Police Reforms' Impacts on Nigeria Police Leadership

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Abstract

**Purpose:** The study's goal was to ascertain how leadership within the Nigerian police force was affected by police reforms with regard to the Directorate of Criminal Investigation.

**Methodology:** Based on functional leadership theory, the study was conducted. Police officers and members of the public completed questionnaires that were used to collect data. Descriptive statistics created with SPSS were used to evaluate quantitative data. The examination of qualitative data using content analysis. Edited and coded data were entered into SPSS for efficient analysis. Frequency tables and graphs were used to portray the quantitative data for rapid and simple comprehension. In prose, the qualitative data was given.

**Results:** The study found that the leadership in the police service was influenced by organizational structure, police education, organizational culture, and relationships with the local police force. According to the respondents, the organizational structure of the police department, police officer training, organizational culture, and the interaction between the police and the community all had a significant impact on police leadership. These elements benefited police leadership. The police leadership further had difficulties with the recent reforms. According to the responders, police leadership had not developed any plans to lessen the difficulties they were encountering.

**Conclusion:** According to the study's findings, the leadership at FCID headquarters is significantly influenced by organizational structure, police officer education levels, organizational culture, police-community interactions, and organizational structure.

**Recommendations:** According to the report, the oversight committee in charge of Nigeria's police reforms has to establish a culture of organizational change in order to deal with the dynamic leadership issues that are impeding the reform process as a whole. The public should be made aware of the importance of adopting a community policing policy through extensive advertisements. The study suggests that a follow-up study be done, but this time to examine how county commissioners' influence police leadership in a decentralized system.

**Keywords:** Leadership, Reform, Policing, FCID, Police.
1.0 Introduction

1.1 Background of the Study

The process of inspiring, motivating, persuading, and in any other way influencing others to follow is known as leadership. The practice of thinking about how things may be improved is the act of leadership. As it comes to police, leadership may refer to using command power when necessary. This sets apart law enforcement, public safety, and the military from many other occupations, where there is virtually always time to solicit opinions, reach agreements, and explain justifications. All of those skills, as well as the ability to discern when to provide split-second directives, may be necessary for effective police commanders. Likewise, effective police followers must have an ability to be aware of times when their role is to provide unquestioning compliance with a peer or supervisor. Leadership in such environments becomes more complex, because the doctrines and dogmas espoused by many leadership visionaries may be ill suited for the low frequency, high impact events that define these disciplines (Bayley, 2005).

The best way to characterize police leadership in the past is dictatorial and reactionary. Even if this style of leadership seems to have had some success on its own, it looks that police organizations of the present and the future will require a different kind of leadership. What kind of leadership will be needed is the question. Examining the two styles of leadership, reactive and proactive leadership, seems to be the best way to address this subject. A leader that uses a reactive leadership style responds to issues, occurrences, and circumstances either as they arise or after they have already happened. Without considering potential or long-term effects, each individual’s answer is given. A proactive leader isn’t hesitant to act on information indicating that a problem can be stopped before it becomes worse. A proactive police leader is not afraid of being creative and innovative (Gaines & Ricks, 2003). Proactive leadership fits the police leadership in that the police are involved in dangerous operations. Police reforms across the world have been seen as a constant of modern policing initiatives (Savage, 2007).

In any nation, the police are the most obvious example of governmental power in charge of maintaining public safety. The police must always act in accordance with the law and protect human rights while being under immense pressure from both state and non-state actors to combat the rising tide of crime and the emerging risks to national security, particularly those arising from terrorism (Chris, 2005). However, the history of policing has repeatedly demonstrated that the police, who are meant to be protecting their own citizens, have frequently maintained and implemented a sole dependence upon use of excessive force and torture. Police transformation and reforms across the world has therefore been shaped by the need for a people friendly, professional service with the ability to secure citizens and their property against aggressors without violating their basic human rights (Lundman, 2010).

