



**AN ASSESSMENT OF THE OPERATIONS OF POLICE OFFICERS IN
GHANA:
A CASE STUDY OF POLICE OFFICERS AT THE CANTONMENTS POLICE
STATION**

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ASHESI UNIVERSITY COLLEGE

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STATION**

By

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DECLARATION OF INTEGRITY

I hereby declare that this thesis is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature:

Candidate's Name:

Date:

I hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by Ashesi University College.

Supervisor's Signature:

Supervisor's Name:

Date:

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Abstract

The Police Service is an institution which is long over due for rebranding and should be transformed to restore a better public image; this is as a result of the negative reports that have been highlighted in relation to the service. This study assesses the operations of the Ghana Police Service using Cantonments Police Station as a case study. From the study it was concluded that very few Police Officers had educated themselves to the tertiary level leaving majority of them at the Middle school level and Senior High School Level.

Other findings include some of the hindrances to operations, of Police Officers. They include non-availability of vehicles which makes mobility very difficult, lack of logistics, poor infrastructure and lack of modern equipments, discrimination, lack of motivation and poor incentives, lack of manpower and limited accommodation. Good supervision, cooperation from the public and logistics were identified as factors that helped to promote their duties efficiently. Most of the failures of the police officers were their inability to apprehend and arrest some notorious criminals. Other failures were their inability to show quick response to calls from the public.

Some of the recommendations that were made were to provide training for Police Officers as a result of the poor educational background. The organisational structure of the firm should be decentralised to provide Police officers decision making power, this is because most of operations under the Cantonments Police Station is centralized, which results in Police top officials exercising most of the direct control over every organizational component. Low level officers in Cantonments Police Station should also be

given the decision making power to motivate them to work harder toward predefined performance standards set inside a logical framework.

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Abbreviations

CID – Criminal Investigations Department

MTTU- Motor and Traffic, Transport Unit

SSR- Security Sector Reform

GPS – Ghana Police Service

CGAR – Crisis Asia Group Report

PRR- Pay and Rank Reform

IPCB- International Police Coordination Board

OSCE -Organization for Security and Co- operation in Europe Report

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

The Ghana Police Service (GPS) is a major agent in ensuring social order and enforcement of law in Ghana, but has been perceived as a poorly performing organisation. It has many divisions and units and the Inspector General of Police heads the organisation. The law enforcement duty of the Police involves increasing demand for governance and to ensure the safety of the citizens. The Police Service in Ghana is defined and empowered by the Police Service Act 1970 (Act 350), this Act is one of the most significant pieces of legislation governing the Ghana Police Service (GPS), delineating into details several aspects of its administrative control. The Act sets out the functions of the police organisation as follows: It shall be the duty of the Police Service to prevent and detect crime, to apprehend offenders, and to maintain public order and the safety of persons and property.

In addition, this organization is also tasked to collaborate with the public to combat crime, paying special attention to domestic violence amongst women etc. Over the years, it has been observed that increases in criminal activities and lack of professionalism have impeded the quality of service in the Ghana Police Service (Osei 2008). The poor operations of the Police Service have led to several debates and reforms. The need for change and reform was recognized since 1951 and a number of Government sponsored commissions have sat and produced reports on the ways that policing should change in Ghana. These reports include: Young Commission Report (1951), Boye Committee Report (1971), Commission of Inquiry into

Promotions within the Police Force Report (1986), Report of the Chief Constable of Norfolk Constabulary on the Assessment of the Police Service, the Ryan Report 1992 amongst the lot (Human Rights Initiative 2007). Unfortunately, these reports have for the most part gathered dust on the government's shelves (Human Rights Initiative 2007).

The corporate image of the Police Service in Ghana remains bad despite the efforts to enhance the service. Some of the ways that have been adopted by the government to improve the service is the recent introduction of the single spine salary structure, provision of vehicles to ensure mobility etc. The poor operations system of the Police has been attributed to the ill conceived activities of some of the Police Officers, mostly influenced by greed and materialism, ultimately negating all the success chalked by the service. Other attributes used to describe the Police Service in Ghana and countries at large are corrupt administrative practices in the Service such as pilfering, misuse of vehicles and fraudulent deals. Mostly people attribute the problem to inadequate office and staff accommodation, weak salary structure lack of vehicles and inadequate number of personnel as some of the command's problems.

1.2 Problem Statement

The problem existing currently within the GPS is indulgence in bribery and corruption, poor quality in operations, no response or delay in response to crime, lack of professionalism. Literature suggests that the factors causing these are poor salary structure, poor educational background of police officers, and the use of outmoded equipments for service delivery and poor logistics, lack of incentives (Osei 2008). It is also perceived that the Police

Force are not aware of the code of conduct, hence this research was conducted to study their operations using Cantonments. The desired solution for the Police service is to have a force capable of combating crime, an efficient police force police service which discharges its duties as expected. This research is targeted at assessing the operations of Police Officers in Ghana; using Cantonments Police Station as a case study. The research is also targeted at rebranding the service by providing recommendations to become a great institution capable of enforcing law and order.

1.3 Objectives

1.3.1 Main Objectives

- To assess the operations of Police Officers at the Cantonments Police Station.

1.3.2 Specific Objectives

- To examine the duties of the Police
- To discuss factors that hinder their operations
- To ascertain ways of rebranding the Cantonments Police Station to improve their operations.

1.4 Research Questions

1.4. 1 Main question

- How do the Police go about their basic operations at the Cantonments Police Station?

1.4.2 Other questions:

- What duties do the Police perform and how do they execute them?
- What hindrances do the Police encounter in their operations?
- How will the Police rebrand itself to improve their operations?

1.5 Significance of the study

Operations Management is a fundamental building block for total service delivery in organisations today. A significance of the study is that it would restore a better public image. This research would provide evidence to the Cantonments Police Station to determine progress towards specific defined organizational objectives. The study is also an important way for the Police service to learn. Learning in the sense that they would evaluate corporate performance and identify what works for them and what does not. This makes it easier for the service to be able to learn lessons about its poor operations. Another reason why the study is relevant is that it identified possible solutions for improvements on their service delivery.

The study would create an opportunity for the Police Service to know their strengths and weaknesses, making it possible for them to plan corrective strategies. Another significance of this research is to identify and track progress against organizational goals. It would enable the Ghana Police Service (GPS) to compare performance against both internal and external standards. This means that the Police service would be able to compare their standards to global standards to know how they are faring. This research would also serve as literature review for the other researchers on this topic in the future.

1.6 Scope and Limitations

The scope of the study comprises the operations of the Cantonments of the Police Station. The scope basically focuses on the duties carried out by the Police, the factors that promote their operations and the hindrances to operations. The scope also focuses on how Police Officers are able to align their operations with the Police Act. Concepts and knowledge from rebranding, performance measurement and security reform will be included in this to study.

Some limitations of the study are that, it was time consuming because a lot of people were interviewed in order to gain the right kind of information. In addition, law enforcement duty required certain procedures to be followed to gain the right kind of information and this made the project very stressful. The cost involved in undergoing this study was high. Some of the police officers were not be willing to answer the questions because they said they will not benefit from responding or perhaps even be penalized for giving their real opinion. Because of the poor educational background of the Police Officers, it was difficult for some of the officers to understand the questionnaires, so some questions had be explained in lay man's terms.

1.7 Chapter Organisation

Chapter 1

This chapter discusses the background to the study, problem statement, objectives, research questions, significance of the study and limitations

Chapter 2

This chapter entails the Literature Review with a focus on the works of authors pertaining to the operations, challenges and rebranding of the Ghana Police Service. A theoretical framework and a conceptual model were applied in this chapter to explain the Literature Review.

Chapter 3

This chapter discusses the Methodology. This includes the study design, target population, sampling technique, sample frame, data sources, and analytical tools

Chapter 4

This chapter focuses on discussion of field data and findings

Chapter 5

This chapter contains the summary of findings, conclusion and recommendations

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Framework

2.1.2 The impact of a good and strong corporate name on value

Borges et al (2010) argues that increasing global competition has led firms towards an even higher need for distinctiveness. Borges et al (2010) defines rebranding as the correspondence to the creation of a new name, term, symbol, design with the intention of developing a differentiated position in the mind of stakeholders and competitors. Increased rivalry amongst firms has led to an avenue of differentiation, and rebranding has been adopted by firms in order to differentiate themselves and to promote the corporate image.

Relating this to the Ghana Police Service, to begin the process of rebranding it is necessary for the service to create a new image in the minds of the public by improving their services to best serve them. Since positioning involves the mind, the Police need to look for solutions to respond to the needs of Ghanaians in the area of law enforcement. It is also essential that they communicate to the public their operations, what they stand for and everything they do.

Aaker (1996) and Keller (2002) claim that a good and strong corporate image can have a positive impact on workers, managers, investors, and customers' evaluations. On the other hand, rebranding is a strategy involving considerable risks, as strong brands take years to be successfully built in order to provide higher margins, loyal customer bases and a continuous stream of income for the firm representing the brand. Rebranding strategies

are directly linked with brand equity management. The Police service in this context will require a considerable number of years to build a brand that will last in the minds of consumers. Moreover if the service lives by ethical standards and performs its operations efficiently, the judgements and evaluations of Ghanaians will be positive.

2.1.3 Ways of managing brands

Aaker (1991) established that firms wanting to create more value to their offer through corporate rebranding have to appraise and manage their brand equity. Relating this to Ghana Police, frequent evaluations on the operations of the firms by the top officials or the public will help them enhance their service delivery and this intends create more value for them. The appraisal will address the weaknesses and strengths of their operations and this will help them perform better.

