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THE ROLE OF LEADERSHIP IN COMMUNITY PARTNERSHIP, ORGANIZATIONAL CHANGES AND DECISION-MAKING PROCESS IN ADDRESSING CRIME ISSUES, AND TERRORISM

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Abstract

This research paper explains the role of leadership style in building community partnership and in this way also addressing many crime issues and terrorism. The methods used during this research paper are the deep insight of understanding leadership collaboration and organizational changes through literature review. A qualitative design was applied for face-to-face interview with a high ranking member of Kosovo Police. This interview shed light on the role of leadership style and challenges that are related to police reformation and also organizational changes. Through this paper, police leadership may be viewed differently, and seem to be very complex. Community partnership and shared decision-making process were emphasized during this study. This research paper also focused on integrity, ethics and strategic planning. Community partnership, organizational changes, and shared decision-making process are related to leadership style. Leadership style may have either positive or adverse effect on addressing crime rate and terrorism. Depending on the style leaders implement, certain components such as community partnership, or organizational change or even shared decision-making process may fail to function. This is why leadership style seems to bring some very interesting conclusions on this research.

Keywords: Ethics, Police, Leadership, Community, Decision Making

1. Introduction

Policing is not only a profession but also a practice; it is also the way of life. Therefore, it is important to address the gaps between community relations and policing in general. For police organizations to build good community relations, they must gain community's trust and reflect integrity and high ethical values. There are roles, expectations, integrity, and ethics that are fundamental components of policing in the contemporary era. A success of police organizations to address crime issues and terrorism depends on public trust. Therefore, it is crucial for police to maintain public trust. Both police and community must develop a relationship with each other to address social disorder. In order for officers to do their work, the police must have the trust and confidence of the communities they serve (Azemi, 2014). Another important element is also integrity, which is defined as "the normative inclination among police to resist temptations to abuse the rights and privileges of their occupation" (Miller and Hess, 2008, p. 43). Ethics and code of ethics also are important for law enforcement agencies, and without ethics and code of ethics, law enforcement agencies lose the trust and credibility. According to Miller and Hess

(2008, p. 43), the way, and “manner in which police use their discretion to enforce the law and solve problems determines whether the public views the police as ethical”. On the other hand, Pardue (2015, p. 6), elaborated that “questioning ethics may arise when citizens develop negative opinions toward police solely based on recent situations that have gained national media attention, having no direct interaction with police officers themselves”. This is why police organizations must develop a close relationship and strong partnership with the community to avoid public distrust. Trust, integrity and overall ethics play a crucial role in police image, and this would serve in bridging the gap in community relations. Except for the trust, integrity and ethics, communication, collaboration and coordination also play a crucial role in building community relations. Another aspect that must be treated in this research is also the leadership decision-making process that at the end plays a fundamental role in building community relations and strong cooperation. The way leaders behave, act and also empower their employees reflect the way organization carries out its mission and vision of better crime prevention. Ford (2011, p. 2) evaluated the role of organizational design in empowerment and noted that “organizational initiatives which promote employee role expansion including organizational empowerment are primarily focused on promoting employee action”. Empowerment also serves as time effective tool, when management and leaders are busy doing many tasks at the same time. Through empowerment philosophy, employees may take initiatives. On the other hand, Khair (2009) explained that good outcomes resulting from innovative legal empowerment activities would transform society in a sustained manner is depended on many factors, primarily amongst which is the commitment of the state to uphold principles of equality, non-discrimination and overall welfare of the society. Overall the role of community relations in addressing crime issues and terrorism also depends on ethics, integrity, employee empowerment and also decision-making process. Shared decision-making process seems to be very effective in making organizational changes, but this does not go without some kind of resistance.

