STRATEGIC RESTRUCTURING FOR EFFECTIVE POLICE SYSTEM IN NIGERIA

Ann I. Ogbo*, O. Obi-AnikeHappiness*, E.K. Agbaeze*, Wilfred I. Ukpere**

Abstract

The success of a security outfit depends on the strategies and structure of the organisation. The study aims to unravel the possible ways of positioning the Nigerian Police force for effective service delivery through strategic restructuring. Nigerian police was instituted by the colonial authors on the threshold of oppression to achieve subjection and control. Upon this pattern of operation, the Nigerian police force lost the confidence of the public. To position this agency for desired performance, several changes should be made in the strategies and structure of the force, de-emphasizing on the issues that are no longer recent problems and emphasizing on the current bane of the nation, such as corruption and insecurity. This paper adopted the mono-method qualitative approach which made use of secondary sources of data collection. Findings, revealed that the department of the Force that was responsible for information and intelligent gathering, the CID has lied dormant for long a time due to lack of adequate structure as a background that will add value to the department. Furthermore, the force was bedevilled with poor information gathering due to lack of trust and confidence in the police force, the level of motivation was found to be low, as there were no insurance policies for the Force. It is thus obvious to note that the Nigerian police force has suitable strategies that are capable of a sustainable performance, but it is challenged by lack of corresponding structure to work out the strategies. The study proposed that one DIG in addition to the twelve DIGs should be integrated to man a department with the duty of developing and maintaining good relationship with the public, and providing EFCC, ICPC and other crime related agencies with the needed force in discharging their duties. Finally, there is a need for an upward review of the reward and compensation package of the Nigerian Police Force as a way of stepping up on motivation, particularly in the area of training and re-training of the Police officers. A mind set of seeing a well-trained police officer as an investment to the country's security sector which translates to security of life and properties must be developed and nurtured.

Key Words: Strategy, Structure, Nigeria Police Force, Performance

* Department of Management, University of Nigeria, Enugu Campus, Nigeria
** Department of Industrial Psychology and People Management, Faculty of Management, University of Johannesburg, South Africa
E-mail: wiukpere@uj.ac.za

1. Introduction

One of the most important resources of an organisation is the relationship between its structure and strategies. The concept of organizational structure is usually understood to imply a configuration of activities that is characteristically enduring and persistent; the dominant feature of organizational structure is its patterned regularity. Some have sought to describe structure as a formal configuration of roles and procedures, the prescribed framework of the organization. Others have described structure as the patterned regularities and processes of interaction (Ranson, Hinings and Greenwood, 1980).

Structure is the life wire of every organization that is interested in not only survival but to be a leader in the contemporary global business environment. An organization's structure is the way the pieces of the organisation fit together internally, which also covers the links with external environment such as partners and stakeholders. For organization to deliver on its mandate, its strategy and structure must be interwoven seamlessly. The type and flexibility of Structure adopted by an organisation is a pointer to its goal and the strategies that the structure is working with, and some other strategies that could be introduced later in the future diversification.

Before diving deep into strategies and structure, it will be necessary to explicate some of the duties and powers of the Nigerian police force. Identifying with Alemika and Chukwuma (2000), Adesoji, Jide, Ifedayo (2013) emphasized on several laws in the country that instituted Nigerian police and their corresponding duties especially the Police Act, Criminal Procedure Act (CPA) and the Criminal Procedure Code (CPC), which grant the police wide

range powers. According to Section 4 of Police Act and Decree No. 23 of 1979, the functions of the Nigeria Police Force are unambiguously stated to include the following: "The Police shall be employed for the prevention and detection of crime, apprehension of offenders, the preservation of law and order, the protection of life and property, and due enforcement of all laws and regulations with which they are directly charged and perform such military duties within or without Nigeria as may be required of them by, or under the authority of this or any other Act. The Nigeria Police Force also have statutory powers to investigate crimes, apprehend offenders, interrogate suspects, prosecute suspects, grant bail to suspects pending completion of investigation or prior to court arraignment, to serve summons, to regulate or disperse unlawful processions and assemblies. The police are also empowered to search and seize properties suspected to be stolen or associated with crime, and to take record of the measurements, photographs and fingerprint impressions of all persons in custody for the purposes of identification, to regulate or disperse unlawful procession and assembly.

Primarily, the aim of government is to protect life and properties of the citizens through its security agencies which include the police, the military, civil defence, road safety, etc. The role of police in the protection of life and properties of the citizens is indispensible, particularly in the democratic era when the citizens reserve enormous power to determine the relevance and continuity of any government in power. Police is a visible government agent through whom its character and political systems are assessed (Adesoji, Jide and Ifedayo, 2013). Therefore, the strategies and structure that established police force require constant re-visitation due to dynamic nature of human society. As a tool of maintaining law and order, operational structure required making the activities of police force adequate for twenty first century crime prevention, detection and prosecution cannot be over emphasized. To a large extent, the performance of the police force depend strongly on the strategy and structure of the organization and the mission, political terrain and the economic character of the society, and so, the strategy of police force in Nigeria cannot operate in isolation of the culture and identity of the nation, (Adesoji, Jide and Ifedayo, 2013).

