is truly essential to each individual, both personally and professionally, once they have gotten to know them. As a result, there is the chance to get to know each team member and be able to give them all the assistance they require to feel empowered and in charge of their own futures when they are at work and inside their particular agency or company.

Some leaders can lead but don't want to, while others can lead but won't. By now, all leaders should be aware of the profound effect their own leadership style has on the individuals who make up their teams and the kinds of outcomes it either achieves or falls short of. An organization won't advance to where it needs to go with short-term results, zero employee loyalty to a leader or the company, and no sustained drive to perform. There is a strong relationship between a leader's leadership style and aptitude and the level of performance the leader can foster within his or her organization. Two very crucial questions that leaders must ask themselves. Are you able to regulate and direct your leadership abilities, knowledge, and skills to be an effective leader within your organization? How well do the management and operations of your law enforcement agency compare to what is required of 21st-century law enforcement and your community.

## **XVII. CONCLUSION**

Shifting the culture of any organization takes time, effort, and commitment - but it should start with a new strategic vision from senior leaders. By following the steps outlined above, you will be able to transform your business by creating a high-performance culture. The overall context and indicators of performance management are analyzed by understanding the strengths and challenges of public sector reform strategies in their different stages and patterns. Public sector reforms aim ultimately to enhance performance management of public services by ensuring compliance with, among other principles, transparency, and accountability, public participation in decision-making relating to those services, and the rule of law, making the organizations providing those public services more efficient and effective.

## **REFERENCE**

- [1]. Alpert, G.P. and Smith, W.C. (2018), —Developing police policy: an evaluation of the control principle, *American Journal of Police*, Vol. 13 No. 2, pp. 1-20.
- [2]. Alpert, G.P., Flynn, D. and Piquero, A. (2016), —Effective community policing performance measures, *Justice Research and Policy*, Vol. 3 No. 1, pp. 79-94.
- [3]. Ammons, D.N. (2015), *Municipal Benchmarks: Assessing Local Performance and Establishing Community Standards*, Sage Publications, Thousand Oaks,

