

# Factors Affecting Innovations: A Study of Sri Lanka Police

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## ABSTRACT

This research delves into the complexities of innovation within the Sri Lanka Police force, vital for the organization's long-term survival. The study, grounded in existing literature, identifies key factors influencing the innovation process from conception to implementation. The background underscores the encompassing both traditional duties and modern innovations such as community-oriented and intelligence-led policing. Despite a scarcity of empirical studies on Sri Lanka police, the research emphasizes the need to examine how innovations emerge, develop, and impact organizational structures, practices and job satisfaction. The objectives of the study include identifying innovation drivers among police officers, exploring the influence of job satisfaction, institutional elements, legislation, and bureaucracy. Findings from thematic analysis reveal nuanced perspectives from police officers. Respondents highlighted challenges such as limited physical resources, restrictive decision-making freedom, and inadequate feedback mechanisms. Issues like political interference, outdated legal frameworks, and insufficient training opportunities emerged as barriers to innovation. Job satisfaction, influenced by factors like workload, relationships with superiors, and the absence of rewards for innovative efforts, was identified as crucial. These findings are important for understanding the intricate relationship between factors affecting innovation within the Sri Lanka Police, contributing valuable insights for organizational development.

**Keywords:** Bureaucracy, Innovation, Job Satisfaction, Sri Lanka Police

## INTRODUCTION

### 1.1. Background of the Study

Innovation is playing a significant role in forecasting the long term survival in the organization (Wan et al., 2005). In contrast, Darroch & Mazerolle, (2013) showed that the principal mechanisms utilized to grasp innovation from idea to actuality, there are factors involving such as structure, practice, changes in policy, training, leadership, management arrangements. However, Braga & Weisburd, (2006) turned up that “police most easily embrace the innovations when they radically depart from their hierarchical paramilitary organizational structure, resume incident driven and reactive strategies, prolong police sovereignty over crime issues. It has further stated that community policing is one of the modern police innovations where community is playing a major role in defining the problem to address and those problems should extend beyond traditional law enforcement. Moreover, Adriani, (2018) further stated that the execute innovation in the public sector is certainly challenging as there are political obstacles, media enthusiastically reports the failures, absence of market driven incentives, etc. On the other hand, another challenge is moving small scale innovation to large scale innovations in the public sector.

Policing is widely recognized as a social function as it maintains the production and reproduction of law, order and security (Cao, 2015). Investigating criminal scenes, responding to the emergency matters, engaging in high-speed pursuits, inquiring the domestic disputes are some of the unpredictable, regular, volatile situations that police officers are encountering. Crisis negotiation, undercover assignments, hostage rescue are few work related stressors in law enforcement. In contrast, community oriented policing, problem oriented policing, intelligence led policing are recent innovations in the police (Darroch & Mazerolle, 2013). Hence, Braga &

Weisburd, (2006) mentioned that over the past two decades the police sector experienced dramatic changes in the means of policing. So that, period of innovation has delivered a range of very promising strategies which can enhance the police ability to prevent crime, magnify the relationship with the communities they serve. Although factors affecting the police innovation among the western societies have long been analyzed, empirical studies on Sri Lankan Police officers are scant. Further, police scholars have given sufficient attention to show how innovations have been implemented and to what degree they have changes organizational structures, practices. They have invested less amount of commitment in examining the how innovations emerge, prosper, develop, implement or disappear through the employee degree of job satisfaction, institutional elements, legislation, and bureaucracy.

### **“What factors influence Sri Lanka Police to undertake the Innovations in their operations?”**

Therefore, investigating factors affecting police officers’ innovation is very important. In this study the following research objectives have been developed with respect to the gaps in the existing literature.

#### **1.2. Objectives**

The main objective of the study is **to identify the factors that drive innovation in Sri Lanka Police**. Based on the main objective, following sub objectives have been identified.

