ISSN No. 2321-2705 | DOI: 10.51244/IJRSI | Volume XI Issue III March 2024



Community Policing Framework for Engendering Sustainable Peace: Case of Ondo State Nigeria

Olojo, Oludare Jethro¹; Olojuolawe, Sunday Rufus²; Adewumi, Moradeke Grace³

¹Department of Science Education, BamideleOlumilua University of Education Science and Technology, Ikere-Ekiti, Nigeria.

²Department of Industrial Technology Education, Bamidele Olumilua University of Education Science and Technology, Ikere-Ekiti, Nigeria.

³Department of Computing and Information Science, Bamidele Olumilua University of Education Science and Technology, Ikere-Ekiti, Nigeria.

DOI: https://doi.org/10.51244/IJRSI.2024.1103024

Received: 25 February 2024; Revised: 01 March 2024; Accepted: 06 March 2024; Published: 07 April 2024

ABSTRACT

The proposed community policing framework is aimed at promoting sustainable peace in Nigeria. The framework focuses on engaging and empowering community members to take an active role in maintaining peace and security within their localities. Through collaborative efforts between law enforcement agencies and community members, this framework implements a holistic approach toward addressing issues of crime and violence. This includes creating strong partnerships, fostering trust between community members and law enforcement, and implementing preventive measures such as community-based awareness programs. The framework also highlights the importance of incorporating gender perspectives in community policing. By addressing the unique needs and experiences of women and other marginalized groups, this framework aims to promote inclusivity and equity in maintaining peace and security. Furthermore, it emphasizes the involvement of women in decision-making processes and their role in building resilient communities. One of the key elements of this framework is community engagement and participation. Involving community members in the planning and implementation of peacebuilding initiatives promotes a sense of ownership and responsibility within the community. This leads to sustainable and long-term solutions to security challenges.

Moreover, the framework recognizes the importance of addressing underlying social, economic, and political factors that contribute to crime and violence. This includes issues such as poverty, unemployment, and social exclusion. By addressing these root causes, the framework aims to create a more peaceful and prosperous society for all. The proposed community policing framework presents a comprehensive and proactive approach towards promoting sustainable peace in Nigeria. By empowering communities, incorporating gender perspectives, and addressing underlying issues, this framework has the potential to create a safer and more secure environment for all Nigerians.

Keywords: Community, Police, Framework, Sustainability, Peace

INTRODUCTION

The increasing menace of the men of the underworld has been a source of security concerns in Nigeria. Life and properties are no longer secured. Thus, every citizen lives in an atmosphere of palpable apprehension and suspicion. The security agencies seemed to have been overwhelmed by the activities of terrorists,





kidnappers, armed robbers, cultists, and their co-travelers in the crime. They are branded in sophisticated weapons and most cases take advantage of the knowledge of local terrains to outsmart the security agencies. Therefore, this study seeks to bridge the gap created by the non-active involvement of the local communities to achieve maximum security gains. The security of life and properties would be more achieved when there is the active involvement of the people. Therefore, this study intended to develop a community policing framework that will engender sustainable peace in Ondo State, Nigeria. Specifically, the study intends to identify the factors that will promote community policing in Ondo State, develop the framework, and give the hierarchy using the Rasch Measurement Model. Thus, the consensus of the experts' responses and item difficulty levels was obtained. The study involved critical stakeholders in the Police Force and the community leaders in Ondo State.

The survey research that employed the use of Exploratory Sequential Mixed Methods was employed. Survey research is the type of research that studies large populations where samples are related, to discover relative incidence, conveyance, and interrelations of sociological and psychological (Blenker, Elmholdt, Frederiksen, Korsgaard, & Wagner, 2014; Creswell, 2013; Creswell John. w, 2014).

