



VICTOR VROOM’S EXPECTANCY THEORY AND CRIME CONTROL IN THE NIGER DELTA

Ajimisogbe O. Omotola¹ and Onwuchekwa Chidi F².

Department of Business Administration, Strategic Management Unit, Nnamdi Azikiwe University, Awka, Nigeria

Abstract: This paper examined the relationship between Victor Vroom’s Expectancy Theory of motivation and crime control in the Niger Delta, focusing on selected five states’ police command – Abia, Imo, Edo, Bayelsa, and Delta states out of the nine states of the Niger Delta - Abia, Imo, Cross river, Rivers, Akwa Ibom, Ondo, Edo, Bayelsa, and Delta states. The specific objectives were to: examine whether expectancy have significant relationship with proactive policing, assess whether instrumentality and corruption are correlated, and find out whether there is significant nexus between valence and education. Combination of multi-stage random and purposive sampling procedures were used to select the 1,300 respondents. The collected data were analyzed with the aid of SPSS and hypotheses were tested using Pearson Product Moment Correlation. The results showed that there is significant correlation between Vroom’s expectancy theory of motivation and crime control in the Niger Delta. In the first hypothesis tested, Pearson's r of .852 with p value of .067 indicated that there is a substantial relationship between expectancy and proactive policing. For the second hypothesis, with Pearson's r of .822 with p value of .088, the test validated the hypothesis indicating that there is a strong relationship between instrumentality corruptions. The third hypothesis, with Pearson's r of .243 with p value of .694, the test validated but showing very weak relationship between valence and education. The study concluded that to achieve efficient crime control in the Niger Delta, police authority is expected to; one, enrich the job scope of individual crime fighter and make necessary gadgets needed to enhance the performance of crime fighters available to their personnel, ensure transparency in all that involve motivational package for deserving officer at all time, and provide framework for identification of individual and officers’ values and reward preference in order to define what appeals to individual teammate. Late response to questionnaire constituted limitation to this research but same was overcome with patience.

Key Words: Expectancy Theory, Crime Control, Motivation, Police Motivation, Reward

Introduction

Militancy has been prevalent in Nigeria for decades particularly in the nine states that make up the Niger Delta region. The Niger Delta, a densely populated region in the southern Nigeria is located on the Gulf of Guinea where the Niger River meets the Atlantic Ocean. The states of the Niger Delta comprises of Abia, Akwa Ibom, Bayelsa, Cross River, Delta, Edo, Imo, Ondo, and Rivers States. It is reported in most modern literature that the brand of militancy in the Region is traced to 1966, when Isaac Adaka Boro, a former police officer from Rivers State led a rebellion against the Nigerian state with the aim of

achieving liberation for his people (Sampson, 2009) as quoted by Ezeanya, Francis, & Aideloje (2023). It has since grown wider and spread across the length and breadth of Nigeria but remains predominant in the Niger Delta. Be that as it may, the region still remain one of the most important parts of Africa because of its abundance in biodiversity, natural resources, extensive river systems, and a complex network of communities (Ewauma, 2024). It is therefore not demeaning to state that the abundant natural resources that are found within the Niger-Delta region as usual with region of its kinds also come with its own peculiar challenges – high crime rate as have been

Business Management and Entrepreneurship Academic Journal

An official Publication of Center for International Research Development

Double Blind Peer and Editorial Review International Referred Journal; Globally index

Available <https://cirdjournals.com/index.php/bmeaj>; E-mail: journals@cirdjournals.com



severally corroborated. Specifically, criminal activities in the region are usually in the areas of pipeline vandalisms, illicit drugs, kidnapping for ransom, and most recently, internet fraud related cases. These challenges place immense pressure on security officers and results in an overwhelming workload (Wahab, 2024). While researchers, most especially those in social psychology and environmental criminology disciplines have been working round to understand and to particularly provide solution to resources distribution inequality inducer's crimes without substantial success; this article views Victor Vroom's Expectancy Theory as offering a unique perspective by focusing on the commensurate motivation needed to alter behaviour of law enforcement officers in their crime control efforts. Propounded by Victor Vroom, an America social psychologist in 1964, the Vroom Expectancy theory provided amongst other things that efforts are dependent on anticipated rewards. Liken this philosophy to the surge in criminality within the Niger Delta and particularly in the recent times, it is the singular thought of this research that if crime fighters feel that extra efforts will lead to better reward, they are like to exert more determination to reduce crime rate.

Victor Vroom's Expectancy Theory of motivation falls within the category of behavioural management school of thought. The theory averred that individuals are driven to act based on the expectation that their efforts will lead to desired outcomes, and the desire outcome must be of value to the individual (Vroom, 1964). In the context of crime control and management, this theory suggests that crime fighters' performance would be determined by their expectations and its level of fulfillment after achieving success in crime control. Simply stated, a crime fighter would work harder if the expected outcome or reward is something that is of value; the better the reward the harder a person will work (Courtney Boyd & Sherri Hartzell, 2023). Conversely, insufficient rewards, whether in compensation, recognition, or advancement opportunities, can diminish motivation and satisfaction (Alkudhayr & Aljabr, 2024).

In the five selected States for this research viz; Abia, Imo, Edo, Delta, and Bayelsa States, it is observed that socio-economic disparities instigate individual to go into

environmental crime, and this is making policing a herculean occupation that should attract significant degree of motivation. Taking for instance, the report of the United Nations (2024), it was emphasized that environmental crimes are serious organized crimes that have severe consequences for economies, national security, the environment, and human health. Applying Vroom's Expectancy theory of motivation therefore could offer the surest stopgap to the surge in criminality of whatever category. The Victor Vroom's Expectancy Theory of motivation is a psychological model that explains motivation as a function of three core components:

- Expectancy: The belief that increased effort will lead to improved performance.
- Instrumentality: The belief that successful performance will result in specific rewards or outcomes.
- Valence: The value placed on those rewards by the individual.

The theory when applied in policing, crime control and management, suggest that stringent effort would lead to quality performance (expected action) and that quality performance would result in specific valued reward (his specific desire after a successful crime fighting), and the worth of the reward (valence – prestige that follows successful crime buster) underscore the effectiveness of the theory in arresting whatever categories of crime in the Niger Delta.