Police reforms in the United Kingdom were started in the 1980s with a primary focus on new police management techniques, particularly the concern for efficiency and effectiveness (Hahn, 2003; Moran, 2005). New public management (NPM) and good governance in the police became a standard for evaluating their reformed police institution as a result (Garland, 1999; Bislev, 2007). Improving access to police services in groups that had previously faced discrimination under the apartheid administration was one of the main goals of police reforms in South Africa after that country's independence in 1994 (Bruce, 2003). The reforms also focused on changing the command structure of the police in order to allow for community involvement and effectiveness.
Since 2003, the Nigerian government has attempted a number of command and structural changes in the police (Anderson, Gisborne and Holliday, 2013). This included, among other things, enhancing community policing, increasing the number of motor vehicles available to respond quickly to crime scenes, merging the two police services, hiring the Inspector General of Police and his two deputy officers, and creating the Independent Police Oversight Authority and the Nigeria Police Force Commission. The police force was expected to change, as well as the police force's leadership (Alemika, 2007). However, while the police institution in Nigeria was being reformed questions arose as to whether there was any progress made so far especially on the police leadership (Amnesty International, 2013).

1.2 Statement of the Problem

Since excellent performance in these areas is often regarded as requiring effective leadership, the necessity for good police leadership is more important than ever (Meaklim & Sims, 2011). According to Mkutu (2008), police leadership is founded on colonial administrations, whose primary function was to direct the police force in the upkeep of law and order. He adds that many post-colonial rulers, who have retained a firm grasp on their operations and utilized them for personal advantage, have benefited from the persistence of these leadership structures and how well they have suited their interests. The administration suggested changes to the police force in an effort to enhance the service. Despite these reforms the leadership within the police service has continued to be poor with the impunity within the police service still existing (Mboroki, 2013).

1.3 General Objective

The general objective of the study was to investigate the effect of police reforms on leadership within the Nigeria police service in reference to the Force Criminal Investigation Department.

2.0 Literature Review

The capacity to inspire people with confidence and help them in achieving corporate goals is referred to as leadership (Dubrin, Dalglis & Miller, 2006). According to Evans and Evans’ study from 2002, effective leadership include leading, directing, escorting, guiding, tracing, steering, and managing people. They went on to describe a leader as someone who directs a team that has social and professional responsibilities. Setting direction, being clear about where you want to go, and
fostering alignment are all aspects of leadership. Keeping everyone on board as well as overcoming any adaption hurdles that may occur are also necessary. Leadership is also the process by which people are successful in creating and shaping the reality of the workplace and other arenas. Leadership, like other social formula, is socially built through successful interaction with other leaders and also the subordinates that the leader must deal with on a day-to-day basis (Parker, 2001). In the police service interaction with the subordinates may be very crucial to effective management of the police service.

Numerous factors contribute to the police's challenging encounters with the communities they are meant to serve and safeguard. Numerous of these are caused by the fact that police agencies generally hold divergent viewpoints, suffer from inadequate communications, and worry about the nature of social control in a free society (Carter & Radelet, 2009). In dealing with the community, the police function as political actors as well as individuals, groups, and organizations. There is widespread peace when it appears that law enforcement upholds the rights of the neighborhoods they serve. There is resentment and disagreement when cops don't share these feelings. Cordner and Scarborough, (2007) found that different community groups view the police differently and have varying notions of the priorities and objectives of law enforcement and criminal justice.

Adlam (2003) asserts that the idea of leadership is a complicated one. This is particularly relevant given the fact that a variety of strategies have been used to give the terms "leadership" and "effectiveness" significance. As a result, there are many ways to define leadership, some of which are addressed here. According to conventional viewpoints, leadership fosters collaboration, respect, and obedience. To get the followers' cooperation, the leader therefore exerts influence over them (Anderson, Ford & Hamilton, 2008). In addition, traditional leadership viewpoints place emphasis on the leader's responsibility for setting objectives and ensuring their successful completion. As the focus shifts from bureaucracy (in which the leader tends to directs others and make decision for others to implement) to non-bureaucracy, the perception of leadership appears to emphasize motivation, inclusion and empowerment of followers.

According to Jaques and Clement (2001), leadership is the act of providing others with direction and guiding them in that path with skill and dedication. Leadership is therefore a duty marked by dedication and skill, and it occurs in a role relationship inside a social framework. A leader primarily interacts with others within a social framework in order to perform. Interaction with the public, subordinates, and politicians may be involved in the police.