- i. To examine the influence of Job satisfaction towards Innovation in Sri Lanka Police
- ii. To examine the influence of Institutional factors towards Innovation in Sri Lanka Police
- iii. To examine the influence of Legislations towards Innovation in Sri Lanka Police
- iv. To examine the influence of Bureaucracy towards Innovation in Sri Lanka Police

#### **1.3. Significance of the Study**

This research holds academic significance by contributing to the existing body of knowledge on innovation within law enforcement, particularly focusing on the Sri Lanka Police force. By addressing the scarcity of empirical studies on Sri Lankan police, the research provides a unique academic contribution, offering insights into the innovation processes and factors influencing organizational dynamics. This academic significance is crucial for scholars, researchers, and educators seeking to enrich the understanding of innovation in law enforcement organizations.

Through the data gathered from police officers, the study uncovers real-world challenges and barriers faced by the organization. This empirical data not only enhances the understanding of the Sri Lankan law enforcement context but also provides practical insights for policymakers, practitioners, and organizational leaders. The research's empirical significance is valuable for those seeking concrete information to inform decision-making processes, shape training programs, and design interventions aimed at fostering innovation within police forces.

The integration of thematic analysis to extract meaningful patterns from qualitative data adds methodological depth to the study. This research can serve as a methodological blueprint for future studies examining innovation in law enforcement organizations, offering insights into effective data collection strategies, analysis techniques, and the integration of theoretical frameworks. Methodologically, this research contributes to enhancing the robustness and reliability of studies in similar contexts.

## **LITERATURE SURVEY**

Police is defined as organized body of persons empowered to maintain order, enforce laws and make arrests. The primary role of police is to protect the citizens and their property. They also play an important role in crime prevention. Police is an important pillar of our society (Ratnayake, et al., 2023). Police is the law enforcement agency which is responsible for maintaining law and order in society. It is very important for us to understand the role of police in our society and its importance (Ratnayake, et al., 2023).

The first security service in Sri Lanka is Police service. When looking at the history of police service in Sri Lanka it goes back to reign of King Pandukabhaya and the position known as “Nagara Gutthika” is responsible for the institution inception. Subsequently during the Dutch and Portuguese periods police service had progressively evolved. In 1796 after occupying the maritime areas, British formed a police service in a formal way. Thereafter, Police service was streamline in accordance with the British crown regulations. However, in the 21<sup>st</sup> century, the Sri Lankan police officer plays their professional role in much more complex manner. Even though the crime investigation, crime prevention, law and order maintenance, traffic management are prescribed as main police duties, community is expecting much broad service from the Sri Lanka Police such as implementing laws on liquor and narcotics, coastal conservation, protection of forests, prevention of communicable diseases (dengue), prevention of illegal sand mining, illegal excavation. The argument in here is, there are separate government bodies to function such environment laws.

Police Ordinance termed as police ordinance No. 16 of 1865, Section 56 describes the duties and responsibilities of the Sri Lankan police officers. Section 20 stated police administration is vested to Inspector General of Police, Superintendents of police, Police inspectors, sergeants and constables. Moreover, police officers are required to serve in any geographical area in Sri Lanka.

In colonial days, police departmental orders were designed by the British rulers. According to the Departmental orders, that police service geared to serve the community and entrusted with task of maintaining law and order.

## 2.1. Theoretical Review

### Institutional Theory

Institution is an established organization. Hence, the institutions are regulating political, social, economic relations in a society and provide a structure, an order to economic transactions, reducing risk and facilitating human transaction (Fuentelsaz et al., 2018). Institutional theory has been popular in the disciplines of social theory (Berthod, 2016). So, institution comprised of regulative, normative, cultural cognitive elements together with associated activities and resources, provide stability and meaning to life.

- Regulative pillar: Society expects that institutions will live by the rules, regulations and their associated sanctions.
- Normative Pillar: Expectations of the proper way to behave and perform are maintained through systems of education, accreditation and professional development.
- Cultural cognitive pillar: An institute has absorbed the society’s culture and ways of doing things done.

As cited in Darroch & Mazerolle, (2013) innovation develops from its first knowledge to institutionalization within organization and then innovation life cycle explore it. In the view point of Bayarçelik et al., (2014) institution factors are important for innovation capability of the SME performance and innovation performance. Hence performance could be put into risk by lack of economic stability, ineffective contract enforcement.