Although generally considered an attractive career, the NPF experienced endemic problems with recruiting, training, inefficiency and indiscipline, and it lacked expertise in specialized fields. Corruption and dishonesty were widespread, engendering a low level of public confidence, failure to report crimes and tendencies to resort to self-help. Police were more adept at paramilitary operations and the exercise of force than at community service functions or crime prevention, detection, and investigation (Alemika and Chukwuma, 2000). The use of excessive force in quelling student disorders led the AFRC in June 1986 to direct the police to use only rubber bullets in containing student riots. Reports of police collusion with criminals were common, as were official appeals to police officers to change their attitude toward the public, to be fair and honest, and to avoid corrupt practices. In an effort to reduce bribery and to make identification of offenders easier, police officers on beats and at checkpoints were not allowed to carry more than 5 Naira on themselves.

In September 2005, Nigeria withdrew 120 police officers serving in the UN Congo mission because of accusations that they had engaged in sexual abuses. The NPF is alleged to follow a policy of 'Fire for Fire' in which many captured suspects die in police custody or are "shot while attempting to escape". Decades of police and official corruption and continued failure to train police officers properly has led to a situation where extrajudicial killing is an accepted form of dealing with people the police believe to be criminals. The most recent incident was Yusuf Mohamed, the leader of the Boko Haram sect in Nigeria, who was alive when captured by the army. In his presentation, as reported by Olaniyi for Sunday trust of Daily trust of 31 March 2013, Deputy Senate President submitted that Crime is a universal scourge and there is no society free of it either. The difference between some societies and Nigeria is that despite their vast territories, crimes are largely prevented. But when they occur, the criminals are tracked down and punished. Conversely, the worry in Nigeria is that crimes in Nigeria are mostly not prevented, detected and punished (Olaniyi, 2013). Since 1966, the security of lives and property in Nigeria has abysmally declined and has come to its lowest ebb in recent years because high profile crimes have not only been successfully perpetrated, without prevention, but they have also largely gone unresolved and unpunished (Olaniyi,2013).

Some high profile assassinations in our recent history according to Olaniyi (2013) provide a glimpse of how badly security of lives and property has deteriorated under the watch of a ***unitary police*** system. The assassination of Harry Marshal (a chieftain of the All Nigeria Peoples Party assassinated in his home on March 5, 2003), Amanisori Dikibo (late National Vice Chairman of Peoples Democratic Party, South-South) , Funsho Williams (the People's Democratic Party (PDP) gubernatorial aspirant killed in his Dolphin Estate home in Ikoyi, Lagos in July 2006, Ogbonnaya Uche (ANPP Senatorial candidate for Orlu Senatorial District gunned down on February 3, 2003), Ayo Daramola (PDP gubernatorial candidate murdered in 2006), the elder brother of one of the present author, Matthew Ukpere, a forensic expert, visiting Nigeria from South Africa (murdered in his car on the 31st of March 2009), Mr Godwin Agbroko (then Chairman of Thisday Editorial Board), Dipo Dina (Action Congress (AC) governorship candidate murdered on January 25, 2010 in the run-up

to the 2011 general election), Bayo Ohu (Assistant News Editor with The Guardian Newspapers), and of course, the then incumbent Minister of Justice, Chief Bola Ige (murdered in his home on December 23, 2001). The most recent and most controversial was the murder of Olaitan Ayorinde, an aide to the Governor of Edo State, Comrade Adams Oshiomhole in 2011. A content analysis of three national newspapers, namely the Daily Trust, The Nation, and Sun on the incidence of violent crimes from July 1 to December 31, 2012 revealed that 486 violent crimes, especially terrorism, robbery, rape, kidnapping and assassinations were high on record.

1.2 Objective of the Study

For the purposes of effective service delivery evident in protection of life and properties through efficient crime prevention, detection and prosecution, system restructuring of the Nigerian Police force through proactive strategies designed to confront national problems such as lack of strict enforcement of law against corruption, cybercrime detection and prosecution, corporate fraud and insecurity in the country cannot be overlooked particularly at a time such as this. The above forms the objective of this paper.

2. Methodology

This paper adopted a mono-method qualitative approach which made use of secondary sources of data collection. Secondary data are collected and recorded by a third party researcher for purposes other than contemporary needs of the researcher (Harris et al, 2001). The paper is born from structured survey of histories related to Nigeria Police and a number of articles, which were published over the last twenty years, like the works of Alfred Chandler (1962), Hall and Saias (1980), Henry Mintzberg (1990) and many other works revolving around the issue in contention. This major database covers at least ten (10) business and social science publications.