Einwiller et al (2002, p.101), also considered corporate branding as a 'systematically planned and implemented process of creating and maintaining a favourable image and consequently a favourable reputation of the firm as a whole by sending signals to all stakeholders by managing behaviour, communication. In order for the police service to be rebranded it is important to systematically outline a strategy which should be implemented through communication and managing a positive attitude towards work. The right kind of communication tools should be provided to ensure the smooth running of operations, the public should provide the right kind of information on criminal activities, and this would help create the desired favourable image.

Kay (2006) adds that corporate branding is the way an organization communicates its identity. Corporate brands are communicated to different stakeholders and may have lesser impact on consumers. This concept in relation to the Police will take into consideration the character and personality of the service. Hence in order for the service to communicate its identity well to the public it is important to communicate a good identity, free from unethical issues and negative reports. The service can adopt core values and foster it amongst them making it evident to the public. This is a way of communicating the identity as part of corporate branding.

Schultz M. and de Chernatony (2002), claim that a well conceived, solid, strong corporate branding strategy provides management with a holistic framework to integrate the firm's activities, its vision and mission; it allows the firm to express its distinctiveness, that is, to differentiate itself in the relationship with stakeholders and presents an opportunity to increase the future incomes of the firm. Applying this to the police service, a well conceived strategy will become a platform which will help Ghana Police become efficient and help them shape who they are and what they do, what they stand for. It forms the framework upon which the organization builds its policies, programs and ultimately delivers its services. It communicates management's intentions, as well as defines its core purpose and serves as a motivating force for employees.

Hawkins *et al* (1992) discussed that brand repositioning is therefore achieved through carefully manipulating all aspects of consumer information processing to the extent that product design and quality and advertising messages need to be consistent. By concentrating on new core values and a

long term vision a brand is successfully refreshed; giving it the substance to endure and succeed within a highly competitive, dynamic and brand conscious market. In relation to Ghana Police Service, when the right kind of public information is provided, it can be processed and carefully operated o serve them better. The adoption of new core values and where the Ghana Police service is heading in terms of future goals and strategies will ensure the success of operations. In such way, Police officers are aware of where the firm is going and strives to attain it.

Unde (1994) points out that the brand vision is a way of describing long-term goals in a firm. The ambitions for the prioritized brands are concentrated in the vision, which thereby serves as a source of direction for the firm. A well defined vision also specifies the relationships within the brand-oriented company. Ewing et al (1995) stated certain experiences in the hope that they may be of relevance to other practitioners who are facing challenges in rebranding. They discussed that the Determination of current market positioning is important in the area of rebranding. In this area of rebranding, Ewing et al (1995) established that it is significant to first establish and then accept where one is currently positioned in the minds of consumers.

The Police Service needs to establish their current position in the minds of the public; this includes the perceptions and public opinions about their operations and activities. Strategy development and alignment were other concepts suggested by Ewing et al (1995) in the field of rebranding. They discussed that once current positioning has been established, desired positioning can be identified. Having established a relevant and meaningful

long-term brand strategy all actions must be aligned with the strategy. This desired positioning in relation to the Police Service means that a new strategy must be adopted and aligned with operations, this way a proper plan and method is used for obtaining the desired goals and this makes it easier to track organisational progress.

Other suggestions made by Ewing et al (1995) were aggressive and applied marketing research and the adoption of best practices of companies that are involved in similar processes. Under the concept of market research they suggested that the "voice of the customer" should reflect heavily in determining future plans and actions and this should be a main determinant in the decision making process. In the area of best practices, Ewing et al (1995) discussed that there is much to be learned from the activities of other companies who have been, or are, engaged in a similar processes.

In relation to the Police, marketing research is very essential to this organisation. This market research helps the police identify the perceptions and opinions of the public. Complaints about their operations would also be identified during the research. The responses from the market research will also help the police make decisions and plans towards their service delivery. Adoption of best practices means that the manner and habits of the Ghana Police Service will be improved; this will mainly be through the borrowing of concepts that has been successful for other Police Organisations across the globe.

2.2 Empirical Framework

Police reforms contribute to state building, since a credible national institution that helps provide security and justice for the population is central to government legitimacy. There is the vital need for reform, performance measurement and rebranding but the urgency is driven by growing insecurity in the country. In most instances the police are being asked to take on roles and perform tasks for which they are neither equipped nor trained. A lot of literature has been written on the subject of re-branding and reforming the Police service.

2.2.1 Security Sector Reform

The concept of Security Sector Reform (SSR) in Ghana has been an issue of concern for a period of time. Generally speaking, the security sector is usually understood by many to include all the organizations that have the authority to use force in order to protect communities, individuals, property and the state. These include the military, police, border guards, intelligence services, government bodies that monitor such organizations, and those institutions are charged with upholding the rule of law, including the judiciary and the penal system (Bendix and Stanley 2008).

2.2.2 Policing in Afghanistan

A Crisis Group Asia Report (2007) states that security amongst the Police service in Afghanistan is viewed more as a source of fear. The report suggested that instead of emphasizing their coercive powers, reform should focus on accountability, ethnic representation and professionalism, along with an urgent need to depoliticize and institutionalize appointments and

procedures. Testing and vetting of police leadership through the Pay and Rank Reform (PRR) process is vital to professionalizing the service. Other recommendations made by the Crisis Group Asia were that there should be holdings on public hearings on annual reports by the Police Commissioner, the International Police Coordination Board (IPCB), the Police Liaison Board and the Independent Police Ombudsman, as well as on the police organizational staffing plan.

The report also suggested that to ensure reform, it is necessary to help increase police prestige and morale by visiting those wounded and families of those killed in the line of duty and publicly recognizing acts of bravery. In addition to this, reasonable pensions and allowances should be paid to the Police officers and public honours given to those responsible for acts of bravery and outstanding service to motivate other Police officers to work harder.

The report outlined a continuous improvement of payroll systems to cut fraud and ensure that police officers receive their full salaries. A mass literacy program should be instigated for the police and mentoring and long-term professional development programs, subject to merit-based tests, to help officers gain experience and skills necessary for promotion.

In relation to Ghana Police, top officials and low ranked officers should desist from using forceful and violent powers in their operations especially in handling criminals. Much attention should be given to morals and high principles, under these Police men should refrain from taking bribes on the streets. Ghana Police should be professional in their operations this implies that the appropriate skills, efficiency and qualities are expected to be

fostered in their activities. Police Officers should be appraised and their internal and external operations should be scrutinized to ensure professionalism. Ghana Police would also incorporate transparency as part of its activities; this will be seen in the annual reports and frequent public holdings as mentioned above.

In order to ensure reform, top government officials or delegations should be sent to visit families of those wounded and killed during the peacekeeping missions, they should not be ignored to fend for themselves. Also publicly recognizing acts of bravery of Policemen will help increase police prestige and morale. In addition to this, reasonable pensions and allowances should be paid to the Police officers in Ghana with public honours given to those who have performed outstanding service to motivate other Police officers to work harder. A mass literacy program should be originated for the police officers in Ghana including mentoring and long-term professional development programs, to help officers gain experience and skills necessary for promotion to serve the public better. The programs could include short courses on topics such as ethics and operations management.

2.2.3 Security reform in Africa

(Legwalia n.d) established in his piece that reforming the security sector is a challenging task, the challenge of reforming the security sector in Africa is institutional in nature, and it calls for organizational restructuring, delineating civilian administration and control systems of the security sector, as well as the development of a truly professional security sector. According to him, reforming the security sector in Africa is therefore going to be a

multifaceted undertaking; it will require the political leadership in each country to manifest the required political will in favour of reform. Some of the recommendations he identified in his work were accountability, transparency and commitment to the democratic ideal, all these values must constitute the reform process.

It is these elements that would serve as foundational capstone of a new security. The organizational operations of the Ghana Police service should be streamlined, with its administrative operations properly defined. This serves as a foundational block on which the new Ghana Police Service will be built. The political leadership needs to invest in the Police to manifest the required political will in favour of reform. Accountability, transparency and commitment on the part of Ghana Police will constitute the reform process.

2.2.4 Police Reform in Kyrgyz

An Organization for Security and Co- operation in Europe Report (2003) established the need for comprehensive reform amongst Kyrgyz Police. The report discussed that the need for reform is a social issue that has been identified by the government, civil society, international donors and the police itself. In the report, it was disclosed that technical assistance programs have augmented the professionalism and capacity of the police, whilst efforts on the part of domestic and international supporters of reform have proved futile. This is as a result of lack of necessary resources and programs to effect broad organizational change within the police. The report stressed on the need for professionalism and advancement in technical

approaches in the service delivery of the Police. Training and assistance were the issues addressed under the factors highlighted above. Under this concept, the attention would be on moulding the ethics, professionalism and culture of the police more generally.

Other key approaches identified by the report to reform the Police Service is to improve the quality of police investigations, strengthen drug interdiction capacities, establish a modern emergency call response centre, create an information analysis system, develop a radio communications system for criminal police, improve police capacity to prevent conflict and manage public disorder, introduce a community policing pilot project, and conduct a comprehensive revision of Police Academy training and curriculum.