This study examines the application of this theory in the police command of the selected states. The study explores how motivation, resource allocation, and reward systems could impact crime control strategies. Through the conduct of this empirical study, the research has contributed to the broader discourse on crime prevention in the Niger Delta, offering actionable insights for policymakers and law enforcement agencies.

The empirical study displayed significant correlation between employee-oriented leadership styles and high levels of motivation, suggesting that leaders who adopt a more involving and supportive motivational strategy can significantly improve organizational performance (Sokolic, et. al., 2024). Furthermore, this study thoroughly built on other empirical studies before it in the areas of motivation and policing. Through quantitative method, this



research evaluates how well the selected Police Commands align with the tenets of Expectancy Theory in their efforts to combat and manage crime within the broader Niger Delta landscape.

Statement of the Problem

Decades ago, what is today known as Niger Delta was rated one of the most peaceful and stable geographical components of Nigeria; enjoying minimal crime rates and manageable policing challenges. Citizens were predominantly farmers that see the sky from under the leaves of their crops. Back then; Policing was quite effective, focusing mainly on law enforcement with community cooperation and minimal interference from violent crimes like kidnapping and robbery, and most recently illicit drugs.

Today, the story has changed. Crime rates have escalated dramatically, bringing tremendous insecurity spanning all the States in the Niger Delta. In fact, the Niger Delta Police Commands are facing increase pressure from violent crimes, particularly organized criminal activities, and civil unrest, illicit drugs, kidnapping for ransom, compounded by socio-economic and environmental factors. This overwhelming workload has demoralized officers, reducing their morale and alertness. The large scales disconnect between police officers' efforts and reward outcomes have further rendered their morale abysmally low.

There is therefore an urgent need for concerted efforts to invigorate and innovate the approach to crime control and management. Victor Vroom's Expectancy Theory (Vroom, 1964) provides a potential solution by addressing police motivation. The expectancy theory holds that there are three underlining determinants of high performance: the probability that a particular level of effort leads to a specific level of performance; the probability that this performance level causes the attainment of particular outcomes; and, the attractiveness of those outcomes (Thierry, 2021). Applying this framework in the selected Police Commands could enhance officers' motivations and effectiveness; it is assumed. Failure to urgently enhance the morale of crime fighters and the entire justice system would soon lead to total breakdown of law and order within

the selected states with huge tendency to encapsulate the entire Niger Delta.

Research Objectives

The broad objective of this research was to examine the nexus between Victor Vroom's Expectancy Theory and Crime Control in the Niger-Delta. In specific terms, the paper explores the followings;

1. To examine whether expectancy have significant relationship with predictive policing.
2. To assess whether instrumentality have influence on corruption.
3. To find out whether there is significant nexus between valence and education.

Research Questions

1. To what extent does police expectancy influence predictive policing?
2. How strong is the correlation between instrumentality and corruption?
3. Is there significant nexus between valence and the education of police in the Niger Delta?

Research Hypotheses

Ho1: Police expectancy has strong influence on predictive policing.

Ho2: There is significant correlation between instrumentality and corruption.

Ho3: There is significant nexus between valence and the education.

Review of Related Literatures

Victor Vroom's Expectancy Theory: An Overview

Victor Vroom's Expectancy Theory of Motivation (1964) is vital to beginning and maintaining healthy behaviour in the workplace, education, and beyond, and it drives us toward our desired outcomes (Sutton, 2024). The theory states that the motivation to perform is underpinned by whether the outcome is desirable, whether performing the behaviour will lead to the expected (or desired) outcome, and whether the individual has the ability, skills, and energy to get the work done (Riggio, 2015) as quoted in



(Sutton, 2024). Expectancy refers to the belief that effort will lead to desired performance; instrumentality is the belief that performance will result in certain outcomes; and valence is the value placed on the reward by the individual (Vroom, 1964).

It is important to state that the Vroom's expectancy theory of motivation can also be applied aside from quantifiable outcome of performances contrary to the arguments of some management scholars (Johnson, 2009). It is also applicable in broader societal issues, such as crime control, intelligence gathering, to mention but a few. This, in my opinion, is as a result of its versatility where it aids in understanding social reactions that are beyond quantifiable outcome. It could also be viewed from the lens of effectiveness even in abstract satisfaction such as found in predictive policing and other crime control strategies. Just as the case with every other quantifiable outcome, police officer must believe the task is achievable, in order to exert mental efforts. In other word, the task must be understood what needs to be done in order to get the desired outcome. Clarifying the role can be a way to make sure officer aligned and understand what they need to do (Channel, 2021). As earlier written, the theory did rely on certain variables without which Vroom's philosophy would hold no water. These variables include; expectancy, instrumentality, and valence.

Expectancy

The theory of Victor Vroom Expectancy Theory is hinged upon the factor of “**expectation**”. It works on the assumption that officer will choose to maximize pleasure and minimize pain. This means that people will behave in a way that result in the best outcome or reward to them (Channel, 2021). At every time, a man develops hope for something. It is the hope that keeps one going. If the hope is huge, endurance to keep pursue will be there. If an officer puts in maximum effort, he **expects** a certain reward and of course the reward must be valuable to justify the effort. If he does not get that result, he will not be motivated to make the effort again and so will not be satisfied with the outcome (Channel, 2021). In this way, one clear philosophy about the expectancy thing is the knowledge and skill that the officer has that he will display.

Mugiira (2023), while quoting Sturman et al, (2011) stated that as much as the strength of expectations may be based on the strength met, expectations have on a number of scenarios improved performance among employees. This means workers with higher skills are able to gain higher levels of achievement relative to the amount of effort they put forth, versus those who do not have the same talent level (Magny, 2012). To put another way, individual's assessment of probability is based on experience, level of self-confidence, and the perceived difficulty of the performance goal. Experienced sales representative, for example, have a fair idea of how much effort translates into effectiveness (McPheat, 2024). It is instructive for giver of reward to have knowledge of the expectations of workers and meeting these expectations to ensure their performances keeps rising. To put another way; superior should do everything possible to identify the expectation of subordinate and the level of capability, necessary tools, and the needed courage to attain maximum efficiency in order to improved crime management (University of Cambridge, 2018).