### Innovation

According to Wan et al., (2005), innovation is a process that involves the generation, adoption, implementation and incorporation of new ideas, practices, artifacts within the organization. Certain organizations such as police department, operate in underperforming technical environments and deliver vague services with little competition (Willis & Mastrofski, 2011). However, Muzamil Naqshbandi & Kaur, (2011) focuses the open innovation where seeks to find new business models, products by collaborating with external organizations.

## 2.2. Empirical Review

### Factors affecting the Innovation

#### i. Communication structure

A well communication structure in the organization will stimulating the innovation in the organization (Tushman, 1977). As matter of fact with the increases in interactions between the members, there is a better opportunity to share

the information. Similarly Paolillo & Brown, (1978) found information flow is positively related with the firm innovation.

## **ii. Knowledge structure**

Knowledge is the power and source of all actions in the organizations. In the view point of Haque et al., (2015) knowledge sharing and innovation are interrelated that could influence performance of the organization. Ong et al., (2003) documented that a well-developed knowledge structure is positively affected the individual innovation. Hence there is a possibility to employees to find the information from different sources in the organization, visibility of the idea generated, prototype creation for testing concepts.

## **iii. Decentralized decision making**

Wan et al., (2005) showed that greater decentralization of decision making is positively related to high firm innovation. The argument here is that openness and flexibility will encourage generation of new idea. According to Jung et al., (2003), decision making authority is greatly affects innovation. Thus, it has been discovered that there is a negative correlation between centralization of decision making and organizational innovation, where centralization concentrated decision-making power in the hands of senior management. Also, it is viewed as the opposite of autonomy and empowerment.

## **iv. Political influence**

Police organizations are continuously affected by the political environment. In the empirical study conducted by Fathy, (2017) based on eight case studies of USA communities showed that local political landscape is a key determinant of police policies and practices. To implement community-oriented policing in UK, Sir Robert Peel the former prime minister has played a major role. In 2010 Morabito, published a paper in which it described the community policing is an innovative as it represents a major change to the procedures and structure of the police organization.

## **v. Organizational Resources**

Xie et al., (2013) found that financial capital will result in a better innovation performance in small and medium enterprises. The study by Wan et al., (2005) found organization investment in research and development will affect the innovation. Hence the innovation is high, if the organization provide adequate resources to explore innovative ideas.

## **vi. Willingness to take risk**

Employee willingness to accept the risk and uncertainties will cause to create an innovation (Wan et al., 2005). When the employees in the organization are not afraid to accept the risks, then there is a high room for the innovations.

## **vii. Network to exchange ideas**

Organizations which are open for innovations, rely on huge use of inter organizational relationships to preoccupy external ideas (Muzamil Naqshbandi & Kaur, 2011). Thus, the network to share the information would assist in magnifying the innovation in the organization. After close scrutiny Wan et al., (2005) found a greater willingness to share the ideas positively related to greater firm innovation. Hence enthusiastic in exchanging the information with each other is caused to high innovation. Moreover Xie et al., (2013) found lack of external innovation partnerships would give significant negative impact on the innovation.

## **viii. Belief of Innovation is important**

There should be a culture that supports and rewards the innovations undertaken by employees (Wan et al., 2005). When the top management of the organization is continuously challenging the creativity thinking of the employees, then organization holds a high belief on innovation. Although as found by Kiparsky et al., (2016) the innovation is

difficulty and risky, it is prominent. Further, in this study Kiparsky et al., (2016) stated managers’ belief is innovation has short term relevance.

**ix. Regulation effect**

There should be a favorable regulatory environment for innovation. Gisse et al., (n.d.) stated that insufficient regulatory reflection on wider electricity developments have acted as a major barrier to invest in new energy storage technologies. Sileshi Talegeta, (2014) also studied that one of obstacles for technological innovation is unfavorable government policy and regulation.

**x. Reward Structure**

The evidence from Kankisingi & Dhliwayo, (2022) indicated a reward system is essential to managing innovation in businesses. Reward systems which can be performance-based pay, merit-based bonuses, short- or long-term awards, contribution-based rewards and team-based rewards.