3. Review of related literatures

This section reviews the pertinent literature related to the topic

3.1 Structure

Ransom, Hinings and Greenwood (1980) submit that the concept of organizational structure is usually understood to imply a configuration of activities that is characteristically enduring and persistent. Hence, the dominant feature of organizational structure is its patterned regularity. Some have described structure as a formal configuration of roles and procedures, the prescribed framework of the organization. While for

others, structure is the patterned regularities and processes of interaction. Delmas and Toffel (2009) submit that organizational architecture can be divided into explicitly mandated formal structures (incentives, information processing structures and authority relationships) and emergent informal structures (culture, social networks and communities). Process scholars have acknowledged that administrative procedures are contextualized by social, political and cultural factors (Johnson, 1987; Lovas and Ghosal, 2000). The above arguments ties up with the structuration theory and the famous "duality of structure" (Giddens 1979, 1984). Jarzabkowski (2008) observed that top managers may draw upon existing structures in the process of altering them, suggesting a more dynamic structural process which is continuous and can be either sequential or simultaneously applied. Organizational structure therefore describes both the prescribed framework and realized configurations of interactions and the degree to which they are mutually constituted (Fombrun, 1986). Wehmeier & Ashby (2002) describe structure as a state of being organized or planned with all parts linked together. Organization structure is the arrangement of works in an organization into different functional and management roles.

3.1.1 Theories of Organisational Structure

The first theory of organisational structure was the **Classical organization theory,** which was developed during the first half of the 20th century as a way of bringing together scientific management, bureaucratic theory and administrative theory. Bureaucratic theory involved establishing a hierarchy to describe the division of labour in an organisation and recognizing the importance of specialization (Rao, 2009). Administrative theory worked to establish a set of management principles that applied to all organizations. **Neoclassical Organization Theory** later came as a result of improvements in organization, which led to a consideration of the work environment. Productivity improves in an environment with coherence of values and purpose (Bhattacharyya, 2009).

Contingency theory deals primarily with conflict, which previous theories considered something to be avoided at all costs. Conflict is unavoidable, but according to contingency theory it is manageable. Therefore, managers must be able to make decisions contingent on current circumstances (Lex Donaldson (2001). However, **Systems theory** describes the interrelatedness of all parts of an organization and how change in one area can affect multiple other parts. Small changes in one part may cause big changes in another part, while large changes in one area may only result in small changes in another. Organizations act as systems interacting with their environment (Millmore, et al., 2007).

Nevertheless, **System design theory** builds upon the open-systems theory, taking into account that there are many interconnected systems to operate a business effectively. The systems themselves have the most important structure, with the heads of the business focused on keeping the various departments running efficiently. Since the focus is on running the interconnected, yet autonomous, units, there is a lot of importance placed on managerial duties (Richard, 2009).

One of the most sophisticated theories of organizational structure is **Weick's model of organizing**. This theory takes into account the high-stressed, fast-paced nature of today's business and reduces what is referred to as 'equivocality'. The term 'equivocality' boils down to any lack of productivity due to an employee, on any level, having to check with superiors. In the Weick's model, there is an information system, which includes frequently and sometimes previously tackled issues. Employees have access to this information and use it to combat any ambivalence or inertia that might hinder making business decisions. The decisiveness gained by using the information system leads to higher productivity. *Later on,* Lim, Griffiths and Sambrook (2010) developed the **Hierarchy-Community Phenotype Model of Organizational Structure,** borrowing from the concept of Phenotype from genetics. *"A phenotype refers to the observable characteristics of an organism. It results from the expression of an organism's genes and the influence of the environment. The expression of an organism's genes is usually determined by pairs of alleles. Alleles are different forms of a gene. In our model, each employee's formal, hierarchical participation and informal, community participation within the organization, as influenced by his or her environment, contributes to the overall observable characteristics (phenotype) of the organization. In other words, just as all the pair of alleles within the genetic material of an organism determines the physical characteristics of the organism, the combined expressions of all the employees' formal hierarchical and informal community participation within an organization give rise to the organizational structure. Due to the vast potentially different combination of the employees' formal hierarchical and informal community participation, each organization is therefore a unique phenotype along a spectrum between a pure hierarchy and a pure community (flat) organizational structure."* Kanter's (1977) further developed a **theory of structural empowerment**, which is a good framework to explain concepts related to negative workplace behaviours, such as turnover. He asserted that the structure of the work environment is an important correlate of employee attitude and behaviours in organizations and that perceived access to power and opportunity structures relate to the behaviours and attitudes of employees in organizations. From structure the discussion will proceed to strategy