Police reform in Nigeria was contextualized by Mani in 2000. According to the report, when making police reforms, the government did not take into account the culture and history of the police. According to him, successful police leadership in Nigeria must be able to take action while also knowing when to provide quick commands. In order to prevent duplication and guarantee efficient leadership, he advised the Nigerian police service to modify the organizational structure. The Nigerian police, according to Mboroki (2013), have modified their method of operation. At the moment, taking someone into custody requires a police officer to have hard proof. Before, the police could detain a person for as long as they want and accuse them without providing any proof. This was facilitated by the high level of corruption in the judicially.

A research on the Strategy Process, Content, Context, and International Perspective was conducted by De Witt and Meyer (2010). They pointed out that managers are chosen with the particular responsibility of overseeing the various individuals or units and reporting to managers further up
the ladder in organizations like the police force. An organizational structure may have one or several tiers of management, depending on the scope of control exercised by each manager. The organizational reform of other police forces, where the focus has been on decentralizing local decision-making while centrally coordinating national crime concerns that impact all areas, can be a valuable source of information. In their study, Downes (2004) discovered that the most typical structure in police forces across Europe is a flat, straightforward, and flexible one.

Ungar (2012) conducted research on the cooperation between the police and organized crime. He discovered that the most effective organizational structure for Latin American police reform was decentralized. He said that since democratization, governments in Latin America have decentralized their police forces and other significant state institutions. He said that sub-regional administrations are better equipped to address local issues and particular circumstances. However, those governments have not been adequately equipped to carry out their duties, particularly in light of the transnational crimes that cross their borders. This inefficiency has led to re-centralization in nations like Venezuela and Mexico, as well as efforts to impose federal programs in nations like Argentina and Brazil, along with significant differences in the quality of policing.

The International Crisis Group (ICG), 2005, claims that there are several educational challenges in the police force, particularly in developing nations. The leadership of police agencies throughout the world has been troubled by this issue. Police reform in most developing countries is characterized as ad-hoc and policy measures follow each individual donor’s preferences and willingness for commitment. According to Alemika (1999), police leadership continues to confront an educational challenge because the majority of local police haven't had any official training in more than 10 years, and many have never had any type of training at all. Kagari and Thomas (2006) noted that education is not in the police department’s vocabulary with most police departments only require a high school diploma. This can be extrapolated to the leadership and the chief of police education. Strock (2008) investigated the Education of the Police in California. He presents an uneducated view on college education and the police. He however stated that college education is not necessarily a prerequisite for good police leadership.

A research on the connection between goal orientation, self-efficacy, and work performance was conducted by Potosky and Ramakrishna in 2002. They stated that there is no doubt that organizational culture affects how well a company performs. Positive organizational culture is frequently developed by organizations through leadership, programs, communication, values, norms, policies, and regulations. The key elements of organizational culture under study here include attitudes, values, and beliefs, as well as history, conventions, symbols, and rituals.

3.0 Methodology

Based on functional leadership theory, the study was conducted. Police officers and members of the public completed questionnaires that were used to collect data. Descriptive statistics created with SPSS were used to evaluate quantitative data. The examination of qualitative data using content analysis. Edited and coded data were entered into SPSS for efficient analysis. Frequency tables and graphs were used to portray the quantitative data for rapid and simple comprehension. In prose, the qualitative data was given.
4.0 Data Analysis, Findings and Discussion

4.1 Demographic Characteristics

The study sought to establish the demographic characteristics of the respondents. Demographic information of this study comprised of the respondents’ period of service in the police service. The study sought to establish the period which the police officers had served in the police service. The findings are presented in figure 1.

![Figure 1: Period of service in police service](image)

From the figure, majority of the respondents as shown by 54% had served for more than 10 years, 34% had served for a period of 6 to 10 years whereas 12% had served in the police service for a period of 1-5 years. This implies that majority of the police officers have served in the police service for a considerable period of time which implies that they were in a position to give credible information relating to this study.

4.2 Factors Affecting Police Reforms

4.2.1 Organizational Structure

The respondents were requested to indicate whether organization structure of the police affected leadership in the FCID headquarters. The results were shown in figure 2.

