# STRATEGIC PLANNING AND DECISION MAKING FOR CONFLICT AND   PUBLIC ORDER MANAGEMENT IN THE NIGERIA POLICE FORCE

**BY**

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# CERTIFICATION

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# DEDICATION

This research pieceis dedicated to the memory of my late father, Prophet and Pastor Ezekiel Aremu Babalola, JP: a renowned servant of the Most High God whom He used to single-handedly provide the platform upon which I could raise my head as a fulfilled person; to the glory of my maker, the God Almighty.

# ACKNOWLEDGEMENTS

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For allowing me to obstruct their welldeserve rest in retirement after their meritorious services to the nation and the privilege of drinking from their reservoir of knowledge and experiences, I will eternally be grateful to the trio of retired Inspectors General of Police: Ibrahim Coomassie, Sir Dr Mike Okiro and Dr Solomon E. Arase.

No tangible scholarly work on the police and policing in Nigeria will be exhaustive, balance and educative without mentioning and indeed appreciating the sacrifices of police heroes and heroines who at various times, have had to pay the supreme price in line of duties in their quest to make the nation safe and secure. It is hoped that this work will do justice in providing the framework which will ensure that measures are in place to guarantee improvement in the entire gamut of policing in Nigeria, that their labours will not be in vain.

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# ABSTRACT

In line with its mandate in Section 214 (1) of the 1999 Nigerian Constitution, the **Nigeria Police Force (NPF) ensures peaceful coexistence among citizens and restores** order during periods of public unrest. Consequently, its personnel are expected to be fair, neutral and impartial, and to act in line with the rule of law. While there is vast research on the actions and inactions, public image and perception of the police, accounts of law and order interventions and the leadership styles of Inspectors General of Police (IGPs), little attention has been paid to the strategic planning and decision-making processes that underline conflict management and public order interventions. The study, therefore, was designed to examine specific factors that influence strategic planning and decision making in the NPF and how these inform its actions during conflict management and public order situations.

Kahnnemann and Tversky's Theory of Decision Making and Aisen and Fishben's Model of Reasoned Action and Planned Behaviour served as framework while descriptive survey design was utilised. One hundred and six copies of a self-structured questionnaire was administered on Senior Police Officers (Supols) in charge of Operations in different State Commands across Nigeria to capture their views on situational influences on tactical decisions while purposive sampling was used to collect relevant data using key informant interviews from three former Inspectors General of Police, one Deputy Inspector General of Police, one Assistant Inspector General of Police, one serving Commissioner of Police on influencers of strategic planning and decision making. Quantitative data were interpreted using simple percentages while qualitative data were content analysed.

Internal and external factors influenced strategic planning and decision-making processes in the NPF. Internal influences on strategic planning and decision-making processes include Force Operational Guidelines (14.5%); personality of the IGP (23.0%), professional experience of the Police Management Team (42.0%) and leadership strategic agenda (20.5%). External influences were: political leadership (42.7%), socio-political environment (29.5%), cognitive biases (17.0%) and public opinion (10.8%). These internal and external factors, therefore, determined proclivities to utilise Confrontation (52.0%), Avoidance (9.1%), Compromise (4.0%), Joint problem solving (15.9%) and Strategic withdrawal (19.0%) as conflict management approaches for restoration of public order. Since police procedures outlined in the Police Act lacked specific prescriptions on dealing with extraneous factors and influences on police actions, this attenuated the ability of successive IGPs to stave off external pressure and influences as the political class and leadership had the power to control, appoint and dismiss IGPs at will. This, in some cases, hindered professional decision-making during sensitive conflict and public order situations.

The ability of the Nigeria Police Force for effective decision-making and informed action has been constrained by both internal and external factors that have limited its service delivery outcomes. Government should institute reforms that will ensure security of tenure for IGPs and protection from victimisation for lawful actions taken in line with the Police Act and Force Operational Guidelines.


**Keywords:**   Police strategic planning; Conflict and public order management; Nigeria Police Force

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# CHAPTER ONE

# INTRODUCTION

## 1.1    Background to the Study

Conflict, because of its nature does not have a comprehensive universal definition However, Albert (2001:1) simply defines conflict as '…a Latin word which signifies, "to strike together". In other words, suggestive of a clash, a dispute, or some misunderstanding that must be managed. Conflicts is seen in two broad perspectives – the overt and covert: 'The overt forms of conflict are the ones we experience every day in the forms of go-slow, absenteeism, disrupt, attempt to lead, limitation of yield, non-participation and industrial action, for example, strike actions, lockouts and ostracises.  The covert forms are complacency, sabotage, stealing, no-productivity and low dedication to duty, which characterise the workplace in the modern world.' (Akanji, 2018:22).

Conflict management represents measures, activities, strategies and policies directed at regulating and controlling the behaviours of the feuding parties with a view to establishing a conducive platform for parties and other stakeholders to work together towards tending to the main drivers of the contention (Whetten and Cameron, 2002). For instance, it is argued that it is always better to match conflict management strategy to circumstances on the grounds that there are various key factors that characterise peace-making circumstances and figure out which refereeing techniques are probably going to be viable.  The individual member of the community ceded part of his personal freedom on the right to engage in self-assistance, to the State in return for the assurance of his life, his relatives and belongings and that of other members of his society by the State. To oversee this task, State systems established Police organisations not only to safeguard lives and properties, but also to resolve disputes that may erupt between members of the society from time to time.

Strategic choices are decisive choices that ordinarily require deep reflection and thoughtfulness of multiple socio-political and environmental factors prior to deployment. When making strategic decisions, an organisation's top management usually play a central role that influence organizational direction but do so with consideration for other not-so-obvious social influences (Aldag and Kuzuhara, 2002). This is particularly evident with regards to managing different forms and levels of conflicts within social settings.

According to Public Order Act (1979), the Nigeria Police Force has the Capacity to control congregations, gatherings and parades; Power to stop gatherings, gatherings and procession that are not authorised. In section 8 of the Public Order Act subtitled, *Offensive weapons, etc., prohibited at meeting and processions,* it follows that:

(1) Any man who, while present at any open get together or meeting or on the event of any open parade, has with him a hostile weapon or rockets, generally than in compatibility of legitimate expert, will be blameworthy of an offense and subject on conviction to detainment for a year without the alternative of a fine.

(2) For the motivation behind this area, a man will not be regarded to act in compatibility of legitimate expert except if he is acting in his ability as police or as a part or the military of the Federation or as an individual from any corps perceived by law or as individual from a fire unit built up by law.

(3) In this segment, "hostile weapon or rockets" incorporates any gun, weapon, rifle, carbine, automatic rifle, top firearm, rock bolt weapon, gun, gun, compressed air firearm, air gun or different guns (regardless of whether entire or in disconnected pieces) bow and bolt, skewer, cutlass, marcher, cut, blade, hatchet, club, horsewhip or any bit of wood, metal or other material, or stone fit for being utilized as a hostile weapon or rocket and incorporates nerve gas, corrosives, inflammable substances or whatever other thing that is fit or being utilized to perpetrate or cause Injury.

(Public Order Act, 1979 No. 5.J)

The Police Force therefore has a lot to contend with as far as offensive weapons are concerned. In essence, the Police are considered an essential social and political institution for keeping the peace and maintenance of social order. Police are not found in each general public, but rather 'policing' is ostensibly a widespread prerequisite of any social order, which might be done by a wide range of procedures and institutional plans. The Police are the primary law enforcement institution in every society from time immemorial. The phrase "law enforcement" involves a wide range of issues surrounding the activities of police and policing associated offices, as well as governmental and nongovernmental intelligence agencies. Policing also refers

to a smaller collection of organisations, but where you have multiple policing systems there are organisations that are involved in policing but are not under the sponsorship of the State (Stenning and Shearing, 2012). The police have various roles and broad discretion in carrying out these functions.

Contemporary law enforcement organisations are empowered to address issues that are connected with crime prevention, monitoring and preventing social disorders, and building strong partnerships with stakeholder groups and other entities to which they are answerable (Davis, 2012). The motivation behind police work is to guarantee the wellbeing of individuals and the earth and keep all infringement of the law and unsettling influences by taking out and examining every such episode. To do this viably, the police coordinate with different specialists and with nearby inhabitants and networks in looking after security. In advanced countries, policing is relied upon to agree to the law, be responsible and regard human rights. In Nigeria, the assignments of the police are definite in the Police Act.

One of the cardinal functions of the police from the historical past has to do with the arrest of criminals. However, the consensus today is the reduction of crime and ensuring public safety is the critical task for the police in order to instil confidence in the general public (Greene, 2010). Accordingly, the performance of the police can be measured in the light of the reduction of crime in society, stop victimisations wherever it is possible, increase the possibility of people to stop living in fear and making sure that public spaces are safe. For Mastrofski (1999), common expectations in which public perception of the institution is built include the visibility of the police in strategic places; taking proactive actions in emergency and public order situations; a manifest inclination to maintain neutrality, act impartially and ensure equitable treatment for all stakeholders; a willingness to explain reasons for actions and decisions; and the maintenance of good, respectful relationship with the public.

Recent studies advocate that a wide range of variables should be considered while trying to carry out an evaluation of the performance of the police. The United Nations, has come up with the minimum benchmark for the police, which include the equality of all citizens when it comes to the application of the extant laws of a nation, the appropriate use of force, treating those who have been arrested for one offence with dignity and respect, teaching communities how to hold erring law enforcement officers answerable for their wrong actions and making sure the those who are

vulnerable in the society protected. Policing in this context is described as democratic because of obedience to the Rule of Law as opposed to taking the laws into their hand. Also, the police are expected to protect civil rights, yet it must remain remotely responsible to government bodies, and to make certain that the citizens of a nation are well protected (Bayley, 2006).

Greene (2010:5) contends that the police are "at the front line of maintaining, protecting the rights of people and making sure that the society is safe for all and sundry". The police are also mandated to maintain harmony in the society and to understand the fully the challenges their operational environment is confronted with. In addition, the police must be conversant with the socio-political terrain in which it is operating (Casey and Mitchell, 2007). In order to meet the needs of the society, police are expected to have the respect and goodwill of the society. In addition, the police will have to work in collaboration with the civil society, exterminate wrongdoings, silence criminal elements and guarantee peace in all segments of the society.

The coercive arm of the state is left for the police and military to manage. In a measure, the police are expected to carry out their duties without external encumbrances. This implies that even though police funding is based on appropriation of the budgetary allocation earmarked by the National Assembly, they are expected to design their operational and tactical strategies. The police determine its mode and operational dynamics. Though the police are expected to work out their operational plans, it is however, within the framework of the Federal Government oversight. The police are not expected to use the powers at its disposal to unduly intimidate political enemies or community residents.

The mandate of the police to protect the citizen of a nation is part of the social contract of a state with the society. This is important for the police because the police must not lose sight of its core mandate in helping to protect and keep the society peaceful. The thesis of the social contract conjecture is that the citizens of a nation have surrenders a portion of their rights to the state and in turn, they will enjoy the protection and provision. Part of the responsibility of the police is to warrant that the responsibilities of the state towards its citizens are met. Therefore, the police are not expected to be politically partisan and must uphold the law based on the guidelines laid out by the state. Through social contract the police the standard operational mandate of the police force is defending the civil population and making sure that

wrong elements in the society are gotten rid off.  Therefore, a top flight police force develops a hybrid system that can help in the execution of its mandate to the citizens.

Modern policing agencies have come up with fresh ideas that can guarantee better services to the civil population. Making use of the police in the supervision of public order started in the early 18$^{th}$ in France. In the year 1798, the British government named a group of people for the first time 'police' when it established the Marine Force in England with the mandate of protecting goods in London ports. Reiner (1992), Bayley (1994) notes that the contribution of the police in the context of maintenance of public peace and controlling crimes is still subject to debate in the studies regarding to the effectiveness of the police.

Police are state agencies saddled with the responsibility of making sure that criminal laws are enforced and public order is maintained. In addition, the police are referred to as a quasi-legal and socio-political institution. The police are equally recognised as a 'civil authority' relative to the military authority, the police are the representative of the civil power of a state. In addition, policing has to do with certain internal control procedures, the establishment of surveillance systems that can handle deviances when they are uncovered and making sure that the offenders faces the penalty (Reiner, 2000:3).

 There are variations in the roles of the police in different societies depending the socio-political order. The Institute for the study of Labour and Economic Crises (1982) affirms that the principal assignment of the police in a capitalist society is the protection of business owners and to ensure that their various businesses are well protected. Accordingly, the police as security agents was established to quell riots and prevent acts of aggression in a society. The Epe uprising of 1863 is an example of the police putting an end to certain aggressions.

Bowden (1978) contends that the job of police is to protect the interest of the ruling class and to suppress the poor people in the society. The police, in this manner, act as buffer between the elite and masses. The mandate of the police is to maintain the laws of a society and the maintenance of public order. It must also be mentioned that the task of the police is defined by the interests and contradictions of the different classes in a given society. It these various classes are not properly monitored and regulated through policing activities, the peace and tranquillity of any society can be threatened. Therefore, in every society, the human conflicts and contradictions are mirrored in the police.

The scholars of social conflicts and Political economy affirm that what make up a society are different classes of people with unifying interests. They also argue that the conflicting interests can grossly affect the way resources are mobilised and distributed. However, the Institute for the study of Labour and Economic Crises (1982) is of the view that the police are meant to solely protect certain members of a society at the expense of others. It argues that the police are not established to serve the society or members of the society. As a result, the police are expected to carry out holding operations against societal miscreants pending the military action can be undertaken if need be by the state. According to Brodgen (1982) the organisational and ideological structure of the police is antithetical to the common man. But contrary to this position, the task of the police is not restricted or limited to fighting repression alone.

It is the submission of Alemika (2006) that it is not possible for any government to rule its citizens through the medium of oppression because it will make such a government to be unpopular. As a result, leaders of nations employ the art of persuasion, advocacy and indoctrination to help people to obey the law, reduce crime and promote public peace. The overriding argument is that the police in its bid to ensure public good also make use of repression. The determination to use the combination of repression and service is predicated on the different administrations societal constructions.

The police are an embodiment of ironies. They are perceived as an instrument of exploitation especially in nations where the administrative system is totalitarian. Likewise, the police are deeply involved in the helping to preserve democracy and justice in many societies. The police is also saddled with the task of making sure that they fortify and maintain the social order of a society. Therefore, in a regime where the social order is oppressive and oppressive, it is the duty of the police to eliminate the injustices that are associated with such societal disorder. But, within a democratic framework, the police have better opportunities of being in the vanguard of making sure that the society is stable and socio-economic justice is guaranteed (Alemika, 1993b).

It is therefore challenging to have a generally acceptable definition of what police work entails. It is much more challenging when the task of policing is narrowed to safeguarding. The decisions which police authorities or even those that

are confronted with managing incidents on-the-spot may become political, social, and psychological and very much affected by the nature of the society (Remington, 1965).

The activities of the police are complex. These activities include taking decisions by using their powers of discretion for preventing activities that are criminal in nature and in the same vein promoting healthy relationship with members of the various communities under their care. Their relationship with the communities must be seamless because they may sometimes have to depend on them for vital intelligence in order to boost their operations.

In order to ensure a proper dispensation of the assigned duties the police are given freehand to operate, but not outside the extant rules of engagement. In this regard, there are different levels of supervisions under which police officers carry out their duties. Such supervisions stem from close micro-management of all their operations or they can be left alone to use their discretion in the line of duty. In larger cosmopolitan environments, police officers are wont to deal with people from diverse ethnic economic and educational backgrounds. Miller (2008) contends that officers must develop the capacity to handle the impoliteness and bad attitudes of the people that they are meant to protect. In the midst of the insults that they receive from the public, the police are expected maintain professionalism. They are expected to utilise mechanisms that can guarantee the peaceful resolution of conflicts and prevent conflicts from escalating. It is however no longer news that police/ civil relations in Nigeria is frosty and divisive.

The Nigeria Police has evolved over the years. Extant documents have focused on the coercive activities of the colonial government because they had to use brutal force to subdue the natives in their bid to exploit the resources of their communities. There are a few records on the development of the police in Nigeria. The establishment of the body that later transformed in the Police that is known today in Nigeria is credited to Sir Stanhope Freeman, the erstwhile West Africa Governor. Legend had it that Sir Stanhope Freeman wrote a letter to the Home Office in England seeking its permission to establish a force whose mandate is different from the army. The new force will be saddled with the task of guarding the Consular. The request was approved and it was the force that indeed stopped the 1863 Epe uprising.

Captain John Glover, the Governor of Lagos Colony later got wind of the activities of the Consular Guards. He asked the London office to increase the personnel of the Consular guard to one hundred. Accordingly, in 1879, the

Constabulary of Lagos Colony was founded and the Hausa Guard in the north. In 1896, the Law was amended to create the Lagos Police Force, which is a criminal investigation department.

Tamuno affirms that the origin of the Nigeria Police is traceable to 1845 and 1861. Prior to this epoch, traders from Europe have made several attempts to enter the hinterland. They were however resisted and frustrated by middlemen. It was the appointment of a Consul General for the Bights of Biafra and Benin on the West African coast which legitimised the trade of the Europeans and peace ensued between the British traders and African chiefs in 1849.

Since it one of the duties of the William McCosky the British Consul of the Colony of Lagos, was ensuring a proper maintenance of law and order, he requested for a small detachment of armed men to help in bring restore peace to the colony. This resulted in the establishment of a Consular Guard in 1861; it was made up of thirty (30) men. The name given to the Consular Guard is the 'Hausa Guard'. The name was necessitated because the Hausa Guard was mainly made up of people from the Hausa ethnic group. A reorganisation was done in 1879 leading to the emergence of a constabulary of the Lagos Colony. The constabulary was under the watch of an inspector and saddled with purely military duties.

In 1869, Tamuno affirmed that the Lagos Police Force was established and it was superintended by a Police Commissioner. It assisted in carrying out the Sheriff' duties, conduct the inspection of weights and measures. The office also controls the activities of the prisons. In 1898, the Criminal Investigation Department was established   and in 1901, the Fire Brigade was founded. An armed constabulary was established in 1898 for the Nigerian Coast Protectorate. It was patterned after the Hausa constabulary. It lasted for only six (6) years and participated in some British expeditions. In 1886, the Royal Niger Company also known as the United Africa Company was given the permission to establish a force that will guarantee the protection of it business operations in the north. They were empowered by the colonial government. The Royal Niger Company (RNC), therefore, established the Royal Niger Constabulary in 1888. The headquarters was sited at Lokoja. It had the mandate of protecting the interests of the RNC and its installations within the river Niger Banks.

In 1900, there was a proclamation of the protectorates of Northern and Southern Nigeria. The led the Royal Niger Constabulary assuming am new status

which is the Northern Nigeria Police Force and the Northern Nigeria Regiment. The Southern Nigeria Police Force was made up of the Lagos Police Force and section of the Niger Coast Constabulary. These police formations were saddled with the task of handling internal disorders and quelling of external attacks. This is complimentary of the assigned police duties. Before the Northern and Southern Protectorates got amalgamated in 1914, the Police Forces were operating independently. However, they were fused into one indivisible Nigeria Police Force headed by an Inspector General of Police (IGP) in April, 1930.

Under Ordinance No.3 of 1930, a modern Nigeria Police Force was born. It harnessed other local police units that were operating in different corners of the country. The activities of the newly established police force were guarded under the leadership of IGP. The headquarters of the force was located in Lagos. In 1954, when Nigeria adopted a Federal Constitution, the police force went through a reorganisation. In the new order they were saddled with the responsibility of maintaining law and order across the nation. The force is also mandated to ensure public safety. In 1960, Nigeria gained independence from the British rule and the general expectation was the Force would be reorganised to become people friendly under the new democratic dispensation.

Contingent on the foregoing, the recurrence of these conflict and its attendant consequences on the economy of the Nigeria is a serious challenge to the government and often require various forms of reflexive management strategies to put under control. However, according to Omorogbe and Omohan (2005), successive governments in Nigeria have mostly adopted two major strategies of conflict management—the coercive and the judicial approaches—to handle the issues in conflict whenever they manifest.

## 1.2 Statement of the Problem

The trend, dimension and destructiveness associated within the cycle of violent conflicts in Nigeria have generated serious concern and calls for critical assessment of contemporary approaches to policing and management of violence. Efforts that have been made in this regard have focused largely on identifying reasons for the not-so-cordial relationship between the Nigeria Police and the generality of the public, building the capacity of the Nigeria police on observance of human rights, establishment of closer relationships with stakeholder groups through community

policing, access to justice and an orientation towards a more civil approach to policing especially within the context of democratic governance in Nigeria.

There exists an ample collection of academic research on the history of social conflicts in Nigeria. The works of scholars such as Abah (2009), Egwu (2011), Fawole (2011), Danfulani (2002), Higazi (2007), Alanamu (2004), Suberu (2006), Higazi (2011), Uhunmwuangho and Aluforo (2011), Nnoli (1978), Jega (2003), Salawu (2010), Dode (2013), Adetoye and Omilusi (2015), Kwaja (2009), Adebayo (2010) and Idahosa (2013) have covered some aspects on the trajectory of conflicts in Nigeria at a broad level. These works provide background knowledge on origin, manifestations, causes, management strategies and proposals for new management. Some Police officers have extensively written on different aspects of policing and management, for instance, Abubakar (2013), Folorunsho (2009), Nwerole (2008), Ehindero (2003 and 2007), Muhammed (2009), Leha (2013), Ojukwu (2016), Clement (2010), and Okiro (2009).

However, there has not been a serious attempt at studying the specific determinants of decision-making processes that inform the conflict management approaches of the Nigeria police and the kind of impact these approaches have and have had on the management of violent social conflicts in Nigeria. This gap is what this study has filled.

## 1.3     Aim and Objectives of the Study

The overarching goal of this study was to examine how intervention strategies of the Nigeria police affect the management of violent conflicts. This study therefore focused on how the Nigerian police manages conflicts, especially in the intervening factors that inform decision-making processes and strategies adopted for managing the several incidents of both low and high levels violent conflicts and how these management strategies have contributed to political stability and peace or otherwise in the Nigerian state and the possible influences that determine the structuring of the management strategies adopted. The forms of influences that shape decision-making and containment strategies of the Nigerian police in this respect were therefore thoroughly examined within the specified time frame of the study.

The specific objectives underpinning this study are to:

i.      identify the factors that precipitate and sustain violent conflict in Nigeria

ii.    examine factors that inform decision-making on appropriate strategies and tactics for public order management in the Nigeria Police Force;

iii.   locate enablers or hindrances to effective decision-making for public order management in the Nigeria Police Force;

iv.    investigate how decision-making impacts public order management in the Nigeria Police Force;

## 1.4    Research Questions

Based on the objectives outlined above, the following research questions are posed:

i.   What factors precipitate and sustain violent conflict in Nigeria

ii.  What informs decision-making on appropriate strategies and tactics for public order management in the Nigeria Police Force?

iii.  Which specific factors facilitate or hinder effective decision-making for public order management in the Nigeria Police Force?

iv.  How does decision-making impact effectiveness of the Nigeria Police Force?

## 1.5    Significance of the Study

This study explored strategic decision-making processes in the Nigeria Police and the factors that affect such processes especially in the context of public order incidents having to do with violent social conflicts. Its focus on the influence of institutional and political leadership on strategic decisions relating to such genre of conflicts was informed by the need to understand the complex nature of public order management in a complex state system like Nigeria. Secondly, it sought to understand how strategic decisions, which are long term, highly unstructured, complex, and inherently risky endeavours influence public perceptions on police performance and effectiveness. Furthermore, this study attempted to contribute to the body literature not only on policing strategies in particular, but also management of complex social conflicts in Nigeria generally.

**1.6     Scope of the Study**

This study examined intricate factors that impinge both strategic decision-making and conflict management tendencies and approaches during various episodes of violent social conflicts the Nigeria police in its quest to safeguard the political stability and peace in the Nigerian state.

**1.7      Operational Definition of Key Terms**

The key concepts that are critical to this study are: conflict management; police; strategic planning, and decision making. It is important that we clearly articulate how these concepts are employed within the context of this study to prevent misconceptions of the meaning of the terms.

**Conflict Management**

Conflict management represents measures, activities, strategies and policies directed at regulating and controlling the behaviours of the feuding parties with a view to establishing a conducive platform for parties and other stakeholders to work together towards addressing the root causes of the conflict.

**Police**

In the study, Police represents an institution of the state vested with power and authority to enforce the laws of the state in order for a society to enjoy peace. The enforcement of the extant laws of a nation and the maintenance of order in the society is also one of the mandates of the police. This is called civil power to military. To that extent, Police represent the agency of the state saddled with constitutional powers to restore social order whenever there are disturbances.

**Strategic Planning**

Strategic planning is basically those undertaken for the collective good.  In other words, it is the decisions which call for collective reflection from the top to the base for security and moral reasons.  That is to say, it is a central stratagem whereby all and sundry concerned are carried along with due consultations.

**Decision Making**

Decision-making entails predicting a decision's outcome based on information provided in order to guide a reasoned action with the intentions to guiding behaviour and it is influenced by strategic planning.

## CHAPTER TWO
## LITERATURE REVIEW AND THEORETICAL FRAMEWORK

### 2.1    Introduction

As noted by Wolff (2006), describes conflict in the context goal incompatibility between two actors. The incompatibility is justifiable in the thinking of the actors. In addition, occurs when leaders and followers compete for power or seek for material benefits conflict can ensue. As a result of the varying degrees of interests, the merchants of conflict would rather engage in violence that to follow the path of cooperation and negotiations. In order to better understand the word conflict, it will be germane to take cursory examination of the underlying interrelationship, factors and actors that are responsible for conflict (Wolff 2006). The resource base of a society, especially natural resources or cultural affinity can actually affect the dynamics of a conflict.