3.2 Strategy

Over the past 50 years, the concept of strategy has penetrated the business segments and has been accepted as a management tool for achieving targets. The many definitions given on the concept of strategy can all be captured through definition given by Chandler (1962) in which he emphasized the determination of basic long term goals and objectives, the adoption of courses of action to achieve them, and the allocation of resources as being central to the concept of strategy. Strategy is the determination of the basic long-term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out these goals (Chandler, 1962). Strategy is a set of fundamental or critical choices about the ends and means of a business (Child, 1972). Strategy involves the constant search for ways in which the firm's unique resources can be redeployed in changing circumstances, (Rumelt, 1984). Strategy is concerned with the long-term direction and scope of an organization. It is also crucially concerned with how the organizations position itself with regard to the environment and in particular to its competitor. It is concerned with establishing competitive advantage, ideally sustainable over time, not by technical manoeuvring, but by taking an overall long-term perspective (Faulkner and Johnson, 1992).

Strategy is the direction and scope of an organization over the longer term, which matches its resources to its changing environment, and in particular, to its markets, customers and clients to meet stakeholder expectations (Johnson and Scholes, 1993). Strategy is the direction and scope of an organization over the long terms, which achieve advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling the stakeholder's expectations (Scholes et al, 2008). They went further to opine that the word *strategy is associated with issues like: The long term direction of an organization; The scope of an organization's activity; Advantages of the organization over competitiors; Strategic fit with the business environment; The organization's resources and competences; The values and expectations of powerful actors in and around the organization.* Strategy should be understood as a framework of critical ends and means (Boxall, 1996). Business strategy is concerned with the match between the internal capabilities of the company and its external environment, (Kay, 1999). The emphasis in strategy is on focused actions that differentiate the firm from its competitors (Purcell, 1999). Strategy, then, is a set of objective choices, some of which may be formally planned. It is inevitable that much if not all of a

firm's strategy emerges in a stream of action over time (Boxall and Purcell, 2003).

The concept of strategy in military and political context has remained prominent throughout history and has been discussed by many scholars, numerous militarists and political theorists (McKiernan, 2006). Thompson and Strickland (1987) define strategy as the direction in which the organization intends to move and establishes the framework for action through which it intends to get there. It involves a consistent approach over time and reflects the organisation's approach to achieving its objectives. The purpose of the strategy is to maintain a position of advantage by capitalizing on the strengths of an organization and minimizing its weaknesses. The different theories of strategy may be explicated further.

Resource-Based Theory of strategy sees the firm is a bundle of resources and capabilities. These resources and capabilities are made up of physical, financial, human and intangible assets. The theory is conditioned on the fact that resources are not homogenous and are limited in mobility. The firm can translate these resources and capabilities into a strategic advantage if they are valuable, rare, and inimitable (Porter, 1985; Barney, 1991 and Rumelt, 1991). However, *Network View Theory* considers the firm as a node within a connection of players including rivals, suppliers, customers, institutions and other entities. These nodes are linked by individuals within their firms. These connections provide legitimacy and resources to the firm and the greater number and diversity of connections suggest the strength of the firm (Granovetter, 1985; Burt, 1992). Another theory**,** namely *Resource Dependence Theory* suggests that no firm can secure the resources and capabilities required to survive without interacting with firms and individuals beyond their boundaries. Firms will actively seek to control (either internally or externally) critical resources as best as they can within an environment filled with uncertainty and improve their chances of survival through adaptation to the environment (Pfeffer and Salancik, 1978; Ahuja, 2000)

Later on*, Sustainability theory* maintained that sustainable development involves the integration of environmental thinking into every aspect of social, political and economic activity. Sustainability requires the paying of attention to entire life cycles of the products. Today, with a growing knowledge of the world, product development can reflect a new spirit which allows nature and commerce to fruitfully co-exist (Elkington, 1994; McDonough, and Braungart, 2002). However, *Knowledge-Based View Theory* sees the firm as a bundle of knowledge in its application. Knowledge is a specific and special resource at the heart of the firm. Knowledge is both highly heterogeneous, difficult to imitate and difficult to understand by those outside the firm. In this theory, knowledge forms the basis for competitive advantage

(Foss, 1996; Grant, 1996, and Phelan and Lewin, 2000).