Instrumentality

The result of the every effort's outcome is what Vroom called instrumentality (Thu & Van, 2024). It is the performance outcome in its earliest state. The instrumentality; according to Vroom's theory suggest that the “**first level outcome; if encouraging will lead to the second level outcome**” i.e. if I do a good job (first level outcome), something good will come to me (second level outcome). To achieve such desirable performance level is however dependent on three critical pillars. They are;

1. Clear understanding of the relationship between performance and outcomes - e.g. the rules of the reward 'game'.
2. Trust in the people who will take the decisions on who gets what outcome.
3. Transparency of the process that decides who gets what outcome.

Employees need to believe that there is a clear connection between their performance and the rewards they desire (Niwlika, 2024). When discussing this concept in relation to crime control, officer would need to understand the



relationship between performance and outcome. That is; differentiating what ought not to be from what ought to be. If the rule is understood and the performance outcome is high, crime fighter would then appraise whether the superior who determine who get what is reliable. If the process is transparent and crime fighter believed that performance will lead to outcome, the degree of community policing will be high. It is this belief that a person will achieve the desired outcome if the performance expectation is met that is the “*pulley*” which also is the “instrumentality” that drives officer to want to go the extra mile in combating crime. Thu & Van (2024) stated that instrumentality can range from 0 to 1. If an employee feels that high performance will continuously lead to opportunities for promotion, the value of their instrumentality is 1. However, if the employee does not perceive a relationship between good performance and

promotion opportunities, instrumentality becomes 0 (Thu & Van, 2024). The instrumentality could come in various forms. To some, it is financial reward. To others, it is promotion, recognition, or a sense of accomplishment; but not the usual monthly salary as often hinged by the scholars in the scientific management school of thought. Having clear policies in place, preferably spelt out in the contract documentation, guarantees that the reward will be delivered if the agreed-upon performance is met (Bangaysiso, et al., 2024). However, performance outcome would be low when the outcome is vague or uncertain or if the outcome is the same for all possible levels of performance (Vroom, 1964). The foregoing underscores the belief that the system that determines the reward system is corruption free and crime fighters harbors no distrust against superior which is the outcome of the first performance.

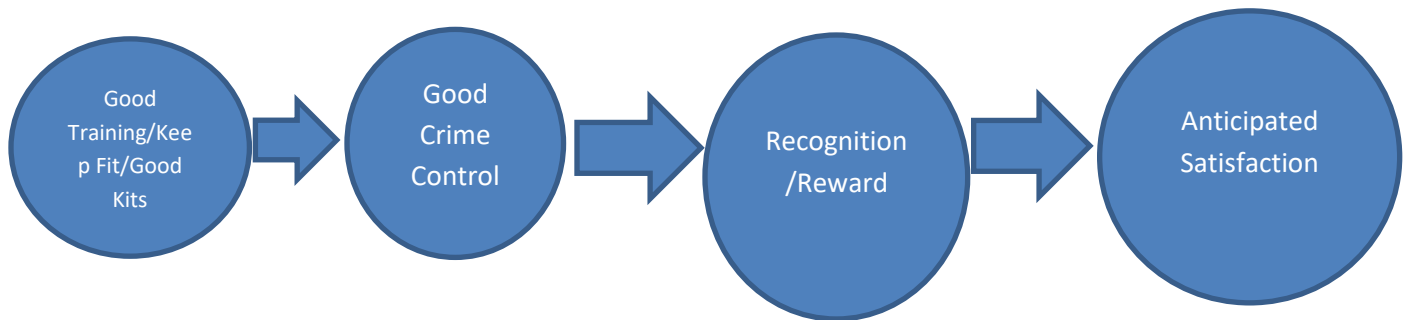


Fig. 1: Vroom’ flow chart Researchers’ own creation

The Vroom’s flow chart discussed the graphic linkage between expectancy (provision of needed tools), instrumentality (performance), rewards (motivation), and valence (anticipated satisfaction).

Valence

The strength of an individual preference for an outcome or goal is known as valence (Kingoo & Njoroge, 2019). Valence is the value that individual attached to reward. It may be negative (fear of demotion or transfer to maybe highly crime prone area) or positive (prospect for promotion) (Kingoo & Njoroge, 2019). Interestingly, valuable reward represents the *perceived satisfaction* you expect to gain from an outcome or goal, and not the actual

satisfaction. Just as in figure 1, the valence is more valuable than the actual satisfaction. The higher one values the expected reward, the higher the motivation (Tarver, 2020). How crime fighter value proposed rewards for exceptional conduct, for instance, would vary from one officer to another. Thu & Van (2024), also lend their voice to the varied values that individuals attach to valence when they said that “it could be zero if an individual has no interest in receiving a reward”. The range is from -1 to +1 in total. Valence provides a connection to the need-based motivation theories because rewards have value since they are related to an individual’s needs essentially; it is incumbent on superior to know the desire of each officer under his command. As put by Watters, (2021), to be



successful in motivating employees, managers must individually identify each employee's valences, crafting the employee's outcomes and rewards based upon those valences the employee believes are positive in nature. In crime control for instance, it refers to the emotional orientations crime fighters hold with respect to outcomes (rewards). The depth of the want of a crime fighter for extrinsic (money, promotion, time-off, benefits) or intrinsic (satisfaction) rewards. Superior must discover what officers value (University of Cambridge, 2018). Nothing raises morale of officer like the value he or she attached to expected reward (dream comes through). High job satisfaction is achieved when individuals believe that their efforts will be rewarded and that the rewards are highly valued (Ilham & Olle, 2025).

