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HOW NIGERIANS VIEW THE NIGERIA POLICE LEADERSHIP AND THEIR COMMITMENT TO CRIME CONTROL: A QUANTITATIVE STUDY OF KADUNA STATE POLICE COMMAND

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ABSTRACT

Prevention of crime and public safety is one of the functions of any police force for which the Nigeria police is not an exemption. This research article investigated how Nigerians view the Nigeria Police leadership and their commitment to crime control and prevention by using the Kaduna State Police Command as the foundation for this Study. Survey was used as the method for data collection anonymously from the rank and file officers through mail in from 190 participants. At the end of the four weeks deadline, a total of 170 surveys were returned. Of the 170 returned surveys, 162 were usable while 8 of the questionnaires were not properly completed. The remaining survey data (N= 162) were entered into the Statistical Package for Social Sciences (SPSS) for analysis. The results showed that there was a significant positive public view of the police and organizational commitment of the officers.

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INTRODUCTION

Before the advent of modern police, groups and individuals in and around the community provided security for themselves and the community. Jungle justice reigned supreme in crime prevention and control. Man was in a state of nature where no one was his brothers' keeper. However, with the advent of civilization and the need for proper organization and civility in crime control management, the police as a formal social institution emerged as an important legal instrument and institutions designed specifically and equipped to maintain law and order in society (Ugwuoke, 2010). As noted by credible researchers in the field of policing in Nigeria – Arase and Iwuofor (2007), the Nigeria Police Force was designated and empowered by Section 194 of the 1979 Constitution as the National Police of Nigeria with exclusive jurisdiction in terms of crime control and prevention throughout the nation. Arase and Iwuofor (2007) maintained that the Nigeria police today have performed excellently and were responsible for the provision of internal security to other para-military government agencies such as the prisons, immigration,

customs, as well as notable assignments outside Nigeria as directed by the government. However, in spite of its successes in internal and international operations, the police have been criticized for its inability to prevent and control crime. As posited by another researcher – Dambazu who was cited in Ugwuoke (2010), several factors were responsible for this failed inability of the police to effectively manage crime control in Nigeria. These include; lack of professionalism, indiscipline, as well as corruption in the system. It must be noted that the Nigeria police have operated under severe socio-economic and political pressure which according to Ugwuoke (2010) must be considered in judging their performance.

Ugwuoke (2010) however opined that in modern society, the police cannot function properly without the cooperation of the public who can provide information about criminals to the police. The problem of leadership and commitment to crime control and prevention by the men and women of the Nigeria Police, with focus on Kaduna State Police Command was addressed in this study. It is presumed that the result of this study will help to improve the security situation in Kaduna State as the Police State Command deal with the problem of crime prevention and control in the state and in Nigeria as a whole.

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Literature Review

The issue of organizational commitment and inept leadership has continued to plague the Nigeria Police Force (Alemika and Chukwuma, 2005). Interestingly, in his 2008 annual report of the Nigeria Police Force, the then Inspector-General of police (Chief of Police), Mike Okiro, admitted to the fact that problems facing the Nigeria police includes; lack of resources and poor conditions of service, unmotivated and untrained workforce resulting in poor morale, and poor public perception of the force. Specifically, the Inspector-General revealed that interviews from junior police personnel indicate that:

- Personnel of the force are unable to meet professional and family commitments due to poor remunerations;
- Personnel of the force are ashamed of their uniforms, poor working environment, and poor accommodation;
- That many complained of poor working relationship with the public and other criminal justice agencies (NPF, 2008 Annual Report, p. 12-14).

Furthermore, a subsequent 2009 annual report of the Nigerian Police Force, indicated that one thousand seven hundred and eighty-six police personnel (1, 786) were lost to job related incidences like dissatisfaction, withdrawal, retirement, desertion, resignation, transfer inconveniences, lack of motivation, and poor equipment (The Nation Newspaper, April 4, 2009, p.19, as cited in Ogunsina and Adebayo, 2011). Therefore, leadership of the Nigeria police will need to revise their leadership methods and be committed to crime prevention and control in Nigeria. The police perform many functions in modern society, including the enforcement of the law wisely; maintaining public order, and protection of lives and property (Arase and Iwuofor, 2007). The Nigeria Police has an obligation to ensure that its officers perform their duties within the ambient of the law. They make arrests and conduct searches and seizures where necessary. The first contact a person will have with the criminal justice process is the police who will investigate and determine if a crime has been committed or not. This makes the job of the police critical to national security and the maintenance of public order