Wicked Problems Theory later posited that the bulk of analyses a manager will conduct are in the range of 'ordinary' management questions, namely a manager will be able to draw on the experiences of consultants or senior managers to craft neat 'business school solutions' to resolve the issue. Some issues, due to their complexity; their solvability or their inter-relatedness with other difficult issues, define easy categorization or explanation (Camillus, 2008). Finally, *Institutional Theory* considers the impact of the firms' environment and the cognitive, normative and regulative structures that surround the firms. It attempts to explain how these structures impact the actions and boundaries of the firm. These structures provide stability to actions, routines and cultures; define legitimacy and constrain action. The theory focuses on how institutions are created, how they pervade societies and industries and finally how institutions change over time. While well-accepted, it has provided stronger theoretical rather than empirical contributions to strategic management (Stinchcombe, 1965; Meyer and Rowan, 1977; DiMaggio and Powell, 1983)

3.3 Empirical Review of Relationship between Strategy and Structure

Since Chandlers (1962) classical relationship between strategy and structure has been subject of both empirical and conceptual studies with the aim and intention to show the direct or indirect link from strategy to structure, it formed the basis that structure follows strategic paradigm, which was later confirmed by Chanon (1973) and Rumelt (1974). These authors were able to show how the match influenced performance. In all this cases, strategy was characterized mainly in terms of breath of markets either as diversified or undiversified.

Structure on the other hand was largely according to its departmentalized form and nature of controls. Firms which are able to achieve a fit between their strategy and structure can create a significant competitive advantage, while firms that do not, are left vulnerable to external changes and internal inefficiencies. As a result, firms with a fit between strategy and structure perform better than those without such a fit. Organizations face not only an 'entrepreneurial' problem, but also an 'administrative' problem. They argue that, over time, strategy and structure reinforce each other, namely organizations choose an administrative system that is consistent with their strategy and later realise that this system continues to propel them in the same strategic direction (Miles and Snow 1984). This is supported by Chakravarthy (1982) who found out that organizations having different levels of adaptation would utilize different strategies to match their structural arrangements.

With context to Spanish organizations, Galan and Sanches-Bueno (2009) posited that strategy leads structure and structure leads strategy. However, the former is stronger than the latter. They also noted that, the relationship between diversification strategy and multidimensional structure postulated by Chandler (1962) focusing on administrative efficiency remains applicable in today's market, although it requires broadening, based on current circumstances. In essence, the company decides what its unique approach to the marketplace is, and adopts structures that best fits that approach. Mintzberg (1990) argued that strategy and structure are reciprocal in nature; one cannot do without the other. Therefore Strategy and structure are inseparable in their operations just like night and day. The thought of strategies start with structure as the foundation or framework upon which the strategies are executed. On the contrary, structure cannot work in isolation as the reason for structure is the strategies that form the goal the structure is meant to achieve. Therefore, strategy and structure are planned together for effective performance

3.4 Structure of Nigeria Police Force

The structure of the Nigeria Police Force is provided for in section 214 (2)(a) and 215(2) of the 1999 Constitution intentionally designed to work in a multi-divisional form, but recently, the structural operation is in matrix form with the combination of many other structures. According to Section 215 (2): "The *Nigeria Police Force shall be under the Command of the Inspector-General of Police and any contingents of the Nigeria Police Force stationed in a state shall be subject to the authority of the Inspector-General of Police, and under the command of Commissioner of Police of that state".* From the provisions above, three different structures in the Police Force can be identified. These are: *a.* Command (Authority) Structure, *b.* Administrative structure, *c*. Organisational structure. These structures are patterned to meet the constitutional expectations of the Police, to perform effectively the duties assigned to it.

3.4.1 Command (Authority) Structure

The Command structure, also referred to as authority structure of the Police Force is predicated on the regimental nature of the Force and conducted along the Force badges of ranks. Thus, in accordance with section 215(2) of the 1999 Constitution, section 6 of the Police Act, 1990 laws provide that "the Force shall be commanded by the Inspector-General of Police". This simply means that orders, directives and instructions to perform or carry out the duties with which the Police is carried, flows from the Inspector-General of Police, through the chain of Command, to any Officer positioned to implement such order.

According to Section 7 (1) of the Police Act, the next in the line to the Inspector General of Police, is the Deputy Inspector General of Police. Though this rank is not specially mentioned in the Constitution, it has legal backing, because the Police Act is a law made by the National Assembly in accordance with the constitution. According to section 7(1) of the Police Act, the Deputy Inspector General of Police is the second in Command of the Force and shall so act for him in the Inspector-General's absence. Section 5 of the Act makes room for as many DIGs as the Nigerian Police Council considers appropriate. Every other rank below the IG, takes order of Command from him, in the performance of their lawful duties.

The Office of the Assistant Inspector-General of Police is provided for by section 5 and 8 of the Police Act. He shall act for the Inspector-General of Police in the event of the absence of the Inspector-General of Police and Deputy Inspector-General of Police. Section 5 of the Police Act, in accordance with the provisions of section 215 (2), of the Nigeria Constitution, provides for the Office and rank of a Commissioner of Police who shall be in Control of contingents of the Police Force stationed in a State. He is subject however, to the command of the Inspector-General of Police or whosoever acts for him, in his absence. Every other rank in the Force is legally provided for by section 5 of the Police Act. The Command structure of the Nigeria Police can be presented in order of hierarchy as in the Chain of *Command (Authority) below.*

Table 1. Chain of Command (Authority) Structure of the NPF

The Inspector-General of Police
The Deputy Inspector-General of Police
The Asst. Inspector-General of Police
The Commissioner of Police (In-charge of contingents in a state)
The Deputy Commissioner of Police
The Asst. Commissioner of Police
The Chief Superintendent of Police
The Superintendent of Police
The Deputy Superintendent of Police
The Asst. Superintendent of Police
The Inspector of Police
Sergeant Major
Sergeant
Corporal
Constable

Source: Regulation 273 of the Police Regulation, Cap 359 laws of the Federal Republic of Nigeria (1990).