2. Background

Terrorism is a very complex issue, and there is a wide misconception about this phenomenon. The emphasis on this research paper will focus on the role of community in addressing crime issues and terrorism. Many law enforcement agencies are trying to take measures to prevent crimes and at the same time reduce high crime rate. In this context, the way law enforcement agencies build relation depends on its leaders and shared decision-making process. When community relations and partnerships are built, law enforcement agencies are more successful in addressing social disorders and crime issue. This is why criminal justice organizations, in particular, police departments strive to build strong community relations. To build strong partnership and community relations, leaders of criminal organizations must make organizational changes that would serve further improvements within the organization. According to Horgan and Braddock (2012), terrorism is becoming a more diffuse and amorphous phenomenon: less centralized and with more opaque command and control relationships. Therefore, developing a strategy in cooperation with all community levels is crucial. Working, with schools, businesses, religious institutions and also all levels of local government is very important. Since the circumstances have changed, so has the mission of law enforcement agencies. According to White (2009), it may be more appropriate to move beyond the confusion about homeland security and look at the missions of various organization, and their common understanding of the concept. Due to the high risk of terrorist attacks and increase terrorism in general, the agency must redefine mission. Since the agency depends on support of stakeholders, it is crucial that stakeholders are involved in the organizational changes. Primary stakeholders, finance office and government funding board, the board of agency, and also the community members. Any organizational change that is designed to respond terrorist threats must be in alignment with stakeholders' agreement and support. Stakeholders must be informed and also involved in strategic planning of the organization.

3. Topic Discussion

Organizational changes that impact positively criminal justice organization must be supported by leadership style. Leadership style depends on leaders of the organization, and there is no universal formula that would ensure any leadership style success. Shared ideas, share vision and also shared decision-making process has shown to be very effective to address crime issues and in particular terrorism. When all shareholders are involved in decision making and creating national strategies for crime prevention and also terrorism prevention, the mathematical numbers showing high crime rate and terrorism threats will decrease. This is due to the fact that community becomes part of policing and policing becomes part of public. Community partnership seems to work very well in many countries. With this philosophy, community and citizens, in general, share their responsibility with police to prevent crimes and address crime rate. The way this partnership is built depends greatly on management and leaders of the organization.

3.1. Problem Statement

Building strong partnership between police organization and community is not easy, and it can be very challenging process. The role of good partnership and cooperation within all members of the community is very important. The most important aspect of building this partnership for leaders is through good communication, transparency, involvement, employee empowerment and shared-decision making process. This research article seeks to give data a meaning about which are the first steps a leader must take to build community relations to address crime issues and terrorism. Some leaders impose autocratic leadership style. Thus, community relations may never build. Other try other forms of leadership styles, however leaving out the importance of building coalitions with community. Collaboration and cooperation perhaps is a key to find common ground, close the gaps between policing and also community responsibility. This research may shed light on what are the best practices for police leaders in order to succeed and be successful in their career.

4. Findings and Recommendations

To build this partnership, organizations must develop cooperation and collaboration, involve community in decision-making process and also inform community about the issues and challenges. Another important aspect why the law enforcement agencies or organizations must create partnership with community and public is that these organizations must strive to create public value. According to Bryson (2011), creating lasting public value requires that the enduring benefits of what the organization does do and does not do must significantly outweigh the cost. Furthermore, it is very important that public value is carried out and continues. On the other hand, according to Nalla and Madan (2012, p. 279), "effective policing involves engagement and collaboration of citizens in the coproduction of order maintenance". This is why developing partnership with community or citizens is crucial for police because ultimately police are to protect communities and also provide services to them. Nalla and Madan (2012), elaborated that people who are dissatisfied with the police are less likely to provide them with crime related information and more reluctant to cooperate with the police, which diminishes police effectiveness in controlling crime. This is an indication how important is for police organization to build partnership and collaborate with community. According to Graziano *et al.* (2014), community policing have further advanced community agenda by defining roles for the police in building partnerships with the community and engaging the community in problem-solving actions. Another important step of building partnership between police and public is through communication and collaboration with media. According to Miller and Hess (2008), there is no more effective or efficient way for law enforcement to forge a relationship with the community than to partner with the media. Media plays a very important role in shaping the public perception; therefore it is in the best interest of police organization to build partnership. Through media, the public is informed, and they may help in addressing and especially investigating crime. The public can help police in many dimensions if they are informed of time. Based on the interview of the police

leader, it is apparent that three main things were brought up: Intelligence-led policing, community policing, and also training and education for police officers (Shillova, 2017). Resistance to change is another issue that every organization will face during the process of organizational changes. Kempinen (2009), through observation design on tracking progress of collaborative efforts in seven Wisconsin counties, found that the role of leadership in collaborative decision-making process is crucial. Furthermore, Joplin and Marwa (2013) found that policing ethos is about sharing particular imperatives of democratic policing.