**2.3. Identification of Empirical Gap**

The literature review highlights several factors influencing innovation within organizations, particularly in the context of the Sri Lanka Police force. While existing studies, such as those by Wan et al. (2005), Willis & Mastroski (2011), Muzamil Naqshbandi & Kaur (2011), and others, provide valuable insights into innovation processes, communication structures, knowledge sharing, decision-making, political influence, organizational resources, risk-taking, network dynamics, and the importance of fostering a culture of innovation, there is a notable empirical gap concerning the specific application of these factors within the Sri Lankan law enforcement context.

The research conducted by Fathy (2017) focuses on case studies of USA communities, and the study by Sileshi Talegeta (2014) explores obstacles for technological innovation, but the literature lacks a comprehensive investigation into how these factors interact and manifest within the Sri Lanka Police force. The unique challenges, organizational dynamics, and contextual nuances faced by the Sri Lankan law enforcement may differ from those in Western or other international settings. Therefore, this research aims to fill the empirical gap by delving into the specific conditions of the Sri Lanka Police, providing a localized understanding of the factors influencing innovation within this particular organizational context. Through this focused lens, the study seeks to contribute empirical data that will enhance the broader understanding of innovation within law enforcement agencies, especially in the context of a South Asian nation like Sri Lanka.

**METHODOLOGY**

**3.1 Conceptualization**

The conceptual framework indicates that job satisfaction, institutional factors, bureaucracy, legislation have both direct and indirect effect on innovations at police.

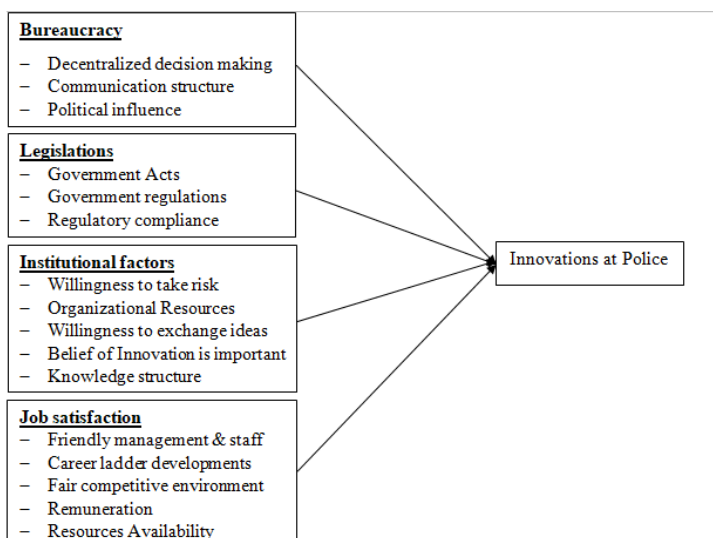


Figure 01: Conceptual Framework



Source: Author, 2024

Research methodology is the blue print of conducting the research where it deals with overall data collection process. Further, research methodology focuses how researcher will be collecting data, approach, philosophy, following what method, strategy, etc. Saunders et al., (2019) showed that there are different layers of research methodology which explaining each element for the researcher to make the decisions based on the research aims and objectives.

### 3.2. Research Philosophy

This layer is the foundation of the research methodology. Generally this elaborates how data collection would be done and it consist researcher’s beliefs on data collection (Ranney et al., 2015). Hence there are three types of research philosophies namely interpretivism, positivism, pragmatism. For this study on factors affecting the innovation, the interpretivism research philosophy has been chosen. When it comes to the interpretivism philosophy, that allows researcher to participate in the data collection process meaning human interest is embedded into the research. Interviews and observations are naturalistic data collection methods referred here.

### 3.3. Research approach

Research approach allows the researcher to focus on which direction to go and what kind of research outcome to achieve based on the area of the problem statement. In the inductive approach observations are the starting point for the researcher and patterns are observed in the data.

### 3.4. Research strategy

Research strategies explained how the researcher could conduct the research based on the developed objectives. Among the strategies such as case study, ethnography, survey, archival, experimental, action is available. The researcher has chosen the action strategy.

### 3.5. Research choice

Data collecting requires qualitative and quantitative research approaches. Qualitative research approach aims at the development of theories (Oshagbemi, 2017). Hence, qualitative data assist to determine the extent to which values are influenced by the researcher’s decisions about the study. There are about three ranks in the Inspectorate category (Sub Inspector/ Inspector of Police/ Chief Inspector of Police). Interviews have been conducted with these levels.