Crime Control in the Niger Delta: An Overview

Political instability, citizen alienation, terrorism, kidnapping for ransom, violence, banditry, illicit drugs, and most recently, cyber related crimes define the Nigerian crime scene. Nigeria has recently been included among the countries with the least peace in the world, according to the Global Peace Index (Statista, 2024). Reports that surfaced at the end of 2023, ranked Nigeria fifth country in Africa with the highest risk of genocide and the twelfth worldwide (Statista, 2024). The statistical indexes that the ranking were based are corruption, terrorism, mass murder, narcotic, human trafficking, kidnapping for ransom, and cyber related crimes. The Niger Delta as one of the most important components of the Nigeria State has fair share of these alarming figure. Controlling and managing the surge in crime has top the priority of governments across the Niger-Delta States lately with their security votes being redoubled by successive heads of administration. While governments have continued to make funding for security available, there is mismatch of strategic approach to curbing the ugly trend. This research article makes case for Victor Vroom's Expectancy theory of motivation as the surest mechanisms to achieving the much desired curbing of criminality growth. The theory emphasizes the relationship between effort, performance, and outcomes (Main, 2023). In this context, effective crime control depends on stakeholders'

belief that their efforts will yield positive results (expectancy or expectation), that improved performance will reduce criminal activities (instrumentality or performance outcome), and that the outcomes, such as peace, economic growth, and stability, will yield them good rating and earn them valuable rewards. There are some fundamental indicants that stand to define effective crime control and management in society. In this paper, they include predictive policing, corruption, and education.

Predictive Policing

Predictive Policing is a law enforcement strategy that uses data analysis, statistical algorithms, and machine learning techniques to forecast criminal activities and guide police action (Olaoye & Egon, 2024). Predictive policing is also called proactive policing. It involves strategies that law enforcement agencies adopt to stop crimes before they happen in a given area (Scarlett Helfer, 2023). As reported by the National Academies of Sciences, Engineering, and Medicine (2018), predictive policing developed from a catastrophe in faith in policing that emerged in 1960 due to social distress and a high crime rate. The idea requires dispatching police personnel to villages or neighborhoods, around the residence or place of service of the personnel. The philosophy behind this method of policing was to increase the efficiency of human resources by placing them in areas that require greater supervision in the community, or at the neighborhood level, which is closer to the daily dynamics of the community (Hutama, Runturambi, & Iskandar, 2023). It also requires the usage of data analytics, artificial intelligence, and machine learning techniques that could help to predict potential criminal activities before they occur (Favour Olaoye & Axel Egon, 2024). One of the foundational strategies in predictive policing is community policing, which emphasizes collaboration between law enforcement agencies and community members. It fosters trust, encourages information sharing, and allows law enforcement to address the root causes of crime more effectively. It increases public awareness that victims and their offenders are community members, and that police are both community members and State agents of social control, who are concerned about crime prevention and control in society where they are also



members (Ordu & Nnam, 2017). Proactive policing is known for its fundamental reliance on data-driven approaches such as predictive policing. The strategies focused on high-risk areas, depend on the quality of data and the specific algorithms used, and ultimately depends on efficient use of law enforcement resources and improved response times in some cases (Olaoye & Egon, 2024). Predictive policing highlights how crime mapping and predictive analytics have improved the efficiency of resource allocation and enabled law enforcement to respond more effectively to emerging threats. With predictive policing at its optimum efficiency, performance outcome of crime fighters are expected to be high.

Role of Technology in Predictive Policing

Surveillance technology drives predictive policing which have proven instrumental in deterring crime and improving public safety. Just in the way of surveillance tech; big data analytics also empowered law enforcement agencies with unprecedented insights into criminal behaviour and trends (Enems, 2024). Tools such as close-cycle tech, biometric identification, and forensic analysis have enhanced the ability to detect and prevent crimes. More recently, the AI is playing big deal to empower predictive policing by analyzing historical crime data, social patterns, and environmental factors to pinpoint where crimes are likely to occur (Oppy, 2024). The foregoing prevents crime rate surge and guaranty safer communities for sustainable peaceful society.

Corruption

Corruption is rightly called one of the most insidious social phenomena that have constituted significant alteration to crime control and management generally in Africa and particularly in Nigeria. It undermines human rights and the rule of law (Strasbourg, 2021). When corruption permeates law enforcement and judicial institutions, it weakens them, as *corrupt* officials can be easily manipulated or *bribed* (Aderoju, 2023). In the obvious, it leads to selective law enforcement, allowing offenders to evade justice through bribery or favouritism thereby killing performance drive. This not only emboldens criminals but also fosters a culture of impunity, encouraging further unlawful activities thereby dealing a dead-blow on the

performance of crime fighters. A study focusing on Latin America found that the criminal justice system in the region is ineffective and suffers from high levels of corruption, highlighting the detrimental impact of corruption on crime control efforts (Cruci, 2023). There may not be need to reemphasize the negative effects of corruption on the Nigeria legal system beyond what Farotimi (2024) echoed in his book; “Nigeria and her criminal justice”.

Moreover, corruption erodes public trust in the police. As citizens lost trust in their policing system because of corrupt, they become less likely to cooperate by reporting crimes or providing crucial information, thereby rendering crime control efforts ineffective (Abdi & Hashi, 2024). This erosion of trust creates a vicious cycle where decreased public cooperation leads to diminished crime control effectiveness, further exacerbating criminal activities. Several contributors to crime management debates averred that enhancing motivation of personnel engaging in criminal justice and crime control can reduce actual levels of corruption and consequently alleviate the pressure on personnel to engage in corrupt practices.

Additionally, Funds earmarked for equipping and training military and police personnel are often siphoned off for personal gain. This leaves security forces inadequately prepared to confront the sophisticated tactics of criminals (Makai, Fadola, & Sholademi, 2024). This misallocation in the word of Onuoha (2018) in Makai, Fadola, & Sholademi, (2024) not only hampers operational readiness but also contributes to a morale crisis among crime fighters who are aware of the disparities between promised resources and actual provisions resources. The foregoing hampers the development and implementation of effective crime control strategies, allowing criminal activities to flourish.