It is the submission of Otite (1999) that the vagary of Nigeria's conflict revolves around competition for natural resources, territorial contentions by traditional rulers, creation and citing of the headquarters of local governments. These are factors that occur both at the macro and micro levels of the Nigerian society. Conflict may either be non-violent or violent.  Notably, what constitutes violence and non-violence varies depending on the context or perception of the legitimate use of force or challenge of authority. Max Weber in conceptualizing the state fought that viciousness is genuine in the management over men (Wolff 2006).  Furthermore, Wolff (2006) believes that where people are forced to take certain decisions that are outside their freewill, such as act should be termed violence.  The original model of violence differentiated between legitimate and illegitimate violence.  It emphasises criminal identification as principal target. In this perspective, the problem of violence is ascribed to outlaws and thugs who unleash terror on the law-abiding citizens and cause social and political instability in the society.  This model tends to ignore the socio-cultural factors that breed violence.

A framework for analysis will give a deep appreciation of the causes of violence and conflicts, it is pertinent to analyse the various forms in which violence manifests.  Violence can be categorised as either small or large-scale depending on the intensity.  It very challenging to effective manage a conflict that has escalated and assumed violent dimensions (Coady, 1999). Violence has also been categorised as

physical and psychological. Psychological violence has to do with the absence of physical violent actions. The resultant consequences of psychological violence are not immediately manifest, it is slow and gradual. On the other hand, physical violence is an act and palpably involves physical means such as bombardment, whipping, stabbing to death, overpowering, poisoning, forceful intrusion, malevolent intrusion among others. Its destructive effects are swift and direct. It is instructive to note here that the distinction between the two is for the purpose of analytical clarity, as the borderline between both is little and sometimes difficult to draw.

Past the theoretical and straight out points of view, brutality has been a piece of mankind's history. In this point of view, the social contract scholars held that man before the rise of the contemporary state lived in a condition of nature. As indicated by Thomas Hobbes, life is short, bestial and rough. Violence has been equally explained under different theoretical models. The micro and macro approach to violence is one of the several approaches. This approach draws a web of casual links between the personal biological impulse and psychological disposition on the one hand, and global structures, processes, and behaviour on the other. At the micro level the propellant of violence is identified as individual psychological factors and biological impulse, while at the macro perspective socio-cultural factors are adduced for violence.

## 2.2    Conceptual Discourse

Premised on the foregoing, it is germane to conceptualise certain terms to enhance greater understanding of the subject matter under interrogation. These concepts include; policing, police, Nigeria Police Force, conflict.

### 2.2.1    Policing

Lundman (1980) affirms that there are three systems of policing' and they are the informal, transitional and modern. Policing is termed as informal the members of a community take on the responsibility of making sure that law and order are kept in their domain. This type of policing thrives in societies where there is homogeneity of culture and less division of labour. Residents of such communities have a collective resolve and unanimity of conscience to participate, indentify and apprehend the criminal elements in their societies. However, the complexities that are associated

with growth of modern society has made it challenging to adopt wholesale the informal policing system.

In response to the changing tides of the society, the concept of transnational policing was developed. This system of policing bridges the informal and modern approaches to policing. The transnational policing approach combines some aspects of informal and modern models especially in the context of procedures and the use of offices. It must be mentioned that there is no general agreement on what constitutes modern police. According to Bacon a modern police has to meet the following criteria: its jurisdiction must be city wide; its activities must be twenty-four hours; it must be largely responsible for law enforcement in the community; all the personnel must be involved in police duties and there must be more of general functions.

Monkkonen (1981) argues that it is adoption of a customised brand of uniform that indicates a modern police. From the lens Lundman, modern policing has the following features: employees must carry out police duties on a full time basis; the office must ensure that there is continuity and there must also be continuity in the procedures. Finally, they employees must the personnel of the police must be accountable to the government. The submission of be Monkkonen (1981) agree with the perspectives' Bacon and Lundman. Walker does not believe that what makes up a modern police has nothing to with uniforms because the developmental process in policing is dynamic. Nevertheless, the view of Lundman seems appropriate for the concept of modern policing. In the of law enforcement, there are several information regarding informal policing such as night and day watches. It is also significant to mention that there is sizeable information about the modern police such as is obtained in New York, London and Boston. However, the transitional angle to policing espoused by Lundman is largely ignored in scholarship.  The amalgamation of the informal approaches introduced the modern concept of policing

The acclaimed father of modern policing, Sir Robert Peel, was vigorously impacted by the Jeremy Bentham's social and legal theory.  Sir Robert Peel concedes that a modern police must be strong, centralised and must ensure that social order is maintained and people are protected from crime in the society. It is the opinion of Robert Peel that personnel of the police should be remunerated officially, well organised in a civil manner and they must be answerable to the general public. Robert Peel also argues that because people are afraid of the deployment of military might, there is need to have a force with a paramilitary and civil concept. Sir Robert Peel

proposes that police uniform should not be red because it is a military colour. Rather, the official police uniform and colour should be blue. Furthermore, the police should not carry arms but must go about with a rattle and wood club which can aid them in calling for assistance if the need arises. Sir Robert Peel reasons that with the exception of the rank of Sergeant, the police should carry military titles.

In order to give the police a new identify that it is different from its stereotypical posture as an agent of repression, the "Peelian Principles' was coined by Robert Peel. The goal was to sever the policing from the judiciary. Peel and the reformers of his time believe that the police should be saddled with the responsibility of prosecution, while trials and convictions should be left to the judiciary. The idea of Peel is still in force today.

The nine functions the police are expected to carry out include, disorder and crime prevention; the public must have confidence in their ability to secure the public space; secure the cooperation of the public in carrying out the function of getting people to observe the laws of the land; to understand that the respect of the police increases in the eyes of the public when they use force less frequently; the police must enjoy the goodwill of the public and personnel must be courteous while discharging the duties; it is expected that police personnel can only use force only when the public approves of it; maintain strictly and keep to the executive functions of the police; they must also understand that when incidences of crimes are low in a society, it speaks to the effectiveness of the police.

In the context of the above explanation, Reiner (2000) affirm that policing involves taking actions and embarking on activities that are can help to secure lives, property and ensuring that the public spaces are well secured. In addition, policing entails the regulation of social relations and it must be carried out in collaboration with a number groups and institutions (either formally or informally). However, from a wider perspective, policing should not be left solely in the hands of the police; other agencies are expected to be involved. For the preservation of order, social relations and general safety of the society, having a police are a prime essential. Policing becomes more plausible in a society that is heterogeneous, urbanised, having divergent ideologies, industrialised and politically responsive. According to Reiner

(2000), the idea of recruiting a group of people who are paid by the state in order to maintain law and order is one of the evolutions of modern society.

In traditional societies, the responsibility of policing was left to the discretion of the community adults. Likewise, in the middle age, the prevention of crime, arresting of social; disorder and procuring the paraphernalia for securing the community was the sole responsibility of the adult male residents. But with the emergence of modern statehood, couple with huge bureaucracies, administrative hierarchies and high level of professionalism, the traditional concept of policing has transformed. Policing is now seen as the business of everybody. With the evolving of modern statehood that arrogates to itself the monopoly of violence, there arose the need to establish specialised bodies like the police and armed forces in order to prevent deviant groups from unleashing mayhem in the society (Alemika and Innocent, 2006).

### 2.2.2 Police

As human existence began to make progress and advancement, it became imperative for mankind for develop a system of collective defense. Prior to this time man took on the personal responsibility in providing for his personal security. Also, before the advent of cities and big towns, life only revolved around a man, his wife and children. The task of arranging for the personal security/protection of his family was his absolute responsibility. This is called self help. The model of security assumed a new level, transiting from the concept of self help to the notion of collective affair. This led to the postulation of the Social Contract Theory. The central focus of the theory of social contract is that individual members of a society have willingly given their rights to the state. The state in return will guarantee the security of their lives, property, prosperity and well being (Akintunde Emiola).

From the above background, it is obvious that policing is older than the Police as an institution. It is an inevitable outcrop in the growth of society. The more society grows the more diversified its activities become and the more the need for a specialised form of policing common interests so that no one group would pounce on them to the disadvantage of many.

'Police' can be described as a sort of social institution and 'policing' suggests specific social actions, coupled with certain procedures. Police as a word stems evolved from a Latin word 'politia'. 'Politia' is associated with 'civil administration'.

'Politia' is also traceable to the Greek word 'polis' or 'city'. The word 'police' which is a French coinage emanated from 'politia'. It was adopted by the English Language and 'civil administration' was the meaning constructed around it. In the early 18<sup>th</sup> century, the police were used specifically to address the administration of public order. In 1798, some group of people were named 'police' in England and part of their mandate was the protection of merchandise at the London sea port. The personnel are also known as 'Marine Police'. Referring to the police as 'civil authority' is germane because they are the custodian of government's civil power in contrast to the powers of the military.

Modern police have devised and evolved strategic means of providing security for the citizens of nations. But there debates in scholarship regarding the role of the police in maintaining law and order and reducing the rate of crimes (Reiner, 1992; Bayley, 1994). It will be important to make a distinction between the notion of 'police' and 'policing'. 'Policing' has to do with having specific social functions, while 'police' means a particular category of institution.

Police can be described as a quasi-legal and socio-political institution of a state, saddled with the primary responsibility of enforcing the criminal laws of a nation and making sure that order is maintained. Policing functions are also carried the Immigration, Customs and many organisations that have a quasi-legal framework. Therefore, policing is a micro process that entails the unpacking of surveillance systems and the discovery of situations of threat. This can be immediately or remotely (Reiner, 2003). While some bodies assigned as police and some groups in a community are involved in policing, there are groups which carry out policing activities, ensuring the members of the society comply with public order but they do not constitute the police.

The police are state agents and making sure that law and order is maintained is its core mandate. It worth mentioning that since society is an embodiment of several contradictions, with several interest groups jostling for relevance, threats to life by from the different classes in the society cannot be ruled out. However, the presence of the police ensures that the peace in a society is not ruptured. Political economy theorists and social conflict theories have also identified the points of convergence between police and policing. It is their informed opinion that because society is divided into classes and groups, with interests that are both congruent and incongruent, the police as an institution should be established to navigate the

incongruence that are capable of upsetting society peace and public order. However, the Institute for the Study of Labour and Economic Crises (1982) posit that police only exist to serve the interest of a group of people and not the interest of the general society.

The diversity of a society also influences the role the police can take on. Institute for the Study of Labour and Economic Crises (1982), contend that in societies where the capitalist orientation is dominant, the police only exist to protect the property of the business owners. The police are also established to combat actions that are inimical and oppressive to the working conditions of people. Bowden (1978) argues that the repression of the downtrodden and powerless in a society is the reason behind the establishment of the police. Therefore, the police are a buffer between the masses and elites.

One of the fundamental duties of the police is managing the activities of societal malcontents and miscreants pending military interventions. Brodgen (1982) argues that structurally and organisationally the activities of the police are against those who are in the margins of the society. It is however the submission of this study, that police activity is not only centred on repression. In the thought of Alemika (2006), responsible governance is not all about repression. Brazen repression by any government will makes it unpopular and unstable. Accordingly, it is wise for the people in power to employ advocacy, persuasion and reorientation sway people to comply with the law and order of the land. It will also help to reduce incidences of crimes and criminalities. On a broader term the police play a dual role of serving the public and enforce repression. This is however dependent on the regimes of governance in different societies.

The police are an embodiment of ironies. In totalitarian countries, the police are engaged in repression and exploitation. Notwithstanding, the police are relevant in helping to preserve democracy, justice and preserving social order. It is within the purview of the police to strengthen the social order. Consequently, under an oppressive social order, the police are empowered to sustain it by suppressing the agitation for democratic governance and injustices. The police also have greater opportunities to be in the forefront of preserving human rights, ensure socio-economic justice in societies there is equity, democracy and justice (Alemika, 1993b). Putting this conceptualisation in context, light has been shed on the relevance of the

police the management of Nigeria's religious and ethnic conflicts. This is a necessary factor for peace and social order must be maintained.

### 2.2.3 Nigeria Police Force

The Nigeria Police has evolved over the years. Extant documents have focused on the coercive activities of the colonial government because they had to use brutal force to subdue the natives in their bid to exploit the resources of their communities. There are a few records on the development of the police in Nigeria. The establishment of the body that later transformed in the Police that is known today in Nigeria is credited to Sir Stanhope Freeman, the erstwhile West Africa Governor. Legend had it that Sir Stanhope Freeman wrote a letter to the Home Office in England seeking its permission to establish a force whose mandate is different from the army. The new force will be saddled with the task of guarding the Consular. The request was approved and it was the force that indeed stopped the 1863 Epe uprising.

Captain John Glover, the Governor of Lagos Colony later got wind of the activities of the Consular Guards. He asked the London office to increase the personnel of the Consular guard to one hundred. Accordingly, in 1879, the Constabulary of Lagos Colony was founded and the Hausa Guard in the north. In 1896, the Law was amended to create the Lagos Police Force, which is a criminal investigation department.

Tamuno affirms that the origin of the Nigeria Police is traceable to 1845 and 1861. Prior to this epoch, traders from Europe have made several attempts to enter the hinterland. They were however resisted and frustrated by middlemen. It was the appointment of a Consul General for the Bights of Biafra and Benin on the West African coast which legitimised the trade of the Europeans and peace ensued between the British traders and African chiefs in 1849.

Since it one of the duties of the William McCosky the British Consul of the Colony of Lagos, was ensuring a proper maintenance of law and order, he requested for a small detachment of armed men to help in bring restore peace to the colony. This resulted in the establishment of a Consular Guard in 1861; it was made up of thirty (30) men. The name given to the Consular Guard is the 'Hausa Guard'. The name was necessitated because the Hausa Guard was mainly made up of people from the Hausa ethnic group. A reorganisation was done in 1879 leading to the emergence of a

constabulary of the Lagos Colony. The constabulary was under the watch of an inspector and saddled with purely military duties.

In 1869, Tamuno affirmed that the Lagos Police Force was established and it was superintended by a Police Commissioner. It assisted in carrying out the Sheriff' duties, conduct the inspection of weights and measures. The office also controls the activities of the prisons. In 1898, the Criminal Investigation Department was established   and in 1901, the Fire Brigade was founded. An armed constabulary was established in 1898 for the Nigerian Coast Protectorate. It was patterned after the Hausa constabulary. It lasted for only six (6) years and participated in some British expeditions. In 1886, the Royal Niger Company also known as the United Africa Company was given the permission to establish a force that will guarantee the protection of it business operations in the north. They were empowered by the colonial government. The Royal Niger Company (RNC), therefore, established the Royal Niger Constabulary in 1888. The headquarters was sited at Lokoja. It had the mandate of protecting the interests of the RNC and its installations within the river Niger Banks.

In 1900, there was a proclamation of the protectorates of Northern and Southern Nigeria. The led the Royal Niger Constabulary assuming am new status which is the Northern Nigeria Police Force and the Northern Nigeria Regiment. The Southern Nigeria Police Force was made up of the Lagos Police Force and section of the Niger Coast Constabulary. These police formations were saddled with the task of handling internal disorders and quelling of external attacks. This is complimentary of the assigned police duties. Before the Northern and Southern Protectorates got amalgamated in 1914, the Police Forces were operating independently. However, they were fused into one indivisible Nigeria Police Force headed by an Inspector General of Police (IGP) in April, 1930.

Under Ordinance No.3 of 1930, a modern Nigeria Police Force was born. It harnessed other local police units that were operating in different corners of the country. The activities of the newly established police force were guarded under the leadership of IGP. The headquarters of the force was located in Lagos. In 1954, when Nigeria adopted a Federal Constitution, the police force went through a reorganisation. In the new order they were saddled with the responsibility of maintaining law and order across the nation. The force is also mandated to ensure public safety. In 1960, Nigeria gained independence from the British rule and the

general expectation was the Force would be reorganised to become people friendly under the new democratic dispensation.

One of the unique contributions of the 1979 constitution which was replicated in the 1999 constitution is the establishment of one indivisible Police Force in Nigeria. Consequently, upon the constitutional provision another Police Force in Nigeria is prohibited. According to Section 194(I), the police will assume the nomenclature 'Nigeria Police Force and not other police force are permitted to exist within Nigeria. In section of the Police Act and Regulations, the duties of the Nigeria Police Force include, crime detection/prevention; making sure lives and property of the citizens are protected; criminal element are apprehended; law and order are preserved in the nation; ensuring that the laws and regulations assigned to them are duly enforced and the execution of military task assigned to them.

Though the Nigeria Police Force has undergone several organizational restructures and reforms over the years, the Force presently the Inspector General is the chief accounting leader and officer of the force. The IG also doubles as the Chief Executive of the entire NPF and supported by Assistant Inspectors Generals and Deputy Inspectors General. The Deputy Inspectors General are eight in number and are designated as follows; DIG 2 i/c Force Headquarters, DIG Dept. of Planning and Research, DIG Dept. of Intelligence and Criminal Investigation, DIG Dept. of Supply and Logistics, DIG Dept. of Finance and Administration, DIG Dept. of Operations, DIG in charge of training department and DIG Information Communication Technology. The Assistant Inspectors General are AIG Force Secretary and those directly assisting the DIGs as well as the Assistant Inspectors General in charge of the twelve (12) Zonal Commands nationwide.

There are Police Commissioners in control of the various State Police Commands. The Police Commissioners are supervised by the AIG in charge of their zones while the former supervise the various Area Commanders under them. Area Commanders are the officers who in turn supervise Police Divisions under their various commands. Depending on the area, some area commanders control more than five police divisions. Divisional Police Commanders are in control of geographically demarcated or carved out areas while officers in charge of Police Posts supervise smaller areas and a smaller number of police officers.

This could be represented diagrammatically as shown in page 26

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┌─────────────────────────────────────────────────────────┐
│          INSPECTOR GENERAL OF POLICE (IGP)              │
└─────────────────────────────────────────────────────────┘
                         │
          ┌──────────────────────────────┐
          │   DEPUTY INSPECTOR           │
          │   GEN. OF POLICE,            │
          │   2ᴵ/C                       │
          └──────────────────────────────┘
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| DIG, DEPT OF FINANCE & ADMIN. | DIG, DEPT. OF OPERATION | DIG, DEPT. OF LOGISTICS & SUPPLY | DIG, DEPT. OF CRIMINAL INVESTIGATION & INTELLIGENCE | DIG, DEPT. OF TRAINING &DEVELOPMENT | DIG, DEPT. OF RESEARCH & PLANNING | DIG, DEPT. OF INFORMATION, COMMUNICATION TECHNOLOGY |

**COMMUNITY POLICING**

**AIG, FORCE SECRETARY**

**AIG, IN CHARGE OF ZONES**

| **Zone 1** Kano, Jigawa Katsina | **Zone 2** Lagos, Ogun | **Zone 3** Adamawa, Taraba, Gombe | **Zone 4** Benue, Plateau, Nasarawa | **Zone 5** Edo, Delta, Bayelsa | **Zone 6** Cross River Rivers Akwa, Ibom Ebonvi | **Zone 7** FCT, Kaduna, Niger | **ZONE 8** KOGI, KWARA, EKITI | **ZONE 9** ABIA, IMO, ENUGU ANAMBRA | **ZONE 10** SOKOTO, KEBBI, ZAMFARA | **ZONE 11** OSUN, OYO, ONDO | **ZONE 12** BAUCHI, YOBE, BORNO |

**AREA COMMANDERS**

**DIVISIONAL POLICE**

**OFFICERS IN CHARGE OF**

In internal security operations generally and most especially in the management of violent conflict and promotion of public order, there are two critical departments or organs of the Nigeria Police Force that are of relevance to its successful prosecution. They are the Intelligence and Operations departments. It is noteworthy that these two sections must effectively synergise and be on top of their games for any serious internal security breach or disturbance to be successfully contained or managed. In the Nigeria Police Force, these two departments are christened the Force Intelligence Bureau which is currently subsumed under the Department of Criminal Investigation and Intelligence and then, the Department of Operations. These departments are headed each by Police DIGs.

The importance of credible intelligence in policing cannot be overemphasised as the police are officials of government and society. It is their responsibility to curb crimes, prevent societal disorder as well as the detection, apprehension and prosecution of perpetrators of crimes and violence in society. However, they cannot discharge these responsibilities without the cooperation of the government, communities and citizens which they serve.

Policing in the traditional context largely responds to reported cases of victimisation from the general public. Consequent on this the activities of police are centred on investigation, detection of crimes and arrests of criminal elements. This approach is limited because before the arrival of police intervention many people would have suffered untold hardships. Recognizing the limitations of the traditional approach, the police forces across the world are now emphasizing proactive approach to policing that focuses on the prevention of crime and insecurity instead of reacting after incidents. This new approach relies on the collection of information to produce intelligence that is used to prevent crime by frustrating and disrupting the efforts of criminals before they accomplish their objectives. Under this paradigm of policing, Intelligence becomes the driver of major police operations. This approach is commonly referred to as intelligence-led policing. One of the cardinal requirements of this approach is that it demands collaboration between the police and the natives. A very critical area of cooperation is the sharing of information on criminals, criminality, disorder and insecurity in society or community.

The NPF has a unit called The Force Intelligence Bureau. Prior to 1976, it was known called 'Special Branch' (SB) of the Force. The 'Nigeria Security Organisation

(NSO) was carved out of the SB in the year 1976. The NSO has evolved to become what is today known as the Department of State Security (DSS). The Force attempted to fill the vacuum by establishing the Force Criminal Intelligence Bureau (FCIB). Having gone through various nomenclatures under successive Police Force leaderships, the FCIB has today metamorphosed to the Force Intelligence Bureau (FIB).

The Police Mobile Force (PMF) which is currently under the direct supervision of the DIG Operations was established in 1962 and derives its statutory powers and existence in section 25 of the Nigeria Police Regulations 1968. The PMF is empowered to be the striking force of the Nigeria Police and they are called upon to quell riots and civil disturbances in the country. It is an outfit designed to take-over operation during emergencies and major crisis which are beyond the capacity of the conventional police. Summarily, PMF has the following responsibilities:

(a)     Suppression of riots and other serious disturbances.

(b)     Combating violent crime and insurgency

(c)     High profile escorts (Presidential, Head of State and other Governments visiting Nigeria).

(d)     Internal Security Operations.

(e)     Guard of multinationals and other companies of national economic interest.

(e)     Guard and escort of Central Bank of Nigeria and other Financial Institutions (specie escorts).

(g)     Diplomatic protection.

(h)     Anti-crime duties such as patrols, stop and search, drills, cordon and search operation.

(i)      Any other obligations that might be allocated by the Inspector-General of police.

### 2.2.4   Conflict

Measures can be taken to manage or prevent a conflict from escalating into violence only when threats are perceived or in the event of conflict manifestation. It is therefore imperative to examine the conflict as a concept before delving into prevention or its management. It will be apt to first explore the basic ingredients of conflict. Wallensteen, (2002) describes conflict as a contest by two or more persons over scarce resources. There is a general consensus among scholars that that before

conflict can ensue, more than one person must be involved. They also admit that in conflict, time is of essence. What is the relationship between conflict and resource scarcity? Though the focal is scarcity, resources must also be discussed in this context. Wallensteen, (2002) argues that resources should not be explained only in economic terms. He posits its scope should be expanded to include elements such as environmental, human security and historical concerns. This study contends that many cases of conflict border on perceptions and not on behaviour or attitudes.

It is important to engage the notion of perception whenever conflict as a concept is mentioned. This is imperative because the definition of conflict is subjective to the perception of the actors. While the scope of argument may be broad, it must be emphasised that a conflict cannot be resolved when the actors in their perception come to that conclusion.

There is no single description of conflict. But many definitions of conflict contain the following elements: the groups, they are involved in other types of interactions (Putnam and Poole, 1987). Wall and Callister, (1995), Rahim, (1992) explain conflict in the context of perception, dissonance or incompatibility between the social elements in a society. In many literatures, what characterises the drivers of conflict is broad. In addition, conflict can both be external or internal. Conflict can occur from the mind or it can be through intermingling with external forces. But, more often conflict occurs between two or more persons involving an antagonist or a protagonist. Conflict can also occur between man and animals; it could also stem from natural forces. In literature, conflict had to do with the creation of tensions in the story line, thereby heightening the interest of the reader to read through in order to ascertain the conflict party that will prevail.

A single story can have several areas of conflict because the characters in the story may be involved in one contention over other opposing forces. The story is closed or reaches a climax where the conflict has been resolved. The resolution of the conflict establishes an ecstasy when the reader discovers how the opposing forces triumph over the issues in conflict. But a story can end without actually resolving the issues in conflict in the literature. A conflict that is not resolved in literature is known as 'open' ending. Where there are 'open' endings the reader should be able to identify other potential sources of conflicts in the story. Some readers may actually be disappointed where conflicts are resolved in a story. With these explanations,

differing forces will be examined in the context of religious and ethnic conflicts in Nigeria.

## 2.3    Police and Law Enforcement

From time immemorial, the basic primary institution for the enforcement of law is the Police. Law enforcement is a broad term for policing and police. The term law enforcement also includes intelligence organisations. On the other hand, the concept of Policing involves a smaller group of persons or organisations. It must be mentioned that the dispensation of multiple policing, organisations that are not sponsored by the state can also be involved in policing (Stenning and Shearing, 2012). The police have different jobs and wide tact in completing these capacities.