Several definitions exist for leaderships and organizational commitment. Bass and Avolio (1985) proposed that transformational leadership has four attributes – idealized influence (attributes and behavior), individualized consideration, intellectual stimulation, and inspirational motivation. On the other hand, transactional leadership style according to (Bass and Avolio, 1985) has 3 attributes – contingent rewards, passive management by exception, and active management by exception that allows for both the leader and follower to influence each other in a way that both parties receive something of value (Adegboyega, 2009). Organizational Commitment plays a vital role in the survival of any organization. Organizational commitment has been defined as nothing but the emotional attachment of the employee towards his organization (Mowday, Porter, and Steers, 1982). In other words, commitment is the total capacity to act in ways that meet the organization's goals and interests (Etzioni, 1975). Within the purview of organizational commitment according to Mowday *et al.* (1982), there are several different levels that may be present in various

combinations. One has to do with the degree of emotional attachment that an employee feels to the company; sometimes referred to as affective commitment. It is defined as a positive sense of identification of the employee with the organization (Mowday *et al.*, 1982). This component of organizational commitment seeks to measure the positive feelings that the employee feels for the business and its operations in general. Closely following the affective commitment is the continuance commitment. Employees with strong continuance commitment will remain in the organization because they need organization. Here the focus is on how strongly employees see value in continuing to remain with the organization. This often involves identifying the benefits that are enjoyed as the result of employment. The incentives to remain may have to do with wages or salary, benefits such as an attractive pension plan, or even intangibles like friendships that are developed within the organization (Meyer and Allen, 1997; Mowday *et al.*, 1982).

The final component in the concept of organizational commitment is known as normative commitment. This commitment is on the basis of sense of duties towards the organization, which emphasizes commitment of the person to organization and its management (Chadna and Crishnan, 2009). Under the normative commitment, factors such as the loyalty employees feel are based on a sense of obligation or gratefulness for the role of the company in the lives of employees (Meyer and Allen, 1997; Mowday *et al.*, 1982). For example, an employee may feel a commitment because the business helped to supply funds for obtaining a degree, or feel a strong attachment or gratitude because the employer provided a job during a period in which the individual was in dire need of a means of earning a living. In this situation, the employee feels an obligation to remain with the business, at least long enough for the company to receive some sort of return on its investment in the employee. In all, organizational commitment is about determining what motivates employees to stay with employers.

In order for the Nigeria police to be effective and efficient, certain structural and institutional changes, such as officers' job satisfaction, commitment, and adequate funding are necessary for retention. Moreover, meeting some of the esteem needs of Police Officer is pivotal to improving commitment, stirring their motivation, and ultimate rededication to their core duties of crime prevention and control. It is hoped that this study will bring about the changes needed to develop leaders within the force who will be committed to mentoring officers who will be truly committed to the problem of crime prevention and control in Kaduna State in particular and Nigeria as a whole.

MATERIALS AND METHODS

The methodology for this research was quantitative. It is used when researchers develop a hypothesis to test to confirm a theory that a relationship exists between two variables (Neuman, 2005). Quantitative approach was appropriate for the study because it tested the relationship between public view and organizational commitment of the officers of the Kaduna State Police Command. The research design to accomplish the goal of the study was correlation (Neuman, 2003) which is used by researchers to examine the extent to

which differences in one variable are related to differences in one or more other variables. The correlational design was chosen because two or more variables were examined to determine the strength and significance of the relationship. In addition, the researcher employed the multiple regression analysis to further determine the possible association and the strengths between and among the variables (Creswell, 2009). Further, the use of the demographic survey allowed the researcher to collect demographic information such as age, gender, and marital status (Power and Elliot, 2006) of the study participants within the Police Command.

The study was carried out in Kaduna, Nigeria; specifically among the officers of the State Police To protect the identity of participants, the 190 randomly selected participants were asked to mail in their survey questionnaires through the self-addressed stamped envelopes provided by the researchers to mail in within the four weeks period that the data collection lasted. At the end of the four weeks deadline, a total of 170 surveys were returned. Of the 170 returned surveys, 162 were deemed usable while 8 of the questionnaires were not properly completed. The remaining survey data (N= 162) were entered into the Statistical Package for the Social Sciences (SPSS) for analysis.

The Multifactor Leadership Questionnaire (MLQ5X) also known as the rater short form developed by Bass and Avolio (1985) and consisted of 32 questions was used to measure the officers' leadership commitment to crime prevention and control. Additionally, the study also adopted the Meyer and Allen (1997) Organizational Commitment Scale that comprises of three components of organizational commitment namely; Affective Commitment (AC), Continuance Commitment (CC), and Normative Commitment to measure the organizational commitment of the officers. The organizational commitment scale has a set of 12 Likert type questions and is a self-scoring questionnaire. Responses to each of the 6 items are rated using a 5-point Likert scale with anchors labeled: 0 = strongly disagree, 1 = disagree, 2 = neither agree nor disagree, 3 = agree, 4 = strongly agree. The independent variable of the study was the transformational/transactional leadership style variables while the dependent variable was the 3 components of organizational commitment already mentioned above.

Hypotheses

The following two hypotheses guided the study:

Hypothesis H_{a1}: There is a significant relationship between transformational leadership styles and the affective, continuance, and the normative components of organizational commitments.

Hypothesis H₀₁: A significant relationship does not exist between transformational leadership styles and the affective, continuance, and the normative components of organizational commitments.

Hypothesis H_{a2}:

There is a significant relationship between transactional leadership styles and the affective, continuance, and the normative components of organizational commitments.

Hypothesis H₀₂: A significant relationship does not exist between transactional leadership styles and the affective, continuance, and the normative components of organizational commitments.