LITERATURE

The Nigeria Police Force is probably the most prominent and accessible agency to civilians, although there are other Nigerian authorities that police citizens' and even foreigners' affairs within the country's borders. These agencies include the National Security and Civil Defence Corps (NSCDC) Federal Road Safety Corps (FRSC), the Nigeria Immigration Service (NIS), the Nigeria Customs Service (NCS), the States Security Services (SSS), the National Intelligence Agency (NIA), Defence Intelligence Agency (DIA), and National Drug Law Enforcement Agency (NDLEA. Over the years, there have been many processes of police reform which, according to Rauch and (De Maillard & Terpstra, 2021), still are currently underway, or about to commence. Current police practices are predicated on the notion that proactive policing will not only reduce crime but also enhance police-community relations (Garavan, Morley, Gunnigle, & Collins, 2001). To attain the above goal, community policing was implemented along these lines.

Given the many challenges and constraints confronting the Nigerian Police Force, which have negatively impacted police image and police-community relations, the introduction of community policing strategy as a cardinal initiative in the evolving agenda of police reform since the transition to democracy was necessitated (Azodo, 2014) Community policing is a type of policing that involves police and community people working together to solve problems to improve public safety. In the 1990s, community policing was widely implemented by law enforcement agencies to increase community trust and leverage police resources by enlisting community members' voluntary cooperation in public safety initiatives (IKENGA, 2023).

The main reasons for taking this proactive approach, according to Azodo, (2014) are to create a police force that is transparent, fair, neutral, accountable, and responsive to public perceptions and expectations while also developing other positive and more effective strategies outside of traditional policing; which is exclusively based on law enforcement and tends to be reactive. Latent factors also play a role in the formation of community policing. According to to Coquilhat, (2008), community policing arose as a result of two unforeseen effects of a modernizing policing profession. First, technological advancements such as police radios and patrol vehicles altered police-community ties.

METHODOLOGY

The study will use a mixed-method approach, incorporating both qualitative and quantitative research methods. According to (Johnson, 2014) qualitative research uses data gathered from first-hand observation, interviews, questionnaires (on which participants write descriptively), focus groups, and participant observation, recordings made in natural settings, documents, and artifacts.



The sequential exploratory mixed method will be employed for the study. The qualitative phase involved document analysis and interview protocol. The sample for the qualitative study was purposive. The study is targeting a total of twenty – five (25) participants from the initial phase of the study. This phase was analyzed using Nvivo software and thematic analysis to obtain the theme for the quantitative aspect/phase of the study. The theme from the qualitative phase was used to develop the items for the instrument.

The findings for this research question were approached through document analysis and interviews. The majority of the documents used are journal articles. The Google Scholar was adopted as the search engine. The search string consisted of all the articles that discuss community policing both within and outside Nigeria. This was aimed at getting a comprehensive list of the constructs for the interview phase of the study. The exclusion is those articles that were published more than 5 years ago and those whose discussions were not directly related to community policing. A total of 150 Journal articles were downloaded and after filtration, a total of 50 journal articles were available for the study. In achieving this feat, the materials were constructed into a meta-analysis table. The research phase is shown in Figure 1.

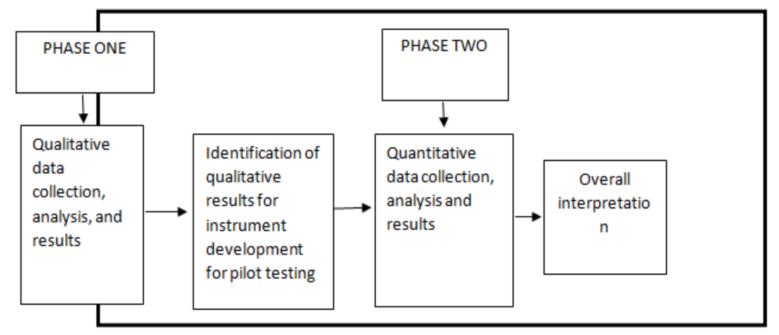


Figure 1: Sequential Exploratory Mixed methods design

FINDINGS

The constructs derived from the document analysis are communication, consultation, participation, sustained engagement, teamwork, pro-activeness, problem-solving, commitment, raid-stop and search, intelligence gathering

The main source of the constructs is a Journal article with Google Scholar as the Search Engine. This is shown in Table 1.