The report discussed further that the selection processes and criteria should be consistent and based on merit, and should be made public and distributed widely. A clear and broadly agreed selection policy should be used to scrutinize all new and current officers. In addition to this, the report suggested that the selection criteria for evaluation, promotion and recognition of officers should be modified to strengthen and ensure efficient practices of policing in countries. It also identified the need to facilitate the improvement of salaries, benefits, health care and working conditions of police, as well as how to institutionalize legal and social guarantees for police officer rights.

Relating this to Ghana Police, technical assistance programs should be provided to replace the current use of outmoded practices in their programs. For example, the provision of technological equipments to enhance the operations of the Police officers in Ghana. This will augment the

professionalism and capacity of the police, these efforts could be on the part of citizens of Ghana and international donors. Based on the current state of knowledge, it is evident that Police Officers in Ghana require training and assistance under this concept; much concern should be centred on ethical behaviour, professionalism and work culture of the police more generally.

The quality and method with which operations are performed in the Ghana Police Service should be improved. For example, police investigations should not be based only on information provided by the public or a victim, instincts and experience. The Police Training School in Tesano should review its training and curriculum to make the police officers serve better. The recruitment practices of the police organization should be reviewed; factors such as height, weight should not be the main determinants in the selection process. Job promotions should be based on performance and how much value an individual has added to the station and not based on the number of years a person has worked at a station. The working conditions of the police in Ghana should be improved especially the accommodation and benefits packages.

2.2.5 Police reforms in Nigeria

Adebayo (2005) discussed attitudes and behaviour of Police Officers in Nigeria. His main focus was on the issue of lack of ethical behaviour amongst the Police Officers. He established that in order to ensure adequate conformity to its constitutional roles, police men and women are largely influenced by their training, skills and submission to an ethical code. Adebayo (2005) however established that, a review of the Nigerian Police functions as

provided in Section 4 of Police Act of 1967 and as amended by Police Act Number 23 of the 1990 constitution of the Federal Republic of Nigeria would suggest that prosocial behaviour amongst the Nigeria police should include: involvement in rescue operations, helping accident victims, and responding to distress calls from victims of violent crimes whether or not they are assigned such duties.

Others duties of the Police Officer under the Act are being friendly and courteous to strangers, tolerating inconveniences at work, being honest, kind and reliable as peacekeepers and releasing suspects on bail without extortions. The Nigerian public experts discuss that whilst performing these tasks allocated to them, the police should only behave in ways that are advantageous to society but abstain from forms of behaviour that are detrimental to themselves and the society at large. This requires the complete decency, selflessness, protection of human rights, and the pursuit of citizens' happiness on the part of the Police in the discharge of their functions.

Adebayo (2005) suggested in his writing that adequate and appropriate facilities such as communication, transportation, intelligence and investigative tools should be made available by the government to enhance the service delivery of the Police. He argued that members of the public should also reduce the burden on the government by providing adequate recognition to the services rendered by the police as it has the potential of promoting ethical attitudes and prosocial behaviour among policemen and women. Public support could be in the form of giving community-based

information on crime and criminals to the police. The public can also show appreciation and recognition for the contributions of the police through donation of essential equipments such as walkie talkie handsets, generators, vehicles, building and furnishing police stations particularly in a depressed economy like Nigeria.

The attitudes and behaviour of Police Officers in Nigeria can be likened to Ghana. This is because of the issue of lack of ethical behaviour amongst the Police Officers in Ghana. Moreover there is also inadequate conformity roles and law of the Police Act. Police men in Ghana should adopt prosocial behaviour amongst which include: involvement in rescue operations, helping accident victims, and responding to distress calls from victims of violent crimes whether or not they are assigned such duties. Ghanaian Police Officers should have adequate and appropriate facilities such as communication, transportation, intelligence and investigative tools to enhance the service delivery.

Citizens of Ghana should also reduce the burden on the government by providing adequate recognition to the services rendered by the police. The right kind of information based on crime and criminals activities should be provided by the citizens to the police. Ghanaians can also show appreciation and recognition for the contributions of the police through donation of essential equipments such as generators, vehicles, building and furnishing police stations

(Abiodun, 2000) argues that contrary to these public expectations, the quality of service rendered currently by the Nigerian police does not measure up to the expectations given the general level of insecurity

experienced in Nigeria. There have been instances where Police Officer are associated with the rampant cases of armed robbery, gruesome murder, assassinations and the poor response rate to distress calls from victims of violent crimes in Nigeria. Rather than reducing the crime wave in the country, the rate of crime and lawlessness continues to soar.

Abiodun (2002) established that other forms of unethical behaviour that can be attributed to the Nigeria police is police brutalities, improper arrests, high level corruption, unjustifiable use of firearms, improper pulling over of vehicles, and extortion of money from motorists in major cities and on high ways. This is in addition to alleged human rights abuses as evidenced in the practice of detaining relatives, friends, and associates of suspects they can not apprehend.

Relating Abiodun's view to Ghana, the quality of service rendered currently by the Ghanaian police does not measure up to the expectations given the general level of insecurity experienced in Ghana. Police Officers are associated with the rampant cases of cocaine deals, bribery and corruption on the streets, poor response rate to distress calls from victims.

2. 3 Gaps in literature

A review of the literature proves that the certain authors were of the same view as the others. The Crisis Group Asia Report, Organization for Security and Co- operation in Europe Report and Legwalia suggested that professionalism, accountability and transparency were an efficient way to reform the Police Service in countries. These factors are major breakthroughs for reform in the Police Service, however what the reports failed to address were how to create a situation for Police Officers to be professional.

Moreover, the Police Service is in need of a thorough and comprehensive reform that will equip, enable and motivate officers to fulfil their constitutional roles. This reform is urgently needed to restore the credibility and integrity of the police and this reform lies in the minds of the individuals.

The reform should be aim at putting in place an effective police system with competent, courageous, committed and incorruptible officers. Even though the allowances and salary structures would be reviewed, how can we prove that performance in the Police Service would get better? Even though it is known by most people that Police Officers are grossly underpaid, salaries and allowance increment present certain challenges. It is very difficult to justify and quantify that increasing the pay of police would cause their performance to improve, though it will be a much easier approach in the context of enhancing their operations and service delivery of the Police.

The Crisis Group Asia Report and the Organization for Security and Co-operation in Europe Report (2003) and Adebayo (2005) were however of the radical view that providing and equipping the Police Service with the necessary tools to enhance the service delivery would help add value to the reforming process. These reports also identified the need to facilitate the improvement of salaries, benefits, health care and working conditions of Police to motivate them to work harder.

Adebayo (2005) and Abiodun (2000) expressed the same view on the attitudes and behaviour of Police Officers especially in Nigeria. They discussed that the quality of service rendered currently by the Nigerian police does not measure up to expectation given the general level of insecurity experienced in Nigeria. In addition to this, they addressed the lack of ethical

behaviour amongst the Police Officers and why it is necessary to for them to exhibit submission to an ethical code. What the authors failed to include in their literature was how to enforce an honour code system amongst the Police and how the issue of unethical behaviour should be addressed, Adebayo (2005) believes that by providing them with equipments to work makes them respond ethically.

Borges et al, Schultz and de Chernatony (2002), and Einwille et al (2002) shared a similar view on the rebranding process. These authors discuss that rebranding should be concerned with developing a differentiated position in the minds of consumers to reflect a better corporate image. (Aaker, 1996; Keller, 2002), Einwille et al (2002) shared in the same approach that rebranding of firms should mainly consist of the creation and maintenance of a favourable reputation within corporate bodies.

Comparing both theories, (Aaker, 1996; Keller, 2002) were of the radical view that a good and strong corporate image can have a positive impact on workers, managers, investors, and customers' evaluations. Einwille et al (2002) on the other hand believes that the procedure of creating and maintaining a favourable image and of a corporate entity as a whole should be mainly by sending signals to all stakeholders by managing behaviour, communication and symbolism'. Kay 2006 shared in the same idea as Einwille et al; which is communication to stakeholders in the process of rebranding is vital to the company. Merging these theories, it is important that to have a positive impact on employees, managers, customers and investors it is essential to communicate the identity of the brand.

Even though (Aaker, 1996; Keller, 2002) agree that rebranding has a greater and positive effect on customers, Kay (2006) argues that rebranding may have lesser impact on consumers but a greater effect on the stakeholders. Hawkins et al and Unde (1994) both point out that focusing on new core values and long term visionary goals gives a corporate entity the ability to last long, be competitive and successful.

Ewing et al (1995) stated certain experiences in the hope that they may be of relevance to other practitioners who are facing challenges in rebranding. Ewing et al (1995) shared a rather different approach in their theory on rebranding. In their approach, it was established that it is noteworthy to first establish and then accept where one is currently positioned in the minds of consumers. They argued that the concept of rebranding should be created and made long lasting in the minds of consumers. Even though the idea of rebranding starts from the mind, the authors failed to discuss how it would be created in the minds of consumers. Other concepts which were suggested by Ewing et al in the field of rebranding are Strategy development and alignment. They discussed that once current positioning has been established, desired positioning can be identified. The gaps identified in Ewing et al (1995) is that how is the long term strategy going to be executed and aligned. The authors failed to discuss how the strategy would be tested; this is because it is important to know if the strategy is actually working. Moreover introducing a strategy and making policies it is not enough to call it strategy development.

Aggressive and applied marketing research was other suggestion discussed by the authors. Under this their main theme was to allow the “voice of the customer” to weigh heavily in determining future plans and actions. Qualitative Research was proposed by the authors as beneficial. This contribution is valid to some extent by what they failed to discuss was how is the research going to be done.