3.4.2 Administrative Structure (Police Service Commission)

The Police Service Commission (PSC) is the civilian oversight body of the police. It is responsible for appointment, promotion, and discipline of all police officers except the Inspector General of Police. It shall collaborate, cooperate and work with all the stakeholders, namely the police council with the President of Nigeria as Chairman, all the governors of the Federating states of Nigeria, the Minister of Interior, the Chairman, Police Service commission and the Inspector-General of Police as members to turn the police around and enable it to meet the challenges of the 21st century. The Nigeria Police is administratively structured and divided into seven (7) departments, namely 'A' – 'G' with each department charged with peculiar duties. Although their duties are inter-woven, they are distinguishable.

'A' Department-Administration:- This department is responsible for the Direction, supervision and co-ordination of the various department within the Directorate; It is in charge of the Standardization of policies and procedure of administration and finance of the Force; It periodically reviews all standing force orders, regulations and other relevant instruments; Maintenance of Force discipline by directing and reviewing relevant policies and instructions; Convening of conference of the Directors, Zonal Police Commanders (Z.P.Cs) and the Command Commissioner of Police with the Inspector-General of Police; Planning, administration and monitoring of the budget and finances of the Force; Organization, planning and supervision of Research programmes, Management Information; Collating data for and publication of Annual Police Report; Convening the Force Tenders' Board; and Planning and Administration of welfare schemes, for example, Medical; Liaison, co-ordination and interaction with other Directorates of the Nigeria Police Force; Preparation of Annual Budget for the Directorate; Police Computer; Police Co-operatives;

'B' Department-Operation:- This department is responsible for Planning and organizing internal security measures and monitoring the execution of such security measures in time of emergency; Direction and co-ordination of Force policies on crime prevention; Utilization of Force Animals; Formulation of Force policies on traffic control; Planning coordinating and monitoring of the Force communication network; Reviewing and formulating policies on tactical operation schemes for crime control and prevention; Periodical inspections of various units for effective implementation of the operational policies of the Police; Planning and coordinating joint operation; Formulating policies, planning and management of incidents such as disturbance, riots, national disasters, elections, suppression of insurrections and trade union disputes or conflicts; Formulation and implementation of policies on antiterrorism; Liaison, coordination and interaction with other Directorates of the Nigeria Police Force; Preparation of annual budget for the Directorate.

'C' Department-Logistics and Supply:- This department is in charge of Purchase of stores, clothing and Accoutrement; Planning of building programmes; Construction and maintenance of Police Buildings and quarters; Arrangement of Board of Survey and Disposal of unserviceable/Boarded vehicles, equipment etc.; Determination of costs of all equipment, e.g. vehicles, planes, Helicopters; Wireless equipment, Bomb Disposal equipment, Force Animals, Arms & Ammunition and other riot equipment, Boats, Medical, Stationers, Spare parts, Printing equipment; Responsibility for the procurement of all technical equipment. Aircraft, Wireless, Medical, Armaments, Transport etc., Responsibility for the allocation and distribution of the equipment procured for the various Police Commands and Directorates; Organization and direction Board of survey; Responsibility for the planning and execution of building projects and accommodation; Erection and supervision of the maintenance Barracks, quarters, office buildings and equipment; Preparation of annual budget for the Directorate; Liaison, coordination and interaction with other Directions of the Nigeria Police Force.

'D' Department-Investigation and Intelligence:- This wing is responsible for Criminal Investigations; Interpol; Antiquities; Crime Prevention Policies; Narcotics; Forensic Matters; Crime Records; Prosecution and Criminal Intelligence.

'E' Department-Training and Command:- This department is responsible for the formulation, implementation and supervision of Force Training policy; Supervision and coordination of the activities of the Police and Police Staff Colleges; Liaison with Police and Civilian Institution of higher learning at home and abroad for effective interchange of ideas; Establishment of effective staff development programme; Formulation of training, research to keep pace with modern thought in the field of training, staff development and equipment; Formulating a uniform standard of training in all Police Colleges/Training Schools; Preparation of annual budget for the Directorate; Liaison coordination and interaction with other Directorates in the Nigeria Police Force.

'F' Department-Research, Planning, Inspectorate Division, Management Information, Organization and Method: - This department is responsible for research, planning, MIS, organisation of the force activities, etc.