The law enforcement organisations that have a modern outlook have wider mandates that address issues of conflict prevention and public order management in collaboration with other entities to which they are responsible (Davis, 2012). Making sure that the environment and people who are living in it enjoy maximum security, prevention of civil disturbances and reduction of crimes are some responsibilities of the Police. To do this effectively, Police must cooperate with members of the community in the maintenance of security. Policing must have respect for human rights and they must also be accountable to the laws of the land. In Nigeria, it is the Police Act defines the activities of the Police.

Historically, policing has to do with the apprehension of criminals. However, the consensus today is that reducing crime and securing public safety is germane to the task of the police in ensuring societal well being (Greene, 2010). It is the reduction in the level of crime, arrests of criminal elements and public safety that can help to define the performance measurements of the police. For Mastrofski (1999), common expectations on which public perception of the institution is built include ensuring quick response to distress calls in emergency and public order situations; a manifest inclination to maintain neutrality, act impartially and ensure equitable treatment for all stakeholders; a willingness to explain reasons for actions and decisions; and the maintenance of good, respectful relationship with the public.

Recent studies emphasise have argued for the inclusion of some notions that are connected to some democratic ideals when measuring police performance. The United Nations, for instance, have established principles such as equal application of the law to all citizens, how to apply the use of force where necessary, the treatment of

arrested and detained persons, the responsibility of community residents in holding erring police officers accountable for their offences, and the protection of the vulnerable in the society, as well as politically exposed groups. In this context, the police are not expected to use their whims; rather they must uphold the ideals of democratic policing. Secondly, the police are expected to protect civil rights and still be answerable to the over government, the judiciary and making sure that private individuals do not have their security needs compromised (Bayley, 2006).

Greene (2010) argues for instance that civil participation, due process, helping to maintain the dignity of persons and securing the rights of the citizens are the focal points of police work. Skolnick (1999) notes that there is need to strike a balance concerning police work in the ambience of accountability, the safety of the public and openness. In the view of Casey and Mitchell (2007) the police must learn how to operate in a complex socio-political clime. Ability to meet up with these conditions will boost public confidence in the Police. It will also increase the legitimacy of the Police in the eyes of the public because the Police will always revert to them whenever there is a need to gather vital intelligence reports on criminal activities (De Cremer and Tyler, 2007).

The military and the Police represent the coercive arms of a nation. The police in certain clime are empowered to work independently outside the influence of the state. Though these financing of the NPF is the responsibility of the Federal Government, it is the legislative body that decides it budgetary allocations and appointment of it head of the organisation. Despite all these, the Police have powers to design how to carry out duties it had been assigned (Finnane 1994: 31-38). One of the fundamental building blocks of a democracy is predicated on the separating the powers of the police from the government. The general belief is that when powers are separated, the Police cannot be used by the government in a partisan way.

Under the notion of social contract, the police are justified to make use of force in engaging with the citizens. It can therefore, be argued that the Police making use of force because they want to maintain law and order, while enjoying the good of the public is a workable idea. Citizens are deemed to have surrendered they rights to the state under the social contract theory and indirectly it has bearing on the work of the Police. Therefore, the police can be described as apolitical in the use of its powers in the enforcement of laws within the ambience of its extant rules. Accordingly,

putting the social contract theory in perspective, the principal assignment of the Police has to do with the protection, detection of crime and prevention of civil disorder.

## 2.4    Police and Management of Public Disorder

National legal systems allocate different responsibilities to agencies of the state that are saddled with law enforcement. In order to protect, restore, and improve public order, some fundamental goals have been established. For Reisman (1996) the fundamental goals can be synthesised into seven specific tasks namely: making sure that the potential violation of public order are prevented from happening; when violations of public order occur, the police takes oversight of its suspension; taking actions that will forestall future potential public order violations; putting correctional behavioural measures in place to stop the violations of public order; carry out the rehabilitations of public order violation victims and making sure that conditions that would warrant the reoccurrence of public order violations are stopped.

Prevention which is a public order function is seen as anticipatory. Imminent public order breakdown is anticipated and proactive actions to embark upon to prevent it from happening. In the event of a breakdown, steps are taken to suspend it, certify damage control the concentrating of the people who are responsible for the violation. It will entail a prompt response to the contravention of public order, putting an end to the contravention and curtailing the destructive outcomes. Though taking actions that will prevent and suspend public order violations, dissuasion is more acceptable. In this regard several tools are used to design Police response to the breach of public order and it will also ensure that accepted measures are taken to prevent future occurrence. The use of threats, and reward for public compliance is also encouraged.

For Reismann, the identification and re-modification of the behavioural patterns of citizens are correctional measures that can forestall the violations of public order. Compensation of victims arising public order violations public can be rehabilitation for Reisman is a good way to seek redress. Reisman concludes that to forestall a re-escalation of public order violation, activities that are geared towards social reconstruction will make a lot of difference. These social reconstructions will not make the ground fertile for public order beaches.

It is therefore expected that when a public order system incorporates the seven identified goals, there will be an increased potential for the prevention and preclusion

of public order violation. It is expected that the seven objectives guarantee the reduction of violence, increase the respect for human rights and re- establish the public order. The destructive consequences of public order violation will be reduced to the barest minimum if all the institutions saddled with the protection of public order employ and incorporate the seven objectives in their operational plan.

Law enforcement, rule of law protection, the maintenance and security of public order, preventing, investigating, crime detection, keeping the peace, property lives and property are the elementary functions of the Police. The management of emergency duties, embarking on patrol, halting activities that are unlawful, giving guidance and providing counsel are also the responsibilities of the police. The policing of threats, ensuring safety and preventing crimes that will upset the social order are determined by the police uses its discretion and prioritises it operational goals.

Within the purview of criminology, Siegel (2004) explains that public order crimes are actions and activities that hinder people from functioning effectively. Putting succinctly, they are behaviours that are not appropriate for the health of a society because they are contrary to common customs and values. These values, customs and norms are categorised as "social order" offenses because they upset the peace in the society. Acts in this category include those classified as conducts that are disorderly, unlawful gathering, vagrancy, skirmishing, use of weapons, public intoxication etc. Reduction of these crimes in a society shows the importance of public order and why the maintenance of public order is germane. Furthermore, through the application of the extant laws the breaches of public order will the reduced.

Even though the terms are sometimes used interchangeably, we need to make a brief clarification on the linkage between public order and public safety. Public safety entails that the general public are protected from crimes that are carried out in a society criminal gangs and other forms of disasters. Beyond being the primary responsibility of the government, the safety of the public can also be shouldered by both private and public organisations. The public and private synergy will guarantee the welfare and safety of the civil population. This entails that agencies that enforce laws, intelligence services, emergency fire protection, medical services as well as emergency management organisations are included.

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Waddington (2007) makes a further distinction between the policing of public order and 'normal' policing. According to him, public order is another aspect of policing, notwithstanding whether its functions are carried by specialists or not. It is worth mentioning that public order policing is associated with dispatching a squad of police officers to deal with the gathering of a large crowd that might lead to possible riots. This is different from the normal police assignment which involves an interface with the members of the public. Unlike everyday police patrol, that is curiously invisible and out of view until direct contact is made to attract attention. In the full glare of the media is when public order policing is carried out.

Waddington (2007) further affirms that impartiality the one of the challenges facing the police in terms of violent public disorder. During normal contact with the public, the police are confronted with genuine obstacles in terms executing their tasks impartially. This is however different from policing because in this context their partisanship cannot be ruled out. Dahrendorf (1985) notes that the capacity of a state to guarantee the safety of its citizens is challenged whenever there are violence and disorder, not minding the reason(s). This will result in sending out police officers who are bound to carrying the task of policing bearing loyalty to the nation in their mind. This takes out the notion that the police are public servants because the use of force may be sacrosanct in an attempt to put an end to violent disorder.

## 2.5    Influencers of Police Law Enforcement Tactics

Enforcing the law through application of criminal law is a minute aspect of police activity especially when it comes to public protest and other forms of public disturbances. Porta (1997) observes that the police employs the principle of 'negotiated management' is used more often where there are protests, demonstrations and public order gathering. There are four approaches the police usually deploy when they want to control incidences of public breaches and restoring order. They entail: embarking on negotiations and giving out directives. Under this approach are negotiations, issuing of order, warning through threats, bluffs and commands. They also employ the strategy of watching and standing by. It is also called accommodation. The police can also make use of the tactics of containment and deployment of force. This has to do with the application of the law, arrests are made or use of weapons and violence

Every state in interested in guarantee safety and order of its citizenry. It refers to security on local, regional and global levels. Public safety is affected by the activities of the policing institutions that protect life, health, civil property and property of citizens nationwide. These institutions act to protect citizens against events that threaten legal order, as well as those that can disrupt the lives of citizens, while targeting the standards of conduct. Public order and safety also affect the smooth functioning of the state.

The role of the police in managing and controlling large scale chaos is often very strategic (Porta and Reiter, 1998). In specific instances, the use of discretion means that the police are aware of the use of civil disobedience as one of tactics politicians often use. Therefore, they can decide not to effect any arrest in order to forestall a wrong interpretation of their actions will generate and the legal issues that will ensue. Therefore, the tactics the police will engage is determinant on several factors. They include the political environment, pressures on the police high command, police training, category of police unite that is involved, the equipments that are to be engaged. Other tactics influencers are: the size of protesters relative to the size of the police deployed, the legal framework, the interpretation of the media, the media presence, the attitude displayed by the senior police officers, the features of the disturbances, the tactics of protesters and prior knowledge of the protesters.

In the context of strategy, when the above mentioned factors are altered, it will influence the tactics of the police when it comes to policing public order (see Gillham and Marx 2000). However, it is the police that can determine the best tactics that can be employed when comes to managing protests and public disorders.

## 2.6 Police Leadership

An influence on organisational performance is good leadership (Dobby *et al.,* 2004; Boedker et al., 2001; Meaklim & Sims 2011). In the Upper Echelon Theory propounded by Hambrick and Mason (1984) strategic choice is partially predicated by the characteristics of organisational executives' who engage in strategic decision-making. The completion of a strategic decision process is derived from a high tolerance of risk. It affirms Eisenhardt (1989) confidence to act is needed on the part of executives when making strategic decisions. According to Dess and Priem (1995) the consensus that they build with other management –level officials or organisational direction is expected to generate shared acceptance and will power in strategic

decision making. Based on existing literature, it is possible to sum up the often, good leaders have the capacity to make ethical decisions, are good in communication, worthy role models, think creatively and they are always found to be trust worthy (Schafer, 2010a; Vito et al., 2011; Schafer, 2008 & 2009). Possessing a modicum of honesty, integrity, perception of trustworthiness especially from the lower cadre of employees has been identified as major components of being an ethical leader. Scholars such as O'Leary *et al*., (2011), Bryman &Stephens (1996), Fleming (2004), Murphy & Drudge (2004) concurs that what defines ethical leadership is the adoption of the servant style. In the servant leadership approach to leadership above all other needs that of the followers come first. For instance, a survey of 126 police managers by Vito *et al.,* (2011) reveals that police personnel who exhibits the servant leadership values is the ideal officer. Furthermore, another research by Schafer (2010) reveals that ineffective leaders tend to focus on self.

When a leader understands that his positions demands moral rectitude, he is seen as a good and ethical leader (O'Leary et al., 2011). It is expected of leaders to assume responsibility, model what they want their subordinates to follow and lead through example. Densten (2003) christens it idealised influence. It is a basic factor that characterises the notion of transformational leadership. In transformational leadership style, a leader makes sure that his followers exude pride, respect and faith is instilled in them. In addition, the transformational leader has the ability to make his followers align with his vision.

It has been discovered in literature that leaders are good communicators. However, communication is not limited to the police organisation and its personnel (Dick, 2011), O'Leary *et al.,* (2011), and Silvestri, (2007). In order to be effective within and across the police organisation, there is need for robust and effective communication with the government and other stakeholders (Butterfield et al, 2005; Meakam & Sims 2011). In order to be able to explain the reasons for taking certain actions an effective police leader must have in depth knowledge about communication. It will ensure that his decisions have the goodwill of his subordinates. When decisions are well communicated to the stakeholders, it increases the respect quotient of the police leader ( Murphy and Drodge, 2004). In addition, commitment to following through with organisational mandate is closely tied to how its leaders are able to communicate effectively.

Meaklim and Sims, (2011), O' Leary *et al.,* (2011), Miller et al.,(2009), Coleman (2008) are aligned in their thoughts that one the leading attributes of most successful leaders are the ability to think creatively, strategically and critically. Gatson (1997) notes that one of the basic ingredient of critical thinking is the inherent capacity to identify a problem and to be able to establish the basis of the problem. However, he contends that one of the pitfalls of leaders is being able to create time for critical thinking.  The capacity to think on one's feet and make tough decisions reveals the dexterity of good police leaders. The ability to decipher different categories of problems and proffer critical solutions is a hallmark of effective police leadership.  It is their informed conclusion that negotiations trade-offs and the demand on leaders to consistently test the choices that they are key to problem solving and it shows the personal and ethical standard of the leader (Davies, 2000; Meaklim and Sim, 2011). Therefore, there is a strong need for every leader to be guided and guarded by a moral compass.

One of the recurring themes in literature is the decision making ability of police leaders. Decision making should be seen more as an activity of leadership. In this study the researcher focused more leadership and decision making abilities. In addition, how the decisions of leadership can help in the attainment of goals is also dominant in literature that border on police leadership (Schafer, 2008; 2010a; Andreescu &Vito 2010; Atwater *et al*., 2000; Densten, 2003; Metcalfe & Dick, 2000; Dick, 2011). One of the factors that can influence the tangible outcomes of police actions is the ability to make strategic decisions.

Murphy and Drodge (2004) affirm that they way leaders embark on decision making reflect on the power of the knowledge and it play an in important role on how their subordinates show them respect. Police leaders are considered to be effective when they do not abdicate their responsibility or postpone the opportunity to make strategic decisions (Densten, 2003). Beyond making sound decisions, the will to make decisions that will a leader unpopular is very important for effective leadership (Schafer, 2008).

Involving subordinates during the process of making decisions is one of the great features of good leadership. It is also instrumental to the growth of staff commitment within an organisation (Metcalfe and Dick, 2000; Dick, 2011; Steinheider and Wuestewald, 2010). The inclusion of subordinates in the decision making process can be instrumental to have increased job satisfaction (Davies, 2000).

The transactional leadership approach and the participative leadership style have set up systems that ensure team approach and collective decision making (Wheatcroft *et al.,* 2012). Silvestri (2007) notes that decision making can be slow if it is participatory. This can have some negative consequences because when police decisions are slow, they may be seen as inefficient by the public.

Another important characteristic of good leaders is trust and trustworthiness. The actions and inactions of a leader can determine the level of trust from the subordinates. The basic components of leadership include respect, integrity and being credible (Bryman & Stephens, 1996). It has close affinity with ethical leadership, and standing out as a role model. Therefore, one of the components a good police leadership is trust. Most studies on trust within the police organisation are centred on how it can help in its promotion and institutionalised within the force (Wheatcroft *et al.,* 2012; Silvestri (2007). In the submission of Wheatcroft *et al.,* (2012) an effective working relationship when it comes to policing is a product of trust and it is very vital for organisational relationship. The experience and knowledge of the leader is very important in this instance. Other scholars note that trust is developed through interpersonal communication, the style of leadership. On this paradigm, the participatory processes include dialogues and discussions (Murphy and Drodge, 2004).

The skill one exercises during the process of communication enhances the platform for trustworthiness. It also helps to increase the chances of making subordiates hold on to the decisions that have been taken. Butterfield *et al.* (2004) notes that for a leader to be effective in policy implementation, the ability to listen, being able to sample the opinions of people and possessing of good problem solving skills and power of communication must be robust. This view is affirmed by Schafer (2008) that leaders must display a great capacity for trust, show integrity, exemplify trustworthiness in order for subordinates to gain confidence and embrace their vision (O' Leary *et al.,* (2011; Schafer, 2008).

Wheatcroft *et al.,* (2012) observes that police leaders are confronted with the challenge of striking a balance concerning having trust in the knowledge and capacity of their personnel to manage actual or perceived threats to the status  of the organisation. In the thoughts of organisational commitment can be fostered through trust. This can receive a boost of police leaders show trust in their personnel by making sure that personnel are supported when they are faced allegations from the

public. Therefore, it is germane for leaders trust and also be trustworthy. Bryman and Stephens (1996) affirm that the reflection of police work exigencies is tied to the importance that are given to police leaders who are credible, are a source of inspiration and full of integrity.

## 2.7 What Do Police Leaders Do?

Police activities uncovered in literature show that there are variations. Vito & Higgins (2010) observes that the vision and goals of the police are developed by the senior officers of the force. They also design the objectives of the force and collaborative dimensions. The dominant practice among police managers is allowing junior cadre officers to take action when it is possible. Therefore, it is imperative for the leaders of the police to give opportunities to their subordinates and help them to build their individual capacities for better performance. O' Leary (2011) concedes that the police must be committed to community partnership and participatory management. Equally, Atwater *et al.* (2000) put forward that being open to different shades of opinions and feedbacks without being defensive also affects the behaviour of the police.

The leadership styles of the police have been examined by many studies. Engel (2001) acknowledged four supervisory styles and concludes that one style will not be appropriate. Andreescu and Vito (2010) believe that police managers are desirous of the best leadership style. They recognised the transformational, transactional and laissez-faire leadership styles as dominant among police leaders. Andreescu and Vito (2010) established that junior police office officers desire a leadership that can manage conflicts arising for the demands that they make, empathise with them and deploy more the use of persuasion and appreciate their little contributions.

Densten (1999) explains that the leaders of most police formations make use of management –by-exception within the transactional leadership ambience. Management –by –exception has to do with applying correctional measures when subordinates deviate for the status quo. The management –by exception leadership can work well if the police leadership is woven around a process –driven mechanism. In actual fact, this leadership approach constricts the ability of the police change because the leadership is stereotyped. In other words, it will be difficult for them to respond to the demands of the community and they will not be able to motivate the

personnel. But the transactional leadership approach is anchored on the capacity of a leader to reward or sanction erring workers added on the amount of financial resources at their disposal.

It is worth mentioning that middle managers prefer a servant leadership style to the common autocratic or command and control structure. In addition. the middle managers Vito *et al* (2011) acknowledges abhor the hands off or laissez-faire style of leadership. This approach to leadership centres on building positive relationships, making sure that followers are satisfied, seek consensus from subordinates concerning certain ideas. The servant leader care much for his followers. The servant leader pays less attention to the power at his disposal. The need of their subordinate is of paramount importance to them than their personal needs.

Girodo (1998) concedes that thought the Machiavellian style of leadership is the preferred leadership style in the police hierarchy. The Machiavellian leadership approach is termed as manipulative. In this context the leader cares less about the ethical foundation that underlies success (see Minett et al., 2009). Girodo (1998) is of the view that initiative application of leadership styles is dependent of the situation at hand. However, it is the informed opinion of Girodo (1998) that many leaders prefer to apply the transformational leadership style because it values an all inclusive management mechanism.

## 2.8   Key functions of Police leaders

Scholars have identified the ability to solve problems, create a common vision, galvanise commitment towards the organisation, show care and concern for subordinates, manage and drive the process of change as the key functions of the police leaders (Liberty and Fleming, 2000; Vito *et al* 2005; Duncan    *et   al*,   2001; Silvestri, 2007; Brodeur, 2005; Clarke, 2006; Schafer, 2009; Davenport, 1999; Fleming and Lafferty,2000; Fleming, 2004; Densten, 2003; Vita and Higgins, 2010; Johnson, 2012; Steinheider and Wuestewald, 2008; Dick, 2011; Peterson *et al,* 2012; Beck and Wilson, 1997; Cooper-Hakim and Viswesvaran,2005; O' Reilly, 1991;Vito and Higgins, 2010; Schafer, 2008; Davies and Thomas, 2003; O' Leary et al.,2011).

## 2.9     Ineffective Leadership

In the literature examined, ineffective leadership refers to poor and unproductive leadership. Other instances in literature establish that the absence of

some features and functions can make leadership less effective (Schafer, 2010). In the opinion of Schafer (2008), followers believe that a leader will be deemed as ineffective if the following features are lacking: flexibility, poor skills in terms of communication, poor interpersonal skills, lack of vision, lacks compassion, loves to micromanage. He concludes that ineffective leaders are wont to seek personal glory, love the possession of power, money and status. In addition, Schafer (2008) opine that ineffective leaders lack the capacity of motivate and generally have poor image in their communities. Also, ineffective leaders do not have the trust and confidence of their followers.

## 2.10    Approaches to Policing
### Problem-Oriented Policing

Problem-Oriented Policing (POP): this type of policing framework is frequently to diverse challenges in different geographical configurations. Goldstein (1979) advocates that the standard model of policing which is more often reactionary should be replaced with a model that is proactive. The pro-activeness will be anchored on the ability to identify problems and proffer solutions that will be targeted to reduce crime and disorder. Weisburd and Eck (2004) christened this proactive approach Problem Oriented Policing (POP). The Problem Oriented Policing is a call to centre attention problems beyond the day to day management of police organisations. The POP goes beyond the traditional operational ambience of the police which is the management of crime and law enforcement to including tackling myriads of problems such as physical disorders, crimes and other social problems. Weisburd et al (2010) observes that POP includes responding to a broad spectrum of problems which makes it challenging to proffer recommendations that specific on how policing agencies should handle certain problems.

## 2.11    Focused Deterrence Strategies (FSD)

Braga and Weisburd (forth) affirms that this strategy has impacted on positively on violent crimes. The concept behind FSD its response ability, be more swift, deploy innovations in dispensing punishment on offenders and making sure that incentives given to citizens for complying with the laws of the land well communicated. The FSD is a subset of the POP and its application is also contingent on geographical configurations.

**2.12 Decision Making and Decision Outcomes (DMDO)**

All actions are predicated on the ability to make strategic decisions. Therefore, it is imperative to develop the skills that can enhance strategic decision making. Decision making processes can be challenging, overwhelming and involves many complications. Wester et al (2008) contends that decision making are problem solving strategies which include cost benefit analysis, brainstorming, the evaluation and examination of different choices, and ensuring that plans are well written and articulated. The Decision Making and Decision Outcomes approach to policing are dependent on contexts and the ability to develop plans to meet goals. Past experiences, cognitive biases, age and individual differences are some of the factors that can influence the decision making capacity (Juliusson, Garling and Karlsson, 2005; Stannovich and West, 2008; Bruin, Parker and Eischoff, 2007).

**2.13 Consequential versus Appropriate Decision-Making**

When a decision making process incorporates instrumental rationality, preferences for the goals of the organisation, such is known as consequential decision making (March, 1994; Allison and Selikow, 1999). It is however challenging for humans to recognise all the alternatives in their decision making and the consequences it holds for the future (Kahneman *et al.*, 1982; Simon, 1945). Appropriate decision making has to do with taking into consideration procedures that enables members of an organisation to make decisions by modelling an expected behavioural (Scott 1995; March 1994). Accordingly, actions are tied to identifying behaviours that appropriate instead of predicting the outcomes of alternative choices (March and Olsen, 1989). To make appropriate decisions, rules must be matched with situations within the context of certain guidelines. In this context information are collected and it increases one's capacity to define the situation. This will lead to establishing the appropriate rule regime that can define the quality of information required to make decision (Burns and Flam, 1987).

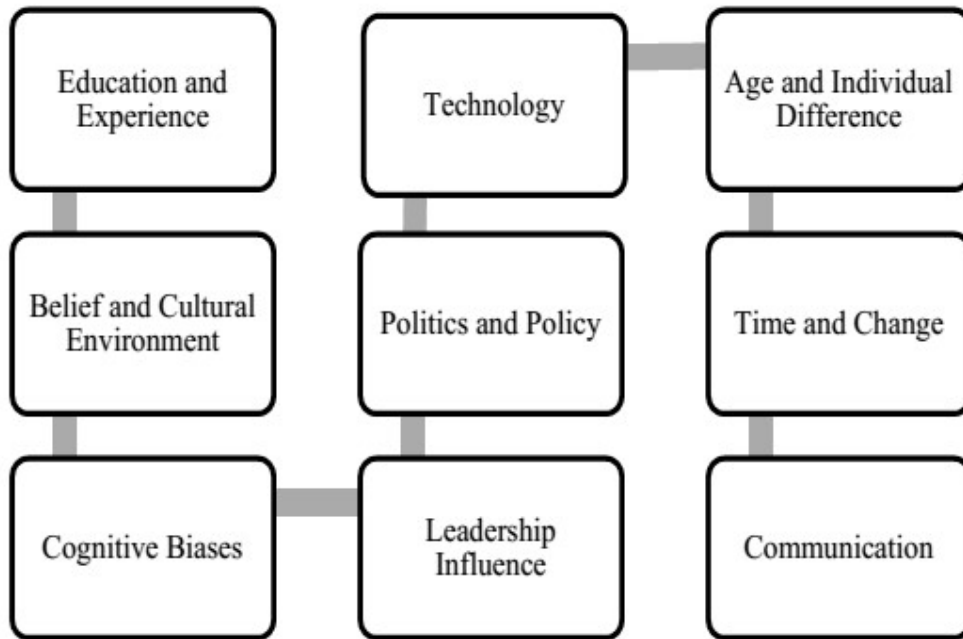**2.14 Factors Influencing Strategic Decision-Making Processes**

Making decisions is a strategic role for organisational managers. Decision making is also a very complex process. These processes of decision making must be properly understood before it can be practised. Ambiguities and complexities trail leaders who are saddled with the task of taking strategic decisions for organisations.

