

# Internal and External Organizational Factors Influencing Police Performance in Crime Control: A Case Study of Juba County, South Sudan

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**Abstract:** *This study sought to assess the factors affecting the police performance in controlling crimes in Juba County Central Equatoria State. This study was motivated by increasing crime rates in Juba despite police presence in the area. The study first assessed internal and external organization factors affecting police performance in controlling crime and finally identified mitigation measures to improve police performance in controlling crimes. The study was grounded by the contingency theory of management theory and adopted a case study qualitative design. The main method of data collection was the questionnaire. The study comprised of 76 main respondents and 4 Key Informants. The census sampling Method was used to select respondents for the study. Data was analyzed using SPSS software and content analysis method. Internal organizational factors that affected police performance in controlling crimes in Juba County include; too layered hierarchical organizational structure, inadequacy of finance and resources, staff incompetency to provide effective service delivery, political interference, lack of modern state of the art equipment, poor remuneration, lack of discretion among lower ranking officers, absence of intellectual capital, poor leadership styles within the rank and file, and the effect of organizational culture. Major external organizational factors affecting police performance included, economic factors, technological factors, and finally, the problem of trust in police-community relations. Additionally, according to the study factors responsible for police-community mistrust that has a concurrence as either agreed and strongly agreed and that had an effect on their performance in South Sudan included, misuse of force impunity, perceptions of neglect, rudeness and incivility, incompetence, venality, extortion, discrimination, intimidation, and brutality. Major mitigation measures that will address the problem of policing in South Sudan which include; Building Public trust, entrenchment of public oversight and accountability bodies, use of civil society in building trust, especially in post-authoritarian and developing societies, requires confronting the weakness of civil society and police reform. The study recommends political good will to increase police funding from the exchequer, Building Public trust, entrenchment of public oversight and accountability bodies, use of civil society in building trust, especially in post-authoritarian and developing societies, requires confronting the weakness of civil society and police reform. Police reform may target; organizational change, innovative practices like sustained mentoring of police by experienced outsiders, and sponsorship of police involvement in community projects.*

**Keywords:** Police Performance, Internal organizational Factors, External Organizational Factors

## 1. Introduction

South Sudan has emerged from protracted disputes over the past forty years with the Khartoum government, and the impact of these conflicts have affected performance and capacities of entire service delivery in South Sudan police services (SSPS) in Juba County. Although the constitutional mandate of South-Sudan police service is to maintain law and order, provide security to the citizen and protect their properties, this mandate has been according to this study hampered by underlying push and pull factors; both internal and external factors that this study sought to establish (Oyeozili, 2005; Alemika & Chukwuma, 2000). The implication has been increased crimes such as armed robberies at gunpoint, breakings, abduction for ransom among citizen population by unknown assailants is increasing in Juba town and its outskirts, in areas such as Konyo-Konyo, Lologo Markets due to weak security police patrol and poor law enforcement.

As stated by Oyeozili, (2005) and Pruch, (2020), factors such as internal and external organization factors have majorly interfered with police performance for effective security management, especially in most low develop countries in

Africa, coupled with incompetent and inadequate professional training of the officers, and absence of skills on utilizing information technology for controlling sensitive security issues are in-all likelihood contributing constraints, affecting police. Moreover, (Pruch, (2020), stated that high criminal rates are caused due to weak law enforcement against perpetrators and corruptions among police officers in South Africa. In addition, Egon (1970) argued that role of police in modern society is to enforce law and orders.

In addition, Skogan (1993), emphasized that professionalization and laws were established to prevent police corruptions, brutality, abusive force and use of fire arms against public, and he further argued that police officers were incompetent to catch criminals. While, Sule (2002) insisted that role of police is benevolent agency in the state on crime control, apprehend criminals and enforce law to prevent dysfunction and disequilibrium to ensure development and democratic living. According to international victimization survey, crimes rates are on the rise in the cities such as Asia and neighborhoods in which one person out of 13% was a victim of crime. Miyazawa (1990), stated that land density will significantly increasing crime rates in Japan.

Meanwhile, Foot and Hook (2008) suggested that improving organization and employee's performance require the organization to work hand in hand with employees for continues and increased production practices. They further stated that in order to improve employee performance the organizations should attempt to maximize their employee's contributions to the achievement of the organization goals so that employees have the ability to add values through high-performance working while at the same time directly benefiting employees themselves. However, Kempe, (2000) argued that several factors, such as professional capacity among police officers or employee and in adequate resources or technical human resources capacities are the constraints affecting police performance. Moreover, according to Kempe, (2000) corruption is the key factor affecting institutional growth and development in most institutions, although, employee capacity, profession skills and ability of service delivery can influence organizational or institutional capacity for quality service delivery in most institutions and etc. While Oluwaniyi, (2011), stated that Police and institutional corruption in Nigeria has been influence by a weak internal security policy and systems that favor Nigerian police officers regardless of corruption practices, coupled with little motivation and salary of the police officers.