Education

Education is a perpetual journey of acquiring knowledge, skills, values, and attitudes, encompassing far more than mere academic learning (Akanni, 2023). It is also a process of acquiring knowledge, skills, values, and attitudes through various methods such as teaching, training, research, and experience (Brokvam, 2024). Education



plays crucial role in personal and societal development, as it equips individuals with the necessary tools to navigate the world and contribute meaningfully to their communities. Education is at the forefront of creating a better social order (Tangerang, 2023). The role of education extends beyond personal development; it is a key driver of economic growth, social cohesion, and crime reduction. Education equips individuals with the skills necessary to access better job opportunities and improve their quality of life. According to Patrinos (2024), each additional year of schooling increases an individual's earnings by approximately 10%. That also means that education has capacity to enhance motivation in the way of Maslow hierarchy of needs – self-actualization. Moreover, *education enhances* the adaptability of the *workforce*, enabling individuals to keep pace with rapidly evolving technological advancements (Muturi, 2024). For instance, a well-educated security agent behaves more mature, civilize, adaptive, and more proactive.

Beyond economic benefits, education promotes social cohesion, reduces inequality, and enhances ones understanding of the “**why**” in all situations including laws and society. It fosters critical thinking, empathy, and cultural understanding, helping individuals navigate a diverse and interconnected world. Education is an essential credential necessary for mostly crime fighters and those in authority. Additionally, education empowers marginalized groups, particularly those in the rural areas and topographically disadvantaged, to challenge authority in a civilized manner and participate more constructively and against resulting to criminal ways of seeking redress. According to the World Bank (2021), closing the gender gap in education could add billions to the global economy while reducing inequality and improving health outcomes. Education as Crime Control Strategy

One of the most profound impacts of education is its role in reducing crime. Education provides individuals with legitimate pathways to economic and social success, reducing the appeal of criminal activities. Lochner (2004) found that a one-percentage-point increase in high school graduation rates in the United States would result in a significant reduction in crime rates, including violent and property crimes. While some scholars have argued that

market skills may also increase the returns to crime, especially for white collar crimes like forgery, fraud, and embezzlement; the fact that education and training has the single privilege to raise skill levels and wage rates, and of course could lower crime (Lochner, 2004), at least in the long-run. It has also been proven that education being a multipurpose process not only inculcates social, economic and cultural awareness in humanity but is also an important medium for grasping and promoting life enhancing values among human beings (Shrivastava, 2017), which are essential for creating law-abiding citizens.

The above narratives underscore the critical overlapping relationships between expectation and effective policing in society. Adopting the Victor Vroom’s Expectancy Theory therefore provides one-stop gap to motivate police officers to want to continually be ahead of criminals in thinking and crime control.

Theoretical Framework

This research article was anchored on the popular broken windows theory. The theory of Broken Window proposed by James Q. Wilson and George Kelling in 1982 adopted a metaphoric analysis of disorderliness within neighbourhoods (Mckee, 2025), that was not taken seriously and later snowballed into serious crime. The theory in my opinion viewed police inaction at a time of low morale which snowball into lawlessness and goes above roof. The theory has enormous impact on police policy throughout the 1990s and remained influential into the 21st century. Perhaps the most notable application of the theory was in New York City under the direction of Police Commissioner William Bratton (Mckee, 2025). This article no doubt fit into the Broken Window Theory squarely.

Empirical Reviews

Victor Vroom's Expectancy Theory of motivation provides a structured theoretical approach towards motivating employees through strategic mechanism of modifying their behaviour. The structured mechanism passes through three interconnected components: expectancy, instrumentality, and valence. This theory has been applied in many industries, including crime control. Below are empirical



reviews of its application in addressing crime and insecurity which made it applicable in the Niger Delta.

In their study on “**evaluating the effectiveness of predictive policing in Nigeria: a qualitative study of law enforcement practices in Lagos State.**” Uduo & Obaji (2024) evaluates the effectiveness of predictive policing technologies through the study of the implementation within law enforcement operations in Lagos State. Their objective was to explore how predictive systems influence crime prevention, and decision-making processes in policing. Adopting semi-structured interviews, they interview twenty-five (25) police officers with at least years of involvement in predictive policing. Their findings indicate that while predictive policing can improve efficiency in crime hotspot identification, its efficacy is undermined by concerns over privacy, and fairness.

Also, Potipiroon, (2024) in his research article; “**reward expectancy and external whistleblowing: testing the moderating roles of public service motivation, seriousness of wrongdoing, and whistleblower protection**”, x-rayed the disclosure of grand corruption activities and employ an expectancy theory framework to investigate the relationship between reward expectancy and external whistleblowing intentions. The whistleblowing mechanism being a crime control tools was under study. Generating data through Survey gathered from 2,710 employees in 38 government agencies in Thailand, revealed that there is substantial relationship between the two. This is also applicable to government officers in crime control duties.

Again, in 2022, a survey was conducted by Muniyua Job Mugiira to ascertain establish the effect of extrinsic motivation on employee performance, to establish the effect of intrinsic motivation on employee performance and to establish the effect of work environment on employee performance. And the title was “**effect of motivation on employee performance at the independent policing oversight authority**”. Utilizing descriptive research design on a sample size of 139 respondents, the study concluded that there is significant relationship between extrinsic motivation, intrinsic motivation and working environment and employee performance at the Independent Policing Oversight

Authority. This also validated Vroom’s submission that in deed, police officers have expectations and that if they are met, they will perform better.

Earlier study by Popoola, Adewale, Idachaba, & Shittu (2019), in their article; “**analysis towards effective policing in crime control and prevention in Nigeria**” conducted a holistic investigation to answer the questions; 1. Does high salary of Nigeria personnel improves the attitude to work of the personnel of the Nigeria police force (NPF)? 2. To find out if ethical climate will jointly influence the attitude to work of officers in the Nigeria police force. The study area focused on Ifon - Osun in Orolu Local Government which represent police personnels working at Osun Central Senatorial District, Ede South which represent Osun West Senatorial District and Ilesa West which represent men of the force in Osun Eastern Senatorial District with 75 police officers interviewed. The finding was that there is serious weakness in policing crime and control in Nigeria as a result of poor reward system. This could also mean that their unmet expectations are causing weakness in their performance. Therefore, Vroom’s theory is validated.