RESULTS

Descriptive Statistics

Survey data were sent out to 190 participants. However, only 170 of the 190 contacted responded within the 4 weeks deadline. Hence, we achieved eighty nine (89 %) percent return rate from the distributed survey. Of the 170 surveys received, 8 of the surveys were unusable as they were not filled out properly, leaving us with 85% usable data. The remaining surveys N=162 were entered into the Statistical Package for Social Sciences (SPSS) for analysis. The demographic make-up of participants included; gender, age, marital status, time at present work, and educational background. Regarding the gender of participants, 55% were males while 45% were females. Regarding marital status of participants, 60% were married while 40% were single. For the age of participants, 25% were ages 18 – 25, 30% were ages 26 - 30, 40% were of ages 31 – 35, while 5% were ages 36 and above. Demographic variables (N=162) are presented in Table 1.

Table 1. Demographic Variables

Description	Percentages
Marital Status	
Single	40.0%
Married	60.0%
Gender	
Males	55.0%
Females	45.0%
Age	
18 – 25	25.0%
26 – 30	30.0%
31 – 35	40.0%
36 – above	5.0%

Reliability Analysis for MLQ and Commitment Scale (Cronbach's Alpha)

The reliability of the variables of interest for the sample was examined with Cronbach's alpha to determine the internal consistency of the measurement results (Brace *et al.*, 2009). For the transformational leadership variables; the reliability coefficients ranged from .79 and .81 for transactional leadership (Brace *et al.*, 2009). The minimum acceptable reliability is .70 (Brace *et al.*, 2009). Therefore, the MLQ was reliable for the sample.

Table 2. Reliability Coefficients

Variables	Nof Items	Cronbach's alpha
Transformation Leadership	20	0.79
Transactional Leadership	12	0.81
Commitment Scales		
Affective Commitment	6	0.73
Continuance Commitment	6	0.77
Normative Commitment	6	0.74

For the Commitment Scale, the reliability coefficients ranged from “affective” .73, “continuance” .77, and “normative” .74. Reliability coefficients are presented in Table 2. The research hypotheses were examined with the Pearson r to further measure the degree of relationships between and among the variables (Sekaran, 2000). A correlation matrix for the bivariate relationships is presented in Table 3.

The most important asset in an organization is workers (RiazandHaider, 2010). Accordingly, organizations need to have competent, skillful, and committed leaders and workers so as to achieve the organizational goals. The results of this study suggest several implications for the Nigeria Police Leadership.

Table 3.

Variables	Mean	SD	Correlation				
			1	2	3	4	5
Transactional	3.15	.790	.321**	...300**	.274**	.706**	1.000
Transformational	3.37	.836	.0447**	.283**	.368**	1.000	
Normative	2.68	1.068	.731**	.610**	1.000		
Continuance	2.62	1.039	...590**	1.000			
Affective	2.67	1.041	1.000				

** . Correlation is significant at the 0.01 level (2-tailed)

Table 4. Regression Coefficients between Leadership Styles and Organizational Commitments

Dependent Variable	Independent Variable	Standard Beta	t-value	R ²	Model F
Affective Commitment	Transformational Leadership	0.439	4.38***	0.20	19.81***
	Transactional Leadership	0.011	0.107		
Continuance Commitment	Transformational Leadership	0.143	1.347	0.10	8.83***
	Transactional Leadership	0.199	.871		
Normative Commitment	Transformational Leadership	0.348	3.34**	0.14	12.48***
	Transactional Leadership	0.029	0.274		

***p<.05; **p<.01.

Regression Analysis between Leadership Styles and Organizational Commitment

As an additional analysis, multiple regressions were computed in order to determine the total amount of variance explained by the independent variables. The results established the direct effects of the predictor variable, and explained 20%, 9%, and 13% of the variability in affective, continuance, and normative commitments respectively. Additionally, the results also showed that only transformational leadership style was significantly correlated to affective and normative components of the commitment scale. However, no significant correlation was found between transformational leadership style and the continuance commitment. The results supports hypothesis one above. On the other hand, transactional leadership was not significantly correlated to any of the commitment components. Therefore, hypothesis two is rejected. Regression coefficients are presented in Table 4.

Implications

The goal of the current study was to determine if a relationship existed between leadership styles and organizational commitment of the officers of the Kaduna State Police Command in Nigeria.

The fact that only transformational leadership style of the police leaders had a significant positive relationship with job commitment, while transactional leadership style of the police leaders had no significant positive relationship teaches us that organization commitment and leadership style cannot be accurately measured, as commitment is affected by numerous variables. However, extensive training of both the leaders and the followers can go a long way in improving the overall effectiveness and commitment of the officers of the Nigeria police.

Conclusion

This research investigated the relationship between leadership styles and organizational commitment of Nigeria police officers. Leading involves people. Therefore, the Nigeria police and its leadership must have the obligation to ensure that those in leadership positions are meeting the needs of their subordinates. To accomplish this task, suitable and accountable leadership is necessary for the success of the force. And as Murphy and Drodge (2004) stated, a leader should be honest, grounded in the mission of the organization, and emotionally committed to the employees. This study has therefore added to the body of knowledge in the leadership

and job commitment area, by providing a yardstick for other studies in the field.

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