Several studies have been conducted regarding strategic decision-making, however, little is known about the factors and processes that guide strategic decision making. It will be important to build on existing studies that are based on theoretical and empirical findings on the factors that can influence decision making processes strategically.

When decisions are taken certain actions are taken to back up such decisions. Such actions are called strategy. Some of these strategies could be structural or commercial and they are developed in line with the learning curve of the organisation. In addition, the policy statement and objectives of an organisation can also influence how strategic are made (Mintzberg, 1976; McNichols, 1977). Activities that can support the vision, vision and direction of an organisation is called strategic planning. It is also a tool to be used as a support for organisations to manage their resources (O' Regan and Ghoadian, 2006; El Banna and Child, 2007). A process that entails the aspirations of decision makers while planning at strategic level and is a process with various characteristics that influence it outcome is known as strategic decision making (Noorie, 2004; Darabos, 2013).

Studies on the process of strategic decision making are limited i scope. Many of the research outcomes are also contradictory. These contradictory studies are those involving the size of an organisation, level of hostility, diversity of cognition, performance dynamics and how a manager can achieve through decision making processes that are strategic. Managers of organisations are confronted with making decisions on a daily basis. They must take decisions whether it is convenient for them or not. Decision making is a must. According to Pearce and Robinson (1989) when one refuses to take a decision, that action is also considered as a decision. Making strategic decision is germane to the effectiveness of an organisation and vital for the success of managers.

*Major factors that influence leadership decision making in organizations*

| | | |
|---|---|---|
| Education and Experience | Technology | Age and Individual Difference |
| Belief and Cultural Environment | Politics and Policy | Time and Change |
| Cognitive Biases | Leadership Influence | Communication |

Source: Ejimabo, N. O., 2015:4

Digman (1986) observes that a strategy involves how actions and decisions are taken in an organisation. It is such actions that distinguish one organisation from another. Drucker opines that strategy means taking actions that are purposeful. From the lens of Mintzberg, strategy involves five (5) Ps which are a plan, ploy, pattern, position and it must have a perspective. When a decision and an action leads to the implementation and formulation of strategies that are meant to meet organisational goals, it is defined as strategic management (Peace and Robinson, 1985).

A strategic decision may not have a proper structure, lack an identified routine and an organisation can still find it important because the management echelon's role is central to it. There is an interdependent and incremental dimension to strategic decision making. There are a number of relative influences that can influence both the future organisational perspectives. The absence of a good structure is one of the key characteristics of strategic decisions (Mintzberg *et al.*, 1976) and it is predicated on how strategic the problems (Mitroff and Mason, 1981). It is also important to mention actions that are taken to satisfy customers, execute plans capable of engendering the growth of a business and assist in performance outcomes are termed as the strategy of a company (Gamble and Thompson, 2009).

Issue can be termed as strategic when they involve certain developments and can have some impact of the strategy of the organisation. Problems and opportunities can be some of the issues facing those who make decisions for an organisation and they have the potential of affecting the goals of an organisation. Strategic issues are handled as strategic decisions and they also require to be handled as in the context of strategic management concern. All these identified issues are determined by the decision making initiatives of an organisation (Dutton and Duncan, 1987; Ansoff, 1980).

Pearce II and Robinson (1994) identifies the features that are associated with strategic issues to include: future orientation; long term fortunes of the organisation; must have consequences that are multifunctional; huge resources are required; need top decisions involving the top management and must take into consideration the external environment of the firm.

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## 2.15    Factors Affecting Strategic Decision-Making Process

Decision making processes are influenced by a variety of theoretical models (Mintzberg, 1973; Chaffee, 1985; Lyles and Thomas, 1988; Hart, 1992). Significantly, the theoretical models are different when taking into consideration certain assumptions about the context of the decision, the decision features and the underlying factors. The different phases and process of strategic making and the attendant factor are: decision specific features, the characteristics of the organisation internally, the characteristics of the external environment and the characteristics of the management team.

The following are the dimensions of decision specific features that can affect the process of strategic decision making:

Decision's Familiarity: it means the level of clarity of the decision problem the one who takes the decision. There is however no defined connection between decision's familiarity and the features of the process that is connected to decision making (Papadakis *et al*, 1998). The rationality and politicisation associated with decision making are influenced by the frequency of decisions (Fahey, 1981). In addition, Nooraic (2011) establishes that decision making processes have significant connection in the context of negativity and positivity.

**The Impact Magnitude of a Decision**

It concerns the magnitude and far reaching effects of a decision on different aspects of an organisation (Papadakis *et al,* 1998). Hickson *et al*, 1986) looks at the positive impact of such far reaching decisions and the rationality behind such decisions. Dean and Sharfman, (1993) believes that rationality has nothing to do with strategic decision making.

**Treat/Crisis or Opportunity**

The types of decisions taken and determined by the opportunities it will create or the crisis that will be generated (Jackson and Dutton, 1998). When a decision is taken to mean a threat instead of an opportunity, comprehensive and decisive actions will be taken (Frederickson, 1985). The centralisation of a decision making process will determine the magnitude of the crisis or threat.

**Risky Decisions**

These are decisions that can affect the effectiveness of an organisation, and such decisions usually are not cost effective and can be difficult to change (Schilit, 1987). Carter (1971) affirms that the critical nature of the one who takes decision has a great influence on the process of decision making.

**Decision Complexity**

Astley et al. (1982) contends that the complexities of a decision have a correlation with the extent of the centralisation of the process of decision making. It is in tandem with Fahey (1981).

**Internal Organisational Characteristics**

The internal characteristics of an organisation can affect the way decisions are taken. The internal organisational characteristics are concerned with the power structure of the organisation (Frederickson, 1986; Wally and Baum, 1994; Miller, 1987); the size of the organisation (Duhaime and Baird, 1987; Fredrickson and Iaquinto, 1989; Sharfman, 1993); the performance of the organisation (Eisenhardt, 1989; Dean and Sharfeman, 1996; Papadakis *et al*, 1998); the organisations slack which has to do with the amount of resources available to cope with the

environmental dynamics (Sharfman, 1997; Nooraie, 2007; Rajagopalan *et al.,*1993; Molloy and Schwenk, 1995).

## 2.16 Internal and External Environment Factors that Influences Organizational Decision Making

Environment has to do with the evolving situation which affects how an activity is executed. The operational environment of an organisation determines the level of activities that are carried out. The internal and external environment plays an important role on the actions of the management team. While the organisation has no control over the external environment, it can well manage its internal environment.

The external environment has two strata: the general environment and the task environment.  The conditions that can affect directly and immediately the operations of an organisation are bordered on the general environment. The external environment is determined by the economic, technological, socio-cultural, political –Legal and international factors. The task environments are organisation specific.

The economic dimension is concerned with the system of economics that is operational in the organisation. Inflation level, unemployment rates interest rates are the important economic factors. In addition, the dimension of technology is tied to the procedures for turning resources into deliverable services and tangible products. An organisation must be careful in carrying investments in technology.

Furthermore, every manager must take cursory look at the socio-cultural dynamics of its operational environment. It points to the types of product, standard and value the society appreciates. Equally, the consciousness of the international community has a great impact on a business. The concept of a global community has been deepened through communication technology and digital transportation.

The demands from suppliers, competitors, customers and regulators can adversely affect the task environment of an organisation's operation.

**Internal Organisational Dynamics**

The task environment of an organisation is determined by the internal working of an organisation. The internal dynamics are determined by the ownership of the organisation, the board of directors, the workforce or organisation's employees and the corporate of the organisation.

## 2.17    Environmental Factors Affecting Police Discretion

The work environment of an organisation has a great influence on how the staff discharges their work. There are 'boundary-personnel', that an employee is in constant touch with the work environment. These employees are vulnerable to such environment. There are police officers occupying management positions and can also be termed as 'boundary –personnel' this is based on the fact that the decisions they make can be scrutinised by members of the community. There are equally representatives who are nominated by the community to also scrutinise such decisions. Accordingly, there are some environmental variables and influences that police officers at all levels must show some levels of sensitivity.

One of the factors that influence an organisation's activity is the environment. Terreberry (1972) explains that business environment is experiencing more turbulence because of change and transformation in the society. Therefore, adaptation is imperative in order to cope with change. Grosman (1975) affirms that contemporary police organisations are warped in an environment that is constantly changing. The challenges associated with the police adapting to change has to do with the growth of the society. There are variations in the priorities of the police and certain policies which are dependent on the community feature and challenges facing the police leadership (Grosman, 1975). In every strategic decision, it is important for the police to take the community is taken into consideration because as boundary personnel, they are deeply established in the communities (Klinger, 1997). Thus it is the area that is being policed that will determine the measures the police shall adopt. In their environment of operation, the police are not known to be passive. It is germane to mention that based on their perceptions and understanding of the police will adapt how they make use of their authority in patrol areas.

Previous studies have identified situational, organisational and environmental variables that influence police decisions. Crime rates and the danger it poses to the police are the environmental variables outside the police organisation. Administrative policies, organisational structure, the philosophy of the police, the norms of the informal peer groups form the organisational factors. The comportment of the citizens, the presence of weapons and the numbers of suspects are the situational variables.

The police internal and external working environment comprises the situational, organisational and environmental variables (Fyfa, 1987). What makes up the external environment beyond the police environment are issues like the frequency of crimes, the danger criminals pose to the police. These issues can also be situational. There was a slight modification of the thesis of Fyfa by White (2001), attempting to isolate the situational as an influence variable that ought to be distinct. White (2001) believes that the situational variable is critical and should play a mediating function across the process of decision. This process is expected to affect situation are perceived, which will ultimately inform the response to the actions of any suspect. White (2001) also discovers that the nature of shooting is determined by the complementary importance of both the internal and external working environment as well as the internal variables. In a related study White (2003) tries to develop and improve on the understanding that police shooting behaviour is influenced by the external factors. Examining how the various types of influences exert on the force is necessary because it enhances the discretion of the police on how their decisions can affect operations. Not only does this knowledge provide proof about the deadly use of force, it also impacts on the working environment of the police. Taking into cognisance the traditional challenges confronting the police in the context of policing in respect to the use of force, investigating the effects of external discretion and control is germane.

### 2.18    Use of Force

The theory of conflict echoes the functions of power and force in the establishment of social order (Durkheim, 1938). Making sure that social order is maintained is very important for the state and it germane to make use of measures that ate coercive (Durkheim, 1938). The relationship between citizens and themselves are discussion points of the conflict theory. Equally, conflict theory focuses on how government can relate with its citizens. Conflict theory establishes that the society is broken into segment. Therefore, competition for resources among the various segments of the society is endemic. The concept of anomie explains the social segmentation or fragmentation within a framework of normlessness (Durkheim, 1897). In the thoughts of Durkheim, anomie has to do with conditions of societal reregulation. This is a daily occurrence in every society because rules for daily conduct are being destroyed and not adhered to strictly. A condition that leads to confusion or uncertain behaviour is referred to as anomie. The term anomie was

developed in the course of the social engagement of Durkheim, during the period of transition from a feudal economic system into an industrialised economic framework. It is worthy to mention that conflict and violence are products of unregulated and unguided change processes. When violent conflicts are instigated, the role of the state is to make sure and certain that appropriate measures are taken to restore the social order. The maintenance of social order rests on the shoulders the police actions. These actions could involve law enforcement, the control of crowds or curtailing looting and vandalisation of property (Durkheim, 1897). In addition, Durkheim explained that the establishment and restoration of social order lies in the hands of people who wield political, social and economic powers. These powers at their disposal are also resources for the production of violence. Durkheim's concept of conflict management is reflected within the framework of political, economic and social resources.

In the context of this study, the police are perceived at an institution of the state meant to keep the social order. The police is also a governmental agency that ensures that conditions that may lead to the violation of social order do not occur. In addition, it is the anticipation of government that the police are effective in the delivery of social order services. Durkheim (1897) affirms conflict in a society can be anticipated and would also require control in order to foster a smooth running of the society. Disorder in a society is well articulated in conflict theory. The maintenance of social order through the provision of policing services is the expected role of the government. This could also be suggestive of the violent nature and structure of their operations. When the police decide to make use of force, such decision is more often guided by legal and other normative considerations. These are issues align with the conflict management theory espoused by Durkheim.

It is expected that the police should be effective in the preservation of public safety and prevention of crime in the interest of public safety (Scholnick, 2011). He also argues that the powers are the disposal of the police should be regulated in prevent the arbitrary use of the powers at their disposal. The eventual outcome of this is the effective policing and protection of basic human rights. This study is influenced by the fact that when police officers in the course of their official duties make use of force, especially when they engage with citizens, the appropriateness of their conducted and justification for the use of force comes under some scrutiny (Waddington et al., 2009; Scholnick, 2011).

When a government makes a decision using the paradigms of democratic principles, all views and perspectives are taken into consideration. As a result, the use of violence for the settlements of disputes is discouraged. Citizens are encouraged to deploy legal tools for the proper channelling of their grievances. The general idea is to achieve peace through peaceful attitude in line the positivity of the law (Skolnick, 2011). In a democracy, the legitimate functions of the police are connected to the ways and manner the make use of force as one of the tactics in the execution of their mandate. It is expected that the police should use their discretion and individual judgment each time they have to use force. Nevertheless, even when police officers have to use their personal judgments, it has to be within the ambit of the law (Kuhns and Knutsson, 2010). Inappropriate use of force by the police makes them to lose credibility before the general public and it questions the legitimacy of the policing services. Therefore, the functions of the police are situated within the scope of fairness, justice, service and judgment; they are variables that can influence how police actions are weighed against the engagement of force and abuse of authority. These are issues that have great bearing on legitimacy and democratic ideals (Kuhns and Knutsson, 2010). While economic sectors like education and health depend on the concept single concept of public good, the same cannot be said about the police. While the prevention of crime, preservation of the public order and protection of the society can be seen as a public good, it is also important for their powers to be controlled in order prevent arbitrary and atrocious use of such powers. Also, the police should be curtailed so that they do not use their powers to hinder the personal rights and freedom of citizens (Skolnick, 2011).

In the United States, the 4th, 8th and 14th constitutional amendments addresses how American citizens should be treated whenever they are arrested for crimes, the kind of treatment they receive after arrest and detention in police custody.  Section 7 to Section 12 of the Canadian Constitution Act (1982) on the Charter of Rights and Freedom establishes how the use of force can be applied in the context of citizen and government relationship. In advanced democracies, the freedoms and rights of citizens are tailored to conform to the constitutional legislation. As a result, in matters of litigation, a competent court of jurisdiction will rule with the idea of comparing such ruling in the context of constitutional correctness.

It is cultural legitimacy that determines the laws and legal authority guiding how arrests and search are conducted in a society (Kuhns and Knutsson, 2010). In

almost all nations across the globe, laws are established to guide the relationship between the government and the citizens. The principles guiding the relationship between the government and its citizens are well articulated within the ambience of democratic ideals (Kuhns and Knustsson, 2010). In the course of this study Canadian and U.S.A case law were examined. The motivation for the examination of the law was to help the researcher to establish the basis for the discussion concerning the use legal use f force by the police. Some of these case laws have been established for a very long time through competent courts of jurisdiction before certain changes were carried out. For example, it was decided by the Canadian Supreme Court in the year 1985 that officers and men of the police can make use of force but within some reasonable limits; so that they can execute their duties as long as violence not unnecessarily instigated (Cluett v. The Queen, 1985, Paragraph 10) In the case of Graham and Connor, the United States Supreme Court in 1989, ruled about the before force can be engaged by an officer, a proper evaluation on the appropriateness of the use of force must have been carried by a very intelligent police officer who is present at the scene of the crime or unrest (Klinger and Brunson, 2009). These identified cases have established the focus of this study in regards to the police and the use of force.

Medieval England is the cradle of modern police specialist. The King's Peace is the primary motivation for the establishment of the processes involving how arrests and detention of citizens are carried within the framework of the common laws (Holdworth, 1973). It is also important to mention that in Medieval England, the commoners can carry out arrests based on the principles that are entrenched in the common laws as at that time (Holdsworth, 1973). Under the identified frameworks two principles are outstanding: to imprison someone is an appropriate engagement of civil behaviour. The second is linked to the principles guiding arrest and detention. In Medieval England, the power of private citizens to arrest person's suspected of crime can be equated to that of the law enforcement agencies (Holdsworth, 1973). In the legal trajectory of England, private citizens have the power to carry out arrest just like police officers and included with such powers is the right to make use of force.

Looking at the Canadian and American Law on coercive powers from a contemporary point of view, private citizens are statutorily empowered to carry out arrests, though they still have their limits. Though private individuals have the power to carry out arrests, it does not override the official powers of the as the primary law enforcement organisation. According to Asante -Mensa (2003) affirmed that the

Canadian Supreme Court has ruled that in an attempt to carry out arrests, the potential use of force should not be ruled out by the party involved. Furthermore, police officers can depend on private citizens to make an appearance before a court to give answers in response to the contravention of the extant laws of the land. In this circumstance arresting such a person can be overlooked. Therefore, arrest procedure is linked to a police officer providing verbal advice on the reasons for carrying out an arrest.

The Canadian common law allows a police officer to make use of force in effecting an arrest, but such action must be carried out within reasonable limits (R.v. Nasogaluak, 2010). In the first instance it will be important to do an analysis of whether there is a need to use force when effecting an arrest. Secondly, to what extent was force applied even during the cause of carrying out an arrest?

## 2.19    Public Perspectives on Police Use of Force

The perception of the police in the public is germane to their effectiveness. The attitude and behaviour exemplified by the police when they engage with citizens and in the context of the deployment of force can have a direct influence on the public perception and legitimacy of the police. In addition, it can affect police and public partnership. This is anchored on the fact that the police need the cooperation of the general public order to be able to carry out their assignment (Mystrol, 2011). Accordingly, the extent to which the police are able to make the public obey their instructions is one of the indicators of the effectiveness of the police (Mystrol, 2011).

In an attempt to get citizens, comply with police instructions, the use of authority coercively may not be an effective approach. The police should take advantage of every encounter with the civil population to educate them on legal powers the state has on over the society (Mystrol, 2011). There are some factors to be considered when it comes to the public ascertaining its satisfaction over the behaviour of the police in terms of its engagement with the citizens which are: they way citizens assess procedural justice and trust.  Also, the quality of the decisions taken by police officers and the quality of treatment the citizens enjoy from police officers can form the fulcrum of assessment (Mystrol, 2011, Tyler and Huo, 2002). The general public have shown zero tolerance for police misconduct; even though, extant studies have shown that the public are satisfied with the services that are being provided by the police. The positive public expectations of the police are destroyed whenever a citizen

gets injured in the course of a police action. As a result of such violation, discussions on the justification for the use of force will be triggered in the public space. These discussions can have negative impact on the image of the police before the general public (Kuhns and Knutsson, 2010).

The opinion of the general public concerning the police may vary, especially when they request for the services of the police (Maguire and Johnson, 2010). It standards of service industries can be deployed as a benchmark for assessing the quality of operation. However, it can only possible of the operations of the police is built around the standards of the service industries. Using the concept of customer service as a yardstick for police operations may suffer some limitations; there are studies in the social sciences positing that the relevance of using such concepts (Maguire and Johnson, 2010). Many business journals have published articles bordering on then use of customer service satisfaction as a tool for assessing the effectiveness of organisations. In the milieu of police performance, it may be appealing to make use of customer service paradigms in carry out an assessment. However, the police is a unique organisation because it has the monopoly from the state to use force and they are empowered to use their discretion on involuntary clients (Maguire and Johnson, 2010). Consequently, service quality may be good, but in applying it to the framework of policing, there are limitations. The delivery of market shares is made possible through the instrumentality of competition.

Only a minute section of the public has direct encounter with the police a police officer; though opinions concerning the police are derived for many sources Maguire and Johnson, 2010). So, one is forced to ask about the factors that can be used to assess the image of the police, when only a few people have direct encounters with police officers. One can only postulate that such assessment can only be generated through media and newspaper reports. Such reports can also be derived from the personal experiences of people.

Legitimacy is the power given to a person or a groups of persons to enable them lead other people and institutions to follow their dictates within the ambit of the law voluntarily (Maguire and Johnson, (2010); Kuhns and Knutsson, (2010); Tyler and Huo, 2002). Legitimacy is defined by the level of voluntariness and marked compliances (Maguire and Johnson, (2010). Many studies have focused their attention on asking people about their perception concerning obedience to the law, their impression about the legal system and whether they have trust or confidence in it.

Maguire and Johnson, (2010) affirm that the perception of the public on issues of legitimacy has overlapping consequences on concepts such as quality of service, customer satisfaction, fairness, and justice. This can have bearing in conducting further research on issues that border on service and legitimacy.

The strength and foundation of the law is establishing legitimacy and it is also a derivative of culture (Maguire and Johnson, 2010). Accordingly, the perception of the public towards legitimacy can be influenced by tradition, history and culture. In this regard culture is paramount in the procedures that are associated in the dispensation of the legitimacy underlying the effectiveness of a law. Nevertheless, this conclusion has no universal basis (Kuhns and Knutsson, 2010). For instance, in China, the cultural values have played an all encompassing role in the lives of its citizens. Chinese citizens have surrendered their individual freedom for the general good of the population; culture is the principal influencer of such an attitude. But in modern democratic societies, free and elections of representatives is what gives birth to legitimacy.

## 2.20   Organizational Structure and Interests

The attitude of police personnel and the manner in which their clientele are treated is function of the challenges police managers are facing. Therefore, one determining factors of police decisions and the use of force is the structural features of the police as an organisation. Crow and Lee (2012) affirm that the theoretical underpinning that is connected to the way and manner people are treated in an organisation is called organisational. The concept is linked to matters that has to do with derived benefits, compensation or procedures that can bring lasting results. Job satisfactions, the commitment of an organisation, legitimacy and issues that border on trust have been identified in some studies as correlates of the perceptions of organisational justice (Crow and Lee, 2012). When there are changes in the management structure of the police force, after some time it can instigate a more business oriented organisation (Terpstra and Trommel, 2009).

The police have modelled its managerial dynamics after the order of the private sectors. Their management models have also been influenced by market driven organisational forces. Modern leadership ideologies, economic management, customer service ideals, are concepts of market sector management. The reasoning along the lines of economies, efficiencies and effectiveness are the underlying factors behind

the concept of turning the police organisation into a modern outfit (Terpstra and Trommel, 2009). Most public organisations have adopted the business like approaches and nuances of the private establishments. The public organisations have equally adopted their management styles. However, what is absent is the concept of profitability in the operational model of the public sector. This is a paradigm from the private mentality that is purely driven by profit orientation. Therefore, the motivation behind the services rendered by the public sector, especially from the angle of modern police is public satisfaction (Terpstra and Trommel, 2009).

Sometime the police have to undergo some sort of reorganisation and it is related to varying presentational approaches targeted at making the police legitimate (Terpstra and Trommel, 2009). Successful operations are indicated in the legitimacy of an organisation whether it is public or private. This is also linked to how the organisation is accepted by the larger society due to their capacity to deliver important and significant services. Performance improvement is one of the important principles in the management of public service (Terpstra and Trommel, 2009).

How performance is measured in an organisation especially in the public sector is a function of the synthesising of ideas about the organisation which involves issues that border on job satisfaction and the commitment of the organisation. The commitment of an organisation as it is connected to police officers' entails decision making, potential office turnover, being absent from a duty post, or stress related issues for the police officer (Crow and Lee. 2012). The general notion is that when people are fully committed to their assigned duties, they can end up becoming very good police officers. There can be a possibility of psychological detachment especially when cynicism replaces commitment in a police organisation (Crow and Lee. 2012). It is a major cause for concern when a budding organisation is faced with the issue of commitment as result of psychological detachment. The lack of commitment can have a spiralling effect on the overall performance of the organisation, the attitude of new employees and in the socialisation process of the organisation (Crow and Lee. 2012). Repeated human tragedies that are always reoccurring and setbacks can lead to cynicisms beyond the structure of the organisation. But management can decide to provide the resources that boost the emotional health of employees who are going through stress or showing signs of burnout.

In the field of organisational psychology, job satisfaction is one of the effective means of testing the effectiveness of an organisation (Crow and Lee. 2012). In addition, Crow and Lee (2012) posit that job satisfaction is closely connected with the satisfaction of the needs of an individual. One of the findings in literature is that an organisational antecedence of job satisfaction is an indication of the commitment of an organisation. Concerning police officers, the level of job satisfaction reflects in their occupational behaviour and attitude (Crow and Lee, 2012).

Obedience to authority is the focus of Milgram (1969). The study revealed decrease in personal identity and responsibility is not only limited to people outside position of authority; it also involves those who are in position of authority. Hodgson (2001) believes that assuming responsibility and following the path of organisational obedience is a psychological mechanism that is reflective of an individual action or political purpose. An authority figure may have embarked on certain action. In addition, Milgram (1969) affirms that people who are obedient do so because it fully entrenched in their psyche, which in turn affects their public attitude and moral conduct. According to Milgram (1969), common people carry out their jobs with diligence without an iota of hostility. But these same people can become the agents of destruction and instituting a process that is destructive (Hodgson, 2001). A police officer does not use force on his own because he takes instructions from superior officer. The police organisation is so structured that it is the direction is instruction from the senior officer that other junior officers respond to. Therefore, the actions of patrol officers are depersonalised and this is quite understandable (Milgram, 1969). To a large extent it affects the way the citizens are treated by the police officers.