Research methodology

Combinations of multi-stage random, purposive sampling, and judgmental sampling procedures were used to select the 1300 respondents. Both male and female police officers were given an equal chance of being selected. The selection was done using the following stages: Firstly, the random selection of five (5) state police headquarters (Abia, Imo, Edo, Bayelsa, and Delta states) out of nine (9) state commands of the Niger-Delta states. Secondly, the random selection of 5 (five) departments (B Ops, Anti-curt, CTU, General investigation, and Anti-narcotic) believed to be actively involved in crime fighting in each of the five police headquarters. Thirdly, the purposive selection of fifty (50) officers in four of the departments and sixty (60) officers in one of the departments believed to control the largest workforce in the various commands, to give a total of one thousand and three hundred (1,300) respondents that formed the sample size for the study. And finally, the popular Taro Yamane (1967) statistical formula



for sample size determination was adapted to distribute the questionnaires amongst respondents in the department using the formula; $n = \frac{N}{1+N(e)^2}$. The ratio were 70% to officers between constables with three years' experience and Sargent, 20% to officers on inspectorate cadre, and 10% to officers from superintendent cadre and above.

Testing of Hypothesis

The verification of hypotheses for this study was done with the aid of IBM SPSS. The three hypotheses were tested using Pearson's Product Moment in which 'r' statistics was used to determine or specify relations between various variables of study.

Ho1: There is significant nexus between expectancy and predictive policing.

Relationship between expectation and predictive policing

		Expectation	Predictive Policing
Expectation	Pearson Correlation	1	.855**
	Sig. (2 – tailed)		.065
	N	1300	1300
Predictive Policing	Pearson Correlation	.855**	1
	Sig. (2- tailed)	.065	
	N	1300	1300

Sources: SPSS Version 27 output

With correlation coefficient of .852 or 85% obtained in the first hypothesis, there is clear indication that there is strong nexus between expectancy and predictive policing. Since

the true population correlation coefficient, p(rho) is .067, and less than the 5 percent level (0.05), this hypothesis validated Ho1

Ho2: There is significant relationship between instrumentality and corruption.

Relationship between instrumentality and corruption

		Instrumental	Corruption
Instrumentality	Pearson Correlation	1	.822**
	Sig. (2 – tailed)		.088
	N	1300	1300
Corruption	Pearson Correlation	.822**	1
	Sig. (2- tailed)	.088	
	N	1300	1300

Sources: SPSS Version 27 output

With correlation coefficient of .822 obtained in the second hypothesis, the indication is that the relationship between instrumentality and corruption is very strong. The meaning of this is that if the crime fighter sees transparency in the

reward system, corruption will be minimized. Since the true population correlation coefficient, p(rho).088 is less than the 5 percent level (0.05), the second hypothesis validates Ho2.

Ho3: There is significant nexus between valence and the education.

Relationship between valence and education



		Valence	Education
Valence	Pearson Correlation	1	0.243**
	Sig. (2 – tailed)		.694
Education	N	1300	1300
	Pearson Correlation	0.243**	1
Education	Sig. (2- tailed)	.694	
	N	1300	1300

Sources: SPSS Version 27 output

With correlation coefficient of 0.243 obtained in the third hypothesis and p-value of 0.694, there is clear indication of weak correlation between valence and education. This indicated low motivation to attain education. Valence is low because the organization doesn't base reward on education.

Discussion of Findings

From the result obtained in the first hypothesis, it was revealed that there is significant nexus between expectancy and predictive policing amongst the units picked for this study. When efforts of crime fighters in predictive policing yield no reward, maybe as a result of bureaucracy, their expectancy will fall low.

The finding from hypothesis two shows that there is strong relationship between instrumentality and corruption. This implies that instrumentality is crucial in shaping whether individuals perceive corrupt behaviour as a viable path to desire outcome. If crime fighters believe that ethical behaviour or legitimate performance will not result in rewards or promotion, they will perceive low instrumentality for doing the right thing.

Finding from hypothesis three indicated weak relationship between valence and education. This implies that the value that individual attached to reward is not necessarily dependent on level of education. That also means that superior must be conscious of the likes and dislikes of each and every teammate to apply motivational tools.

Conclusion and Recommendations

Based on the findings from the three hypotheses, the study concluded that there is nexus between Victor Vroom's Expectant Theory and crime control. When efforts of crime fighters in predictive policing yield no reward, expectancy

will be low, again, if they believe that ethical behaviour will not result in rewards tendency for corruption will increase, and finally, if there is no reward for academic achievement, valence will be low. Late response to questionnaire constituted limitation to this research but same was overcome with patience.

It is therefore recommended for stakeholders:

- To eliminate whatever kind of barriers to predictive policing such as bureaucracy to give room for their expectancy in order to enhance community policing.
- To ensure that ethical behaviours are adequately rewarded so that crime fighters can develop high instrumentality for ethical behaviours and shun corruption.
- To place value on academic achievement in order to enhance officers' valence.

References

- Abdi, A. N. M., & Hashi, M. B. (2024). Impact of police effectiveness on public trust and public cooperation with the Somalia police service: exploring the mediating role of citizen satisfaction. *Cogent Social Sciences*, 10(1). <https://doi.org/10.1080/23311886.2024.2327137>
- Aderoju, T. (2023). The impact of corruption on the rule of law and the effective administration of justice using Nigeria as a case study. Retrieved from <https://www.ibanet.org/impact-of-corruption-on-rule-of-law-Nigeria>
- Akanni, I. (2023). The Transformative Power of Education: Nurturing Minds for Societal Progress. Retrieved from <https://instincthub.com/blog/the->



[transformative-power-of-education-nurturing-minds-for-societal-progress](#)

Alkudhayr, A. & Aljabr, Q., (2024). Behind the Scenes: The Realities of Stress in Public Service Jobs. Retrieved from <https://www.intechopen.com/online-first/1193110>

Brokvam, T. (2024). What is education? Retrieved from <https://medium.com/@>

Channel, M. (2021). Vroom’s Expectancy Theory: How To Motivate Staff And Increase Performance. Retrieved from <https://www.tsw.co.uk/blog/leadership-and-management/vrooms-expectancy-theory/>

Courtney Boyd & Sherri Hartzell, (2023). Expectancy Theory of Motivation | Definition & Examples. Retrieved from <https://study.com/learn/lesson/expectancy-theory-of-motivation.html>

Croci, G. (2023). Effectiveness and corruption in the criminal justice system of Latin America: An overview. *International Journal of Comparative and Applied Criminal Justice*, 49(1), 81–105. <https://doi.org/10.1080/01924036.2023.2292032>

Enems, P. (2024). The role of technology in crime investigation and prevention. Retrieved from <https://enemsproject.wordpress.com/2024/11/03/the-role-of-technology-in-crime-investigation-and-prevention/>

Ewauma, T. (2024). Impact of Oil & Gas Production on the Niger Delta.