### 3.6. Data collection technique

Data triangulation is use of multiple methods in qualitative research to develop a comprehensive understanding of phenomena. The author Carter et al., (2014) stated triangulation involves more than two participants in the same study to provide more conclusions. For this study, primary data was gathered by conducting the interviews. The interview participants were selected via snow ball sampling method (Kitchenham & Pfleeger, 2002). The following table provided an overview of the respondents.

Table 1: Overview of Interviewee

Respondent	Position	Status of the station
1	Headquarter chief Inspector	A 1
2	Officer in charge	A 1
3	Officer in charge	B
4	Officer in charge	A 2
5	Officer in charge	A 1

Source: Authors constructed <sup>1</sup>

<sup>1</sup> In Sri Lanka based on the population availability, number of important places located the police stations are categorized as A1, A2, A3, B and C

The interviews were guided by a set of pre-determined questions about the factors affecting the police innovations. The purpose of the interviews was to identify the benefits of innovation in policing and to identify the police officers' attitudes on the innovation. The data collected through the interviews enable a thorough understanding of current level of innovation from different perspectives and a better assessment of them.

### 3.7. Data Analysis technique

Methodology employed for data analysis involves thematic analysis to systematically examine and interpret the collected data. Thematic analysis is a qualitative research method that aims to identify, analyze, and report patterns (themes) within the data, allowing for a comprehensive exploration of the research objectives. This approach involves the systematic coding of data to uncover recurring themes, concepts, and patterns, providing a structured and rigorous means of interpreting qualitative information. Thematic analysis facilitates a nuanced understanding of participants' perspectives, allowing for the identification of key factors, relationships, and insights relevant to the study's focus on innovation within the Sri Lanka Police force. The utilization of thematic analysis ensures a robust and systematic examination of the qualitative data, contributing to the depth and richness of the research findings.

## DATA ANALYSIS

As suggested by the Braun & Clarke, (2008) thematic analysis strategy was used to analyze the data. First familiarize with your data, create your initial codes, collates codes with supporting data, group codes into themes, revise themes, write your narrative are six steps explained in thematic analysis. This analysis was employed as to analyze the qualitative data collected from the interviews. All the interviews were conducted via face-to-face meetings and recorded with the consent of the respondents. In the first step, the data which is in the form of recordings were transcribed. The second step was to conduct a microanalysis of each interview in order to understand any overlooked meaning in the paragraphs, sentences and words. Codes were defined as the most basic segment in a meaningful way from the gathered data. Codes were thoroughly examined to create potential themes and themes were created by analyzing, combining and comparing how codes are related to one another. Created themes were reviewed to ensure whether they were delineated in the captured coded data. Then the definition and narrative description were created for each theme highlighting its importance to the study questions. Finally, the write-up was done from the initial stage of the analysis process to the final analysis and findings.

### 4.1. Findings

The findings of this study are presented based on research questions addressing in the study. First, it is identified the influence of job satisfaction on innovation in police. Second, it is examined the influence of Legislation towards Innovation in Sri Lanka Police. Third, it is examined the influence of institutional factors towards Innovation in Sri Lanka Police. And finally, the influence of bureaucracy towards Innovation in Sri Lanka Police was identified. Codes were established for each of the various categories into which the content was divided. Three stages of theme extraction from the codes were performed.

Following codes or subthemes were developed and based on those sub themes main themes were developed.

Table 02: Themes Development

Codes / Sub Theme	Main Theme
Introduction of drug prevention programs	Innovative Initiatives
Improvements in police clearance report procedures	
Educational programs for officers	
Action plans to change police attitudes	
Initiatives for expedited legal actions	
Lack of regular feedback	Communication and Feedback
Feedback during inspections	