'G' Department- ICT: - As it is known globally, technology plays significant role in modern law enforcement to enhance efficiency and effectiveness of the agencies. Thus, it is imperative

for modern law enforcement agency to have the capability to manage electronic databases and communication systems as global crime has become more sophisticated. Sections of 'G' department (ICT) include: Communications Section from 'B' Department; INFOTECH Section from 'F' Department; Police Computer College, Abeokuta, 'F' Department; Communications Training Schools in Kaduna & Ikeja; Police Biometric Central Motor Registry (BCMR) from 'B' Department; Automatic Fingerprint Identification System from 'D' Department; Tracking & Intercepting Device Unit from 'D' Department.

The objectives of 'G' department (ICT) was to develop an ICT Policy for the Nigeria Police Force in line with National ICT Policies such policies on procurement, use and maintenance of ICT equipment; To develop and empower the Nigeria Police personnel with ICT skills for operational efficiency and improved service delivery; To provide tools that will help accomplish efficient modern policing; To introduce ICT innovative solutions cantered on strategic policing that will facilitate public participation in the policing; To develop technologically driven Citizen and Law Enforcement Analysis and Reporting (CLEAR) program, that is designed within the context of police-community-partnership for efficient and effective law enforcement; To provide and maintain a system for data collection, input analysis and necessary output; To provide and maintain security for all levels of access and privilege to information systems and technology in all Police formation; To ensure that Nigerian Police acquire the best ICT equipment that complies with global law enforcement standards; To evolve law enforcement technological solutions that will set pace for other security agencies globally; To periodically conduct ICT related need assessment and advise the Force accordingly.

3.4.3 Office of the Force Secretary

This office compliments the seven aforementioned departments. The office is responsible for the Promotion and appointment of Superior Police Officers; Deployment of Superior Police Officers; Records of Superior Police Officers; Discipline of Superior Police Officers; Police Council meeting; Inter-Ministerial matter; and Promotion Boards

3.5 Organisational Structure of the NPF

The Nigeria Police Force is further structured in line with the geo-political structure of the Country, with provisions for supervisory formations. The structure formation enables Police to be operational within the Territory of Nigeria. The organisational structure of the Police Force is represented below:

Table 2. Organisational Structure of the Nigeria Police Force

Force Headquarters
Zonal Headquarters
State Commands Headquarters
Divisional Police Headquarters
Police Station
Police Post
Village Police Post

Source: Authors' Fieldwork

By this nature, the Police Operational crime fighting function is felt by the populace. The relevance of the structuring of the Police to the defence and internal security of the nation can be appreciated by the totality of Police role in internal security. The whole weight of the powers and duties of the Police are spread on the balance of these structures. A periodic assessment and review of these structures to determine their relevance in the scheme of the nation's defence mechanism has remained a traditional exercise in the Force, in order to catch-up with current global policing strategies as prescribed in international defence policies. It also provides avenue for getting along with other national security out-fits.

4. Future strategies for restructuring the Nigeria police force for effective service delivery

In the first place, there is a need to create a department in the police that will treat different kinds of corruption. This is possible by aligning it to a new AIG in charge of EFCC, ICPC, and other related financial crimes. The AIG should have 12 zonal assistances in each zone from where information is obtained. Furthermore, training and Retraining of officers of Nigeria police force can never be a waste as some people assume it to be, particularly in the counter terrorist unit, crime detection and intelligent gathering unit. This by implication does not necessarily mean going abroad for the training but instituting a world class police training institution in all aspect of policing in twenty first century. In

addition, there is a need to provide communication equipment that work with satellite, instead of depending on the usual network providers. This includes making plans for training officers that will operate the equipment to a professional level. This aspect must be treated as a reward or one of the compensation schemes.

Moreover, encoding security communication languages make it difficult for public to understand and so, the police management should adopt that as a strategy. Although the police depend on public for information to prevent crimes but exhausting the value added by other statistical crime trends in making informed decision must not be overlooked. Additionally, there is a need to develop a better relationship with immediate community in crime prone area to win their confidence in order to correct the age long perception of the public about the Nigeria police as an instrument of operation in the hands of the colonial oppressors. The strategy must be inculcated in the curriculum of the training institute. More than that, there is a need to review the reward and compensation policy of the force. Several packages of reward and compensation must be introduced in the police act. The national assembly as a matter of urgency should enact a law mandating every police officer to be given insurance coverage.

Additionally, there is a need to look at the research conducted in other part of the world in order to get information on better ways of tackling crime in Nigeria. The research department must be versatile in the collation of data on the crime occurrences, analysis of the data in order for them to be able to make an informed decision on projected incidents of crime, taking into consideration the perception, behaviour and culture of crime prone areas. Modern technology equipment for analysing data must be used as it enables easy and accurate information. Moreover, security equipment's that are satellite enabled have been confirmed to be very useful in surveillance, as it has the ability to give the detail activity of the criminals in terms of time of perpetration and place of incident. Therefore, there should be a department under CID section that will be responsible for security watch through satellite.