People who are authoritarian and who are also within established authority structures are mostly to attract like minds. The life of military personnel is shrouded with uncertainties. They also live and work in an environment where they tend to put away several uncertainties. Living such life entails some elements of control. People who have been exposed to the kind of life of the military will definitely exhibit such character in the organisation (Hodgson, 2001; Rhodes, 1969). People who are authoritarian will always submit themselves to those with similar character traits without asking questions. It is the submission of Penner (1986) that authoritarian persons are rigid, possess conventional values, adhere to rigid values of the middle class, are authoritarian in their thinking, and they do criticise their leaders. According to Hodgson (2001), people who are authoritarian tend to be aggressive, tough and will

always punish the people who infringe on values that middle-class. It is easy for an authoritarian person to internalise the rules of engagement of an organisation without questioning. They are able to seamlessly embrace the ideologies of the agency and fit into the sub-cultural norm (Hodgson, 2001). Though the police are a paramilitary organisation, it has a command and control rigid structure, its leadership structure is central. The leadership framework of the police is defined by ranks; communication is vertical, top-down subordinate relationship. Police personnel are wont to work under the threats of punishment and sanctions especially when they violate the guiding rules of the organisation or directives of superior officers (Hodgson, 2001). The historical trajectory of the police shows that they have always been established along the paramilitary concept. Given the realities confronting modern policing demands which border on service delivery, the 19th century organisational framework of the police may no longer be effective and can also be counterproductive.

The use of force has its attendant principles and the police are trained to acquire the skills, methodologies and physical application of how to use force. Hodgson (2001) is of the view that violence is a value that is learned. When police officers acquire the trainings, it is imbibed and deployed in the field in the context of their practicalities. Police officers through their trainings and making use of physical force, they become use to it through observation or personal involvement when it comes to the use of force.

The professional management approach creates the impression the police can professionally compete favourably in global platform that is driven by the concept of public. It is implied that public safety in the execution of policing mandate can enhance the image of the police. Public expectation and the symbolic meaning they attach to police institutions are very important factors for community policing. It is worth mentioning that one bad encounter with a police officer can erode all the positive experiences a person must have encountered and it can impact negatively on the legitimacy of the police. Terpstra and Trommel (2009) affirm that legitimacy is a social value that accrues to the police. The ability of the police to relate well with the community and its positive visibility are key factors that can generate satisfaction of police services in the psyche of the public. It will be challenging for the police to use the strategies of self promotion to gain the confidence of the public and it cannot enhance the organisational legitimacy. The general public may interpret self promotion in the light of the police trying to cover their tracks. Taking into

consideration contemporary trends, it will be important for the police to have a change of strategy in its public image posture. The general thinking is that with professionalism, the police can manage the use of force within the reasonable limits.

## 2.21   Police Subculture and Use of Force

When a group of people with shared interest and focus come together, there is a birth of a new culture and equally subcultures evolve. The values, belief systems, attitudes and disposition of members of a given society form the bedrock their culture. Studies have identified that the police with historical trajectory of the culture of coercion (Feemster, 2010; Marche, 2009; Paoline and Terrill, 2005; Terrill and Paoline, 2003). All over the world coercion is common with all police institutions. It also depends on specific societies. The extent to which police engage force is defined by the society (Waddington, 2009). When there are tensions, violence and activities that can be harmful to the general well being of a society, it is duty of the police to use the coercive power of the state clamp down on the perpetuators and also make arrests (Marche, 2009). The subculture of the police is created through these patterns of behaviours that the public have generated. It is worthy to state police recruits through the agency of socialisation imbibe the subculture and learn the values and behavioural pattern of other personnel of the force (Kenny and McNamara, 1999). The socialisation progression starts at the point of recruitment, the period of training and it continues throughout their career. Findings show that police officers who have internalised the traditional values of the force are more prone to the tendencies of using coercion in the discharge of their duties in comparison with officers are see things from a different social perspective. This suggest that the application of force by policemen is dependent of their attitude and commitment to the traditional core values and culture of the force (Terrill and Paoline, 2003; Croft, 2009). The main trajectory of the traditional police culture is that citizens must not be trusted and all citizens must be suspected. The police are also trained to have the mindset of constantly fighting crime. Also dominant in the psyche of the police is the "we versus they sentiment. It also influences the concept of loyalty to their fellow officers Terrill and Paoline, 2003). Even though there are variations in the police culture and attitudes, there is a common thread that runs through the force concerning how they respond to the environment that they are operating (Terrill and Paoline, 2003; Croft, 2009). Studies have emphasised the fact that the culture of the police is born out the fact that

they see members of the society from the angle of suspicion and look beyond the surface when dealing with suspects. Most fundamental in the discharge of police duties is the use of force as a principal instrument (  Waddington, 2013).

The occupational milieu predisposes the police to have a negative attitude towards the citizens because it is their belief that they cannot be trusted. Also the citizens are perceived as suspicious and uncooperative (Paoline and Terrill, 2005). The secrecy and loyalty aspects are other characteristics of police culture especially among personnel who are discharging their duties in very hostile environments Paoline and Terrill, 2003). The dangers and fears associated with police work is one of the associated characteristic features that has influenced the use of coercive and authority over the citizens. This use of coercive authority is also rife because police officers want to be seen as effective before their superior officers (Feemster, 2010; Terrill and Paoline, 2003).

Feemster (2010) affirms that the men who enforce laws in the society are confronted with high level hatred, fatal violence, stress and crime. Though the law enforcement officers are humans, they are still not immune from conditions and circumstances affecting mortals in the society. As it stands people who are engaged in emergency services with the inclusion of the police have encountered a rising profile of crime, hostility and stress. These challenges are associated with terrorism, sabotage of the environment, gross misconduct of politicians, random violence and criminal violations (Feemster, 2010).  Therefore, it will not be out of place to submit that the negative attitude of the police towards the citizens is has a historical antecedence. Therefore, the source of trauma for the police officers is members of the public. The occupational hazards associated with the environment police officers are working challenge them to separate themselves from the starting place of danger and the citizens (Terrill et al., 2003; Feemster, 2010). When citizens depend on themselves and mutually support each other in a hostile working environment, it further deepens the "we versus them" dichotomy of the police. The camaraderie of the citizens towards themselves also helps to strengthen the loyalty of police officers among themselves against the citizens (Terrill and Paoline, 2003).

Feemster (2010) opine that when police officers are mandated to handle human tragedies, they also suffer from such tragedies in all human ramifications. The values systems and attitude of police officers can the negatively impacted when they have experienced many human tragedies that are abnormal in their entire service

career. Consequently, it could the predictable that some officer's retort to citizens might be seen as a maladaptive conduct that appears normal through an active law enforcement culture (Feemster, 2010). The human psyche may only be capable of absorbing limited amount of catastrophe before an inappropriate response. Therefore, one significant resource of police officers' sub-cultural ideals is the regular and incessant gloom experienced through the human trauma allied with police work.

Secondly, officers are forced to manage amid an organisational milieu that may lead to occupational trauma. Terrill and Paoline (2003) point out that the police men who are on patrol maintain a schizophrenic way of life. They must survive not only in the midst of terror, of a frequently antagonistic and impulsive public, but in addition among an intimidating, despotic and erratic officialdom. Taking the organisation in its face value, police officers manage with vagueness in their social responsibility. They also have to cope with the supervising authority by keep up with a crime-fighting mentality (Terrill and Paoline, 2003; Feemster, 2010). Increasingly, the consequences of the tension police officers deal with in the environment they work and how they cope with the strains bring into being the "social isolation and group loyalty" outcomes within the police culture (Terrill and Paoline, 2003). Feemster (2010) discussed on the subject of these organisational apprehension commencing from a health and fitness standpoint in the framework of occupational vivacity and emotional health preparation.

In summing up, once hostility is flaunted through police officers tastelessly in the process of a non-enforcement incidence involving police officers and the general public, it may swiftly turn into a subject of public protest despite the fact that the officers considered their actions was within the ambience of their task. The cultural elements of the police mannerisms and values appear inept in permitting many officers from knowing the aberrations concomitant with their odious behaviour. This may well be the summit where conflicts involving the general public and police officers develop.

Studies have shown a divergence among police officers and it brings to bear the questions pertaining to homogeneity of their mind-set based on the culture of the force (Paoline and Terrill, 2005). Statistics have indicated that the preponderance of police–civilian challenges occur with no type of physical aggression. Therefore, the actions of police officers in events that have to do with their daily assignment, they may not necessarily deploy the use of physical force.

The current understanding of police culture implies that a universally shared culture might be an overstatement and the police culture is more complex than originally acknowledged by scholars (Terrill and Paoline, 2003; Feemster, 2010). While occurrences of disproportionate utilisation of force by police officers is awfully unimportant, the gravity of such happenings specify that when issues of such magnitude are not properly addressed, citizens may well feel defenceless and insecure opposing to the original rationale of the policing.

Feemster (2010) indicates that from a historical point of view, the law enforcement trainings have focused on the intellectual and physical improvement of officers and men of the police. Largely, the objectives of such training is the production of strategically dexterous officers capable of handling situations and bringing order to disorder, manage troublesome people and keep the public from hurt (Feemster, 2010). This brand of education widens expertise in police officers in order to take into custody those who swindle, subjugate, frighten, rape, plunder and massacre citizens (Feemster, 2010). As recommended previously, the recurring experience to this unhelpful behavioural condition has a consequence on the emotional welfare of the officers; such can manifest themselves in officer conduct through suicide, unsuitable violent behaviour, suffer exhaustion, alcohol misuse, household maltreatment and other conducts of dissension (Feemster, 2010). Evidently, the active training of police institutions generates tactically resilient and sound personnel but what in relation to the mental wellbeing of the officers during and after their career, what are the inputs?

Academic writings on the organisational management of the police indicate that administration and overseeing employees has little to do with rules and directives. It is more in relation of a desire to fashion a social establishment to handle the complications and stress of carrying out the functions of law enforcement. In overseeing teething troubles, uncertainty and challenges associated with police work, officers have crooked to their colleagues for relief. Feemster (2010) contends that intellectual and physical fitness may be joined to police officers' professional and organisational pressure. Under such conditions there may be little resources to help officers handle the tension evident in behavioural concerns, including deploying force.

## 2.22    Police Officers' Perspectives and Use of Force Decisions

The police officers' points of view on using of force consist of the officers' acuity and the part frequently called situational. The subsequent dialogue touches on these two subjects. Largely, the widespread condition for police officers to make use of force focuses on the apprehension of suspects, the runaway of individuals who have been arrested and to neutralize of violent incidents (Baker, 2009). Police officers, accountable for engaging in force strategy, figure their personal scrutiny of what is the opposite stage of force depending on the circumstantial dynamics (Kuhns and Knutsson, 2010). Generally, it is the individual officers whose wellbeing is endangered in course of physical altercations.  When doing an analysis of officer behaviour, the police administrators, supervisors and the law courts centre attention on rules like rationality, aptness, or what dictated the use of force. Imperative to think about in the appraisal is if the police use force is after experiencing suspect struggle, or did it occur after the police used force (Terrill, 2005)? This query ought to be on the mind of all use of force assessment. A steady premise amid police and public policy discussants border on the suitable level of force that is reasonably necessary to accomplish citizen falling in line (Terrill, 2005). Conversely, shaping what makes up "reasonableness" as observed in the current discourse on law and use of force in this study is not essentially a clear-cut determination. In deploying force, police officers regularly consign to situational dynamics in unfolding how they arrive such decision. Police officers have a pool of use of force strategies like spoken order, control strategy, empty hand drills, brunt and chemical weapons and the use of lethal force. The control on the police in the use of force factors are that force should not be engaged except their objectives fall in the scale of making sure the situation is under control (Baker, 2009). Officers must nevertheless mull over the point of view that the public views, organisational procedure and lawful standards, which may be at variance with the police officers' standpoint.

The police officers' views of their state of affairs are depend on understanding the challenges facing police officers on to make decisions concerning face the use of force. Police officers depend on the continuous explanation of their milieu and possibly take advantage of predicting the attitude of officers. A difficult citizen will viciously defy arrest whilst approached by the police personnel or if the citizen will comply with the instructions specified by the policemen. The threat dynamics or

acuity of danger is imperative for policemen to mull over when confronted with the unfamiliar results when handling complex people and circumstances.

Muir (1977) signifies that as soon as policemen recognise their professional environment appear dangerous, a strategy for the reduction of probable peril is taking control in moment of confrontations with the public (Kuhns and Knutsson, 2010). A tricky situation to the concept of being in control is that taking control hinders the freedom of citizens'. At times it triggers the resistance of citizens to the police enterprise thus constructing the prospect for violence. It is not the conception of arrest or the impression of the negligible character of the police and citizen encounter; rather it is the perception of the needs of policemen to take control of a situation even when the conditions are calm that establishes an increased precariousness within the conditions (Kuhns and Knutsson, 2010).

One of the principal influences affecting the response of policemen in the course of executing their duty borders on how an officer perceives the situation. It is the skill and experience of a police officer that determines how situations are perceived and it will eventually influence their decision to act (Kuhns and Knutsson, 2010). Perceptions are one-sided dynamic and are allied to how the officers gauge the situational factors and the contiguous conditions that might impact the result of a confrontation. The surrounding conditions could be related to the number of subjects the officer is trying to arrest, the size and physical appearance of the subject(s), the presence of weapons, the number of officers present, the seriousness of the matter under investigation and other factors pertinent to the circumstances. Perception may invoke the emotion of fear based on the desire to avoid escalation of situational factors, an inhibiting factor to maintaining control, and a strong indication of disregard for the officers' authority (Kuhns and Knutsson, 2010). The more intense the emotions of fear, the greater the probability that force will be applied and legal guidelines will be ignored (Klukkert *et al.,* 2009). Then beneath the stimulus of an emotional reaction to the use of force turn out to be more difficult to control and de-escalation of force is less likely to become realism.

In an attempt to see to the suitability of force, police officers must handle the affairs of citizens' confrontational events with strong considerations for officer safety. Alternatively, their considerations will involve concerns for career, continued employment and examination if their force actions are considered unreasonable, inapt or needless (Kuhns and Knutsson, 2010). The challenge in assessing the use of force

applications depend on the extent to which each view of force appropriateness, the officer's view, public insight, organisational policies or legal examination, agree or differ with each other (Kuhns and Knutsson, 2010).

### 2.23    Officers' Perceptions and Use of Force Decisions

In psychological understanding, the intellect endeavours to systematise, categorise and infer sensory information with the aim of getting to know better the immediate environment (Fuchs, 2005). A perception for the most part grows from the nervous system, which in turn stimulates the human senses while trying to gain a better insight of the environment (Fuchs, 2005). In the foundational phase of police/public encounter, perception is what officers rely on in the risk assessment phase of the encounter. However, perception is not fully dependent on the objective information that is specific to the environment. The physiological and psychological states of those involved in the situational circumstances are of serious consequence (Nieuwenhuys *et. al*., 2012). Potentials of danger for policemen portend diverse interpretations depending on the participants in the event. People are usually afraid of something and fear is connected to their discernment of the environment in provisos of the predictable steps in case of falling or getting hit with an object (Nieuwenhuys *et. al*., 2012).

Perception and the ideas associated with reality depend on the complex functioning of the human nervous system. The notion of a complex systematic function appears to be out of place because subjectively it seems like an effortless function of the mind because this process happens outside conscious awareness (Fuchs, 2005). In this context, the process begins with an object or an event in the real world. The objects or events stimulate the sensory organs of the body with the resulting signals being transmitted to the brain and there processed (Fuchs, 2005). The outcomes are state in psychological or physiological terms when officers consider their possible responses to the perceptual stimulations (Nieuwenhuys *et. al*., 2012).

In the context of the safety of an officer, perceptions are linked to how risks are evaluated in order to assess the chances of injury. The idea of risk begins with the understanding that perils confronting policemen at certain time and space within the framework of their duties. Accepting the argument that risk is in a social context is constructed, one could assume that risk assessment is essentially prejudiced, signifying a mix of science and intuition with vital emotional, social, cultural and

political conditions (Slovic, 1999). Therefore, risk is more reliant on the imagery humans assign to situational conditions in order to help them comprehend and get by with the dangers and suspicions of life. So risk assessments are to a large extent based on theoretical representations ad whose structure is prejudiced and whose contribution is dependent on Judgement (Slovic, 1999).

In definitive terms, studies from a psychological point of view have showcased that human beings can experience a variety of unusual effects in demanding conditions. These reactions could include "distorted perceptions - during highly stressful events" (Klinger and Brunson, 2009). These reactions to unusually traumatic events refer to "a lack of association in one's thoughts and perceptions" (Klinger and Brunson, 2009). The ordeal encountered can lead post –traumatic challenges resulting in intensified feelings of fear and anxiety (Klinger and Brunson, 2009). Studies on emergency workers plying their trade in catastrophic recovery efforts were more likely to report higher levels of peri-traumatic dissociation symptoms. The research on perceptual aberrations in police shootings has focused on three specific sorts of anomalies resulting from these kinds of events. Distortions of visions, often referred to as tunnel vision or heightened vision, second, distortions of hearing where in sounds as softer than normal meaning time either slowed or accelerated in many cases (Klinger and Brunson, 2009). These perceptual variances are most often talk about in police use of force situations concerning deadly events in particular.

In summary, it has not been established in extant studies that the thresholds for perceptual distortions. Identifying this phenomenon can be of great importance to the training of police officers. Studies have also shown that the perception concerning the use of force by police officers can also be distorted in the event of pressure and the seriousness of the circumstances surrounding the event. It is the responsibility of the officer on ground to give an account of the situation on ground and narrative the reason for using force. The decision of the officer can also lead to a positive engagement of the citizens. The suitability of the use of force within reasonable limits by police officers has divergent interpretations for a variety of disciplines. Since perception can be easily twisted in the context of the use of force, should people who carry deadly weapons be allowed to also make use of force? Can there be more focused studies to interrogate the approaches to the use of force?

## 2.24    Situational Factors and Perception Components

Situational factors can be taken as the analysed data of emergency workers in the wake of risk evaluation when there is police/citizen encounter. Enormous discretion is needed is needed when trying decide how such issues should be handled. The police in a attempt to make use of force on certain circumstances, they use discretionary force through within legal context by making sure that they provide plain legal framework as the benchmark for using the application of force (Bierie, 2012). Legal criteria tend to guide the use of discretion but there are variances depending on the disciplines involved in the system of criminal justice (Bierie, 2012). The legislation empowers the police since they are criminal justice workers to engage force within the ambit of the law in different circumstances that are representative of citizen and police encounters. The anticipated results of police encounter with the public cannot be easily predicted or foreseen dues to the environmental diversity, citizens and the conditions surrounding the police encounter (Gabaldon et al, 2009). There is a measure of consistent where it concerns policies that have to do with the use of force. However, the differences regarding the situational conditions does not take into consideration the application of sameness when it comes to responding to matters of confrontation.

The phenomenon of violence that is associated with the police cannot be fully explained by scholars and researchers. Many situational conditions have come to bear in regards to understanding the practice of the police under such circumstances' (Burns and Crawford, 2002). In such conditions officers and men of the police are confronted with many confusing assignments that appear not to have solution that are positive. More often it is expected that officers should make decisions within a split second or quickly carry out an arrest. A working condition of this nature makes the police to work with information that is not complete enough. Consequent upon this, their actions are not properly and to some extent errors cannot be prevented because information is not properly weighed (Burns and Crawford, 2002). Therefore, taking sound decision under differing circumstances will now depend on the moral maturity of the officer, requisite experience of training depth of the officer in charge of the operations.

The perception of citizens by the police is often from the point of suspicion. This approach helps them to have some edge in the process of facing new circumstances and encounters. In order to expedite police, work uneventfully, trust as

a human relation framework is a prerequisite. The effective work of the police can be seriously affected due to lack of trust. As a result of the eroding of trust, the police are forced to make use of more force when engaging with the citizens, or in an attempt to overcome an opposition in certain situations (Gabaldon et al., 2009). The ability to manage risk and the risk component of police engagement with citizen s is dependent on the level of trust or lack of trust. This can affect how the police can do a projection with regards to the execution of their work in futuristic terms. Due to the fact the actions of citizens during civil disturbances cannot be predicted, police officers are more comfortable with the application of force because it guarantees their personal safety (Gabaldon et al., 2009). Equally, the feeling of threat that comes for the angle of not being certain about the actions of the public can force police officers to make use of force; it is also applicable to the civil population (Gabaldon et al, 2009). The situational circumstances help to define the confrontational approach of the police. Culture, the individual character of the officer and other personal factors can also influence such decisions. There are certain overlaps when it concerns the factors of confrontation. For example, the personal factors that guides identification and interpretation of actions between citizen/police encounter are hinged on perception. Such perceptions can attract risk to police officers and they can engage in analysing the situation which will eventually guide the actions to be taken.

In Latin America, there are high levels of police-civil population confrontation when compared to other developed democracies across the world (Gabaldon et al, 2009). Tough confrontational consequences can be adduced to the increase in social antagonism, uncertainty and public unpredictability. Therefore, the relationship between the public and the police is determined by the circle of reciprocal violence and level of uncertainties. The cultural component of specific societies can also influence the open response of the police, however, in relative terms (Gbaldon, et al., 2009). When daily contacts with the police produce an increased predictability of civil public actions, it will reduce the potential for the application of force. This is established on the premise that the deployment of force by police officers is as a result of their inability to predict the actions of the citizens during their periodic encounters. Consequently, risk management and predictive evaluation can impact on the rate of recurrence and the depth of force the police can apply on the civil population (Gabaldon et al, 2009).

When there are variations regarding how situational circumstances are perceived by police officers and the citizens, do their perception differences affect how force is used discretionally (Bierie, 2012)? A component in the training of police officers is the danger of stressing the huge cost of events consistently especially when their men get injured. This training strategy can have negative influence and can be detrimental to the way police officers consider their encounters with the citizen. This is because such encounters can lead police officer to see every encounter with the civil population as life threatening. However, for Bierie (2012), available proof indicates that these are the least important happening in police –civilian encounters. Studies have shown that women are less volatile when it comes to the use of force than their male counterparts (Garcia, 2003; Kaker, 2003; Rabe-Hemp, 2007). This variation in how police officers respond situations does not emphasise on the legal issues of involved in the circumstances, rather it is decided through what took place in the first instance, which is a matter of perception (Bierie, 2012).

The situational approach tries to address the reason police officers make use of force through the identification of specific feature in the circumstances that that led to it. That using force in police/citizens encounters (Burns and Crawford, 2002). Some factors can contribute to the use of force under certain situations that border on police –civilian encounters. Some of these factors include subject/officer, the structure of the environment and features, the behaviour of the suspect, weapons availability to the officer or suspect. For instance, studies have evaluated individual police officer characteristics in the context of violence. In addition, there are studies that have examined the effects of the characteristics of suspects the violence of police officers. Other extant studies that looked into how suspects sometimes make use of violence during arrests, or the propensity of violence that suspect exhibit in the course of an encounter with police officers. The behaviour of a suspect can actually instigate an officer deploying the tactics of violence, especially if will affect the goal of the officer in question. Accordingly, focusing on the various dimensions of resistance citizens make use of while engaging with the police is very important. The use verbal expression could be a dimension of resistance in challenging the authority of a police officer. The use of physical violence is another measure of resistance especially in the context of trying to stop an investigation from being carried out. These identified events can be judged on different paradigms when trying to put resistance and

demonstration in perspectives. Therefore, arrest procedures are determined situational factors and the use of force can be initiated to the point of conclusion.

## 2.25    Theoretical Frameworks

This study adopted, as frameworks, Kahnemann and Tversky's theory of decision-making, a mathematical model that predicts a decision's outcome based on information provided; and Aisen and Fishbein's model of reasoned action and planned behaviour which posits on intentions guiding behaviour.

### The Adaptive Decision-Maker Framework

The Adaptive Decision-Maker Framework boils down to how information is processed for in order to arrive at certain decisions. It has to do with how individuals make their respective choices when trying to take certain actions. Such actions are undertaken in situations where one does not have to depend on a single mode of solution to the problem at hand. Such decisions are labelled as preferential choice problems. This theory argues that the problem of choice is more often solved through an information process by acquiring and carrying out evaluations on alternatives and their features. These features are defined along the line of: 1. How desirable is the decision maker: 2. the attributed value and its uncertainty: 3. Accepting loss on particular attribute, while seeking to profit from another point. Many scholars have theorised that several strategies can be used to solve problems that are hydra headed. The adopted strategy will be dependent on the depth of work and the accuracy of the decision to be taken, along with the differences of all the individuals involved. Therefore, it will be apt to mention that people make decisions based on defined strategies and it is also dependent on the importance of such decisions to the individuals involved (Beach and Mitchell, 1978). There are some strategies that will engage useful information. On the other hand, other strategies are wont to engage limited information. There are some who may decide to use selective approach in they make use of the relevant information at their disposal. Also, there are some strategies that will involve focusing on alternatives and each one will be processed and evaluated. There are strategies that are dependent on attributes and they go through certain examination procedures.

It is the informed opinion of scholars that people who make decision often combine strategies. Some of these strategies can typically include the riddance of

certain alternatives through the deployment of other options. This will culminate into another phase that will dovetail into the consideration of other options. There are studies that have examined the effectiveness and accuracy of decision-makers with substantial evidence of the cognitive ability of the decision maker.