![Figure 2: Effect of organizational structure on leadership](image)
The figure revealed that 92% of the respondents agreed that the organizational structure of the police service affect the leadership within the FCID headquarters while 8% were of the contrary opinion. This is an implication that organizational structure of the police service affects the leadership within the FCID headquarters.

The study sought to establish the extent to which organizational structure affected leadership within the FCID headquarters. The results are presented in the table 1.

**Table 1: Organizational Structure and Leadership within the FCID Headquarters**

<table>
<thead>
<tr>
<th>Extent</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Little extent</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>17</td>
<td>34</td>
</tr>
<tr>
<td>Great extent</td>
<td>26</td>
<td>52</td>
</tr>
<tr>
<td>Very great extent</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Table 1 indicates that 52% of the respondents indicated that organizational structure affected leadership within the FCID headquarters to a great extent, 34% indicated moderate extent, 10% of the respondents indicated to a very great extent whereas 4% indicated to a little extent. This implies that organizational structure affect leadership within the FCID headquarters to a great extent. Sugarman (2010) stated that organizational structure affect police reforms.

### 4.2.2 Education

The study sought to determine whether education of the police affect the leadership within the police service. The data was sought from police officers. The findings are shown in figure 3.

**Figure 3: Effect of education level on leadership within the police service**

From figure 4.4, majority of the respondents as shown by 74% agreed that education of the police affected the leadership within the FCID headquarters whereas 26% were of contrary opinion. This implies that education of the police affects the leadership within the police service.

The respondents were requested to indicate the extent to which education of the police affect the leadership in the police service. The findings are tabulated in table 2.
Table 2: Extent to which education of the police affect the leadership in the police service

<table>
<thead>
<tr>
<th>Extent</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Little extent</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>13</td>
<td>26</td>
</tr>
<tr>
<td>Great extent</td>
<td>22</td>
<td>44</td>
</tr>
<tr>
<td>Very great extent</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The findings show that most of the respondents as shown by 44% were of the opinion that the level of education of the police affected the leadership within the FCID headquarters to a great extent, 26% indicated to a moderate extent, 20% indicated to a very great extent while 10% of indicated to a little extent. This implies that level of the police affects the leadership within the FCID headquarters to a great extent.

4.2.3 Organizational Culture

The study sought to determine whether organizational culture affected the leadership within the FCID headquarters. The findings are as shown in figure 4.

![Figure 4: Effect of organizational culture on the leadership within the service](image_url)

The figure shows that majority of the respondents as shown by 92% agreed that organizational culture affected leadership within the FCID headquarters whereas 8% were of contrary opinion. This implies that organizational culture affects the leadership within the FCID headquarters.

The research sought to determine the extent to which police culture affects the leadership within the police service. The findings are presented in table 3.
Table 3: Extent to which police culture affects the leadership within the police service

<table>
<thead>
<tr>
<th>Extent</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moderate extent</td>
<td>9</td>
<td>18</td>
</tr>
<tr>
<td>Great extent</td>
<td>18</td>
<td>36</td>
</tr>
<tr>
<td>Very great extent</td>
<td>23</td>
<td>46</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The table shows that most of the respondents as shown by 46% indicated that police culture affected the leadership within the police service to a very great extent. 36% indicated to a great extent while 18% indicated to a moderate extent. This implies that police culture affects the leadership within the police service to a very great extent.

4.2.4 Police-Community Relationship

The study sought to determine whether police-community relationship affect the leadership within the FCID headquarters. The findings are shown in figure 5.

![Figure 5: Police-community relationship and leadership within the police service](image)

From the figure 5, majority of the respondents as shown by 74% agreed that police community relationship affected the leadership within the FCID headquarters whereas 26% of the respondents were of contrary opinion. This implies that police-community relationship affects the leadership within the FCID headquarters.

The research sought to establish the extent to which police-community relationship affects the leadership within the FCID headquarters. The results are shown in table 4.

Table 4: Extent to which police-community relationship affect leadership

<table>
<thead>
<tr>
<th>Extent</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>16</td>
<td>32</td>
</tr>
<tr>
<td>Great extent</td>
<td>22</td>
<td>44</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>9</td>
<td>18</td>
</tr>
<tr>
<td>Little extent</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
The findings indicate that most of the respondents as shown by 44% indicated that police-community relationship affected the leadership within the FCID headquarters to a great extent, 32% indicated to a very great extent, 18% indicated to a moderate extent and 6% indicated to a little extent. This implies that police-community relationship affects the leadership within the FCID headquarters to a great extent.