In addition, there is a need to design and execute programmes that help to restore the psychology of security personnel that is involved in the fight against crime and terrorism. This aspect has eluded the consideration of the decision makers since there is no established pattern of restoring the officers involved in the fight against terrorism. More than that, police system must work with banks to trace all money transfers and money transactions by citizens as well as the activities of cybercrime perpetrators. Tenthly, Every police post and check point must as a matter of urgency be equipped with a functional power bike that will aid easy combating of crime in the society. Finally, accountability should be demanded from the police-fold on the way police budget are being spent,

taking into consideration the reason most police vehicles are sometimes without fuel when they are called to intervene in criminal operations. Although these strategies listed above and many more are already enlisted as part of the strategies in operation in Nigeria police force, but the required structure that can enable optimum performance of these strategies is lacking. Until now, there is no collaboration between the police and network providers in tracking calls of criminal during crime perpetration. Even though the citizens have right within the ethics of network providers, but, there should be collaboration when the securities of other citizens are concern.

5. Conclusion and Recommendation

In conclusion, information gathering from the public makes effective and proactive police system. Hence, majority of the ineffectiveness of the force is traceable to lack of information. In spite of the alluring structures and programs of the Nigeria police force, the image has largely not resonated with the kind of police force desired by the civil populace- a force that eschews inappropriate use of lethal force, illegal arrest and detention, extortion, intimidation, corruption, sexual violence and extra-judicial killings, robbery collaboration and exploitation. However, the following recommendations would guide in the bid to restructure the Force, slough off its undesirable reputations and turn it into a humane law enforcement agency that is respected, trusted and befriended by the civil populace as the protector of lives and property. The Nigeria police efforts at endearing the police to the public are ineffectual because there is no synergy between it and the Force's two largest and most important Departments, namely *Operations, General Investigations and Intelligence*. The core of police activities is performed by men and officers of these departments. They take measures to prevent the commission of crime; investigate the commission of crime; interrogate suspects; they search persons and premises in order to detect, prevent or investigate the commission of crime; among others. These are the police personnel who interface daily with the public, and whose unprofessional postures have largely tainted the image of the Force, thereby causing the relationship between the police and the public to become increasingly thorny.

Nigeria Police Public Relations Department's (NPPRD) spirited efforts at repairing the damaged relationship between the Force and the public in the forms of seminars, workshops, publications, radio and television programs, other strategies seem to have failed to stem police abuses and coercive excesses because there is little or no working relationship between NPPRD and the Force key departments in its bid to anchor modern policing ideals and democratic values in the heart of police personnel. Understandably, men and officers of these departments are not keying into the laudable

programmes of NPPRD because of their corrupt tendencies. Many of them seem to serve as conduit through which 'illegal and criminal contributions find their way through the system as booties to all the hierarchy'. Therefore, measures must be put in place to eliminate the bad blood in the police force that makes it difficult for some strategies of the police force to work. Severe punishment must be designed for police officers that aid the perpetration of crime in their area. Mode, criteria, and requirement for recruitment into the police force must be revisited since it allows for infusion of bad eggs into the force.

Until now, the department of CID responsible for information and intelligence gathering has lost the focus on how to play undercover to be able to fish out information on events or crime plot ahead before it occur. Therefore, this department must be revived to become more proactive instead of reactive in nature. The dearth of PR professionals or experts in NPPRD has severely hampered its ability to effectively tackle the image problem of the Force. In this respect, the Department should outsource some of its jobs that require some special expertise. In that sense there is a need to ***outsource to a PR consulting firms to launder police image.*** The PR consulting firms would serve as outside eyes, and for the fact that they are detached from the system, they can also bring civilian perspectives to bear on the job, by designing a PR framework that would transform the Nigerian police into operationally capable, public-friendly and accountable police force that could advance democratic governance in the country.

Over the years, police monitoring teams have failed to effectively tackled police unprofessional conducts and anti-people acts. The most promising kind of reform is one based on the concept of civilian oversight of the police. And this should involve people of different strata of the society such as students, teachers, lawyers, journalists, businessmen, former police officers and licensed private security practitioners. A monitoring team comprising mainly civilians of proven integrity and sound educational background should be constituted to investigate complaints of misconducts or disciplinary infractions against police operatives. Several incidents of crime have witnessed police officers that are supposed to be responsive to crime scene instead run away and even deny their identity due to ill-equipment to fight crime. Therefore, the government should disburse substantial funding towards the police force for effective crime combating roles, and any disburse fund must be used judiciously towards the predetermined objectives.

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