Key research findings indicate how organisational or team leadership use or choose different choice strategies. There are leaders who sieve information very differently when they are confronted with limited alternatives. While there are leaders with myriads of alternatives and strategies and some are wont to plan in advance when they are confronted with problems that requires prompt solutions. There are leaders who adjust their decisions based on the information at their disposal. There are also some decisions that are affected by the structure of the organisation. There are leaders who take decisions based on their cognitive abilities. While other decision makers are quick to shift their responsibilities concerning decision making others in order to not be apportioned any blame in the advent of any failure. In addition, some decision makers take postpone decision making because they feel that the time is not ripe and therefore may have to delay a little. The dominant argument borders on individual differences in value; this will definitely define the composition of quality decisions taken by leaders. There are some leaders who believe that the quality of decision taken is a function of the quality invested in the decision making process.

Bettman et al. (1998) came up with a framework known as choice goals for decision making. In furtherance of the desire to maximise the quality of every decision, and reducing the effects of the cognitive efforts attached to it, some scholars have argued that there are two important meta- goals when it comes to making choices. The first is the how to maximise an experience that is negative from an emotional stand point in a bid to make a decision. The second is tied to how one can maximise the justification of a decision someone has taken on self and it influence on other people. It is specificity of the choices made that will determine the relative importance of the choice of decision that has be taken. The way decisions are given priority depends on factors such as the importance of the decision of how it can be difficult to reverse. Bettman et al., argues that the need to justify a decision can birth decision strategies that are based on the ability to communicate based on certain strategic relationships. While it may be the case that not all decisions are evocative of responses that are emotional, it can also be said that people can be emotional when

faced with certain decisions. Hancock and Warm (1989) substantiates that it is possible for emotions to interfere with the processes of decision making and it can also degrade performance cognitively. This implies decisions that bring about emotional infringements are very complex in nation and situation. Therefore, adapting such decisions to fit into other situations could be very challenging (Payne and Bettman, 2004).

Emotions that are negative are often experience in the process of making a choice that takes into consideration challenging trade-offs. This is evident in the effect such decision portends in the management of emotions, especially on negative feelings.

**Prospect Theory of Decision Making**

There are risks involved in making decisions and several studies have been conducted regarding this phenomenon. Disciplinary areas such as psychology and economics are leading the pack as key players. Also, disciplines like law, medicine, business public policy and political science and engaged and developed models and principles. There are clear distinctions between risk and uncertainty (Knight, 1921). Decisions that involve certain risks have probabilities of diverse outcomes. There are uncertainties where it involves the decision maker doing an estimation of the potential outcome of the decision. Many decisions of importance carry along the risk elements as well as uncertainties. In choosing to understand decision making, one must note that uncertainties are involved that are quite advanced than the basic understanding of taking decisions that carry the elements of risk. This models of decisions making processes and how it can dovetail into the manifestation of uncertainties are well documented in literature (Wu et al, 2004).

A key finding from (or part of) the Prospect Theory approach is that, it is viewed from a psychological perspective. It is a model that incorporates the use of empirical data on the issues that border on how choices are made. It argues that the factors that influence decisions making are determined by individual differences in context, organisational interpretations and other attendant problems within a localised context (Kahnemann and Tversky, 1984; Shoemaker and Russo, 2001). A major implication of the theory is the possibility of external manipulation of a person's decision through the presentation of the information associated with it.

**Theory of Reasoned Action and Planned Behaviour**

The Theory of Reasoned Action (TRA) (Ajsen and Fishbein, 1980) is especially persuasive in the field of basic leadership with respect to wellbeing related conduct. It expands on hypotheses with respect to connections among demeanours and conduct. Its fundamental suspicion is that by and large people can pick regardless of whether to play out a conduct. TRA states that the essential determinant of conduct is the individual's aim – given the fitting chance to play out a conduct, goals will control conduct. Ajsen and Fishbein recommend that expectations are gotten from two psychological procedures: the individual's state of mind towards the conduct and his/her apparent social standards with respect to the conduct – named 'abstract standard'.

Disposition is thought to be controlled by the individual's conviction about, and assessment of, the results of an activity. TRA perceives that conduct happens with regards to social impacts which apply strain to perform or not play out a specific conduct. A further effect on goal is the abstract standard, which is a blend of the individual's conviction that individuals who are imperative to him/her imagine that s/he ought to or ought not play out the conduct, and the individual's inspiration to consent to these assessments. TRA initially expected that most practices of intrigue are those where the individual has the assets, abilities and chances to take part in their coveted activity.

In any case, perceiving this is frequently not the situation, Ajsen (1988) proposed an expansion of TRA – the Theory of Planned Behaviour (TPB). This additional a further measurement to TRA – that of saw command over the planned conduct. Seen conduct control is impacted by inward factors (aptitudes, capacity, data, feelings) and outside elements (chance to take part in the conduct and the degree to which playing out the conduct relies upon the participation of others). A man's apparent social control mirrors his/her convictions about components that may hinder or advance the execution of the conduct. Seen conduct control is placed to impact aims, however genuine social control additionally affects conduct. TRA and TPB have been connected to an extensive variety of choices about practices.

The parts of these speculations (TRA and TPB) have various ramifications for what we look like at decision and basic leadership. The idea of abstract standard can be believed to have pertinence to numerous examples of basic leadership where the demeanours of key individuals, for example, relatives and experts, and the

significance clients and carers append to these, are probably going to impact choices. It will be critical to investigate in interviews who are the general population who are vital in any choice, what their dispositions towards the choice are or were and what weight clients/carers set on this. Likewise, we ought to investigate individuals' convictions about, and assessments of, the results of a picked activity and how these impacts the decision made.

The Adaptive Decision-Maker and Reasoned Action and Planned Behaviour theories were used in addressing the all objectives of the study. This is hinged on the premise that it is the decisions we take that influences our actions and the eventual outcomes. Therefore, the theories were applied to all the research objectives of the study.

## CHAPTER THREE

## RESEARCH METHODOLOGY

### 3.0    Overview

A proper design for any research cannot be resolved in a vacuum (Creswell, 2003). It is managed by the idea of the issue to be explored, and a thought of which inquire about instruments and methodologies that will improve the investigation. Hence, this segment presents the techniques that were connected to do this investigation. Basically, it centres on the choice and the blend of technique considered reasonable for the examination including, among others, the plan of the exploration, populace, test measure assurance, sorts and data sources and the methods for analysis and processing of data.

### 3.1    Research Design

This study employed the descriptive survey research design which enabled the researcher to gather data and interrogate the subject matter. Survey was used because data were collected from a part of the study population with the purpose f interrogating the features, opinions or intents of the population. A descriptive design was chosen by the research due to the high degree of representativeness and the straightforwardness with which the researcher could get the opinions of the respondents. Therefore, in this study, the researcher derived and described the perceptions of the respondents concerning the research topic. The study focused on two variables, namely strategic planning and decision making. The study also made use of descriptive survey research design because little is known about the topic that was interrogated. Using descriptive survey research design enabled the researcher to examine the variables as they exist without attempting to control the research settings. The descriptive survey research design therefore permitted the investigator to isolate, analyse and understand the dynamics of dissimilar forms of influence on strategic decision-making processes for managing incidents of violent public order situations across Nigeria.

**3.2     Study Population**

The study population is the Nigeria Police. However, because the focal point of this survey was aimed at identifying the key causes that constitute influencers of strategic decision-making and operational tactics for the purpose of managing public order situations, the leadership of the force that are occupying strategic positions where decisions for operations are decided will be targeted for interaction. Specifically, these are the most senior officials of the Nigeria Police who participate in decision-making in the Police. At a second level, the study targeted field commanders who are responsible for day-to-day execution of strategic resolutions arrived at, at the highest level of the NPF and who themselves are subject to various levels of horizontal and vertical pressures to act in one way or another.

**3.3     Sample Size and Sampling Technique**

Given the idea of the subject and the natural favourable circumstances of purposive inspecting methodology, the purposive examining system was embraced to choose members for in-depth interview and focus group discussions. On this note, the decision of the purposive testing system in this investigation was started on the way that the essential information required for this examination particularly meeting must be given by people who are very much educated and have satisfactory learning on the topic of the exploration. This required a cognizant methodology in distinguishing such people. The example populace for this investigation comprised of key sources who have fundamental data that is applicable to the acknowledgment of the goals of this examination.

Along these lines, the objective populace for this investigation included:

- Retired and serving members of Police management teams (Strategic decision-making/Influences)
  - 3 Retired Inspector-General of Police
  - 1 DIG
  - 1 AIG
  - 1 Serving Commissioner of Police
- 106 Senior police officers (SUPOLS) in charge of Operations (Situational issues/Influences)

## 3.4    Sources and Methods of Data Collection

The study utilised both primary and secondary sources of statistics gathering. The tool for compilation of primary statistics for this study included a set of structured questionnaire, structured interviews, and Key Informant Interviews. In addition, relevant literature detailing notable incidents of violent conflict that served as case studies, the police's and policing history in Nigeria, and strategic management were reviewed and analysed. Others are unpublished thesis and dissertations, magazines, published articles, monographs among others. Data from these sources served to validate or refute the statistics acquired from the primary sources. In order to present evidence-based and empirically grounded robust analysis, qualitative data were juxtaposed with quantitative data so as to uncover all the nuances of the correlates interviews from the respondents.   To do this, a set of structured questionnaire, structured interviews, and Key Informant Interviews were conducted.


## 3.5    Research Instruments

The researcher made use of quantitative and qualitative methods to collect data. Structured data collection was applied because the nature of the study requires asking specific sets of pre-determined questions that should be answered in a specified order. The structured data collection made the study objective. The researcher also made use of the self report method where by the respondents made use of pen and paper format on structured questionnaire. This approach complemented the key informant interviews. The researcher elicited the views of those who participated in the study on issues that border on the subject matter. It assisted the researcher to generate retrospective data about events that have occurred in the Nigerian Police Force and to make projections for the future. The structured questionnaire, structured interviews, and Key Informant Interviews for the study was were the instruments employed to derive information from relevant sources for the study.

In developing the research instruments, the respondents first had to respond to a series of questions that were pre-developed by the researcher before the study was embarked upon. The pre-developed questions were gleaned through the review of literature. The different categories of respondents answered the pre-developed questions. The response of the respondents to the pre-developed questions helped the researcher the develop the structured questions that were used as the instrument for data collection.

Consequently, the researcher submitted the questionnaire to his supervisor who evaluated it with on the basis of its technical soundness, clarity of the items and the relevance of the questionnaire to the study objectives. The supervisor of the researcher refined the questionnaire by including some of his suggestions.

## 3.6     Methods of Data Analysis

The study utilised the descriptive statistics and content analysis model to scrutinize the information gathered from the interviews and the questionnaire administration. In other words, the outcome of the research was indicated, calculated, analysed and interpreted using the descriptive analysis of content procedures. Descriptive statistics of frequency distribution, simple percentages, tables and charts were used to answer stated research questions. However, top-to-bottom meetings was recorded and interpreted verbatim, after which the statistics, concepts and ideas generated were processed into word document, edited and later categorised into common themes as to reflect the objectives of this study. To this end, the researcher is cognisant of Patton (2002) who, in depicting the procedure of engaging investigation, exhorts that 'the precedents, subjects and orders of examination begin from the data; they ascend out of the data instead of being constrained on them going before data social occasion and examination'. Descriptive statistics (frequency and percentages) and charts were used to analyse all sections of the questionnaire.

## 3.7 Gaining Access into the Field of Study

This study was carried out effectively because the researcher had the advantage of institutional affiliation with the Nigeria Police Force. Accordingly, the researcher had access to information that would have been hidden from him if he were not a staff of the NPF. In addition, the operational postings of the Researcher across several NPF Commands contributed immensely to how well the research was executed. Though the researcher is affiliated to the NPF, there was still need to carry out a study. The Researcher conducted a pilot by talking to officers and men of the NPF in Abuja, Lagos Rivers and Kaduna States respectively. The officers and men that the researcher interrogated have taken part in the execution of public order at some point in their career. They identified many shortcomings in the management of conflict the execution of public order.  The insights they gave to the researcher, helped in framing the questions that were used in carrying out the study and also contributed to the

research design and method of data collection. The Pilot study also helped the Researcher to identify the specific respondents who participated in the study. The Researcher also received the full cooperation of the NPF during the period of the research.

# CHAPTER FOUR

## DATA ANALYSIS AND DISCUSSION OF FINDINGS

### 4.1 Introduction

In this section, data will be analysed thematically in line with the research questions and study objectives. The key findings are triangulated with the research theoretical framework and literature that have been reviewed for the purpose of the study. Where there are issues that border on critical analysis and clarity, each study objective is broken into sub themes for aid understanding of the phenomenon under investigation. The study is both qualitative and quantitative and it is well reflected in the data analysis. The analysis empirically grounded, qualitative data are corroborated or juxtaposed with quantitative data so as to uncover all the nuances of the correlates interviews from the past inspector generals of police, a state commissioner of police and a survey of one hundred and six (106) officers over situations involving conflict and public order management in the Nigeria Police Force (NPF). Descriptive statistics (frequency and percentages) and charts were used to analyse all sections of the questionnaire.

### 4.2 Discussion of Findings

**Objective 1: Factors Precipitating and Sustaining Violent Conflicts in Nigeria**

Conflict is as old as the family establishment and it exists in numerous circles of life. Nigeria has had a considerable amount of contentions. The government and its institutions have instigated ethnic-based tensions and the masses have become more vicious to towards other ethnic identities that are different from them. It is informed idea whether misconstrued or not that genuine grievances can only be settled through inciting violence in order to gain the attention of the government in power. As a result, people come together in situation of mass protest, simply to express their grievances through mass action. Brutality emerges in such conditions since individuals from burdened gatherings don't only utilize legislative issues to anchor more noteworthy access to material assets; they see governmental issues as a method for re-establishing the relative worth of their gatherings. The asset activation speculation proposes that a gathering's ability to control and compose assets, and not it's feeling of hardship, is the thing that clarifies aggregate activity. All things considered, Intensification of savagery focuses on the complementary connection

between political preparation and administration responses. A gatheringdefeat the free rider issue when it can marshal the assets important to encourage correspondence, offer particular advantages, or force sanctions. In Nigeria, for people, instead of being roused by complaints alone, they probably take an interest in riots when they are individuals from neighbourhood informal organizations. The two focal points of police explanations for political violence are:

- Relative deprivation
- Resource mobilization

They believe that reasons for the struggle between people, gatherings, associations, networks, and countries originate from an ongoing theme which goes through them - eminently contrasts. It may be contrasted in conclusions, convictions, recognitions, sees, interests, needs or objectives. Unmistakable among the underlying drivers of Nigeria's contentions is the way that the Nigerian States are supplied with varying God-given resources. The lack of common access or commensurate control over these resources by the producing communities has resulted in many conflicts. By deliberately popularising this narrative, government leaders have been able to deflect attention from them over what is the true immediate cause of the violence. The police as a government institution inclusive have given these narratives for major andprevailing violence in Nigeria. For example, the Nigeria farmers'/herders' violence has multiple remote causes, such as the competition for access to land, ecological and climatic factors, population explosion, etc., but the immediate cause is a failure by the government to guarantee an efficient order and law enforcement. This is replicated in the recent briefing by the PRO Taraba State Police Command, David Misal who said:

> The circumstance is quiet at this point. It was a misconception between two ethnic gatherings the Mambilla and the Fulani. Taraba lies in Nigeria's anxious 'Centre Belt', where the for the most part Christian south meets the to a great extent Muslim north and has for some time been a flashpoint for the ethnic clash. The more extensive area is famous for wicked race crusades and fights overripe farmland and assets, with restricting gatherings regularly arranging severe one good turn deserves other responses. We are moving in extra troops in to contain the situation.

On police intervention in the violence that occurred in Ile-Ife with victimstatistics of forty-sixdeceased and ninety-sixinjured, the police public relation

officer only reiterated its perception of intergroup rivalry as cause of ethno-religious conflict. The police maintained its preference for assertiveness and arrest of alleged perpetrators and trouble makers. For example, Police captured 20 speculates following the viciousness that saw rampaging swarms employing cutlasses and tossing stones, promising that the guilty parties would be indicted. He however added:

> Our interest to individuals is to figure out how to endure each other. We ought to energize tranquil concurrence among the distinctive clans in Nigeria. We should quit considering ourselves to be Hausa, Igbo, and Yoruba (alluding to the three fundamental ethnic gatherings in Nigeria). (https://www.vanguardngr.com / 2017/03/46-killed-march-ethnic-clashes-police/).

Another context was police reaction to the ethnic violence that shook Ogobia town, in Ugboju people group of Otukpo Local Government Area of Benue State where four persons were killed in a renewed crisis. State Police Public Relations Officer (PPRO), ASP Moses Yamu, was reported to have said:

> Indeed, there was a conflict that killed three people yesterday (Saturday) night and another harmed individual surrendered today (yesterday), making four deaths taking all things together. The police are yet to build up the thought process behind the murdering, nonetheless, it may not be detached with the before emergency that happened (Ethnic encounter over land), in August, in which a few people, including a resigned Army Major, and a resigned cop, were slaughtered. we have started full examinations, with a view to conveying the executioners to book.

What is frequently implied by the statements and actions of police officials during an outbreak of communal violence is that such violence is happening because ethnic communities hate each other, without concluding investigation of what led to the crises at that period.

**Police response to violent conflict at the local level**

From the Result of the analysis, it was evidenced the police was consistently demanded to intervene in violent conflicts of all genre. When the crises were unresolved, the central government brings in the federal troops to stop the social disorder. The greater part of the challenge is that most of the crises would have escalated before the issues were brought to the notice of the state's command, area command or headquarters. The former police chiefs identified that ineffective conflict

resolution mechanism at the rural or local unit led to escalation of crises after the divisional police officer have failed in resolving such crises. It was specifically noted that many of the DPOs do not transmit available intelligence or crises so also the various conflict resolution mechanism that was utilised in solving similar problem in such distant. What was fundamentally lost based on one of the interviews is the available knowledge of conflict resolution mechanism in that locality. Police thus, lack the opportunity to monitor incidence of conflict as arise and check the principal actors' or perpetrators in this crisis. This affects police capacity to organise capacity building and enhancement programme to equip the 'police on ground' in tackling such event in future at such when such events repeat itself the crisis dissolving mechanism is in effective. Another great challenge is the intelligence planning committee within the police and other sister security organization at the local level which shows lack of organization to manage such information, the intelligence report by the time it gets to the police is often by fused after a bureaucratic communication between the tactical and field officers. This was corroborated by the former Police Chief Okiro:

> The police act and regulation, section 4 talked about controlling crime. The essence of information is to ensure that crime is prevented. Sometimes if information comes before the crime, operation is used to stop the commitment of that crime. If after the crime has been committed. Intelligence redress will help you to investigate the case. At every point of police duty with regard to prevention crime, protection of lives and properties, police can use intelligence to carry out their mandate at enshrined in the constitution.

Another major factor is the low-level manpower in the divisional police stations. Each area command subdivides into a number of police divisions and districts commanded by Divisional Police Officers (DPOs). The divisional level corresponds with Local Government Areas (LGAs). However, the bureaucracies involved in deploying police sometimes handicap the divisional police officers to manage violent conflicts and promote public order. For example, it was noted during the Yelwa-Shendam violent conflict and break down of public order by the Human Rights Watch that:

> Each one of the eyewitnesses met by Human Rights Watch asserted the nonappearance of police and military in the midst of the strike in Yelwa until late hour in the day of

May 3. System pioneers offered an explanation to the area government that all police had cleared the district on April 24. There is a police central station in Yelwa, yet it is close to nothing, the police situated there had left the town absolutely toward the end of April. In a security meeting in which a police delegate was accessible, they were educated that the situation was a peril to the lives of cops based there' When Human Rights Watch asked the state police heading in Jos for what valid justification they had pulled back their officers from Yelwa in the days preceding the attack, they denied having done all things considered. The Assistant Commissioner of Police in Charge of Investigations in Plateau State gave the going with a clarification: After 24 February, an expansive bit of the police in Yelwa were Christians. They felt crippled or were undermined, so the nature of the station was diminished. Normally there are twelve or thirteen policemen for Yelwa. In Shendam, there are around 130 or 150. The people who left Yelwa were not supplanted [… ] where may we supplant them from? After 24 February, there were only a solitary or two Christian officers in Yelwa (Human right watch, 2005).

Some times when the police officers decide to use available resources to counter the crises due to lack of resources, intelligence and state support they may end up losing their lives while the crises continue to escalate. In some instances, they sometimes ask for help but help may not come until the cost of the crises and mounted and very little could be salvage of the situation. For example, it was reported in premium, times that A DPO lost his life while battling with Fulani herdsmen who had invaded a village in Adamawa state;

The Divisional Police Officer, DPO, in charge of Vunokilang Police Station in Girei Local Government Area of Adamawa State was among the 30 people killed in an attack by guessed Fulani herders on Sunday morning. Reports from the domain revealed that the speculated herders assaulted four towns: Demsare, Wunamokoh, Dikajam, and Taboungo in a retribution mission over a present fight with farmers in the area. The DPO, OkozieOkereofor, a Chief Superintendent of Police, was said to have been trapped when he was driving cops to the questioned zone. He was murdered in the possible shootout with his aggressors. (Premium Times, Jan 4, 2016).

Another factor affecting the local response is the political interference in policing. This ascribed the wonder of 'Nigerian factor' as the motivation behind why the Nigeria Police does not perform respectably. Police arrests is often politicised as

many suspected releases are often negotiated by the political elites for the release despite the crime they have committed.

**Objective 2: Factors that Inform Decision-Making on Appropriate Strategies and Tactics for the Management of Violent Conflicts in Nigeria**

**Police management of violent conflict and break down of public order  in Nigeria**

Effectual conflict administration systems can limit the antagonistic effects of contention on various gatherings and help make a confiding in a condition that manufactures solid and enhanced relational relationship, tranquil concurrence, monetary development and national improvement (Ramin, 2011). In this way, refereeing is an obstruction in an on-running clash process with the targets of lessening the level of devastation and viciousness; and keeping its heightening into different territories. Similarly, as reasons for clashes are differing so likewise are the methodologies to check or oversee it. Respondents in the study identified that there is heavy reliance on strategy rather than resources when combating violent conflicts and break down of public order. These is due to the fact that police are poorly funded and have limited resources which is never readily available to address issues related to break down of public order and violent conflict. The central focus is towards ensuring the security of the state and open request is a standout amongst the most essential areas of state activity. Public safety is affected by the activities of the policing institutions that protect life, health, civil property and property of citizens nationwide.

> You must be able to segregate, desegregate operational plans and tactical plans. At the officers' level, you have strategic thinking. So at the DPO, and Area command level, you have operational. At the tactical level, you have at the lower rung officers. That is, the issues of rank and file. They are the tactical group. So when you are talking about how these things are implemented, you must have it behind your mind that there are three rungs: strategic which is at the management level, you have operational which is at the AC, DPO, these and that, you have a tactical command which is at the lower rung. The operational is the commands level (Arase, 2016).

According to Akinwale (2010), the character of the Nigerian government as it is spoken to by the Nigeria police and the Nigerian military mirrors the confidence statement in Thomas-Kilmann's model. These characters have 'inclinations for

emptiness are reflected in both key and strategic utilization of practices, while helpfulness is related to last-decision practices'. This was supported based on the questionnaire responses from the police officers. The officers observed that due to the multi-ethnic and religious nature of the country, conflict is always rife and police are always called upon to maintain order. This was reflected in the survey responses of the police officers sampled in the study.

**Table 4.1    Distribution of respondents according to response to violent conflict and break down of public order**

| SN | Variables | Option | N | % |
|---|---|---|---|---|
| 1 | How often is the NPF compelled to respond and manage situations involving public order conflicts? | All the time | 69 | 65.1 |
| | | Sometimes | 12 | 11.3 |
| | | Depending on who is involved | 6 | 5.7 |
| | | Depending on the magnitude | 8 | 8.5 |
| | | Only when invited | 10 | 9.4 |
| | Total | | 106 | 10 |

*Source: Fieldwork, 2017*

Table 4.1 explains the allotment of the respondents corresponding to response of the NPF to ethnic and religious conflict.  Table 4.1 indicates that sixty-five point one per cent (65.1%) of the examinees indicated that the NPF were compelled to respond to manage violent conflict and break down of public order, 11.3% of them indicated that they sometimes do, 5.7% of them indicated that it depends on who is involved, 8.5% of them indicated that it depends on the magnitude, while 9.4% of them indicated that they do only when invited. From the analysis it was demonstrated that for the greater percentage of the time the police are the first responder to violent conflict and break down of public order. This is so because the Police is the most represented security organization in all the geographical zones. It was noted from the in-depth interview with the retired police chiefs. It was noted that the 'local police' or the divisional police offices are often aware and sometimes involved before the commencement of hostilities from the onset either for law enforcement duty or arbitration.  The police are often compelled to act immediately or intervene before violent conflict spread. As the first responder, they have the duty to safeguard lives

and property first, investigate and persecute offenders after the conflict have simmer down. However, due to lack of resources, the management of violent conflict and break down of public order is always difficult and may have escalated before help come from the state or the federal level. These were responsible for poor performance by the local police in managing violent conflict and break down of public order. This view was supported by Retired IG Arase who said:

> So, why can't you re align to make them administratively and organisationally operative? Okay, when we had most divisions in this country, that was when our numeric strengths were not like this. When the land space was not like this. When the state structures were not like this, is it not also okay that we should start thinking about where you put police divisions, area commands, zonal commands. All these are low hanging fruits. They require budgetary allocations. Then you have a midterm. The midterm is if we do this or that, institutionally, the system will be better.