Ezeanya, E.V., Francis, C.A., & Aideloje, S. (2023). Militancy in the Niger Delta region of Nigeria: interrogating the issues and challenges. *International journal of academic multidisciplinary research (IJAMR)* ISSN: 2643-9670

Factors Influencing Nigerian Police Performance: A Case Study Of Zone Two Nigerian Police Headquarters, Lagos

Ghahremani, H., Lemoine, J.G., & Hartnel, A.C. (2024). The Influence of Servant Leadership on Internal Career Success: An Examination of Psychological Climates and Career Progression Expectations. *Journal of Leadership & Organizational Studies*

Gilbert Enyidah-Okey Ordu1 & Macpherson U Nnam (2017). Community Policing in Nigeria: A Critical Analysis of Current Developments. *International Journal of Criminal Justice Sciences*. Vol 12 Issue 1

Hanh Le Thu, L.H. & Van, N.H. (2024). Applying vroom expectancy theory to analyse employee motivation: A study of commercial Banks in Vietnam. *Humanities and Social Sciences Letters*. 2024 Vol. 12, No. 4, pp. 792-810. ISSN(e): 2312-4318. ISSN(p): 2312-5659

Helfer, S. (2023). Proactive Policing Definition, Strategies & Examples. Retrieved from <https://study.com/academy/lesson/proactive-policing-definition-strategies.html>

Hutama, P.A., Runturambi, S. J. A. & Iskandar, A. (2023). The rw police program as an implementation of predictive policing in the legal jurisdiction of the jakarta metropolitan police department (polda metro jaya). *International Journal of Multicultural and Multireligious Understanding* <http://ijmmu.com> editor@ijmmu.com ISSN 2364-5369. Volume 10, Issue 5

Ilham & Olle, T.A. (2025). Job satisfaction moderated burnout, work-life balance, and lecturer performance during the industrial revolution 4.0. *International journal of management and business applied*. Vol.4, No.1, 2025e-ISSN: 2827-984

John Kevin V. Bangaysiso, Dodelon F. Sabijon, Yolanda C. Sayson, Renato C. Sagayno, Paulino Pioquinto,



- & Vanzniel Rover A. Nillama. (2024). Thorns of Failures: Views of Non-Passers of Criminology Board Examination. *International Journal of Law and Politics Studies*, 6(3), 78-94. <https://doi.org/10.32996/ijlps.2024.6.3.7>
- Johnson, R. R. (2009). Using Expectancy Theory to Explain Officer Security Check Activity. *International Journal of Police Science & Management*, 11(3), 274-284. <https://doi.org/10.1350/ijps.2009.11.3.129>
- Kingoo, M.Z. & Njoroge, J. (2019). Effects of training on performance in national police service in kenya: case of general service unit officers nairobi. *American Journal of Public Policy and Administration*. ISSN 2520-4696 (Online). Vol.4, Issue 1 No.3, pp 31- 47,
- Lochner L. (2004). Education and crime. Retrieved from <https://economics.uwo.ca/people/lochn>
- Lochner, Lance, Education, Work, and Crime: A Human Capital Approach (May 2004). NBER Working Paper No. w10478, Available at SSRN: <https://ssrn.com/abstract=541703>
- Lunenburg, F. C. (2011). Expectancy Theory of Motivation: Motivating by Altering Expectations. *International Journal of Management, Business, and Administration*, 15(1), 1-6.
- Magny, O. (2012). Intrinsic and extrinsic factors that influence job satisfaction in police officers relative to Frederick Herzberg's motivation/hygiene theory. A Dissertation Submitted in Partial Fulfillment of the Requirement for the Doctor Degree of Education. Retrieved from <https://www.proquest.com/openview/a9c5c77f449d58a85e27491d45251fec/1?pq-origsite=gscholar&cbl=18750>
- Main, P. (2023). Discover Expectancy Theories: Understand how motivation, performance, and outcomes are interconnected. Learn to apply these principles effectively. Retrieved from <https://www.structural-learning.com/post/expectancy-theories>
- Makai, C.C., Fadola, B.A., & Sholademi, D. (2024). Beyond security failures: The complexities of addressing Boko haram in Nigeria. *World Journal of Advanced Research and Reviews*, 2024, 24(01), 503–517. Retrieved from file:///C:/Users/HP/Downloads/BeyondSecurityFailure.
- Manigo, P. (2025). What is the foundation of community policing. <https://www.studocu.com/en-us/messages/question/7785978/what-is-the-foundation-of-community-policing>
- McPheat, S. (2024). Effective Motivation Through Victor Vroom's Expectancy Theory. Retrieved from <https://www.mtdtraining.com/blog/effective-motivation-through-victor-vrooms-expectancy-theory.htm>
- Md. Imran Wahab (2024). Challenges Encountered by Police Officers During Crime Investigations. *International Journal for Multidisciplinary Research (IJFMR)*. E-ISSN: 2582-2160 • Website: www.ijfmr.com
- Mugiira, J.M. (2022). Effect of motivation on employee performance at the independent policing oversight authority. A dissertation submitted in partial fulfillment of the requirements for the award of master of business administration-corporate management in the school of business at kca university. Retrieved from <https://repository.kcau.ac.ke/bitstream/handle>
- Muturi, B. (2024). Role of Education in Technological Innovation and Economic Growth in Kenya. Retrieved from URL: <https://ajpojournals.org/journals/index.php/JDE/article/view>