Other issues that were raised in their work were the adoption of best practices of companies. Ewing et al (1995) claimed that there is much to be learned from the activities of other companies who have been, or are, engaged in a similar process. Even though this contribution is valid there could be certain problems associated with it and these are a company or an organization could blindly follow the practice of the company, in the sense that they may not be aware of the process the company used. Also the fact that a strategy worked in company A does not mean that it would work for company B, One needs to identify the problem within an organization, trace the root cause and find a solution to it.

In the theories of security reform and rebranding most of the concepts addressed were merely stating solutions, instead of addressing the problem from the scratch. This study would include a conceptual model which would discuss efficient ways to address the problem; the desired outcome of the Ghana Police Service would be discussed.

2.4 Theories on Performance Measurement

Evangelidis (1992) argues that performance measurement is the practice of determining how successful organizations or individuals have been in attaining their objectives and strategies. According to Hronec 1993 and Euske 1984, the outputs necessary to track down organizational and operational processes are measured, in a quantifiable form, to scrutinize the vital signs of an organisation. Relating this to the Police Service in Ghana, in determining the current position or success of the organization, the objectives and strategies that have been set by the Police should be measured to discover their progress.

Chandler (1997) established that one of the importance of identifying an organisation's performance is to attract future investment both locally and abroad, to ensure an increase in share value and attract high calibre employees. Therefore, it is important to consider how an organisation's performance is measured and how it can be communicated to the wider market i.e. how can it be understood and interpreted by the potential investors, employees and customers. Relating this to Ghana Police Service, measuring performance in the security sector would result in improvement in their operations. This improvement will lead to an increase in investment from the government and other donors. Police Officers on the other hand will begin to add value to the society and develop a sense of excellence in their operations.

Sinclair & Zairi (1995b) suggested that the first level of a performance measurement system model is the development of the organizational strategy. Indeed the importance of strategy in performance management has

been identified by Neely et al (1997) Letza (1996) and Globerson (1985) as one of the most basic management activities that provide a vision of where the organisation wants to be in the short and long term prospect. It is inevitable therefore, that any performance management system will need to have strategy as the main input, so that any outcome from the system could be used to appraise the extent to which the organisation has succeeded in meeting its strategic goals.

2.5 Conceptual Framework



Source: Field Survey, 2011

Fig 1

A conceptual model is a type of diagram which shows a set of relationships between factors that are believed to impact or lead to a target condition; a

diagram that defines theoretical entities, objects or conditions of a system and the relationships between them.

Figure 1 shows a flowchart of the Ghana Police Service, under this, is the factors that helps Police Officers perform efficiently on their jobs. The factors labelled above are Salary & Good working conditions, Logistics & Equipment, Cooperation from the public; all these factors come together to ensure improved Police operations. This model will also aid to measure how well police agencies and policy makers can improve their service quality. This conceptual framework serves as an opportunity for police practitioners to embrace a new management process intended to improve operations and accountability. The framework will serve as a management process that can be applied to any police agency.

2.5.1 Logistics and equipments

Logistics may be defined as a business planning framework for the management of material, service, information and capital flows (Helsinki 1996). The police service needs logistics and modern equipments to enable them achieve efficiency in their operations to enforce law and order. These includes factors such as manpower, transport, weapon systems, communication gadgets and other facilitators in the operations of the Police Service. As a result of absence of these factors it leaves the police agency with a poor understanding of how to execute its responsibilities. In addition to this, lots of police officials tend to rely on their instincts, perceptions and experience, instead of a pre-determined plan supported by logistics and equipments. A study on Cantonments Police Station proves that the station uses outmoded equipments in their service delivery.

2.5.2 Cooperation from the public

Public cooperation has been identified by the Police as an essential criterion for improvement in the quality of their operations. The people's part in the attainment of the desired objectives of the Ghana Police Service is of supreme importance. Cooperation from the public should be in the form of provision of the right kind of information on crime and criminal activities. The contribution of the public to police activities may also extend to areas such as donations to reduce the burden on the government.

2.5.3 Salary and Working conditions

These are conditions pertaining to the police officers job such as the working environment, working hours, remuneration packages which include elements such as car provision, better housing provision, medical cover, education for children etc. These conditions affect the sense of well being and serve as a motivation to the Police Officers.

CHAPTER THREE

METHODOLOGY

3.1 Study Design

The study design for this research would be a case study. Case studies allow people to study individuals and groups in greater depth than any other method. It creates room for using different sources of information to build a better and more extensive picture. The case study aided the researcher to study the operations of Cantonments Police into details and a greater depth. The data collected under case studies could be quantitative or qualitative, or both. It provides an opportunity for understanding the totality of an individual's experience. This provided an opportunity to discover the achievements and failures of Police Officers at the Police Station.

Researcher Robert K. Yin (1984) defines the case study research method as an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used. Case study research results in bringing us to an understanding of a difficult issue or object and can extend experience or add strength to what is already known through previous research. This characteristic enabled the researcher understand the challenges and the reasons for the poor operations of the Police Station.

Case studies may be descriptive or exploratory. Descriptive research is used to describe a phenomenon in a population, it is also beneficial for exploring factors that influence and interact with the population. It also

describes attitudes and characteristics of individuals or groups of individuals. Exploratory Research is the systematic investigation of relationship among two or more variables. Its Purpose is to describe relationships and to predict the effects of one variable on another. This aided in identifying the relationship between the Police and the Public; under this the effects of the poor operations on the public was identified.

Some of the advantages of case studies are they allow people to scrutinize individuals and groups in greater depth than the other methods. This is mainly because it uses different sources of information to build a better and more extensive picture. It makes it possible for more than one research instrument to be used. It provided the opportunity for interview guides and questionnaires to be used in the study. (Yin, 1984) establishes that another advantage of using the case study method involves using multiple sources and techniques in the data gathering process. This aided the study through the use of accidental and purposive methods of sampling.

The advantages of the case study method are its applicability to real-life, contemporary, human situations and its public accessibility through written reports. This aided the research because concept of case studies was applied to assessing the operations of Cantonments Police and the real life situations that occur there. Case study results relate directly to the common readers everyday experience and facilitate an understanding of complex real-life situations. Some of limitations of using case studies are they are very hard to do, time consuming, and difficult to analyse and write up: as it is mostly qualitative research. Case studies are difficult because they normally produce large amounts of data for analysis.

It was very difficult to get responses from the Officers because some felt they would be penalised for giving their opinion and this wasted a lot of time. However, certain procedures had to be followed before the study began because it was a law enforcement agency. The analysis was difficult to do because there were so many responses from the Police Officers and the Public, each response had to be analysed.

3.2 Target population

The study population for this research was heterogeneous because it consisted of the Cantonments Police Officers, General Divisions under the station and the public. However, the primary target for this research is the Police Officers at the Cantonments Police Station. This Police Station is the District Headquarters of the Ghana Police Service and has a total of eighty three (83) Police Officers as workers of the station. The station consist of MTU, CID, station duties, guard and patrol duties, accident and investigation duties and traffic management. The Cantonments Police station is involved in audio room duties and this area constitutes all administrative duties. In the delivery of their service, the station has set itself to ensure that crime is combated and property and lives are protected. The Police Station is headed by District Commander of Police but there is a Station Officer who assists in his duties.

3.3 Sampling technique

The sampling technique that was used was the qualitative methods of accidental sampling and purposive sampling. These sampling techniques were used because they are useful for conducting exploratory research; they are less stringent, very descriptive and analytical. Another reason is that, they are cost effective and consumes less time.

3.3.1 Accidental Sampling

Accidental sampling is a type of nonprobability sampling which involves the sample being drawn from that part of the population which is close to hand. That is, a sample population selected because it is readily available and convenient. The sample population here were residents living around the Cantonments Police Station, because they were closer to the population being studied. Accidental sampling was employed to target the public about the performance of the Police force. The relevance of Accidental Sampling according to Black (1999) is that it is an inexpensive way of ensuring sufficient numbers of a study. In this sense, that the population which was selected for the study are readily available and convenient. For example, meeting the person on the street.

3.3.2 Purposive Sampling

“A **purposive sample** is a non-representative subset of some larger population, and is constructed to serve a very specific need or purpose” (Trochim 2005). Purposive sampling was useful in the study because it consumes less time and it is less expensive. In relation to the research conducted, purposive sampling helped the researcher to focus on selecting Police Officers from the Cantonments Station purposively to respond to the

questions. Another reason for using purposive sampling is that it is best used with small numbers of individuals/groups which may well be sufficient for understanding human perceptions, problems, needs, behaviours and contexts, which are the main justification for a qualitative audience research. This was useful because only a small number of Police Officers were interviewed; hence it was easier to understand the operations and the public perception about them. The qualitative method of purposive sampling was used to reach out to the Police. Other advantages of purposive sampling is that the people who do not fit the requirements are eliminated, the results are expected to be more accurate.

3.4 Data sources

In this study, both primary and secondary sources of data were adopted for the evaluation of this problem. Primary sources of data were first hand information that the researcher finds from the study population. This primary data was gathered from the Ghana Police Service and the public. The importance of primary data is that most often the data has not been published yet and is more reliable, authentic and objective. Its validity is greater than secondary data. Some of the limitations of primary data some sources for primary data are limited; in certain instances it becomes difficult to obtain data from primary source because of either scarcity of population or lack of cooperation.