- [4]. Anderson, Bjorn, and Tom Fagerhaug. *Performance Measurement Explained - Designing and Implementing Your State-of-the-Art System*. Milwaukee: ASQ Quality Press, 2017.
- [5]. Andrei, D., Ratiu, L., Otoi, C., & Chirica, S. (2012). Professional performance within a Romanian police force in the context of change. *Procedia-Social and Behavioral Sciences*, 33, 657-661.
- [6]. Aug. 2001. 14 Apr. 2015. <http://www.businessofgovernment.org/main/publications/grant-reports/details/index.asp?>
- [7]. Balogh, B. (2016), —Introduction, *Journal of Policy History*, Vol. 8, p. 25.
- [8]. Barnard, C. (2015), *The Functions of the Executive*, Harvard University Press, Cambridge, MA.
- [9]. Bayley, D. (2015), *Patterns of Policing*, Rutgers University Press, New Brunswick, NJ.
- [10]. Behn, R. D. (2016) —The psychological barriers to performance management: or why isn't everyone jumping on the performance-management bandwagon!, *Public Performance & Management Review*, Vol. 26 No. 1, pp. 5-25.
- [11]. Behn, R. D. (2016), —Measure outputs!, *Public Management Report*, Vol. 1, June. *East Asian Journal of Multidisciplinary Research (EAJMR)* Vol.2, No.5 2023: 1897-1912
- [12]. Behn, R. D. (2016b), *Performance Leadership: 11 Better Practices that Can Ratchet up Performance*, Managing for Performance and Results Series, IBM Center for Business of Government, Washington, DC, p. 21.
- [13]. Behn, R. D. (2019), —Linking measurement and motivation: a challenge for education!, in Thurston, P.W. and Ward, J.G. (Eds), *Advances in Education Administration*, JAI Press, Greenwich, CT, pp. 15-58.
- [14]. Blau, P. and Schoenherr, R. (2018), *The Structure of Organizations*, Basic Books, New York, NY. Bradley, D., Walker, N. and Wilkie, R. (1986), *Managing the Police*, Wheatsheaf, Brighton. Bratton, W.J. (1998), —Crime is down in New York City: blame the police!, in Dennis, N. (Ed.), *Zero Tolerance: Policing a Free Society*, 2nd ed., Coronet Books, London, pp. 29-42.
- [15]. Butorac, K., Orlović, A., & Žebec, M. S. (2016). How do Croatian Police Officers Perceive Certain Characteristics of Police Management?. *Varstvoslovje: Journal of Criminal Justice & Security*, 18(2).
- [16]. CA.Andrews, K. (2018), *The Concept of Corporate Strategy*, Irwin, Chicago, IL. Audit Commission (1997), *Performance Indicators 1995/96: Police Services*, HMSO, London.
- [17]. ComStat" *New Democrats Online*. 21 Apr. 2015. <http://www.ndol.org/ndol-ci.cfm?kaid=139&subid=271&contentid=3554> "COMSTAT." *New Orleans Police Department* 19 Apr. 2015. <http://www.nopdonline.com/comstat.htm>.
- [18]. Dadds, Vikki, and Tammy Scheide. "Police Performance and Activity Measurement" *Australian Institute of Criminology*. Nov. 2015. 24 Apr. 2005. <http://www.aic.gov.au/publications/tandi/ti180.pdf>.
- [19]. For guidance on the force's role and developing performance management within forces, please see *Managing Police Performance: A Practical Guide to Performance Management*, produced by the Police Standards Unit and partners, available on the Home Office police website <http://www.police.homeoffice.gov.uk>.
- [20]. Hunter, George. "Police Change Divides Residents." *The Detroit News*. 22 Apr. 2023. <http://www.detroitnews.com/2005/macomb/0504/22/C05-158361.htm>
- [21]. Iannone, Nathan F. and Marvin P. Iannone. *Supervision of Police Personnel ~ 6th Edition*. Upper Saddle River: Prentice Hall, 2016. .
- [22]. ICH Glossary - Performance Measurement Interoperability Clearinghouse. 18 Apr. 2023. <http://www.ichnet.org/glossary.htm>
- [23]. Marx, Gary T. "Alternative Measures of Police Performance." 19 Apr. 2023. <http://web.mit.edu/gtmarx/www/alhtml>
- [24]. McMurtry, Virginia A. "Performance Management and Budgeting in the Federal Government: Brief History and Recent Developments." *Congressional Research Service - Library of Congress*. 16 Mar. 2015. 5 Apr. 2005. <http://knownet.hhs.gov/performance/performance-management.pdf>
- [25]. O'Connell, Paul E. "Using Performance Data for Accountability: The New York Police Department's CompStat Model of Police Management." *The PricewaterhouseCoopers Endowment for the Business of Government*. *Russel, Ellie, Rene*
- [26]. *Performance Management: Responding to Citizens' Needs*. Urban Institute. 17 Mar. 2023 <http://www.urban.org/content/PolicyCenters/InternationalFocus/Perfo...>
- [27]. *Police Performance Management: Practical Guidance for Police Authorities* Home Office Police Standards Unit and the Association of Police Authorities with the help of PA Consulting, June 2006.
- [28]. Ritsert, R., & Pekar, M. (2009). *New Public Management Reforms in German Police Services*. *German Policy Studies/Politikfeldanalyse*, 5(2).
- [29]. Schafer, J. A., Buerger, M. E., Myers, R. W., Jensen III, C. J., & Levin, B. H. (2011). *The future of policing: A practical guide for police managers and leaders*. CRC Press.
- [30]. *Strategic Sourcing Terminology*. United States Navy. 18 Apr. 2015. <http://strategicsourcing.navy.mil/reference-documents/defs.cfm?Itr=P>
- [31]. *The Police Organization in Transition - Section F. Measuring Performance Management* Community Policing Consortium. 19 Apr. 2023. <http://www.communitypolicing.org/progrtrans/secf.html>
- [32]. This guidance will use the term "chief officer" to refer to the commissioners of the Metropolitan Police Service and City of London Police, and the chief constables of other forces.

- [33]. Travis, Jeremy. "Measuring What Matters Part Two: Developing Measures of What Police Do." 31 National Institute of Justice. Nov. 1997. 14 Apr. 2015. <http://www.mrsc.org/subiects/pubsafe/le/le-service.aspx>.
- [34]. Uniform Crime Reporting (UCR) Summary System Frequently Asked Questions." Department of Justice - Federal Bureau of Investigation. 21 Apr. 2019 <http://www.fbi.gov/ucr/ucrquesthtm>.
- [35]. Wankhade, P., & Weir, D. (Eds.). (2015). Police services: Leadership and management perspectives. Springer International Publishing. <https://doi.org/10.1007/978-3-319-16568-4> wark police department. Journal of International Social Research, 7(35).
- [36]. Weisel, Deborah. "Conducting Community Surveys - A Practical Guide for Law Enforcement Agencies." Bureau of Justice Statistics - Office of Community Oriented Policing Services. Oct 1999. 14 Apr. 2018. <http://www.ncic.org/Library/015653>.
- [37]. Yüksel, Y. (2014). Implementation of compstat in police organizations: the case of Ne.