### 4.3 Relationship between Police Reforms and Police Leadership

The second objective of the study was to establish the relationship between police reforms and police leadership in the FCID headquarters. The respondents were requested to indicate whether police reforms have affected police leadership in the police force. The results were shown in figure 6 and 7.

![Figure 6: Whether police reforms have affected police leadership within police service](image6)

Figure 6 revealed that 74% of the police respondents indicated that the police reforms affected the leadership within the FCID headquarters while 26% were of the contrary opinion. Figure 7 revealed that 78% of the respondents from the public indicated that the police reforms affected the
leadership within the police service with 22% being of the contrary opinion. This implies that police reforms affect the leadership within the Nigeria police service. The study found that the police reforms affected leadership within the Nigeria Police service through structural changes, accountability, reconfiguration of policing roles and education requirements.

4.3.2 Strategies for Leadership Challenges in the Police Service

The third objective was to determine the strategies towards addressing challenges to police leadership within the Nigeria Police Force in the current reforms. The respondents were requested to indicate the challenges faced by the police leadership in the current police reforms. The results were shown in table 5.

Table 5: Challenges by the police leadership in the current reforms

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgeting</td>
<td>78</td>
</tr>
<tr>
<td>Staffing</td>
<td>68</td>
</tr>
<tr>
<td>Political interference</td>
<td>82</td>
</tr>
<tr>
<td>Public relations</td>
<td>62</td>
</tr>
</tbody>
</table>

The findings indicate that 78% of the respondents agreed that the major challenge that faced police leadership in the current reforms was political interference, 78% indicated budgeting, 68% indicated staffing while 62% indicated public relations as the main challenge facing police leadership in the current reforms. This implies that police leadership faces various challenges in the current police reforms with political interference as the main challenge.

The respondents were asked to indicate whether the police leadership had established strategies to mitigate the challenges facing them in the FCID headquarters. The findings are shown in figure 8. From the figure, majority of the respondents as shown by 64% were of the opinion that police leadership in the FCID headquarters have failed in the establishment of strategies to mitigate the challenges facing them in the police service while 36% indicated that leadership in the FCID headquarters had established strategies to mitigate the challenges facing them in the police service. This implies that the leadership in the FCID headquarters has failed to establish strategies to mitigate the challenges they face in the police service.

Figure 8: Establishment of strategies to mitigate challenges facing police service
5.0 Conclusions and Recommendations

5.1 Conclusion

The study's conclusions are based on the findings, which show that the organizational structure of the police service, the education level of police officers, organizational culture, the relationship between the police and the community, and organizational structure all have an impact on the police leadership at FCID headquarters. If the reforms are properly carried out, the police department may experience successful leadership. The study also comes to the conclusion that organizational culture has a major role in how the police reforms impact police leadership. The leadership within the police force was negatively impacted by the lack of competence among police personnel, particularly leaders, in crucial areas. The leadership within the police force suffered from a lack of trust between the public and the police as a result of the people's unwillingness to interact openly with the police. The study concludes that the leadership in the Nigeria police service is ineffective given the unbiased view of the public on the police.

5.2 Recommendations

The report suggests that the oversight committee in charge of implementing police reforms in Nigeria start an organizational culture that is change-driven. This will assist to accommodate the dynamic nature of leadership difficulties that hinder the overall reform process. The police force needs to ensure organizational learning, especially for younger staff members who, although working for the force for a while, continued their education. This will increase their level of knowledge, skill, and particularly problem-solving ability, which will eventually improve the quality of service provided by the police department. The present strategic leadership plan needs to be evaluated for efficacy by an impartial committee. This should be done in view of assessing weakness as well as proposing the mitigation measures. Thorough campaigns should be held to sensitize the public on embracement of community policing strategy. Police should also be trained on the same initiative especially in the systematic approach required during community engagement.

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Conflict of Interest

The authors declares no conflict of interest.

References