Secondary data on the other hand are information that have been processed but might have a certain link or relevance to the project under review. This secondary data was collected from significant publication on the

study such as articles, journals, magazines, books, reports and other relevant documents. Some of the benefits of secondary data are that it is easier and possible to obtain information. This type of data is less expensive. The limitations of using secondary data are data can be less valid; a research based on only secondary data is least reliable and may have biases.

3.5 Research Instruments

The main research instruments that were applied in this assessment were face to face interviews and questionnaires. The research instruments can be seen in Appendix 1 and 2.

3.5.1 Face to Face Interviews

This type of interview was used for the Station Officer and the District Commander of Police; under this, programmed questions were used. This is because this target group was presumed to be highly educated. This aided the research because the responses derived from the management were representative.

This type of instrument was selected because it made it easier for the respondents to develop a sense of freedom and ease in responding to our questions. Relating this to the study it was easier for the station Officer and District Commander of Police to respond easily and express the opinions because the interview was more conversational. In addition, it created room to receive in-depth information around the assessment of operations of the Police Station. Another benefit to the study was that I became more familiar to the questions easily; and to ensure that the responses were properly understood by the management, frequent repetition and rephrasing was done.

3.5.2 Questionnaires

The type of questionnaire that was used is the regular questionnaires. Under this, both open-ended questions and close ended questions were asked. This was targeted at the Police and its various divisions and the public. The advantages of using questionnaires are they are cost effective, cheap to administer and may be easy to analyze. It helps to gather in- depth answers on the area of study especially the opened questions. It is also a feasible way to reach our respondents and it saves time in terms of designing. In relation to the study, the cost involved in administering and designing the Police questionnaire was cheap. It was also easy for the Police Officers at Cantonments to respond as a result of the close ended questions.

Some of the limitations of using questionnaires are it generated large amounts of data that took a long time to process and analyze. Some Police officers were not willing to answer the questions for fear that their responses might be published or the top officials will penalize them for giving their real opinion about the service. Others were also not willing to reveal the information because they felt it will not benefit them, they did not see the importance of the academic exercise.

3.6 Analytical Tools

To obtain the findings desired in this study, qualitative and quantitative techniques such as bar charts, pie charts and frequency tables were employed to critically evaluate the study. The excel tool was used to do most of the analysis.

CHAPTER 4

ANALYSIS AND BROAD DISCUSSION OF OPERATIONS OF THE POLICE AT CANTONMENTS

4.1 Introduction

This chapter includes the findings, analysis and interpretation of the data collected in relation to the assessment of the operations of Cantonments Police Station. The data would be presented in the form of pie charts, frequency tables, and bar charts to make the findings more comprehensible. The findings are based on face to face interviews with the District Commander of the Cantonments Police Station and the Station Officer. Other findings from the research was also based on responses from the questionnaires given to the junior ranked officers at the Police Station such as Lance Corporal, Detective Corporal, General Corporal, Inspectors, Sergeant, Community Policing Assistant, Crime Officers. The findings were based on the backgrounds of Police Officers; that is their ranks, educational qualifications and gender.

In addition to this, operations, duties and responsibilities of the police officers. Also the challenges and factors that promote their operations were also discovered. Recommendations and how the service delivery should be rebranded were also provided by the respondents.

4.1.1 Background of Police Officers

This included the gender, ranks, educational background and the duration of working hours of the police officers at Cantonments Police Station.

4.1.2 Gender

From the research conducted a total number of thirty Police Officers were interviewed including the District Commander of Police. Out of the thirty respondents, nineteen of the police officers were male which corresponds to 63.33% of the total population. Eleven of the police officers were female which corresponds to 36.67%. The implication of this to the study is that more males were involved in Police work as compared to the females. This is as a result of the danger associated with job; most females are scared of losing their lives on the job.

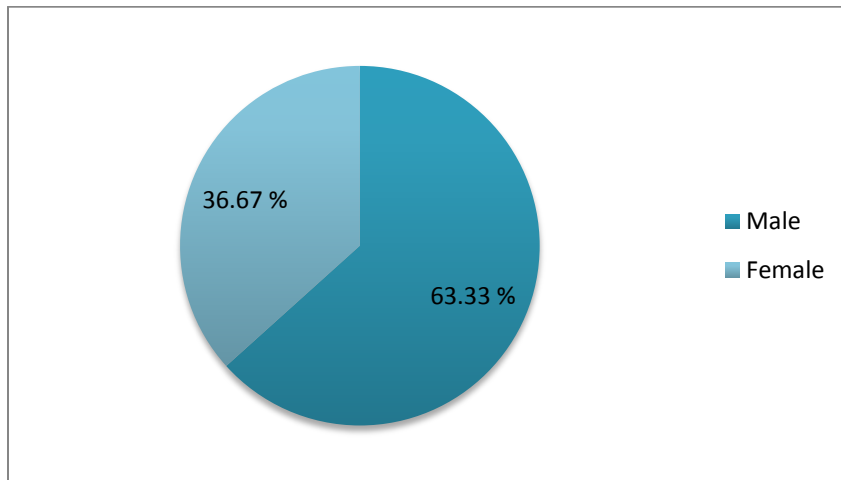


Fig 2: Number of females and males at Cantonments Police Station

Source: Field Survey, 2011

4.1.3 Ranks

According to the responses derived from the research the following were the ranks of the Police Officers interviewed, they are District Police Commander, Station Officer, General Corporal, Inspectors, Detective Corporal, Sergeant, Crime Officers, Lance Corporal and Community Policing Assistant. Out of the respondents five were corporals which corresponds to

16.67% of the population, four were sergeants which corresponds to 13.33% of the total population of Police officers interviewed, three were inspectors which corresponds to 10% of the population.

There was one district commander of police and one station officer both accounted for 3.33% of the population, 16.67% of the population was corresponded to five communities policing assistant, three crime officers which accounted for 10% of the population, four lance corporal which corresponds to 13.33% of the population. There were also three detective corporals and one general corporal who corresponded to 10% and 3.33% of the total population respectively.

Table 1: Ranks of Police Officers at Cantonments Police Station

Officers	Frequency	Percentage (%)
District Police Commander	1	3.33
Station Officer	1	3.33
Community Policing Assistant	5	16.67
Lance Corporal	4	13.33
Crime Officers	3	10
Sergeant	4	13.33
Detective Corporal	3	10
Inspectors	3	10
General Corporal	1	3.33
Corporal	5	16.67
Total	30	100

Source: Field Survey, 2011

The implication of Table 1 shows the various ranks of the police officers at the station and the number of manpower available at the station to carry out operations.

4.1.4 Educational Background

The educational background of the Police Officers was also discussed to discover the impact of this on their operations. From the responses it was seen that only four out of the thirty respondents were tertiary institution graduates which is 13% of the population. Fifteen of the respondents were middle school leavers and eleven were Senior High school leavers and this accounted for 50% and 37% respectively.

The implications of a poor educational background mean poor performance in their operations because they lacked the skills and knowledge to enhance the delivery of the service. Most of the officers with poor educational background especially the middle school leavers are the junior ranked officers, most of them hardly get promotions on their jobs because of the poor background in education. They only get the promotions after a number of years of serving. The Pie chart labelled as figure 3 shows the educational background of Police Officers in Cantonments Police Station.

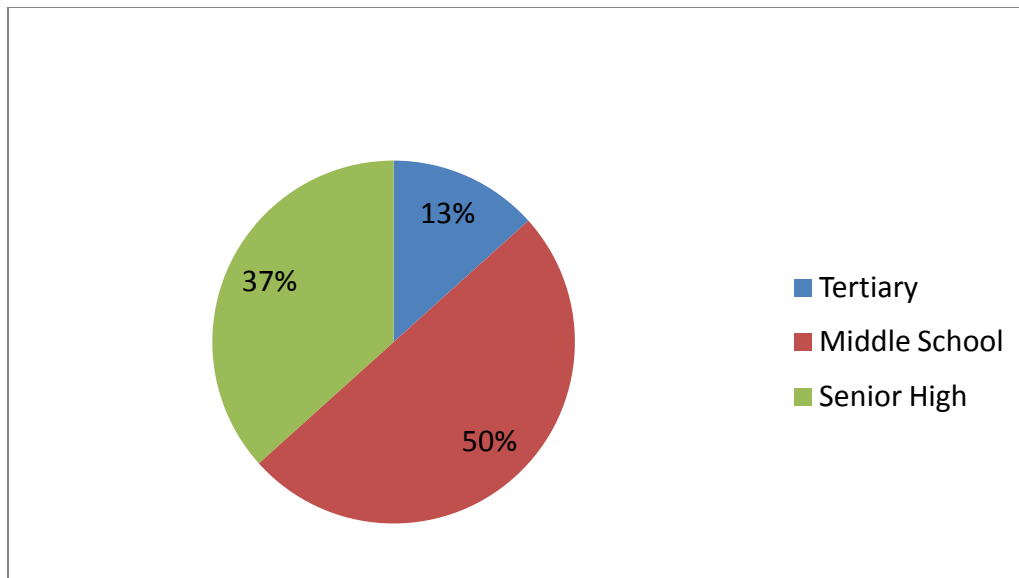


Fig 3: Educational Background of Police Officers at Cantonments Police Station

Source: Field Survey, 2011

4.1. 5 Duration of working hours

The working hours of the Police Officers were also discussed and it was discovered that only two of the Police Officers worked for eight hours, which is staff who work in the administrative office. The rest of the twenty eight officers worked for more than twelve hours because of lack of manpower at the station. The implications of working for long hours are that Police Officers get stressed out and experiencing fatigue on their jobs; this affects performance. Most of them might be sleeping on during working hours because their jobs do not make room for rest. After a while, working for long hours would affect the health and productivity of the Police officers.