- National Academies of Sciences, Engineering, and Medicine. 2018. *Proactive Policing: Effects on Crime and Communities*. Washington, DC: The National Academies Press. <https://doi.org/10.17226/24928>
- Ndakotsu, N.R. (2023). The foundation of community policing lies in three core principles: problem-solving, community partnership, and organizational transformation. Wukari International Studies Journal, Vo.7, No1
- Niwlika, B. (2024). Vroom’s Expectancy (VIE) Theory of Motivation. Retrieved from <https://www.careershodh.com/vrooms-expectancy-vie-theory-of-motivation/>
- Nte, D.N., Nte, N.U., Featherstone, R.C., and Eyengho, O. E. (2024). Youth Unemployment, Crime Incidence and the Challenges of Youth Development Programmes in Delta State, Nigeria. Journal of Crime and Criminal Behavior. Vol. 4, No. 1, 2024, pp. 25-63
- Olaoye, Favour & Egon, Axel (2024).. Predictive Policing and Crime Prevention. Crime and delinquency. Retrieved from https://www.researchgate.net/publication/383565286_Predictive_Policing_and_Crime_Prevention
- Olowonihi, P.A. & Musa,O.M. (2024)The Role Of Intelligence In Nigeria's National Security: A Critical Assessment (2011-2023). *American Journal of Interdisciplinary Innovations and Research*, 6(11), 113–141. <https://doi.org/10.37547/tajir/Volume06Issue11-08>
- Oppy, J. (2024). Law Enforcement Tech: Artificial Intelligence and Public-Private Data Integration for a Safer Victoria. Retrieved from <https://www.linkedin.com/pulse/law-enforcement-tech-artificial-intelligence-data-integration-opyy-dnugc>
- Ordu, G. O & Nnam, M. U. (2017). Community Policing in Nigeria: A Critical Analysis of Current Developments. Criminal Justice Sciences; Thirunelveli Vol. 12, Iss. 1, (Jan-Jun 2017): 83-97. DOI:110.5281/zenodo.345716
- Patrinós, A.H. (2024). Education, Economics, Public Policy. Retrieved from <https://hpatrinós.com/2024/05/23/each-additional-year-of-education-can-increase-a-persons-annual-earnings-by-10/>
- Popoola, M. A., Adewale, J. A., Idachaba, O. I., & Shittu, M. O. (2019). Analysis Towards Effective Policing In Crime Control And Prevention In Nigeria. *IJARW/ISSN (0)-2582-1008*, 1(1).
- Potipiroon, W. (2024). Reward Expectancy and External Whistleblowing: Testing the Moderating Roles of Public Service Motivation, Seriousness of Wrongdoing, and Whistleblower Protection. *Public Personnel Management*, 53(2), 309-345. <https://doi.org/10.1177/00910260231222814>
- Robbins, S. P., & Judge, T. A. (2018). *Organizational Behavior*. Pearson.
- Shrivastava, K.S. (2017). Promotion of moral values through education. *International Journal of Research in Social Sciences*. Vol. 7 Issue 6, June 2017, ISSN: 2249-2496 Impact Factor: 7.081
- Sokolic, D., Croitoru, G., Florea, V.N., Robescu, O.V. & Cosac, A. (2024). The Effect of Leadership Styles on Employee Motivation and Organizational Performance in Public Sector Organizations. *Valahian Journal of Economic Studies* Vol. 15(29).
- Solomon Eloka Ifesi (2024). Nigeria’s security challenges: implications for national security. *Unizik Journal of Culture and Civilization*, Vol. 3, No. 4, September 2024



- Statista (2024). Crime in Nigeria - statistics & facts. Retrieved from <https://www.statista.com/topics/7491/crime-in-nigeria/#topicOverview>
- Strasbourg (2022). <https://www.coe.int/en/web/commissioner/-/corruption-undermines-human-rights-and-the-rule-of-law>.
- Sutton, J. (2024). Victor Vroom's Expectancy Theory of Motivation. Scientifically reviewed by [Maïke Neuhaus](#). Retrieved from <https://positivepsychology.com/expectancy-theory/#the-three-components-of-expectancy-theory>
- Tangerang, S. (2023). Education and evaluation in a buddhism perspective. 95 JISAE (Journal of Indonesian Student Assessment and Evaluation |Volume 9 Number 2)<https://doi.org/10.21009/JISAE> JISAE
- Tarver, E. (2020). Vroom's Expectancy Theory of Motivation: Definition, Principles & Uses. Retrieved from <https://evantarver.com/expectancy-theory-of-motivation/>
- Thierry, H. (2021). Some Psychological Theories on Pay. International Encyclopedia of the Social & Behavioral Sciences.*
- Thu & Van (2024). Applying vroom expectancy theory to analyse employee motivation: A study of commercial banks in Vietnam. *Humanities and Social Sciences Letters*. Vol. 12, No. 4, pp. 792-810. ISSN(e): 2312-4318. ISSN(p): 2312-5659
- Uduo, T. & Obaji, R. (2024). Evaluating the effectiveness of predictive policing in Nigeria: a qualitative study of law enforcement practices in Lagos State. *African Journal of Social Sciences and Humanities Research*. 7(4):187-199. DOI: [10.52589/AJSSHR-POLHVJ1F](https://doi.org/10.52589/AJSSHR-POLHVJ1F)
- UN (2024). Explainer: What are crimes that affect the environment? Retrieved from https://www.unodc.org/unodc/en/frontpage/2024/April/explainer_-what-are-crimes-that-affect-the-environment.html
- University of Cambridge, (2018). Management Technology Policy. Vroom's expectancy theory. Retrieved from <https://www.ifm.eng.cam.ac.uk/aboutifm/for-governments/>
- Van der Voet, J., Kuipers, B. S., & Groeneveld, S. (2016). Implementing Change in Public Organizations: The Relationship Between Leadership and Affective Commitment to Change in a Public Sector Context. *Public Management Review*, 18(6), 842-865.
- Vroom, V. H. (1964). *Work and Motivation*. John Wiley & Sons.
- Watters, R.E. (2021). Factors in Employee Motivation: Expectancy and Equity Theories. *Journal of Colorado Policing. The Official Journal of the Colorado Association of Chiefs of Police.*
- Wikipedia, the free encyclopedia. Retrieved from https://en.wikipedia.org/wiki/Broken_windows
- Yamane, T. (1967). *Statistics: an introductory analysis*. 2nd Edition, Harper and Row, New York. Retrieved from: <https://www.scirp.org/reference/Index>