## 2. Problem Analysis

South Sudan police service or institution has faced a lot of security challenges due to protracted civil wars which lasted several decades, and only ended by the signing of the comprehensive peace agreement among warring parties in January, 2005, in Naivasha, Kenya. The study assessed internal and external organizational factors and identifies mitigation measures to improve police performance in controlling crimes in Juba County in Jubek state. Although the corruption phase emerged at a time when police practices transformed the traditional image of the police, with its limited power and legal constraints as in the case of 18<sup>th</sup> century England, when the public image of the police was more one of depravity than protection. The infective control systems of the time, unable to counter police corruption, negated the notions of accountability, transparency and effectiveness and contributed to the image of a despotic police contributing to, instead of preventing, disorder and crime and enforce laws. The police corruption continues across the country and has become uncontrollable, coupled with current, political and socioeconomic crises in South Sudan. As has been revealed in this study however, there has been insufficient information in literature and documented studies, especially in the context of South Sudan police that provided insights to this current study about exact cause of police corruptions practices. Moreover, recently, some business community including residents living in the out skirts of Juba city have experienced many criminal cases, such as armed robberies, assaults with gun point and ransom. Therefore, this current study assessed internal and external factors affecting organization performance in controlling crime, and identified mitigation measures that will improve police performance in controlling crimes in Juba.

## 3. Methodology

This study adopted a case study research design, which according to Bryman (2016) investigates a contemporary phenomenon within a real-life context, when there is a blurring between phenomenon and context, where multiple sources of evidence are used. This design facilitated collection of firsthand information on the dynamics and problems of police incompetence in Juba County. The study comprised of 76 police officer respondents and 4 Key Informants who were purposefully selected to inform the study based on their knowledge and experience of security issues in South Sudan. Interview method was used to collect data from the K. Is (Silverman, 2001). Juba was proposed for this study because of increased crime and insecurity despite heavy police deployment in the area.

## 4. Results and Discussion

### Internal Organizational Factors Affecting Police Performance in Controlling Crimes in Juba County.

The study first established the internal organizational factors affecting police performance in controlling crimes in Juba County. These include; too layered hierarchical organizational structure (87%), inadequacy of finance and resources (89%), staff incompetency to provide effective service delivery (85%), political interference (79%), lack of modern state of the art equipment (91%), poor remuneration (88%), lack of discretion among lower ranking officers (78%), absence of intellectual capital (82%), poor leadership styles within the rank and file (90%), and effect of organizational culture (77%). Further, these findings were supported by 99% of Key informants who asserted that, police organizations are organized in para- military style that limit and affect decision making of street officers, also asserting that there is no free hand in decision making during their operations. Besides, institutional rules and regulation which are a characteristic of hierarchical leadership structures and strict command structure discourages free hand in operational contexts during policing. Additionally, respondents cited illegal and irregular instructions from their seniors which contradicted their fidelity to the rule of law. The study found that in the police service, decisions are left to the senior most officer. Whereas this is in line with the command structure, it is not good as decisions are at times taken based on personal interests. Public good is substituted with selfish interests. Further, Police in South Sudan operate with very limited resources. This has led to weak operational preparedness, and logistical capacity. For example, the police are exposed to very poor working conditions and also find themselves dealing with dangerous, sometimes life-threatening, situations without adequate insurance to provide for their families when things do go wrong.

The implication is that proactive service delivery, an international standard that apply targeted proactive policing initiatives such use of patrols may suffer. Observably, the police have traditionally, allocated resources to response to their operational demands or requirements, with the majorly to facilitate public calls for service reactively, responding to whatever the current 'threat' may be. To deviate from this norm, will imperatively require colossal funding if South

Sudan policing will be internationalized. Although human competence is considered to be the driver of organizational competitiveness, this is not the case in South Sudan police service. Because of training gaps, most officers lack expertise required in policing to serve the members of public. This directly affects their service delivery.