4.2 Operations of Police Officers in Cantonments

Under the operations in Cantonments, the following factors were measured; awareness of the mission and vision of Ghana Police Service, existence of a working code and the impact of the code on operations, and the ease of working in accordance to the Police Act.

4.2.1 Awareness of mission and vision

Out of the thirty respondents, ten of the police officers were not aware of the mission and the vision of the organisation which corresponds to 33.33% of the population not being aware of the mission statement and vision of Ghana Police Service. They were not sure about the reason for existence of the organisation.

The remaining twenty were aware of the mission statement and the vision of the Ghana Police Service which corresponds to 66.67% of the population. The above percentages show that 33.33% of the population are not aware of the mission and vision of Ghana Police Service; this means most of these police officers do not align the mission and vision to their duties and operations. It would be hard to track down organisational progress towards the long term goals of the organisations because police officers are not working in accordance to the mission and vision.

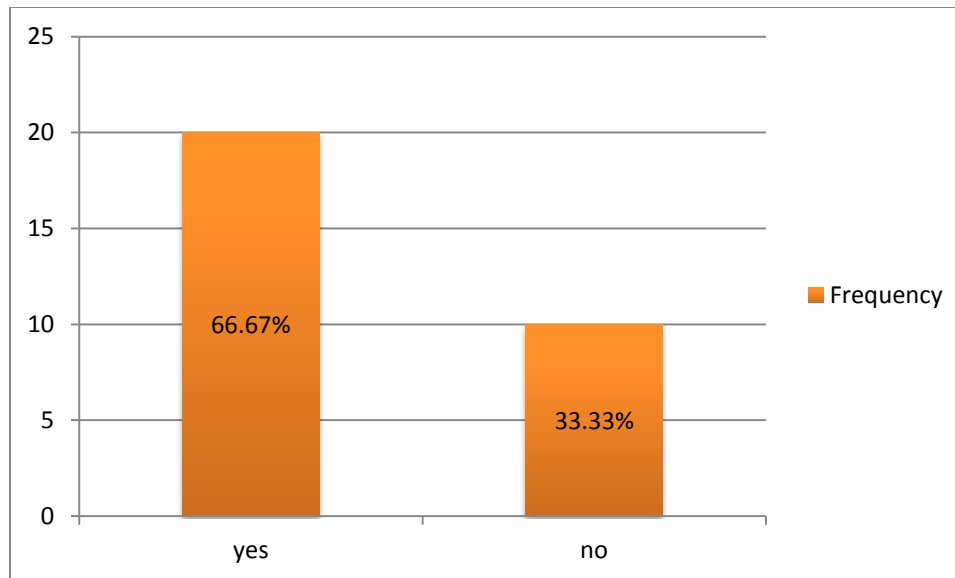


Fig 4: Police Awareness of the mission and vision of GPS

Source: Field Survey, 2011

4.2.2 Existence of a working code and its impact

All the respondents were aware of the working code, and discussed that the impact of the working code on their operations has been positive. Twenty six of the police officers responded that the working code had served as a guideline to discharge their duties better; it has helped ensure discipline at the station and amongst the officers this accounted for 86.67% of the population. One respondent which corresponded to 3.33% of the population said that the working code has helped him work within its dimensions and in alignment with the vision.

According to the remaining three of the respondents, it has ensured professionalism in handling cases, arrests and duties and this was 10% of the population. The implication of this was that a platform has been established for Police Officers to become efficient and help them shape who they are and what they do, what they stand for. It forms the framework upon

which the station builds its policies, programs and ultimately delivers its services.

4.2.3 Ease of working in accordance with the Police Act

The police officers were also asked questions based on how easy it was for them to work in accordance with the Police Act. Four of the policemen said it was not easy to work in accordance to the Act which was 13.33% of the population, sixteen said it was somewhat easy and ten said it was easy for them to work in accordance with the Police Act which corresponded to 53.34% and 33.33% respectively. This implies that the 13.33% of the population who find it not easy to work have still not understood the intentions and information of the Police Act and are struggling to meet its requirements. The 53.34% of the population which constituted those find it somewhat easy to work have understood the delineation of concepts and requirements in the Police Act. The remaining 33.33% who find it easy are not facing any challenges in working in accordance to the Act, all the elements and issues in the Act have been understood by this category of the population.

4.3 Duties and responsibilities of police interviewed

The duties and roles of Police Officers were also examined during the data collection, some of the questions that were asked were the duty each individual performs at the station, what helps the individual to perform efficiently, what hinders the duties at the station, failures and achievements in their duties.

4.3.1 Duties of the Policemen and women interviewed

From the research it was gathered that policemen in the audio room were responsible for administrative duties for example; typing and receiving letters, recommending staffs for promotions. According to the District Police Commander, his duty is to supervise and ensure the smooth running of operations in the district. The crime officers were responsible for directing investigations at the station. The Inspector in charge of the CID department was responsible for the investigations and supervision of that department. The lance corporals were mainly for guard duties at banks, churches, offices etc and ensuring unity and good supervision.

The Sergeants at the station were responsible for criminal investigations, serving as liaison for the community police assistant and the district police commander. The detective corporals and the general corporal duties were to apprehend, investigate and takes issues to court for prosecution. The station officer's duty is to supervise the station and report outcomes and results to the district commander. The community police assistants were responsible for helping the policemen and women at the station and maintaining law and order in the community. The implication of this is that each individual knows his or her role and performs them according without any conflicts. Also the specifications on the job has been outlined to them hence each one know what to do when he or she reports to work, all these contribute to meeting their daily operations

4.3.2 Factors that help the individual to perform efficiently

According to the officers interviewed, it was gathered that some of the factors that helped to promote their duties efficiently are good supervision, cooperation from the public and logistics. Out of the thirty respondents, three respondents said that good supervision from the top officials helped them perform adequately on their jobs, this accounted for 10% of the population. Nineteen said that logistics increased their efficiency and effectiveness and this corresponds to 63.33% of the population.

The remaining eight respondents which is 26.67% of the population said that cooperation from the public helped them to perform efficiently especially when the right kind of information is provided. The implications are that the absence of the above factors means an impediment to the operations of the police officers, and that when these factors are provided adequately these officers would improve the quality of service delivered. It also implies that there will be less turnover and absenteeism on the job because the right kinds of factors have been provided.

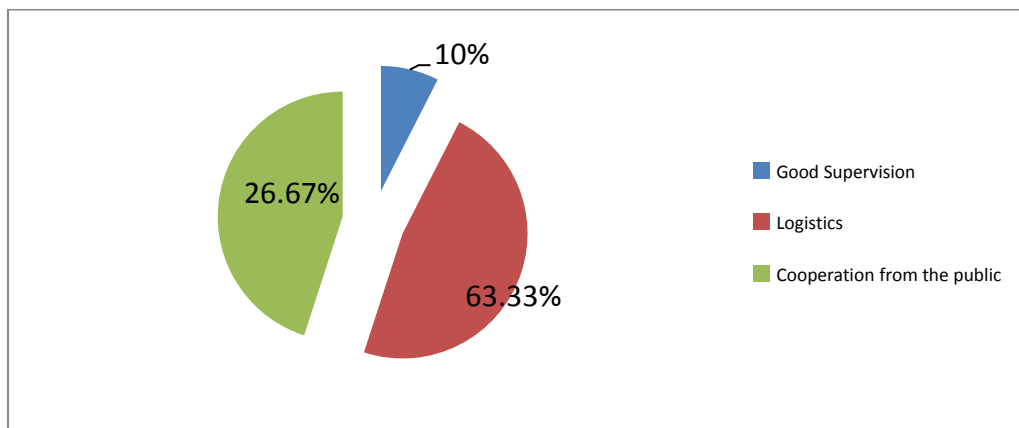


Fig 5: Factors that enable Police Officers perform efficiently

Source: Field Survey, 2011

4.3.3 Hindrances to the duties at the station

The hindrances mentioned by the police officers grossly outnumbered other responses on the questionnaire. Every police officer interviewed stated hindrances to his duty. Some of the hindrances mentioned were non availability of vehicles which makes mobility very difficult, lack of logistics, poor infrastructure and lack of modern equipments, discrimination, lack of motivation and poor incentives, lack of manpower, accommodation.

From the responses derived eight police officers disclosed that lack of logistics hindered their duties at the station which accounts for 26.66% of the population; 33.33% which is ten respondents said poor infrastructure hindered their duties. Two of the respondents addressed the non availability of vehicles to ensure smooth transportation; this corresponded to 6.67% of the population. Two respondents addressed lack of manpower and discrimination at the station as a hindrance this also resulted in 6.67% of the population.

Three discussed that the poor accommodation provided by the government to the police officers was a hindrance and this was 10% of the population. The remaining five which is 16.67% discussed that lack of motivation and poor incentives hindered them a lot. The implications were that non availability of transport impedes mobility especially arriving early on crime scenes. The lack of manpower means more work load for the police making progress and accomplishments really slow. The poor incentives and lack of motivation packages means that police officers do not receive any form of enthusiasm and interest on the job; roles are performed anyhow

because at the end of the day nobody rewards them. This results in high absenteeism and turnover at the Police Station.

Table 2: Factors hindering duties at the Cantonments Police Station.