Limited physical resources	Work Environment Challenges
Lack of infrastructure	
Stress and overwork	
Technology deficit	
Insufficient resources	
No freedom in decision-making	Decision-Making and Autonomy
Need for permission from superiors	
Superiors' flexibility	Relationships and Interference
Political intervention	
Harmony with superiors	
Absence of interference	
Barriers due to police ordinance	Government Regulations and Policies
Opportunities for innovation blocked	
Need for updating legal frameworks	
Impact of changing conditions on creative freedom	
Lack of work-related training	Training and Development
Slow and lethargic training programs	
Learning environment at Sri Lanka Police	
Opportunities for learning	
Level of challenge in making innovative decisions	Pressure and Challenges
Pressure from superiors	
Overloaded works causing stress	
Insufficient physical resources	Resource Management
Limited resources assisting creativity	
Management of salary with economic conditions	
Trying out new ideas with fellow officers	Collaboration and Sharing
Willingness of superior officers to share new ideas	
Enjoyment working with fellow workers	
Opportunities for promotions with innovative works	
Career goals affecting innovation	Personal Growth and Job Satisfaction
Personal growth and development	
Satisfaction with worthwhile accomplishment	
Job role in line with changing conditions	
Impact of job conditions on freedom for creative ideas	
Satisfaction with rewards after innovative work	Reward and Recognition
Satisfaction with the reward system	

Source: Developed by the researcher

## DISCUSSION

### i. Innovative Initiatives

Respondents highlighted various innovative initiatives within the Sri Lanka Police, ranging from drug prevention programs to improvements in police clearance report procedures. The emphasis on educational programs for officers and action plans to change police attitudes reflects a proactive approach toward addressing community needs. However, challenges such as stress and overwork, limited resources, and a technology deficit were identified, potentially hindering the full realization of these innovative efforts.



*“When I was worked in my previous OIC station, I was able to speed up the procedure of taking the police clearance report. Also, I educated my officers the mission of the police that is protecting the people lives and properties. With that education lot of bribes accepted were reduced. I am always mixing up junior police officers with experienced officers. Always juniors are attaching to different branches among the police station. They are able to exposure different areas. We Launched a programme to identify and reward disciplined drivers in current police area” - Respondent 2*

## **ii. Communication and Feedback**

A recurring theme across responses was the lack of regular feedback. While some respondents mentioned feedback during inspections, the absence of continuous feedback mechanisms raises concerns about the effectiveness of communication channels within the police force. Establishing regular feedback loops could enhance communication and contribute to a more responsive and adaptive policing approach.

*“There is no proper feedback regarding the innovations. Statutory requirements like inspections are there to check the progress, police books, criminal behaviour and conditions of police vehicles. Every six months’ inspection is conducted by the Division Superintendent and Deputy Inspector General of Police once a year. Very rarely we do receiving an opportunity to discuss our innovative ideas with the Senior Deputy Inspector General of Police in our province” - Respondent 1*

## **iii. Work Environment Challenges**

Issues related to the work environment were consistently raised, including limited physical resources, lack of infrastructure, and stress resulting from overwork. The technology deficit emerged as a significant challenge, impacting the ability to implement innovative solutions. Addressing these challenges is crucial for creating an enabling environment that fosters creativity and efficiency in police operations.

*“There are 22 grama niladhari divisions in my police area. To serve those divisions we don’t have enough police officers. One officer is performing three officers’ tasks. Therefore, lot of officers were stressed. They are compelled to work more than 12 hours per day. There are extreme special duties assigned to the officers. No smart phones for everyone. Our officers are using their motor bikes to do the police work without receiving any fuel allowance. There is insufficient space to carry out the police works. Packed several branches in one section. There are not enough stationery items. On the other hand, junior police officers don’t know how to take legal action when there is a sudden death.” - Respondent 1*

## **iv. Decision-Making and Autonomy**

A notable finding was the reported lack of freedom in decision-making, with some respondents expressing the need for permission from superiors. This theme suggests a potential bureaucratic hurdle that could impede quick and effective responses to emerging situations. Exploring avenues to empower officers with more autonomy in decision-making may enhance their ability to implement innovative solutions.

*“Some of our senior police officers are not flexible and therefore avenues for free decision making are limited. We have to get permission from the ASP, SSP, DIG when doing innovative work. It is time consuming. If the things are going wrong manner, then every blame is coming to the OIC. No one is taking responsibility in such a situation.” - Respondent 4*

## **v. Relationships and Interference**

The theme of relationships with superiors and political intervention varied among respondents. While some reported harmonious relationships and no interference, others noted political influences in sub-urban police stations. Understanding the factors that contribute to positive relationships and identifying strategies to mitigate external interference could contribute to a more conducive work environment.