**Perceived factors that influence strategic decision-making process in the NPF**

A tactical response plan often is a logical in decidingprocedure where the IG and his team discuss intervention to this public order crisis. They decide on who to take, who would be sent to know how the expenditure would be funded and what manner of information to be disseminated to the public. From analysis of results, strategic decision-making process among police was identified to rely on operational leadership levels of education, professional experience, age and individual difference, leadership, political climate, policy, cognitive biases, on leadership influence. This number of challenges are believed to limit police efficiency in the management of violent conflict and break down of public order. Though the factors and forces that shape decision making and strategic planning are often defined by the nature and character of the conflict commanding the attention of the police. It is observed that conflicts that have their roots in ethno-religious are more difficult to manage. Especially in light of the fact that the police leadership tend to focus on getting the peace at all cost the way the political elites want it.

Founded on the breakdown of the exhaustive interview held with the retired IGs It was shown that the Commissioner of police is the central/operational commander for most of the strategic plan at the consultative meeting between the IG, DIG, AIG and the Commissioner of police. They are often responsible for the tactical

response planning to be sent down or commented to actionable plan by the field commanders, which include the area and divisional commanders. It is believed under democracy that the central government has an input in this strategic planning. For example, it is on record that most of the actionable plans are either suggested by the civilian regime or as a proactive measure by the IG and the team send down to the security apparatus

**Figure 4.3: Bar chart showing ranking of the factors that influence strategic decision-making process in the NPF**
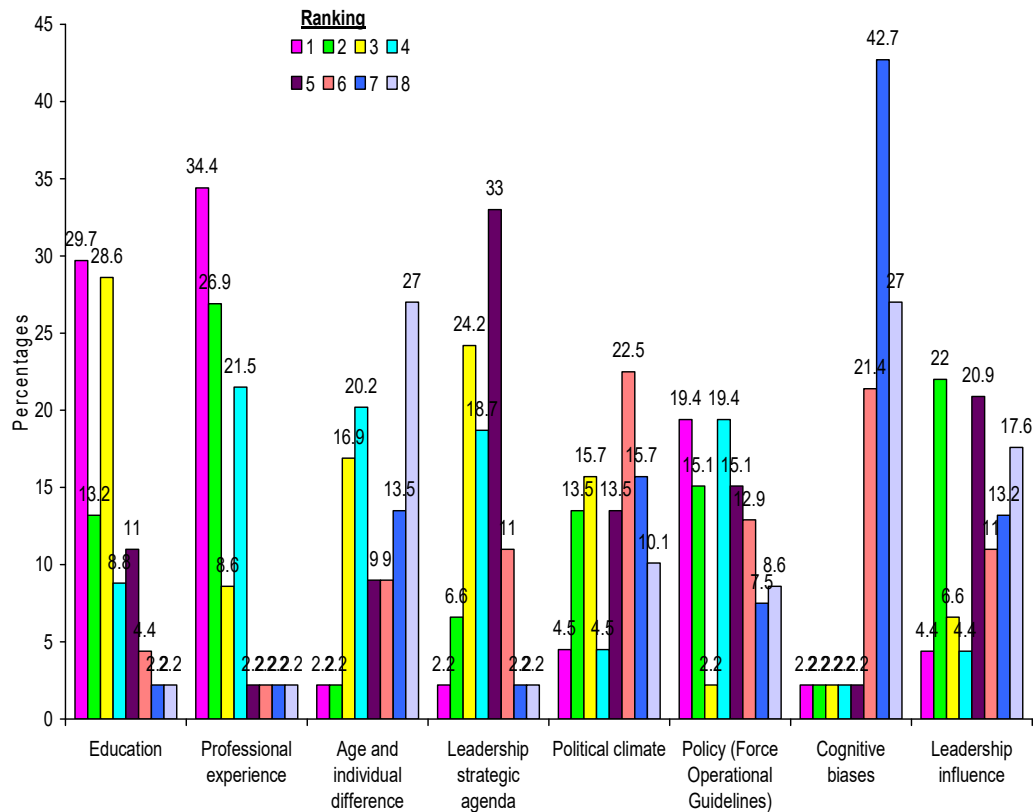


The figure shows that 29.7% of the respondents ranked education firstas the determinant oftacticalprocedure in the NPF, 28.6% of them ranked it as third, 18.2% of them ranked it as second, 11.0% of them ranked it as fifth, 8.3% of them ranked it as fourth, 4.4% of them ranked it as sixth, while 2.2% each ranked it as seventh and

eighth respectively. Also, 34.4% of the respondents ranked professional experience first that determine tactical deciding procedurein the NPF, 25.9% of them ranked it second, 21.5% of them ranked it fourth, 8.6% of them ranked it third, while 2.2% each ranked it as fifth, sixth, seventh and eighth respectively. However, only 2.2% each of the respondents ranked age and individual difference first and second as factor that determine tactical deciding procedure in the NPF, 16.9% of them ranked it third, 20.2% of them ranked it as fourth, 9.9% each of them ranked it as fifth and sixth respectively, 13.5% of them ranked it as seventh, while 27.0% of them ranked it as eighth.

Further, 2.2% of the respondents ranked leadership strategic agenda first that determine tactical deciding procedure in the NPF, 6.6% of them ranked it as second, 24.2% of them ranked it as third, 18.0% of them ranked it as fourth, 33% of them ranked it as fifth, 11.0% of them ranked it as sixth, while 2.2% each ranked it as seventh and eighth respectively. For those that rated political climate as leadership strategic agenda that determine tacticaldeciding procedure in the NPF, 4.5% of them rated it as first, 13.5% of them rated it second, 15.7% of them rated it as third, 4.5% of them rated it as fourth, 13.5% of them rated it as fifth, 22.5% of them rated it as sixth, while 15.7% and 10.1% of them rated it as seventh and eighth respectively. Also, 19.4% of the respondents ranked policy first that determine tactical deciding procedure in the NPF, 16.7% of them ranked it as second, 2.2% of them ranked it as third, 19.4% of them ranked it as fourth, 15.1% of them ranked it as fifth, 12.9% of them ranked it as sixth, while 7.5% and 8.6% ranked it as seventh and eighth respectively. On cognitive bases, 2.2% each ranked it first, second, third, fourth and fifth respectively, 21.4% of them rated it sixth, 42.7% of them rated it seventh, while 27.0% of them rated it eighth. Finally, on leadership influence, 4.4% of the respondents rated it first, 22.0% of them rated it second, 6.6% of them rated it third, 4.4% of them rated it fourth, 20.9% of them rated it fifth, 11.0% rated it sixth, 13.2% of them rated it seventh, while 17.6% of them rated it eighth.

**Strategic Command in the management of conflict and public order situations in the Nigerian Police**
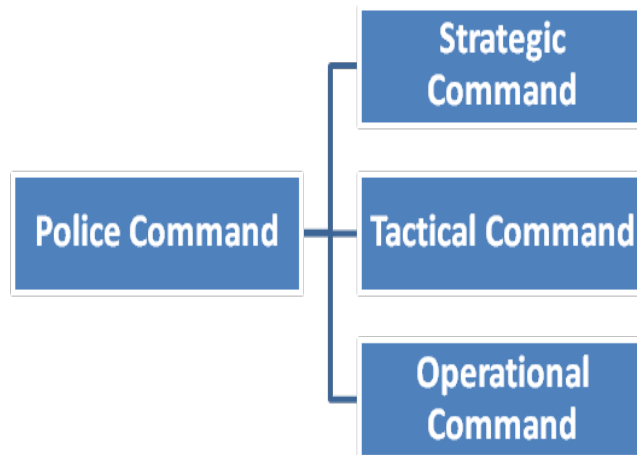


Strategic planning in Nigeria police is believed to occur at the different levels in Nigeria Police. The position of Assistant Police Commissioner and above represent the strategic commanders of the police. Strategic planning is done at the Force Headquarters they are passed to the Command Commissioner of Police for execution. So, in that instance, the Commissioner of Police may become Tactical Commander. The Commissioner of Police, in that instance, may be responsible for the Tactical Response Planning and will in turn send down to the Area Commander and the Divisional Commanders who in this instance will be responsible for the Operational Response Planning. At the State Command Level some level of strategic planning is carried out by the Commissioner of Police. The Commissioner passes it plans to the Area Commanders or Divisional Police Officers who will now be the one responsible for the Tactical Response Planning and the Operational Commanders are the officers who implement it at the field levels. The tactical response planning lies solely with the IG and his management team in power. Some IG take sole decision for this response planning. This is quite rampant during the military era or in some instances the IG take directives from the military commanders to decide on tactical response plan.

The IG forms a tactical response team with DIG, and AIGs and CPs in attendance. They draft a tactical response plan which will be handed down to the operational commanders. The IGs lies at the edge of the strategies command team

they are to decide by analysing the intelligence report, determine sources of equipment and personnel to be drafted, and the goals or achievements to be derived from that strategic plan more often than not, the Tactical Commanders in attendance at such meetings are toprovide the Operational Commanders with the necessary facilities for that operation based on the order of the IG. They determine the personnel based on their knowledge of officers' capabilities, orientation and affiliations. They decide where to draft men and officers from and the basic rules of engagement in such encounters. The Tactical Commanders are often of the rank of Assistant Inspector General (AIG) or in some instances Commissioner of Police. The Tactical Commander is to provide the Field Commanders with all manner of intelligence to carry out their activities whether it is criminal intelligence, security, geographical and so on. For example, they are to determine threats to the success of the intervention, know the capacity of the enemy, the terrain and the amount of resources needed to persecute the operation. The Tactical Commanders take responsibility for the failure of that operation and his answerable to the Inspector General of Police. If the strategic response planning is to occur at the level of state, the Commissioner of Police acts as the Tactical Commander. And in some instances, the Deputy Commissioner of Police is responsible for planning. The Operational Commanders oversee the direct implementation of the Tactical Commander's directives. This is the direct implementation of the SMEAC – Situation, Mission, Execution, Administration and Command.

**Situations:** This refer to the big picture of the actions and activities to be carried out, the starting point is looking at issues and factors surrounding it. The tactical command identifies the problems and the issues surrounding it.

**Mission:** This is the outline of what to be accomplished and by whom, this relates to what should be done by field commanders.

**Execution:** This is the breakdown of task and each unit that will carry out the assignment would be addressed and specifies of what to be carried out and the leaderships of each unit is identified and resources allocated.

**Administration:** This refers to the authorities or command under which each functional role or activity is placed which the operational commanders. They are instructed on the rules of engagement and entrusted with decisions of execution by the Tactical Commanders. This goes beyond the enforcement of the planning they are to make the orders or directives to work.

**Command:** This is the dedicated channel of communication between the Tactical commanders and the Operational Commanders. In finding this two-way interaction between the man of the field and the tactical commanders. The operational commanders, the actual men on the field who, usually, are men of the Police Mobile Force are placed under the Unit Commanders to the operational command while for the regular command it is often placed under the order of the Divisional Police Officer (DPO). Whosoever is charged with the operational command is there to ensure that the SMEAC is implemented.

> During my time, the responsibility of strategic planning lied with the management team headed by the IG. In other words, we can still say it is the IG that is responsible because if the management team takes a decision, it is the IG that announces that decision. If anything goes wrong, it is the IG that will be blamed. If there is kudos or praise for whatever strategy that is taken, it is the IG that takes the praise. In other words, I am trying to say that though the management team makes the decision, the IG has a final say (Okiro, 2017).

Aggregate of decision that made anytime depends on whatever is the position of the IG.

> (it) depends on the ground. If the IG brings up an issue, he discusses with the management team. If a decision is not what is in the interest, the IG can veto it. The IG has the ultimate authority in the management team (Okiro, 2017).

**Table 4.2    Distribution of respondents according to response to violent conflict and breakdown of public order.**

| SN | Variables | Option | N | % |
|----|-----------|--------|---|---|
| 7. | How often are the non-force strategies utilised in situations involving public order conflicts? | All the time | 37 | 34.9 |
|    |           | Significantly | 32 | 30.2 |
|    |           | To some extent | 25 | 23.6 |
|    |           | Rarely | 2 | 1.9 |
|    |           | Not at all | 10 | 9.4 |

Also, 34.9% of the respondents indicated that they utilise non-force strategies in situations involving violent conflicts and breakdown of public order all the time, 30.2% of them indicated that they significantly utilise it, 23.6% of them indicated that

they utilise it to some extent, 1.9% of them indicated that they rarely utilise it, while 9.4% of them does not utilise it at all.

Factors considered in the appointment of tactical command team include the rank and level of training, the nature of the terrain; and the resources available. While the challenges often encountered include but not limited to the following:

1. Challenges of the Tactical Response Team: Political interference
2. Lack of enough data and intelligence
3. Poor ineffective management level or mechanism at the local level or divisional police headquarters.

Primary form of Police response in situations involving violent conflict and breakdown of public order

Enforcing the law during protests and other forms of public disturbances is through strategic planning and mobilization of resources. Generally, subduing violent conflict and riots have been identified to follow *four* common police approaches to controlling the situation and restoring order that must have been breached by individuals and groups:

1. Directives andNegotiation: involving orders, commands, threats, negotiations or bluff
2. Accommodation - watching and on standby
3. Repression tactics
4. Use of Force and the Law – which may lead to arrest, use of weapons and violence

**Table 4.3    Primary form of response in situations involving violent conflict and breakdown of public order**

| SN | Variables | Option | N | % |
|---|---|---|---|---|
| 2 | What is the primary form of response in situations involving public order conflicts? | Confrontation (repel and ask questions later) | 24 | 22.6 |
| | | Avoidance (Allow things to simmer before entry) | 21 | 19.8 |
| | | Accommodation/Compromise (Placate all sides) | 18 | 17.0 |
| | | Joint problem solving (seek to help the parties to relate better) | 43 | 40.6 |
| | Total | | 106 | 10 |

On the primary form of response in situations of breakdown of public order 22.6% of them indicated confrontation, 19.8% of them indicated avoidance, 17.0% of them indicated accommodation, while 40.6% of them indicated joint problem-solving. This demonstrates that the major approaches used by the Nigerian police is the formal approaches to managing violent conflict and issues related to breakdown of public order. This study found evidence for the use of four forms of five types of social control (self-improvement, evasion, transaction, settlement, and toleration) in the connection between people, gatherings, and associations, and Thomas-Kilmann's model clarifies vital goals (assertiveness and cooperativeness).

From the interview with former IGs, the management of violent conflict and breakdown of public order followed an established pattern of complexity. These takes after a blend of contrast approaches which centres on coercive responsiveness. The 'Law of Coercive Responsiveness,' as summarised by Davenport (1992), governments will endeavor to smother challenges as fast as could reasonably be expected, keeping in mind that they turn out to be additionally undermining types of contradiction that destabilize the whole political framework. Raising levels of restraint prompts a reaction among nationals by stirring a feeling of shock that feeds advance enemy of government activation and accordingly more noteworthy viciousness or withdraw to re-emerge again at some other time. As indicated by Akinwale (2010) the Nigerian government's abilities for overseeing clashes are powerless in light of the fact that the administration doesn't completely think about the utility of each accessible procedure for peace promotion. At the point when clashes erupt, the failure of the Nigerian MobilePolice to curtail and restore public order, as a rule, motivates the Nigerian administration to send the Nigerian Armed Forces to the conflict zones. state's inconvenience of check-in time and utilization of promulgation to splash open pressure, when these don't work the military is typically gotten and commanded to 'shoot without hesitation.' These are a piece of the administration's standard procedures for peace promotion in Nigeria.

**Strategies used by NPF for managing ethnic or religious conflicts**
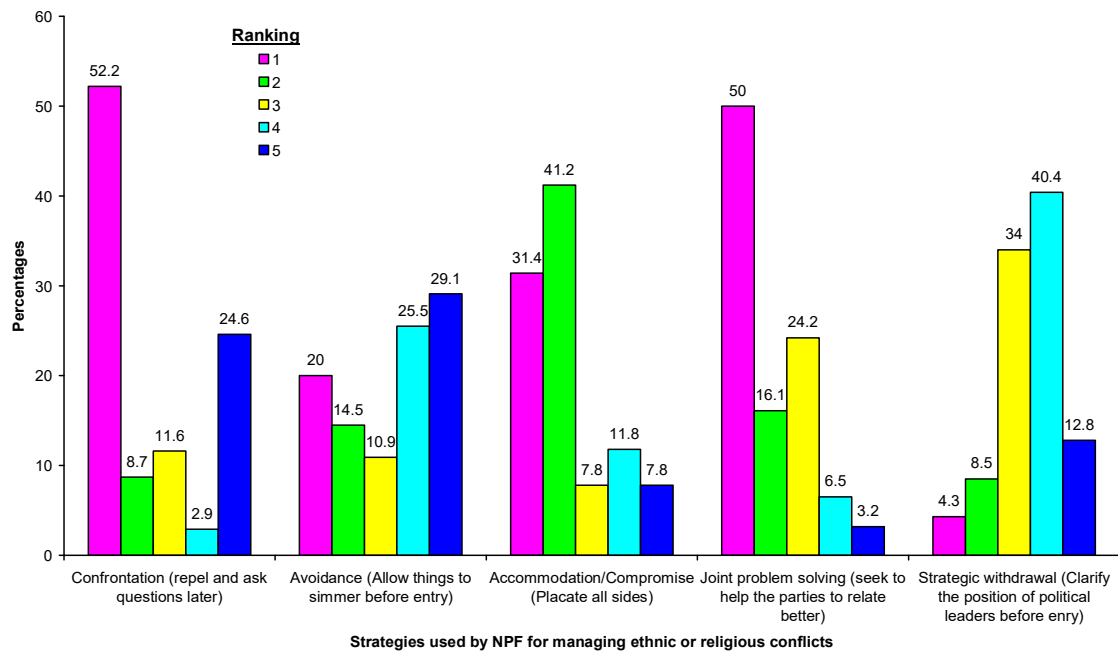
This is reflective of the strategic management of successive Inspectors of Police whose emphasis is police assertiveness rather than cooperativeness in dealing withviolent conflicts and situations of breakdown of public order. The mode of the strategic planning is on response time, welfare and decision-making in the frontline for field officers. Tafa Balogun approach was 'law enforcement'. Ehindero introduce a human face to it with special attention to justice and fairness to all party in conflict. These were reflected in Former IG Arase submission:

> Most of Tafa's intervention, they were strategic plans. They were implementation plans strategic. They were time lines. It was not just having a strategy, but he also had an implementation of how he was going to get those things done. Those ones were totally spelt out. When he left, Ehindero took over. Ehindero now borrowed from Tafa's strategic planning and increased his points from 8 to 10. Don't forget that Tafa's christened his own agenda based on the circumstances under which he found himself as 'fire for fire'.

> In internal security management, there are various perspective. Tafa's perspective was law enforcement. You know, when you come out and say, Oh, these issues are becoming intractable, how do I deal with them decisively to ensure that acts of criminality are not escalated. So that was

his own approach towards this thing. Ehindero came and christened his own 10-point strategic plans as 'Policing with Integrity'. What he was talking about was law enforcement from the perspective of dealing with issues and that have to do from his own legal background. Do not forget that Ehindero was a lawyer and also a mathematician. So, he saw law enforcement from the perspective of dealing with it through the legal process. When he left, Okiro came. Okiro's own perspective was more of public relations approach towards…he did not actually develop a strategic plan or vision toward the Nigerian police force. When Onovo came, he also did not build up a clear-cut plannedarrangement for the police force. Ditto Haffiz Ringim, that was an adhoc this thing….to deal with situations the way they came.

**Research objective 3: Enablers or Hindrances to Effective Decision-Making for Management of Public Order and Conflicts by the Nigeria Police**

**Political interference in Police Management of public order conflicts**

Policing public order conflicts is quite challenging to police under a multi-ethnic state many at times. The IGs are responsible for decision and authority during a police action. This activity is often shaped by the political terrain and attitude of the political elite within that region. Some of the significant difficulties that the police confront is the issue of justice, neutrality and Legality of their action. Many times, during such actionable response, police are accused of being biased, carrying out extra-judicial aggression against citizens.

There is often a battle between the political elite from the opposing ethnic nationality and the police in trying to use the police intervention to their own advantage by circumventing police order and procedure to subdue the different nationalities. There are three major sources of political interference in police management activities:

      A: Selection of principal officers of the Police

      B. Budgetary Control

      C. Political/Judicial control

The decision of police during this period is often highly political depending on the ability of the IG to measure apparent illegality and judicious use of the police force.

This was evident in the interview with Retired IG Arase reacting to political interference in police strategic decisions:

> Yes, they do. The buck stops at your table as an IGP. But then you must also analyse in your write up that in other's…you said you done some comparative analysis of other countries outside Nigeria? Ok. But then in our own situation, whatever strategic policies you are taking, I usually analyse from the premise of…if for instance, when I was an IG, and I take a choice that is to the greatest advantage of the police force, people will analyse it from the ethnic, religious, and social-cultural point of view.

There are three major factors that influences police decisions:

1. The attitude of the Commander-in-Chief
2. The ability of the IG and his team to stave off political pressure.
3. The situation, the dynamics of the situation on ground.

a. **The attitude of the Commander-in-Chief:** The attitude of the Commander-in-Chief goes far in the stream of strategic decisions. The attitude of the nation's president determines to a large extent the response and strategies adopted by the IGP in handling violent conflicts and issues of breakdown of public order. The IG decides and in whatever manner they choose to implement their responses, he only demands neutrality, justice and legality for the police action. He shades the police by taking formal responsibility for their action. These was reflected in the words of Retired IG. Arase:

> It is about balancing. You are trying to balance this mix. Let me share an experience with you. I was with Alhaji Gambo a week ago. Any time I go to visit him, it is like I am drinking from the fountain of his knowledge. He gave me a story when he was an IG, that he sat down one day at Kam Salem House and suddenly he was told that all the Commissioners of police should assembled at a Federal Government guest house at Victoria Island. Tony Ekpo, who was the Personal Assistant to the Commander-in-Chief had invited him to come and look at police reforms. Here was an IG. He was seated as the IG of the Nigerian Police Force. Nobody told him about that meeting until those invited had arrived. So, he said, ok. If he should have a meeting with his Commissioners, they should tell him. He drove there. When he got there, they all stood up. Then he asked them what they were doing. They said they were summoned by the strategic team of the military that they wanted to look into police reforms, this and that. Then he looked at Tony and said, 'You summoned them when a

sitting IG is seated. He asked all the Commissioners to go the Kam SalemHouse in the conference room and he should give them paper to make a statement on why they were all in Lagos. And it was a big problem. He collected all their statements and asked them to go back. I have just given you an example about how the political structure influences policing.

Also, information reaching the Commander-in-Chief may go a long way in influencing his attitude on judgment. For example, information relates to him may make him form the opinion that police are incapable of managing the situation. In such instance, the C in C may hand down actionable decisions made by top officers in such agencies over to the police to implement or in extreme cases order deployment of the military to quell the riot. Further the C in C may decide to introduce partisan politics into the management of public order crisis based on his affiliation, political calculations and sectional interest rather than that of national interest. These, the Commander-in-chief do through limiting police or determine the placement of the officers envisaging the kind of force that should be applied whether there is resistance or no resistance from the perpetrators in a dispute. This pattern of thought was expressed by Rtd. IG Arase:

> And there was almost a crossfire between the police and the …. So, those are the rivalries. If the President of a country could form an opinion that an organization that is in charge of internal security is incompetent, don't deal with them. It means that we have very serious problems.

b. **Ability of the IG and his team to stave off political pressure:** This has to do a lot with the ambition and interest of the IG and their level of professionalism. This is often influenced by level of training, job expedience, education and affiliations. Most officers having future ambitions often allow sectional interest to come into their decisions. At the centre of this is the political image the IGs have created for themselves either to be seen as protecting their sectional interest or acting professionally under the consideration of the ruling elite. In this regard, the prolific use of force, investigation and prosecution are often predetermined. For example, those to be arrested and remanded, the mode of deployment and resources (personnel are often skilled in the direction of the political interest. In the other instance that the IG stave off political pressure, there are subjected toconstant disparaging comments and action by the political class who did not

profit by the action taken by the police. For this, they require constant reassurance of the Commander-in-Chief for their controversial response. The Commander-in-Chief gives the reassurance through adequate support material responses and political defence of actions of the IG and his team. From experience, Retired IG Arase has this to say:

> I remember that there were a lot of attempts on the Inspector General of Police… don't forget about how Inspector Generals of Police are thrown up. It's at the behest of….all those one you will read about in my latest book. The law and prevention of crimes by the Police in Nigeria. Read all those things. There is what is stated in the law about the actual practice on ground. Those ones should be able to influence how you see. If it was the President that appoints an IG, the IG is also subject to the whims and caprices of the President. ……… Yes, it was to influence their decision. They will come and say, oh, they want to take over Lagos. They want to take over Port Harcourt. They want to take over Ibadan. They want to take over this and that. Oh, this Commissioner of Police is not very friendly to us. We want somebody else. We want this and that.

c. **The situation and the dynamics on ground**:  The Dynamics of the IG and his team regarding basic leadership is impacted by the measure of data available for taking such decisions. Based on the result, it has been shown that the intelligence gathered is still at development stages. Intelligence gathering is done at the state level and then sent to the headquarters to be analysed and integrated to the strategic command level. The analysis of the intelligence report is done by the DIG and AIG Intelligence. The outcome of this report is then sent to all those that need to know, the CP of the state, the IG and any other relevant authorities that needs to know. Many of such intelligence are deliberately passed by the police hierarchy or the concerned authorities who have the legal and political power to implement such reports. In this case, the police often demand forwider implementation of such report with the necessary legal and political backing to implement them. They have to liaise with political office holders or government to make decisions see the light of the day. The political elites often refuse to act on time or put necessary facilities in place to influence these decisions as at that period. The crisis might either escalate thus, overwhelming the resources of the police to the indecision of the police from the ruling elites. Another problem of

dynamics is the terrain due to inadequate police presence, uncooperative attitude of the people and lack of resources for the police. Many areas are often inaccessible and intelligence gathering at several levels is very difficult. So, deploying police to such area might be dangerous for both men and equipment. Lack of accurate intelligence often lead to poor outcome for political intervention.