Issues	Frequency	Percentage
Motivation & Incentive	5	16.67%
Manpower & Discrimination	2	6.67%
Lack of Vehicles	2	6.67%
Poor Infrastructure	10	33.33%
Lack of logistics	8	26.66%
Poor accommodation	3	10%

Source: Field Survey, 2011

The total frequency from the table which is the total number of respondents is 30. From the table it can be seen that, the mode which is highest most occurred is 2 which corresponds to lack of manpower & discrimination and lack of vehicles. The median for the factors hindering operations at the Cantonments Police Station is 4 whilst the mean of the factors above is 5. From the table, the factor with the highest frequency is poor infrastructure which corresponds to 10.

4.3.4 Failures and Achievements in their duties

Twenty one respondents stated that most of the failures of the police officers were the inability to apprehend and arrest some notorious criminals and inability to reduce theft cases. The value in terms of percentage is 70% of the population. Other failures were inability to show quick response to calls from the public and this accounted for seven respondents, the value in

percentage is 23.33%. Two of the respondents said they had no failures which accounted for 6.67% of the population.

For the achievements, four police officers discussed that they had settled disputes amicably amongst people which accounted for 13.33% of the population; 10% of the population which accounted for three people had ensured discipline which included decent dressing, policemen reporting to work early. Twenty three of the policemen said their achievements success in arresting criminals, maintenance of law& order, protection of life and property and this accounts for 76.67% of the population. This implies that greater portions police officers at Cantonments are working hard to reduce the crime wave and ensure the safety of citizens living beyond and around the station. Whilst the others were focused on general police attitude towards work and dispute settlement.

4.4 Public perception of Police Operations

Thirty individuals were interviewed mainly targeting residents living around Cantonments. The views the public gave about the Ghanaian Police Officers were all negative. Relating this to the questionnaires, seven respondents out of the thirty discussed that the police was inefficient, sixteen said they were unethical and corrupt in their daily activities which accounted for 54% of the population, three disclosed that they were slow in responding to calls and this corresponds to 10% of the population; three also said they were unreliable and one respondent said the police was lazy and this accounted for 10% and 3% respectively.

Most of the responses highlighted by the public were true because of the reports of the Police highlighted by the media. My view about the Ghana Police Service is that even though they lack a lot of facilities they still manage to work despite all the hindrances. Another view of the police is the indulgence of bribery on the streets instead of ensuring that the right thing is done. The slow response to distress calls from citizens is also another attribute of the organisation.

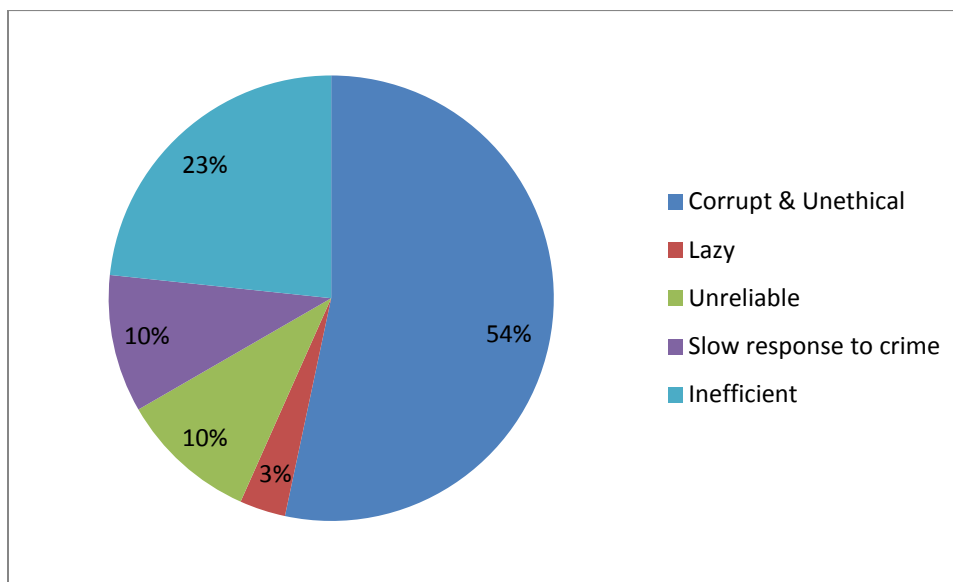


Fig 6: Public Perception about Ghana Police Service

Source: Field Survey, 2011

From Fig 6, it can be seen that 54% of the public discussed that Ghana Police Service was corrupt and the implication of this is that it impedes foreign and domestic investments because investors will feel it is a waste of scarce resources. This also implies that a greater segment of the public have lost trust in the security sector especially the Police. From the Fig 6, 23% of the public agreed that the Police was inefficient and this implies that the operational effectiveness of the Police is very low. This also means that

there are responding to the needs of the public in terms of security and enforcement of law and order.

In Fig 6, it was also seen that 10% of the public discussed that Police officers were slow to responding to distress calls and this means that a lot of cases have been left unattended and police officers arrive late to crime scenes, meaning a lot of robbers have escaped without being apprehended. 10% also discussed that the police was unreliable and this implies that there are not the dependable and trustworthy force in them of security. The remaining 3% said that the Ghana Police was lazy; this means that a lot of Police Officers are not performing at their duty post, therefore using working hours for other duties that are not professional. It also implies that a lot of cases have not been settled and it reduces productivity of the individual and the organisation at large.

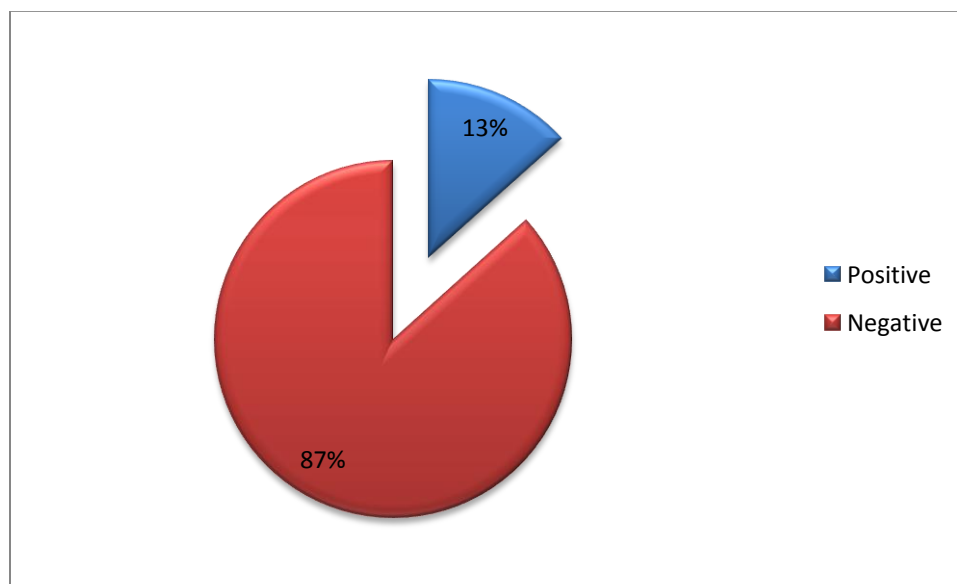


Fig 7: Police Opinion about how the public perceives them

Source: Field Survey, 2011

Figure 7 above shows the Police opinion about how the public perceives them. Out of the thirty respondents 26 of them said the public view them negatively and 4 said the public viewed them positively. According to 26 Police Officers which corresponds to 86.67%, they claim they are friends of the public but the public see them as enemies. They claimed they working tirelessly to ensure that crime wave is reduced and law is enforced but the public does not appreciate their efforts all they hear is negative reports highlighted about them. According to them, reports about their inefficiency and corruption are not true. Four Police Officers were of a different view, and they discussed that the public viewed them as friends because they had apprehended criminals and settled cases. For example, one policer officer claimed that Cantonments Police Station had investigated and settled a lot of cases in and around La and Osu hence she believes that residents living there perceive them as friends.

4.4.1 Causes of their poor operations

The public outlined a number of reasons as the cause of the poor operations of the Police. Some of the reasons included poor leadership skills, lack of training, lack of financial support from the government, poor remuneration, and lack of logistics, poor educational background, corruption and greed, bad working conditions. Below is a frequency table to show the causes of their poor operations

Table 3: Public opinion showing the causes of poor operations in the Police Service.

Causes of poor operations	Frequency	Percentage
Poor leadership skills	1	3.33%
Lack of training	2	6.67%
Lack of financial support from the government	4	13.33%
Poor remuneration	9	30%
Lack of logistics	3	10%
Poor Educational Background	5	16.67%
Corruption and Greed	3	10%
Bad working conditions	3	10%
Total	30	100%

Source: Field Survey, 2011

From table 3, the total frequency which is the total number of respondents is 30; the mode which is highest most occurred frequency is 3 which corresponded to lack of logistics, corruption & greed, bad working conditions. The implications that of these results are that; the lack of logistics means the quality of operations is reduced and a lot of goals cannot be met. Bad working conditions could result in high employee turnover and absenteeism from work in the long run. This could result in Police Officers not performing productively because the working conditions are bad.

Corruption and Greed in the long run will hinder growth in the public and security sector, in the sense that it will prevent foreign and local investments. The median for the factors hindering operations at the Cantonments Police Station is 3 whilst the mean of the factors above is 3.75.

The factor with the highest frequency is poor remuneration which corresponds to 9.