*“As an OIC, if I have built a good image then there is no interference in my decisions. When the works are running in good manner, then there is no issue from the superiors. If I am receiving complaints from the community, then my*

*freedom is restricted. When the OIC is straight forward in performing the police duties, there is no unhealthy relationship with the superiors.” - Respondent 2*

## **vi. Government Regulations and Policies**

Respondents highlighted the need for updating legal frameworks and regulations to align with the current environment. Barriers due to police ordinances and limitations on innovation suggest a disconnect between existing policies and the evolving nature of policing. Advocating for reforms and aligning policies with contemporary challenges may unlock new possibilities for innovation.

*“I think that there are certain clauses that should be updated in the ordinance. Department orders have been updated accordingly, as we are still using the British made DO. Certain sections should be clearly instructed to the police officers to make the correct decisions.” - Respondent 4*

## **vii. Training and Development**

Issues related to training and development were prevalent, including a lack of work-related training, slow training programs, and insufficient learning opportunities. Enhancing training programs, particularly in areas related to technology and contemporary policing methods, could equip officers with the skills necessary for effective and innovative service delivery.

*“We are not receiving training for every task. As a matter of fact, there is lack of training in the community policing. Some of the Training programmes we do receive are having a significant impact to our thinking pattern. Every year we do receive the same courses related to crime prevention. On the other hand, lectures are conducted by police officers only. Hence it is a very lethargic training programme. If we can receive foreign exposure training, it will be useful.” - Respondent 3*

## **viii. Pressure and Challenges**

The theme of pressure and challenges emerged, with respondents expressing the level of challenge in making innovative decisions and the stress associated with overloaded works. Managing workload and providing support mechanisms for officers facing pressure are critical considerations for sustaining a conducive environment for creativity.

*“Now-a-days we perform Multiple duties. When it comes to urban areas there are a lot of duties connected with the Protest handle, criminal investigations and VIP securities. We as police officers are stuck in our core operations and therefore have no free mind to make the strategies.” - Respondent 3*

## **ix. Resource Management**

Insufficient physical resources, limited resources supporting creativity, and challenges in salary management were identified. Adequate resource allocation, especially in terms of technology and infrastructure, is essential for enabling officers to perform their duties effectively and foster a culture of innovation.

*“I received the properties from my father, with them I can manage. Also my wife is a teacher. Because of that I can manage my finances. Otherwise based on the prevailing economic situation in Sri Lanka we cannot manage our salaries. As I said earlier a police officer is performing multiple tasks and so it would be great if the government could increase our salary level. Some police officers have cut down on their food consumption in one meal.” - Respondent 1*

## **x. Collaboration and Sharing**

Collaboration and sharing of ideas were evident in some responses, with officers discussing new ideas with colleagues and superiors. Promoting a culture of collaboration and providing platforms for sharing innovative ideas could contribute to a more dynamic and responsive police force.

*"I am discussing new programs with my senior inspectors and sergeants. They are exchanging their experience with us. UN police experiences. In our conferences we do discuss the new programmes. Our new ideas are encouraged by them. We have an association called the Sri Lanka Police Inspectors association. It is a room for our innovative discussions."* - Respondent 4

### **xi. Personal Growth and Job Satisfaction**

Respondents expressed varying levels of satisfaction with personal growth, job roles, and the impact of job conditions on creative freedom. Aligning career goals with innovation, providing opportunities for personal and professional development and ensuring job satisfaction are crucial aspects for retaining motivated and innovative officers.

*"There are no proper criteria for the police promotions in the Sri Lanka. Year to year promotion criteria is changed. When we done an innovative work no mark allocation for it. My police career spans twenty-five years. Some of our batch mates are now in higher ranks in the Police. Some of them resigned from their posts. Thus I can be satisfied as a person with the services that I provided the society."* - Respondent 5

### **xii. Reward and Recognition**

The theme of reward and recognition was significant, with respondents expressing dissatisfaction with the existing reward system. Acknowledging and appreciating officers' innovative efforts through an effective reward system can serve as a powerful motivator for sustained creativity within the police force.