Table 1: Some Extracts from Document Analysis

Competency	JOURNAL ARTICLES (JR)									
	JR1	JR2	JR3	JR4	JR5	JR6	JR7	JR8	JR9	JR10
Policy ethics	*									

ISSN No. 2321-2705 | DOI: 10.51244/IJRSI | Volume XI Issue III March 2024



Moral codes and principles	*									
Intelligent gathering	*									
Crime prevention strategies	*									
Raid-stop and search	*									
Community Intelligence	*									
Activity mapping		*								
communication			*	*						
Consultation			*	*						
Participation			*	*						
Sustained engagement			*	*						
Teamwork					*	*	*	*		
Customer relation management										
Pro-activeness									*	*
Problem-solving									*	*
Commitment									*	*
Respect human										
right									*	*

Journal Article

JR1: O.E Owonibi, & J.O Ukawilulu, (2020)
JR2: David Levy & Donald Gosselin, J.D. (2019)
JR3: Michael J. Fuller APM (2018)
JR4: Johannes P. Oosthuizen (2021)
JR5: Gabriel IzokpuOikhala (2021)
JR6: Francis Ikenga (2023)
JR7: Michael J. Fuller APM (2018)
JR8: Gabriel IzokpuOikhala (2021)
JR9: Johannes P. Oosthuizen (2021)
JR10: Francis Ikenga (2023)

Findings for Research Question II:

What are the constructs and sub-constructs of community policing from the perspective of the critical stakeholders?

Interview findings from the perspective of the critical stakeholders.

The interview protocol involved experts from the Nigeria Police Force. The responses of the experts to the questions are shown in Table 2.

INTERNATIONAL JOURNAL OF RESEARCH AND SCIENTIFIC INNOVATION (IJRSI) ISSN No. 2321-2705 | DOI: 10.51244/IJRSI | Volume XI Issue III March 2024



Table 2: Responses of Participants

Example of responses	Respondents	Codes	Themes
Police are not spiritthey cannot be everywhere at the same timeinformation is powerit makes them work effectivelythere must be mutual trustinformation makes the work easier	PO1 PO2 PO3 PO4	Information	Information gathering
Engagement with chiefs, hunters, baale, and traditional rulers Attend monthly landlord meetings to know their challengesidentify black sportscriminal hideouts.	PO4 PO1 PO3	Engagement	Collaboration
Very correct related. Very correctcommunity policing is meant to gather intelligenceto nip crime in the bud. Partnership between police and communitygather information from the communityrely on information from the public. Intelligence is crucialan important tool for achieving peace. It is essential Oh! Very good. Nodded in agreement	PO1 PO3 PO5 PO4 PO2	Stop and search	Intelligence
We arrange for the officers for the quick respond quickly to the information gatheredmapping out strategies immediately after information is received. Arrangement to counter crimesurveyingunderstanding the topographycommunication with the communitysecurity strategic patrol whether vehicular, foot, surveillance or abandon system, etc	PO4 PO2 PO1	Strategy	Mapping
There is what we call ADR (Alternative Dispute Resolution a means of reducing congestion and saving time It helps to reduce congestion at the courts and correctional centerslessen the burden at the courtsfirst started in Lagos and now it is applied nationwide.	PO1 PO2 PO3 PO4 PO5	Alternative Dispute Resolution	Problem-solving
communication is very importantit permits engagementit makes the job of the police easier Communication is important	PO1 PO2 PO3 PO4 PO5	Engagement	Communication
All the participants agreed that consultation between the communities and the police will breed permanent peace.	PO1 PO2 PO3 PO4 PO5	Lasting peace	Consultation

The themes from the interview show that information gathering, collaboration, intelligence, mapping, problem-solving, communication, and consultation are critical to effectively policing Ondo State. The summary of the findings is shown in Table 3.