**Research objective 4: Extent to Which Influences on Decision-Making Impacts Effectiveness of the Nigeria Police in the Management of these Forms of Violent Social Conflicts in Nigeria**

**Operations Issues in Management of Violent Conflict and Breakdown of Public Order**

The NPF faces the gargantuan task of operationalissues include the commonly held view that individuals within the NPF are ineffective, corrupt, poor trained, lack creativity, brutal and uncivil to members of the community.   Many of these perceptions are based on personal  experiences  of  Nigerian  citizens  and trained personnel within the NPF are takingsteps to confront such unprofessional behaviour. The Nigerian government and the police leadership have on multiple occasions acknowledged many of the problems described in this report. In recent years, the government has launched several police reform initiatives, increased funding to the police force, and improved police wages. Considering the amount of quality protections provided by the Nigeria police for the entire population and the level of confidence and encouragement it enjoys from these people, one cannot but conclude that the Nigeria police performance is far below the expectation many people place on them. some categories of obstacle that hinder the optimum performance of the Nigeria police thus; Poor police remuneration for both officers and men of police command is another notable factor that has created abysmal performance for police officers in performing their constitutional duties. The issue of police corruption as discussed above does not only occur between the police and the public but also with the strata of police structure. There have being cases whereby senior police officers have deprived other officers especially junior once the right of increment in salary for some time. These people have been alleged to have stacked the money in a fixed deposit out which will yield some interest for them before releasing it fund. Also, of tremendous adverse import on its general performance from day to day among them is

discouraging salaries. Nigeria police performance is unsatisfactory; the police are ineffective and inefficient in their job of crime prevention, criminal investigation, and response to distress calls by citizens. The poor performance is due to several factors, but mainly to lack of development of productive and social infrastructure in society; inappropriate policing strategies; inadequate intelligence gathering, analysis and utilisation skills and facilities, inadequacy of officers in terms of quality and training at various ranks; poor training and conditions of service; lack of public co-operation; grossly inadequate logistics (especially transportation, telecommunication, arms and ammunition, etc.); poor remuneration and lack of motivation by the force and superior officers. They noted also that police brutality occurs in the form of extra-judicial killings, summary execution of suspects, and revenge killings. During criminal investigation and interrogation, due to a combination of poor training, inadequate infrastructure, and absence of respect for due process and human rights, police resort to torture to extract confession and information. In addition to militaristic conditioning, the current characteristics of the Nigerian policing culture include hierarchical rigidity, lack of empowerment and siege syndrome" defensiveness – changing this culture for the better through the continued implementation of the philosophy, principles and practice of Community Policing is the crux of achieving sustainability for the reform process.

**Table 4.5** **Distribution of respondents according to operations issues by Nigeria Police Force to public order management.**

| SN | Variables | Option | N | % |
|---|---|---|---|---|
| 25. | To what extent is performance constrained by issues that could not be altered by operation commanders? | Significantly | 35 | 33.0 |
| | | To some extent | 37 | 34.9 |
| | | Rarely | 28 | 26.4 |
| | | Not at all | 8 | 5.7 |
| 26. | To what extent is performance obliged by outer conditions that couldn't be changed by operation commanders? | Significantly | 30 | 28.3 |
| | | To some extent | 46 | 43.4 |
| | | Rarely | 22 | 20.8 |
| | | Not at all | 8 | 7.5 |
| 27. | To what extent is performance constrained by sources of authorization for police power | Significantly | 56 | 52.9 |
| | | To some extent | 30 | 28.3 |

| | | | | |
|---|---|---|---|---|
| | (political leadership)? | Rarely | 12 | 11.3 |
| | | Not at all | 8 | 7.5 |
| 28. | To what extent is performance constrained by sources of authorization for police power (constitutional)? | Significantly | 25 | 23.6 |
| | | To some extent | 49 | 46.2 |
| | | Rarely | 18 | 17.0 |
| | | Not at all | 14 | 13.2 |
| 29. | To what extent is performance constrained by the perceived goals of the NPF that could not be altered by commanders? | Significantly | 28 | 26.4 |
| | | To some extent | 37 | 34.9 |
| | | Rarely | 21 | 19.8 |
| | | Not at all | 20 | 18.9 |
| 30. | To what extent is performance constrained by the current centralised structure of the NPF that could not be altered by commanders? | Significantly | 28 | 26.4 |
| | | To some extent | 50 | 47.2 |
| | | Rarely | 16 | 15.1 |
| | | Not at all | 12 | 11.3 |
| 31. | To what extent is performance constrained by political environment within the NPF that could not be altered by commanders? | Significantly | 30 | 28.3 |
| | | To some extent | 40 | 37.7 |
| | | Rarely | 22 | 20.8 |
| | | Not at all | 14 | 13.2 |
| 32. | To what extent is performance constrained by public demands made on the NPF that could not be altered by commanders? | Significantly | 39 | 36.8 |
| | | To some extent | 29 | 27.4 |
| | | Rarely | 20 | 18.8 |
| | | Not at all | 18 | 17.0 |
| 33. | To what extent is performance constrained by the tactics chosen on the scene? | Significantly | 39 | 36.8 |
| | | To some extent | 37 | 34.9 |
| | | Rarely | 18 | 17.0 |
| | | Not at all | 12 | 11.3 |
| Total | | | 106 | 100 |

**Source: Fieldwork, 2017**

Table 4.5 of shows the distribution of respondents according to operations issues by Nigerian Police Force in respect of violent conflict and breakdown of public order. On extent to which performance constrained by issues that could not be altered by operation commanders, 33.0% of them indicated that it was significant, 34.9% of

them indicated it was to some extent, 26.4% of them indicated rarely, while 5.7% of them indicated that it was not a constraint at all.

Also, 28.3% of the respondent indicated that performance compelled by outside conditions that couldn't be modified by operation commanders was significant, 43.4% of them indicated it was to some extent, 20.8% of them indicated rarely, while 7.5% of them indicated that it was not a constraint at all.

Additionally, 52.9% of the respondent indicated that performance constrained by sources of authorization for police power (political leadership) was significant, 28.3% of them indicated it was to some extent, 11.3% of them indicated rarely, while 7.5% of them indicated that it was not a constraint at all.

Further, 23.6% of the respondent indicated that performance constrained by sources of authorization for police power (constitutional) was significant, 46.2% of them indicated it was to some extent, 17.0% of them indicated rarely, while 13.2% of them indicated that it was not a constraint at all.

Also, 26.4% of the respondent indicated that performance constrained by the perceived goals of the NPF that could not be altered by commanders was significant, 34.9% of them indicated it was to some extent, 19.8% of them indicated rarely, while 18.9% of them indicated that it was not a constraint at all.

Additionally, 26.4% of the respondent indicated that performance constrained by the current centralised structure of the NPF that could not be altered by commanders was significant, 47.2% of them indicated it was to some extent, 15.1% of them indicated rarely, while 11.3% of them indicated that it was not a constraint at all.

Moreover, 28.3% of the respondent indicated that performance constrained by political environment within the NPF that could not be altered by commanders was significant, 37.7% of them indicated it was to some extent, 20.8% of them indicated rarely, while 13.2% of them indicated that it was not a constraint at all.

Further, 36.8% of the respondent indicated that performance constrained by public demands made of the NPF that could not be altered by commanders was significant, 27.4% of them indicated it was to some extent, 18.8% of them indicated rarely, while 17.0% of them indicated that it was not a constraint at all.

Finally, 36.8% of the respondent indicated that performance constrained by the tactics chosen on the scene was significant, 34.9% of them indicated it was to some extent, 17.0% of them indicated rarely, while 11.3% of them indicated that it was not a constraint.

As indicated by Kelling and Coles (1996:214), finish political lack of bias can't be conceivable in policing on the grounds that the specific same law that the police may be called upon to authorize may be political. In spite of the fact that enactment is popularity based as in it is the result of a law-based process led by equitably chose delegates, even the most gullible onlooker of the administrative procedure realizes that numerous laws reflect fanatic qualities and interests, and that police will be relied upon to implement at any rate a portion of these laws. Indeed, even the implementation procedure may be impacted by on-going political occasions and the desires for an occupant political power. Along these lines, keeping legislative issues out of policing is a brilliant signal that is impossible in many examples. Shuffle (2005:25) states this is to a largedegree in light of the actuality that the police are responding for the political power that controls the administration. The connection between the political office bearers and the police depends on the standards of de-centralization and self-government.

The truth is that the Nigeria police confront a political and protected situation due to the established arrangements, which put the control of the police on the shoulders of a chose official President who is additionally the pioneer of his political gathering. Segment 215 of the 1999 Constitution offers forces to the President, following up on the guidance of the Nigeria Police Council to delegate the Inspector General of Police (IGP). Under sub-segment 3 of segment 215 of the Constitution, the President is additionally engaged to give legitimate mandates as for the upkeep of peace to the Inspector General of Police and he will go along or cause them to be agreed to. There is a comparable arrangement in area 215 (4), which makes such a connection between a State Governor and a Commissioner of Police but this is today disregarded, at least for Governors that are in the opposite for the President to give an unlawful directive to the police with respect to wellbeing or open request and the Inspector General of Police, who is utilized him and has power to dismiss him is likely to obey. More likely, we may be witnessing the leadership of the police going out of their constitutional role to please a President to whom they feel grateful for their appointment

**Table 4.6    Distribution of respondents according to Influence Issues of Nigerian Police Force to public order management**

| SN | Variables | Option | N | % |
|---|---|---|---|---|
| 8. | To what extent do the internal/organisational factors influence leadership decision-making in the NPF? | Significantly | 55 | 51.9 |
|  |  | To some extent | 35 | 33.0 |
|  |  | Seldom | 6 | 5.7 |
|  |  | Rarely | 10 | 9.4 |
|  |  | Not at all | - | - |
|  |  |  |  |  |
| 9. | To what extent do the internal/environmental factors influence leadership decision-making in the NPF? | Significantly | 41 | 38.7 |
|  |  | To some extent | 47 | 44.3 |
|  |  | Seldom | 6 | 5.7 |
|  |  | Rarely | 8 | 7.5 |
|  |  | Not at all | 4 | 3.8 |
| 10. | To what extent do management team's dispositions influence leadership decision-making in the NPF? | Significantly | 45 | 42.5 |
|  |  | To some extent | 25 | 23.6 |
|  |  | Seldom | 8 | 7.5 |
|  |  | Rarely | 10 | 9.4 |
|  |  | Not at all | 18 | 17.0 |
| **Total** |  |  | **106** | **100** |

*Source: Fieldwork, 2017*

Table 4.2 demonstrates the allocation of the respondents based on influence issues of NPF to ethnic and religious conflict. Also, 51.9% of the respondents indicated that the internal/organisational factors influence leadership decision-making in the NPF significantly, 33.0% of them indicated that it can influence to some extent, 5.7% of them indicated that it seldom influenced it, while 9.4% of them indicated that it rarely influenced it.

Further, 38.7% of the respondents indicated that the internal/environmental factors influence leadership decision-making in the NPF significantly, 44.3% of them indicated that it can influence to some extent, 7.5% of them indicated that it seldom influenced it, 7.5% of them indicated that it rarely influenced it, while 3.8% of them indicated that it does not influence at all.

Finally, 42.5% of the respondents indicated that management team's dispositions influence leadership decision-making in the NPF significantly, 23.6% of them indicated that it can influence to some extent, 7.5% of them indicated that it seldom influenced it, 9.4% of them indicated that it rarely influenced it, while 17.0% of them indicated that it does not influence at all.

# CHAPTER FIVE

## SUMMARY, CONCLUSION, RECOMMENDATIONS

### 5.1     Summary

The research is about Nigeria Police Force involvement and handling of conflict and public order management.  The researcher has explicated how the theories of Decision Making and Reasoned Action and Planned Behaviour could help the Nigeria Police Force effectively handle and discharge its duties for the benefit of the government, the citizenry, and of course the force itself.

The study therefore, opines that strategic planning and decision making are dependable means towards the achievement of positive conflict and public order management by the Nigeria Police Force.

### 5.2     Conclusion

The role of the police as an essential institution in modern state systems that works for the presentation of social order and Maintenance of peace and stability is not in doubt. In Nigeria, public order conflicts are recurrent decimals with attendant loss of lives and properties.

The researcher found out that the primary strategy of managing incidences of public conflicts is largely confrontational irrespective of whether it was a military or democratic regime. What has changed however is that rule of law imposes severe limitations on acts of impunity that were common under military regimes ouster clauses and suspension of the constitution were the order of the day

When it comes to decision making by the Nigeria police, strategic planning processes for management of public order conflicts, and any other conflicts for that matter involves professional assessment of the problem; decision by the management team of the Nigeria police comprising of the IGP, 7 DIG's and the AIG, Police Force Secretary; while decision on the tactical and operational issues, are the prerogative of the AIGs, Commissioners of Police in charge of Commands and Formations, Area Commanders, Divisional Police Officers, Operation commanders and Station Officers.

The ability of the Police to perform that role equitably and professionally through its strategic planning and processes of decision-making in the case of public order conflicts which are both sensitive social and political factors in Nigeria is

however dependent on a numeral of factors both inside and outer its immediate control. The most significant of these are the disposition of the political leadership and class; the personality of the IGP and his veto power as well as environmental (Societal) and situational factors.

### 5.3    Recommendations

1. Government should institute reforms that will ensure security of tenure for Inspectors General of Police. Section 216(2) of the Nigerian 1999 constitution provides that *"before making any appointment to the office of the inspector general of police or removing him from office, the president shall consult the Nigerian Police Council."* But events and experiences have shown that this constitutional provision is hardly adhered to. Besides, it won't be out of place for Inspectors General of Police to have constitutionally guaranteed period of time in office like that of other government parastatals like the EFCC, ICPC and so on.

2. Protection from victimisation from lawful action taken. Inspectors General of Police should be constitutionally and procedurally immuned from being punished from lawful actions taken which may not be in the interest of the ruling elite or the political leadership. This will ensure fairness and neutrality in their conducts while in office which will also ultimately enhance institutional building.

3. Force operational guidelines e.g. Police Acts and Regulation, Force Order, Force Administrative instructions among others, should be reviewed to address specific decision and operational engagement that the police have had to routinely contend with from time to time. This will ensure that IGPs, police management team and other decision makers at different levels in the police will operate within the confines of the rules of engagement and can be asked at anytime to account for their actions and decisions. The consciousness of the fact that they will be appraised based on the adherence to, and conformity with the laid down rules will serve as checks.

4. Reforms that will ensure the respect for and the sanctity of the constitutional provisions as it concerns the directives or orders that may be handed down to the IGP should be instituted. Section 215 (3) of the 1999 constitution provides that "the president or such other minister of the government of the federation as he may

authorise in that behalf may give to the Inspector General of Police, lawful directions with respect to the maintenance and securing of public safety and public order as he may consider necessary, and the Inspector General of Police shall comply with those directions or cause them to be complied with".It is worthy of note that the above constitutional provision speaks about lawful directions only. The intention of the drafter of the constitution is therefore very lucid, clear and unambiguous. This provision is designed clearly to guide against negative influence of political leadership in the management and operation of the Nigerian Police Force.

5. As a corollary from paragraph 4 above, it is recommended that deployment of Police assets should be based strictly to laid down rules and procedures. This include the haphazard deployment of police personnel where a public office holder may have as many as a contingent of 20 to 30 policemen at his beck and call to the detriment of the security of the general populace.

6. Police funding should be sourced directly from the consolidated revenue just like the judiciary as in important arm of the criminal justice network. This will insulate the police from being whipped into line via deliberate starving of police of funds for the prosecution of its operation and general welfare of its personnel

## 5.4    Contribution to Knowledge

This research has satisfied a gap in empirical studieson the importance of processes of making informed decisions in the Nigeria police force contribution to Knowledge. It further advanced scholarship beyond the realm of what is superficially seen as police ineffectiveness to unearthing the burden of its historical evolution of its structure and operational efficiency. Furthermore, the study brought to the fore the importance of an independent police service that isn't attached to the smock spring of the political class financially and operationally. Similarly, the study brought to the fore the need to look into the current unitary structure of the Nigeria police force which does not make for efficiency and effectiveness. Finally, the study advanced the necessity of a holistic examination of the processes and procedure through which the leadership of the Nigeria police has successively thrown up.

## 5.5    Suggestion for Further Studies

The investigator proposes that future researchers should look into the possibility of the Nigeria Police Force having a positive synergy with local vigilantes with a view to securing the lives and property of the country without clashes of interests now being experienced between the two bodies.  Even though the vigilante groups are not as constitutional as the Nigeria Police Force, this researcher believes that the vigilante groups could be a source of intelligence gathering mechanism for effective policing of the Nigeria Police Force.

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# APPENDICES

## APPENDIX ONE

## SELF-ASSESSMENT QUESTIONNAIRE ON PUBLIC ORDER MANAGEMENT IN THE NIGERIA POLICE FORCE

This questionnaire is designed to assess processes in Strategic Planning and Decision Making for Conflict and Public Order Management situations involving the Nigeria Police Force (NPF). Feedback will centre on the key questions and factors that determine response to management as well as the extent to which such considerations affect Police performance. For each question, kindly indicate the appropriate number that mirrors how much you concur or contradicting the issues raised. Please be rest guaranteed that your reaction will be treated with the most extreme confidence in line with the ethics of academic research on confidentiality.

A.  RESPONDING TO CONFLICT AND PUBLIC ORDER MANAGEMENT
  1.  How often is the NPF compelled to respond to manage situations involving Conflict and Public Order Management?
  o  All the time

  o  Sometimes

  o  Depending on who is involved

  o  Depending on the magnitude

  o  Only when invited

  2.  What is the primary form of response in situations involving Public Order Management?
  o  Confrontation (Repel and ask questions later)

  o  Avoidance/ (Allow things to simmer before entry)

  o  Accommodation/Compromise (Placate all sides)

  o  Joint problem solving (Seek to help the parties to relate better)

  o  Strategic Withdrawal (Clarify the position of political leaders before entry)

  3.  Please rank each of the following in the order in which the NPF will utilise them when managing Public Order Conflicts (1—5) using 1 as the most likely and 5 as the least likely
  o  Confrontation (Repel and ask questions later)

  o  Avoidance (Allow things to simmer before entry)

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- Accommodation/Compromise (Placate all sides)
- Joint problem solving (Seek to help the parties to relate better)
- Strategic Withdrawal (Clarify the position of political leaders before entry)

4. What other strategies are utilised besides the primary strategy?

5. ------------------------------------------------------------------------------------------
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Which of these response strategies complies with Force Order 237? -------------

6. Which of these response strategies does not involve the use of force? -----------

7. How often are non-force strategies utilised in situations involving Public Order Management?

- All the time
- Significantly
- To some extent
- Rarely
- Not at all

B. INFLUENCE ISSUES
8. To what degree do the **internal/organisationalreasons**manipulate leadership decision-making in the NPF?
- Significantly
- To some extent
- Seldom
- Rarely
- Not at all

9. Whatever degree do outside/ecological components impact administration basic leadership in the NPF?
- Significantly
- To some extent
- Seldom
- Rarely
- Not at all

10. To what extent do **Management team's dispositions** influence leadership decision- making in the NPF?

o Significantly

o To some extent

o Seldom

o Rarely

o Not at all

C. RESPONSE STYLES
1. Which of the following best describes **NPF response** to Conflict and Public Order Management?

- Generic (ignore, deny, manipulate, challenge)

- Reactive (damage control, crisis management)

- Proactive (crisis prevention)

- Interactive (use of political influence, lobbying)

2. Which of the following best describes NPF **approach** to managing Conflict and Public Order Managements a member of the security community in Nigeria?

- Collaborative

- Individualistic

3. Which of the accompanying best depicts NPF **strategies** for managing Conflict and Public Order Management?
4.
- Problem solving orientation

- Focused deterrence

5. Which of the accompanying best depicts NPF **incident management** during Conflict and Public Order Management?

- Adversarial

- Conciliatory

6. Which of the accompanying best depicts NPF **operation decision making** during Conflict and Public Order Management? (Tick as many as apply)

- Consequence focused
- Expectation focused
- Based on instant, retrospective reasoning
- Sensitive to national politics
- Obligatory, rule-based and value-driven action
- Sensitive to leadership style of the IGP
- Anticipatory reasoning by Operation Commanders and those in Headquarters
- Purely on Operation Commander's assessment
- Matching Operation Order to situations

D.   CONSTRAINTS ON RESPONSE EFFECTIVENESS

7. Which of the following factors determine response effectiveness?
- Police leadership (strategic, operational, tactical
- Political leadership
- Operation environment
- Sensitivity of the issue to be managed
- Resources available

8. To what extent does **police leadership style** ensure response effectiveness?
o   Significantly
o   To some extent
o   Rarely
o   Not at all

9. To what extent does the influence of **political leadership** response determine effectiveness?
o   Significantly
o   To some extent
o   Rarely
o   Not at all

10. To what extent does the **operational environment** influence response effectiveness?
o   Significantly
o   To some extent

o Rarely

o Not at all

11. To what extent does **political sensitivity** influence response effectiveness?
o Significantly

o To some extent

o Rarely

o Not at all

12. To what extent is performance constrained by **police leadership style?**
o Significantly
o To some extent
o Rarely
o Not at all

13. To what extent is performance constrained by **political leadership?**
o Significantly

o To some extent

o Rarely

o Not at all

14. To what extent is performance constrained by **political risk?**
o Significantly

o To some extent

o Rarely

o Not at all

15. To what extent is performance constrained by **cost-benefit considerations** of short and long-term implications of responding in one particular way or another?
o Significantly

o To some extent

o Rarely

o Not at all

E. OPERATION ISSUES

16. To what extent is performance constrained by **issues** that could not be altered by the operation commanders?
    o Significantly

    o To some extent

    o Rarely

    o Not at all

17. To what extent is performance obliged by outside conditions that couldn't be modified by operation commanders?
    o Significantly
    o To some extent
    o Rarely
    o Not at all

18. To what extent is performance constrained by **sources of authorisation** for police power (political leadership)?
    o Significantly
    o To some extent
    o Rarely
    o Not at all

19. To what extent is performance constrained by **sources of authorisation** for police power (Constitutional)?
    o Significantly

    o To some extent

    o Rarely

    o Not at all

20. To what extent is performance constrained by the **perceived goals of the NPF** that could not be altered by commanders?
    o Significantly

    o To some extent

    o Rarely

    o Not at all

21. To what extent is performance constrained by the **current centralised structure** of the NPF that could not be altered by commanders?
    o Significantly

    o To some extent

o   Rarely

o   Not at all


22. To what extent is performance constrained by **political environment** within
    the NPF that could not be altered by commanders?
o   Significantly

o   To some extent

o   Rarely

o   Not at all


23. To what extent is performance constrained by the **public demands** made of
    the NPF that could not be altered by commanders?
o   Significantly
o   To some extent
o   Rarely
o   Not at all


24. To what extent is performance constrained by the **tactics chosen** on the scene?
o   Significantly
o   To some extent
o   Rarely
o   Not at all


F.   STRATEGIC DECISIONMAKING

25. Please rank the following in line with your view on the extent to which they
    influence leadership decision making in the NPF (1st—8th)

o   Education

o   Professional experience

o   Age and individual difference

o   Leadership strategic agenda

o   Political climate

o   Policy (Force Operational Guidelines)

o   Cognitive biases

o   Leadership influence

# KEY INFORMANT INTERVIEW

STRATEGIC DECISION-MAKING

1. Who has responsibility for strategic planning in the NPF?
2. Who takes responsibility for tactical response planning?
3. Do top executives take/accept formal responsibility for strategic response planning?
4. Do top executives take/accept formal responsibility for strategic response implementation and outcomes?

SITUATIONAL ANALYSIS AND REVIEW

26. How does the NPF gather data and intelligence on Conflict and Public Order Management?
5. 
6. What are the sources of such data?
7. What exactly is analysed in such situations?
8. At what specific levels are data on Conflict and Public Order Management collected?
27. At what specific levels are data on Conflict and Public Order Management? analysed?
28. In what specific(s) way does analysis of Conflict and Public Order Management influence strategic decision making?
9. In what specific way(s) does such analysis influence tactical decision making?

29. Are there platforms for institutional review of NPF response to incidents of Conflict and Public Order Management?

10. What is the goal of such reviews?
11. At what levels are such reviews conducted?
12. Who has access to reports emanating from such reviews?
13. In what specific(s) way does such review influence strategic decision making?
14. In what specific way(s) does such review influence tactical decision making?
15. How does such review align with the mission and goals of the NPF as outlined in the Police Act?