*"In Sri Lanka Police there are no rewards for the innovative works. For the bravery operations we receive the rewards and medals. Rewards are not encouraging innovative works. If we launch a new programme to mitigate the crimes, no financial awards given"* - Respondent 3

The first objective of this research paper to identify the factors that drive innovation of Inspectorate police officers in Sri Lanka. Hence researchers employed thematic analysis to capture the relative influence of various factors on innovation. Taken together findings shown that stress, overload of work, lack in resources, insufficient learning environment were barriers for the innovation. In line with past research that indicates resources are a great driver for the innovation (Wan et al., 2005).

Another equally important objective of this study is to examine the influence of job satisfaction, institutional factors, legislation and bureaucratic towards innovation in Sri Lanka Police. Accordingly, the findings showed lack of freedom in decision-making, political influences in sub-urban police stations were adversely caused in institutional factors while harmonious relationships and no interference from the superiors created favorable affected as institutional factors. Jung et al., (2003) proved that there is a negative relationship between centralization and innovation that is in line with the findings.

Surprisingly our results showed that the existing reward structure of the Sri Lanka Police does not stimulate the innovations. Appreciations are in a lower position.

## **CONCLUSION**

Our results reveal that Sri Lanka Police has taken several innovative techniques in terms of drug prevention, child abuse, abolish underworld acts. Even during the inspection police officers are receiving the feedback seems that there is an absence of regular feedback for the innovative acts. Additionally, limited physical resources, human resources, lack of infrastructure and stress resulting from overwork has found as negative signs. It has been observed that there is another barrier from police regulation as those are not up to date. In such a situation there is a barrier for the room for innovation.

### **5.1. Finding related Recommendations**

In improving the innovation in Sri Lanka Police proper budgeting is very crucial. The ministry of law and order, senior gazette police officers can decide where to invest resources and for what purpose. When the budget and

operations correlates, it becomes clear how resources are distributed to generate innovations in the police operations. Based on this study it was identified that Sri Lanka Police lacks in modern technology usage. Therefore, training should be provided about the use of modern technology. Most decision making in Sri Lanka Police is centralized meaning top officials exercising most of the direct control over decisions. However, officer in charge of the police stations should also be given the decision-making power to make them to work hard.

## 5.2. Implications

The research findings on factors influencing innovation within the Sri Lanka Police carry several implications for both the organization and broader contexts:

Strategic Policymakers should address the identified barriers, including outdated regulations and political interference, to foster an environment conducive to innovation. Updating legal frameworks and minimizing external influence can provide officers with the autonomy necessary for creative problem-solving.

Recognizing the impact of resource availability on innovation, there is a need for strategic resource allocation. Adequate financial support and investments in training programs can enhance officers' capabilities and encourage the development and implementation of innovative practices.

The study indicates that leadership plays a pivotal role in fostering innovation. Therefore, leadership training programs should focus on instilling a culture that values and rewards innovation. This can positively influence job satisfaction and, in turn, the overall efficiency of the police force.

Establishing effective feedback mechanisms within the organization is crucial. Officers highlighted the importance of feedback in enhancing job satisfaction and innovation. Implementing regular performance evaluations and recognition programs can address this need.

Given the dynamic nature of policing, adaptive training programs should evolve to equip officers with the skills needed for contemporary challenges. Training that emphasizes problem-solving, community engagement, and the use of modern technologies can contribute to innovation.

Recognizing the strong correlation between job satisfaction and innovation, the organization should implement initiatives aimed at improving work relationships, providing fair promotions, and ensuring competitive remuneration. This, in turn, can positively impact the overall job satisfaction levels of police officers.

Investing in research and development initiatives can stimulate innovation within the police force. Collaborations with academic institutions and external partners can bring fresh perspectives and contribute to the continuous improvement of policing strategies.

Transforming the organizational culture to one that values and encourages innovation is paramount. This requires a collective effort from leadership, policymakers, and officers to embrace change, take risks, and view innovation as essential for the organization's long-term success.

By addressing these implications, the Sri Lanka Police can cultivate an environment that not only supports innovation but also enhances job satisfaction among its officers, ultimately contributing to the effective delivery of law enforcement services.

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