4.4.2 Effects of their poor operations

According to the responses of the public, some of the effects of the poor service delivery are slow response to emergency calls or crimes, increasing corruption, increasing laziness amongst the police and inefficiency. This implies that the level of trust citizens have in the Police Service is gradually reducing, productivity and efficiency in their service is low.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusion

The Police Service is an institution which is long over due for rebranding and should be change to restore a better public image. Some of the key findings were that the Educational background of the Police Officers in Cantonments was very low because from the responses it was seen that very few of them had been to the tertiary institution, with the rest of them being Middle school leavers and Senior High school leavers which corresponds to 13%, 50% and 37% respectively.

Some of the hindrances to operations, as mentioned by police officers were non availability of vehicles which makes mobility very difficult, lack of logistics, poor infrastructure and lack of modern equipments, discrimination, lack of motivation and poor incentives, lack of manpower, accommodation. According to the policemen the factors that helped to promote their duties efficiently are good supervision, cooperation from the public and logistics. Most of the failures of the police officers were the inability to apprehend and arrest some notorious criminals and inability to reduce theft cases. Other failures were inability to show quick response to calls from the public. For the achievements, they had settled disputes amicably amongst people, ensured discipline which includes decent dressing, policemen reporting to work early, arrested criminals, maintenance of law& order, protection of life and property.

5.2 Recommendations

Some of the recommendations that would be made for the Cantonments Police Station to rebrand their service are as follows. Some of the recommendations are based on the public opinions and the Police opinion about how the service should be rebranded. The Police discussed that some of the approaches were fostering a better relationship between the public and the police, training and workshop programmes, good salary structures, bonuses and incentives, more police officers to help, provision of logistics. For the public opinion on how the service should be rebranded, they suggested that some of the efficient ways of rebranding the service is to increase the salaries of the officers, listen and respond to the needs of the Police Officers, more training, and sanction corrupt officers to serve as a deterrent, more incentives and motivation, higher level of supervision on the part of leaders.

5.2.1 Create a new name

The Police Service must build a new name with the intention of developing a differentiated position in the mind of Ghanaians. They should promote a good corporate image which will have a positive impact on the employees and Ghanaians at large. This brand name should take a number of years to be successfully built. The new identity of the Police should be communicated to the public and this should be reflected mainly in their operations.

5.2.2 Redefining the mission, vision and creating awareness to police officers

An organization's mission outlines why a firm is in existence. Ghana Police Service needs to clearly state their mission to its employees, this is because based on the research conducted some of the Police officers were ignorant about the mission and vision of the firm.

Another reason is that based on the operations of Cantonments Police Station it appears; there is an absence of linking mission statements to operations in general. It is important that they align the mission statement to all the duties performed. Police Officials need to understand the mission statement live by it and foster it amongst themselves from the top officials to the low ranked officers. If every duty is based on the mission; it becomes a platform to help Ghana Police become efficient and help them shape who they are and what they do, what they stand for.

5.2.3 Link operations to the budget

In rebranding the Ghana Police Service, budgeting is very crucial at this level, hence it is essential to link operations to the budget, top police executives can decide where to invest resources and for what purpose. Linking the budget to operations shows how resources are allocated to achieve qualitative and quantitative outcomes. This process offers a meaningful indication of how money is required to turn into outcomes, how to fund daily activities, the expected output and the resulting outcomes.

5.2.4 Report performance

Reporting on performance is essential if top administrators are to make successful decisions, and foster full transparency and accountability across the Police Service. The reports should comprise of findings which are clearly and accurately presented and can be compared to what was intended to be achieved, this should be done in an objective manner. Also performance reports should be the central point of a continuous improvement and feedback process. Performance reports should be in print at regular intervals to measure incremental progress or setbacks.

5.2.5 Provision of IT Training

Based on the research conducted, it was seen that the Cantonments Police Station lacks new and improved modes of technology; this factor should be inculcated into the service to enhance the service delivery. Training should be provided to officers about the use of modern technology.

5.2.6 Ticketing

Police Officers should also introduce a ticketing system where tickets are given to offenders of the law. Each ticket should have a specific price tag and it should be based on the offence committed. Police Officers should be given a certain percentage of the amount; this is a way to check the bribery and corruption and serve as a motivation for them to apprehend criminals.

5.2.7 Change in leadership style

Most activities under the Cantonments Police Station is centralized, which results in Police top officials exercising most of the direct control over every organizational component regardless of their individual educational background or capabilities. Low level officers in Cantonments Police Station

should also be given the decision making power to motivate them to work harder toward predefined performance standards set inside a logical framework. This frees the top officials of the Police Station of certain duties to concentrate on high level policy details instead of daily minute issues.

5.2.8 Training

As a result of the poor educational background of Police Officers, it would be necessary to offer training sessions to enhance their knowledge and service delivery. Training could be in the form of symposiums and workshops. The Police Service can collaborate with Private Universities to organise short courses for the Police Officers some of the courses that will be offered is the Leadership Seminar Programmes, Ethics etc. Under this segment of the training, values will be instilled in them such that they take pride in the integrity of the service.

5.2.9 Support from the public

One of the hindrances according to the Police was lack of cooperation from the public. Hence more support should be provided on the part of citizens to ensure progress in their duties. A better way to gain the support of the citizens is to educate the public to increase consciousness of their operations; the public should also provide the right kind of information which is community-based information on crime and criminals to the police to make operations and service delivery easier.

In addition to this, the public should recommend and report responsible acts of bravery and outstanding service of Police officers to top officials for a reward. The public can also reduce the burden on the government Police by making donations of essential equipments such as

computers, software's for enhancing duties, generators, vehicles, building and furnishing police stations particularly in a country like Ghana.

5.2.10 Reward systems

Another recommendation that would be made is to set up reward systems for police officers to motivate them to work harder and improve their operations. Under the reward system, special commissions or allowances would be provided to the officer who arrests criminals or does a good investigation. Another reward system is to introduce an employee of the month system where police officers are rewarded based on performance in the course of the month.

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Appendix 1

ASHESI UNIVERSITY COLLEGE

This questionnaire is to assess the operations of Police Officers in Cantonments Police Station. All the responses derived from this research will be used for academic purposes.

Questionnaires for Police Officers

Section A

1. What is your gender?

a) Male

b) Female

2. What is your position at the station?

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3. What is your duty or your role at the Police Station?

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4. What helps your duties at the Police Station to be efficient?

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5. What hinders the duties you perform at the station?

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6. What are some of the things you failed to achieve in your duties?

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7. What are some of your achievements in your duties?

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Section B

8. Are you aware of the mission and vision of Ghana Police Service?
a) Yes b) No
9. Does the station have a working code to check the conduct of Police Officers?
a) Yes b) No
- 10.If Yes, Has the working code helped improved your operations?

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- 11.How easy is it for you work in accordance to the Police ACT
a) Extremely easy b) Easy c) Somewhat easy d) Not easy
- 12.How many hours do you work every day?

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- 13.What is your educational background?
a) Elementary b)SHS/ JHS c) Middle School Leavers Certificate
d) Tertiary

- 14.What are the challenges in your operations?

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- 15.How do you get motivated on your job?

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- 16.Does it affect your work positively or negatively?

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- 17.What is your overall job satisfaction?

- a) Extremely Satisfied b) Satisfied c)Somewhat Satisfied
d) Not satisfied

18.What are the best qualities that you have noted in Cantonments Police Station?

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19.What would you say needs most improvement in the Cantonments Police Station?

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20.How do you think the service should be rebranded?

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21.In your opinion, how does the public perceive you?

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Appendix 2

Ashesi University College

This questionnaire is to measure the operations of Police Officers in Ghana using Cantonments Police Station as a case study. All the responses derived from this research are solely for academic purposes.

Public Questionnaires

1. What is your gender?

a) Female

b)Male

2. What is your opinion about the Ghana Police Service?

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3. What is your opinion about their service delivery?

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4. What do you think is the cause of their poor operations?

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5. What do you think are the effects of these causes on their operations?

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6. What can be done to make the service effective?

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Appendix 3

ASHESI UNIVERSITY COLLEGE

This questionnaire is to assess the operations of Police Officers in Cantonments Police Station. All the responses derived from this research will be used for academic purposes.

Interview Guide

1. What is your gender?

b) Male

b) Female

2. What is your position at the station?

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3. What is your duty or your role at the Police Station?

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4. What helps your duties at the Police Station to be efficient?

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5. What hinders the duties you perform at the station?

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6. What are some of the things you failed to achieve in your duties?

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7. What are some of your achievements in your duties?

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8. What are the various sections in the station?

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9. What has the station set itself to achieve in its delivery of service?

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10.Are you aware of the mission and vision of Ghana Police Service?

b) Yes b) No

11.Does the station have a working code to check the conduct of Police
Officers?

b) Yes b) No

12.If Yes, Has the working code helped improved your operations?

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.....

13.How easy is it for you work in accordance to the Police ACT

b) Extremely easy b) Easy c) Somewhat easy d) Not easy

14.How many hours do you work every day?

.....

15.How long have you worked here?

.....

16.What is your educational background?

b) Elementary b)SHS/ JHS c) Middle School Leavers Certificate

c) Tertiary

17.What are the challenges in your operations?

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18.How do the challenges affect your performance on the job?

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19.How do you get motivated on your job?

.....

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20.Does it affect your work positively or negatively?

.....

21.What are the best qualities that you have noted in Cantonments Police Station?

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22. How do you think the service should be rebranded?

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23. What should be done to improve the service delivery of Cantonments Police Station?

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24.In your opinion, how does the public perceive you?

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