Arguably, leadership, in South Sudan police service is just about seniority in rank or just filling of positions some of which are tribally but not merit based. Under such circumstances you don't expect much, leadership is not trained; no set goals and objectives of service delivery process nor sense of direction. Further, because most of them are not trained or highly educated, they are lacking in interpersonal skills and are rather brutal and rigid. The implication is that the culture of performance is not achieved at the expense of police service delivery process, leading to unachieved performance.

### **External Organizational Factors Affecting Police Performance in Controlling Crimes in Rajaf Payam in Juba County**

Secondly, the study established external organizational factors that affected police performance in controlling crimes in Juba County. Major external organizational factors affecting police performance included, political interference (86.0%), economic factors (60.0%), technological factors (60.0%) and finally, the problem of trust in police-community relations (62.0%). These findings were also supported by 98% of K.I. who found that one of the biggest issue plaguing the police force is political interference. Political affiliations play a large role in influencing the appointment of senior police officials and in police recruitment.

Most of these appointments are skewed and tribal based and at the expense of merit. The implication of above finding is that police officials who are affiliated to political groupings may show favourism towards one political party and against another. Besides, the police may also become tools of political oppression against perceived political opponents which is against the ethos of policing that constitutionally require them to be an apolitical force or service. Further, the above finding may similarly be a threat to the rule of law and principles of democratic policing that requires policing to be insulated from political control (Auerbach, 2004). Besides, according to the study, over the last few years, South Sudan police service have experienced considerable budget constrictions that resulted to hiring freezes consequently causing reductions in staffing levels never experienced before. This directly affects delivery of services, and organizational management. Further, budgetary constrictions affects training programs, eliminate plans to acquire new technologies. As a result of reduced staff levels, police presence is not felt across board reducing police legitimacy. Public safety is also affected as a result of reduced resource allocation. This is because facilitating crime prevention strategies, and the development of sustainable policies and procedures is done but dismally.

Additionally, according to 99% of the respondents crime escalates when economic conditions deteriorate. In particular, during times of high unemployment there is a greater likelihood that individuals engage in illegitimate

opportunities to gain wealth; namely criminal activities such as robbery, burglary, and theft. When unemployment is high, more people will be staying at home when they typically would have been away at work. The implication of above findings is that reduced resources has a direct effect on the nature or quality of crime prevention strategies, and the development of sustainable policies and procedures against crime. This may also determine whether policing is proactively done or because of financial constrictions just remain reactive when calls of service are made.

As supported by 90% of the respondents, public trust in police can enhance police effectiveness and the legitimacy of police actions (Lea & Young, 1984; Lyons, 2002; Sunshine & Tyler, 2003; National Research Council, 2004). It is linked therefore to the capacity of state police to provide basic citizen security (Goldsmith, 2003). Trust, through its presumption of benevolence, dedication and a shared ethical framework (Lyons, 2002). Trust is fragile due to its highly contingent character in most social relations. Its extent and very existence depends upon a range of factors both within and outside police control. A deficit of trust in the police is all too common in deeply divided, post-conflict and post-authoritarian societies (Weitzer, 1995; del Frate, 1998; Mishler & Rose, 1998). Additionally, according to the study factors responsible for police-community mistrust that has a concurrence as either agreed and strongly agreed and that had an effect on their performance in South Sudan included, misuse of force (90%), impunity (80%), perceptions of neglect (94%), rudeness and incivility (98%), incompetence (80%), venality (82%), extortion (88%), discrimination (90%), intimidation (100%) and brutality (100%). These finds are empirically supported by Goldsmith, (1991), Goldsmith, (1996), Reisig and Parks, (2000), Weitzer and Tuch, (2003), and Lundman and Kaufman, (2003)

## **5. Recommendation**

Based on the findings, this study recommends an effective human resource office to objectively look into the challenges that are effecting police officers and that have almost grounded policing in South Sudan. Besides, the study recommends political good will to increase police funding from the exchequer, Building Public trust, entrenchment of public oversight and accountability bodies, use of civil society in building trust, especially in post-authoritarian and developing societies, requires confronting the weakness of civil society and police reform. Major mitigation measures that will address the problem of policing in South Sudan include; Building Public trust, entrenchment of public oversight and accountability bodies, use of civil society in building trust, especially in post-authoritarian and developing societies, requires confronting the weakness of civil society and police reform. Police reform may target; organizational change especially for police in post-conflict or crisis countries such as South Sudan, respect for human rights and effective crime fighting go together, innovative practices like sustained mentoring of police by experienced outsiders can reinforce what is learned in the police academy and the sponsorship of police involvement in community projects have become almost automatic parts of police reform efforts.



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