Table 3: Summary of Interview Findings Regarding Community Policing

Sub constructs	PO1	PO2	PO3	PO4	PO5
Information gathering	*	*	*	*	
Collaboration	*		*	*	
Intelligence	*	*	*	*	*
Mapping	*	*		*	



Problem-solving	*	*	*		*
Communication	*	*	*	*	*
Consultation	*	*	*	*	*

It will be observed that all the constructs are considered worthy of inclusion in the community policing framework for Ondo State.

However, a broader test of the data quantitatively using the Rasch Measurement model shows that only 3 sub-constructs under information gathering and problem-solving are good for inclusion in the final framework. The findings of the analysis are shown in the summary of the measured item

SUMMARY OF 4 MEASURED ITEM

| TOTAL MODEL INFIT OUTFIT | SCORE COUNT MEASURE ERROR MNSQ ZSTD MNSQ ZSTD | | MEAN 42.0 17.0 .00 1.03 .69 -.7 .53 -.4 | S.D. 9.9 .0 5.86 .67 .67 2.1 .57 .8 | MAX. 53.0 17.0 8.21 2.18 1.81 2.9 1.48 .8 MIN. 29.0 17.0 -6.15 .64 .01 -2.3 .01 -1.2

| REAL RMSE | 1.26 TRUE SD | 5.73 SEPARATION | 4.54 ITEM RELIABILITY | .95 |

|MODEL RMSE | 1.23 TRUE SD | 5.73 SEPARATION | 4.67 ITEM RELIABILITY | .96 |

| S.E. OF ITEM MEAN = 3.39

MINIMUM EXTREME SCORE: 1 ITEM

DELETED: 43 ITEM

UMEAN=.0000 USCALE=1.0000

Statistics Regarding Dimensionality

TABLE 23.0 COMMUNITY POLICING.sav ZOU015WS. TXT Feb 19 21:20 2024

INPUT: 96 PERSON 48 ITEM REPORTED: 17 PERSON 5 ITEM 4 CATS WINSTEPS 3.74.0



Table of STANDARDIZED RESIDUAL variance (in Eigenvalue units) — Empirical — Modeled

Total raw variance in observations = 43.2 100.0% 100.0%

Raw variance explained by measures = 39.2 90.7% 89.7%

Raw variance explained by persons = 26.4 61.2% 60.5%

Raw Variance explained by items = 12.7 29.5% 29.1%

Raw unexplained variance (total) = 4.0 9.3% 100.0% 10.3%

Unexplained variance in 1st contrast = 3.1 7.1% 76.7%

Unexplained variance in 2nd contrast = .9 2.2% 23.3%

Unexplained variance in 3rd contrast = .0 .0% .0%

Table 4: Model for Community Policing

Construct	Model	Description
INF1	8.21	Positive relationship with members of the community
COL4	2.85	Work with others
ITN4	-22.12	Interact professionally and respectfully
PRS4	-6.15	Plan and take ownership of a problem
TWK4	-4.91	Principle of secrecy

The fit item for the proposed framework for engendering sustainable peace in Ondo State is shown in Figure 2

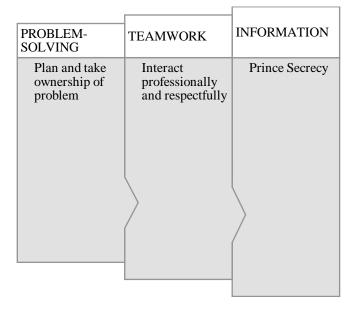
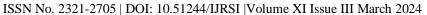


Figure 2: Propose Framework for Sustainable Peace in Ondo State

DISCUSSION

A major contribution of this study is its ability to produce a framework suitable for enhancing community





policing in Ondo State. 8 main constructs were generated for the study with a total of 48 sub-constructs. Treatment shows that not all the items are suitable for inclusion in the final framework. Only the items with a mean of less than zero are fit for inclusion(John M Linacre, 2002; Omar, Rodzo'an, Saidfudin, Zaharim, & Basri, 2010; Saidfudin et al., 2010). Consequently, only Item TIN4 (-.22.24), PRS4 (-6.15), and TWK4 (-4.91) fit for inclusion in the final framework. The analysis of the findings shows that not all the constructs are suitable for inclusion in the framework. This might not be unconnected with construct overlapping or the possibilities of its existence in the available policing architecture framework. The construct that can be included in the final framework must have its mean below the threshold of zero (J.M. Linacre, 2002; John M Linacre, 2002, 2011). Consequently, out of the 48 items reported, only 3 items have a mean below 0. These are INT4 (ability to exceed expectations), PRS4 (ability to plan and take ownership of problems and TWK4 (ability to interact professionally with superiors and other co-workers). Exceeding expectations is synonymous with intelligence gathering leading to outstanding performance (Abdulmunem, 2023; Elizabeth, 2020; International Labour Organization, 2020; Kappeler, 2015a; Oikhala, 2021; Young, 2016). This form of commitment is required to drive policing activities at the community level. Similarly, adequate planning for the mitigation of the mysterious acts of the men of the underworld is essential. Good training and provision of essential security material and weaponry will spur the morale of the men and women deployed to the frontline of action. Many studies have justified the importance of problem-solving in ensuring peace and stability in the society (Fadila & Mohd, 2022; International Labour Organization, 2020; Jollands, 2015; Jonathan C., 2018; Kappeler, 2015b; Khalid, Adha, Hamid, & Sailin, 2014; Mohammed & Ismail, 2016; Olojuolawe, Bt, Amin, & Babatunde, 2020; Olojuolawe, Bt, Amin, Latif, & Sani, 2019; Ordu & Nnam, 2017; Patrikakis et al., 2018; Sun et al., 2020; Vargas-Hernánez & Alcántara Salcedo, 2020). Professionalism and teamwork will help to reduce the menace of criminals in our communities. The policemen deserve better training in the handling of tools and working with the communities as partners. This is important in keeping the society safe. The interaction with the police officers in the first phase of the study shows the level of frustration among the rank and file. The lamentation was in the aspect of training and welfare. These two factors no doubt will diminish the commitment of the officer to duty. There is an urgent need to make them happier. The extortion on the road will vanish if they are not neglected.

CONCLUSION AND RECOMMENDATION

Constant study on phenomenal issues berths immediate and far-reaching solutions. This study has been able to isolate what is in existence for community policing and what has to be done to have sustainable peace in Nigeria. Good training to boost the professionalism of the officer is very important. The welfare of the officers must not be toyed with. Their jobs involve life and death. The mantra 'police are your friend' must be seen in action for the citizens to be able to divulge information that would help the intelligence-gathering drive of the police.

ACKNOWLEDGMENT

We acknowledged the Tertiary Trust Fund organization for sponsoring this work. Our hearts of gratitude go to Professor Olufemi Adeoluwa for his unrelenting efforts for the development of others and finally, we appreciate the university Center for Research and Development (CERAD) and its director for being a good motivator.

DECLARATION STATEMENT

Funding	The paper was funded by TetFund.
Conflicts of interest	No conflicts of interest to the best of our knowledge

ISSN No. 2321-2705 | DOI: 10.51244/IJRSI | Volume XI Issue III March 2024



Ethical approval and consent to participate	There was ethical approval and consent to participate in the research.
Availability of data and materials	The sponsor made adequate provisions for data and materials.
Authors contribution	All authors contributed actively to the study.

REFERENCES

- 1. Abdulmunem, R. A. (2023). Artificial intelligence in education. Comparative Research on Diversity in Virtual Learning: Eastern vs. Western Perspectives. https://doi.org/10.4018/978-1-6684-3595-3.ch012
- 2. Azodo, A. P. (2014). Attitude influence on performance in technical skill acquisition among formal technical trainees. International Journal of Research Studies in Education, 3(5). https://doi.org/10.5861/ijrse.2014.838
- 3. Blenker, P., Elmholdt, S. T., Frederiksen, S. H., Korsgaard, S., & Wagner, K. (2014). Methods in entrepreneurship education research: A review and integrative framework. Educ. + Train., 56(8/9), 697–715. https://doi.org/10.1108/ET-06-2014-0066
- 4. Coquilhat, J. (2008). Community Policing: An International Literature Review. New Zealand Police, (September), 18. Retrieved from https://www.police.govt.nz/resources/2008/community-policing-lit-review/elements-of-com-policing.pdf
- 5. Creswell, J. (2013). Research Design Qualitative, Quantitative, and Mixed Methods Approaches (4th ed.). Califonia: SAGE Publications, Inc.
- 6. Creswell John. w. (2014). RESEARCH DESIGN Qualitative, Quantitative, and Mixed Methods Approaches. (Knight Vicki, Ed.) (4th ed.). London, UK.: SAGE Publications, Inc.
- 7. de Maillard, J., & Terpstra, J. (2021). Community Policing in Comparative Perspective. Oxford Research Encyclopedia of Criminology and Criminal Justice. https://doi.org/10.1093/acrefore/9780190264079.013.615
- 8. Elizabeth, O. O. (2020). Challenges Affecting the Effective Implementation of Community-Oriented Policing in Abuja Municipal Area Council, Nigeria | KIU Journal of Social Sciences, 6(3), 33–40. Retrieved from http://www.ijhumas.com/ojs/index.php/kiujoss/article/view/964
- 9. Fadila, N., & Mohd, B. (n.d.). IR4 . 0 Skills Stability and Projection Index for Employability of Electrical Technology Graduates, 1–14.
- 10. Garavan, T. N., Morley, M., Gunnigle, P., & Collins, E. (2001). Human capital accumulation: the role of human resource development. Journal of European Industrial Training, 25(2/3/4), 48–68. https://doi.org/10.1108/EUM0000000005437
- 11. IKENGA, F. A. (2023). Community Policing and Security in Nigeria. Journal of Public Administration, Finance and Law, (27), 159–170. https://doi.org/10.47743/jopafl-2023-27-14
- 12. Insecurity in Nigeria and the Need for Community Policing in Nigeria. (2022), 13(7), 217–232.
- 13. International Labour Organization. (2020). Global Employment Trends for Youth 2020: Technology and the future of jobs. Retrieved from http://www.ilo.org/empelm/what/pubs/lang-en/docName-WCMS 112573/index.htm%5Cnhttp://www.ilo.org/wcmsp5/groups/public/—edemp/—emp elm/—trends/documents/publication/wcms 112573.pdf
- 14. Johnson, R. B. (2014). Mixed Methods Research Design and Analysis With Validity: A Primer Mixed Methods Research Design and Analysis With Validity: A Primer, 135. Retrieved from http://www.ph-weingarten.de/zesa/Prof. Dr. Burke Johnson Mixed Methods PRIMER.pdf
- 15. Jollands, M. (2015). A framework for graduate employability adapted for discipline differences. Research and Development in Higher Education: Learning for Life and Work in a Complex World, 38, 38, 246–255.
- 16. Jonathan C., N. (2018). Entrepreneurship Education and the Challenges of Graduate Employability in Nigeria. International Journal of Innovation, Management and Technology, 9(5), 189–193. https://doi.org/10.18178/ijimt.2018.9.5.812

ISSN No. 2321-2705 | DOI: 10.51244/IJRSI | Volume XI Issue III March 2024



- 17. Kappeler, V. (2015a). Community Policing. Community Policing. https://doi.org/10.4324/9781315724546
- 18. Kappeler, V. (2015b). Community Policing. Community Policing, (December). https://doi.org/10.4324/9781315724546
- 19. Khalid, N., Adha, N., Hamid, A., & Sailin, R. (2014). Importance of Soft Skills for Industrial Training Program: Employers 'Perspective, 3(November), 10–18.
- 20. Linacre, J.M. (2002). Understanding Rasch Measurement: Optimizing Rating Scale Category Effectiveness. Journal of Applied Measurement, 3(1), 85–106.
- 21. Linacre, John M. (2002). Optimizing Rating Scale Category Effectiveness. Journal of Applied Measurementournal, 3(1), 85–106.
- 22. Linacre, John M. (2011). Winsteps Help for Rasch Analysis. Retrieved from http://homes.jcu.edu.au/~edtgb/%5Cnpapers3://publication/uuid/D56B724A-62FF-4D00-84E1-ECC888298B70
- 23. Mohammed, D. S., & Ismail, S. (2016). Employability Skills Integration in University TVET Programmes: A Strategy for Reducing Unemployment Rate among Graduates in Nigeria, 2(4), 44–55.
- 24. OIKHALA, G. I. (2021). the Imperative of Community Policing in Nigeria. Journal of Public Administration, Finance and Law, (20), 130–151. https://doi.org/10.47743/jopafl-2021-20-06
- 25. Olojuolawe, S. R., Bt, N., Amin, M., & Babatunde, T. A. (2020). Employability Skills Framework for Navigating the Challenges of IR4. 0, (August), 17–21.
- 26. Olojuolawe, S. R., Bt, N., Amin, M., Latif, A. A., & Sani, H. A. (2019). Structural Classification of Employability Skills Hierarchy using Rasch Analysis Model, (3), 3581–3591. https://doi.org/10.35940/ijrte.C5302.098319
- 27. Omar, M. Z., Rodzo'an, N. A., Saidfudin, M., Zaharim, A., & Basri, H. (2010). Easier Analysis and Better Reporting Using Rasch Model To Handle Rank Data In Engineering Education Research. RCEE & RHEd 2010 Kuching, Sarawak, (June).
- 28. Ordu, G. E. O., & Nnam, M. U. (2017). Community policing in Nigeria: A critical analysis of current developments. International Journal of Criminal Justice Sciences, 12(1), 83–97. https://doi.org/10.5281/zenodo.345716
- 29. Patrikakis, C. Z., Kogias, D. G., Loukas, G., Filippoupolitis, A., Oliff, W., Rahman, S. S., ... Elisabeth, Q. (2018). On the successful deployment of community policing services the TRILLION project case. 2018 IEEE International Conference on Consumer Electronics, ICCE 2018, 2018-Janua, 1–6. https://doi.org/10.1109/ICCE.2018.8326149
- 30. Saidfudin, M., Azrilah, A., Rodzo'an, N. A., Omar, M., Zaharim, A., & Basri, H. (2010). Use of Rasch Analysis to Measure Students' Performance in Engineering Education. Proceedings of the 7th WSEAS International Conference on Engineering Education. World Scientific and Engineering Academy and Society (WSEAS), 435–441.
- 31. Sun, C., Shute, V. J., Stewart, A., Yonehiro, J., Duran, N., & D'Mello, S. (2020). Towards a generalized competency model of collaborative problem-solving. Computers and Education. https://doi.org/10.1016/j.compedu.2019.103672
- 32. Vargas-Hernánez, J. G., & Alcántara Salcedo, M. T. (2020). The influence and benefits of technology as a strategy in organizations. Multidisciplinary Journal for Education, Social and Technological Sciences, 7(1), 32. https://doi.org/10.4995/muse.2020.10693
- 33. Young, E. (2016). May 2016, (May), 39010.