One of the main recommendations is to make necessary organizational changes that would serve the best public's interests. Terrorism is social construct; therefore the agency must work with the society, address social issues, invest in education and also promote diversity. According to Miller and Hess (2008, p.439), the first line of defense against terrorism is the patrol officer in the field. This means that the organization must implement continuous training about terrorism prevention and terrorism investigation for all patrol units. This would require financial support, and through collaboration and cooperation with primary stakeholders, this is possible. According to Miller and Hess (2008) street officers, who see themselves as first respondents, also recognize that they would be the ones most likely on the front lines of a terrorist attacks. Officers in the field understand the role of training for this phenomenon. The second recommendation is to implement better information gathering and intelligence sharing with other security agencies. In this context, Miller and Hess (2008) explained that communication should be the number-one priority in any terrorist preparedness plan. Creating units within the organization, that would deal with information gathering through community relations and cooperation is another recommendation. According to Miller and Hess (2008), it is not sufficient to simply gather data, it also must be analyzed and shared systematically with neighboring law enforcement agencies and also different levels of law enforcement. White (2009) elaborated that information sharing is at the heart of local intelligence system. Thus, law enforcement agency must spread the cooperation and establish good relationships with all local levels of community policing and local agencies. In this case, community partnership plays a crucial role in building trust and also spreading their cooperation network, and links. As an organization, it is crucial to create culture of information sharing, through creating special unit that would deal with sharing, collecting receiving information related to terrorism and other crimes and analyze such information. This unit will also require financial support, however through approval of financial office knowing the importance of terrorism prevention, a barrier of financial support can be crossed.

Another important recommendation is to develop risk assessment and to identify potential terrorist targets. In this context, Miller and Hess (2008) explained that potential terrorist targets may be train stations, government offices, warehouses of that contain various hazardous materials, and high profile areas that could be force multiplier for terrorists. According to Miller and Hess (2008), there is already a tool that could be implemented by many law enforcement agencies, such as Community Vulnerability Assessment Methodology. This is an approach that identifies a community's weaknesses by using a detailed systematic analysis of the facilities and their relationship to each other (Miller and Hess, 2008). This recommendation will require various campaigns by the organization to increase community awareness about terrorism and terrorism consequences. A team from the law enforcement agency must conduct awareness campaigns especially in vulnerable communities, such as minority groups and other vulnerable community members. In order to analyze all collected information, it is important to update new technologies and surveillance cameras in many key points of the city.

5. Application/Action Orientation

Each organization must focus on orientation and reaching objectives. Keeping society safe is not easy, thus applying best policing practices would greatly reduce crime rate and terrorist threats. The evidence is showing that community partnership and the philosophy of community policing is stronger than any other policing philosophy. Reformation within police organization is also another important step. Reformation is another point mentioned during the interview with a high ranking member of police organization. The way this reformation comes seem not to be very clear, but it is apparent that through community involvement and members within the or-

ganization are part of this reformation. Training and advanced education for law enforcement members is another point of direction for many police organizations. Modernization, high technology and strong communication with the public and in general with the community through building bridges and partnerships is another element of reformation.

6. Conclusion

It is apparent that leadership style has either negative or positive impact on addressing crime issues and terrorism through building partnership with community, shared decision making process and also organizational change. The way leaders today use their skills, style and also knowledge to build strong community partnership, make organizations changes (through which they improve and measure performance of the organization) and also through involving members of the organization and community in decision making process determine the organization's effectiveness and success. Without three main components, organizational change, community partnership and also shared decision making philosophy, criminal justice organizations are ineffective. However, all these three components wrapped up by ethics, integrity, and trust, could be on hands of leadership style in each organization. Leadership philosophy seems to be a key that is very connected to effectiveness of the organization. Without appropriate leadership style and philosophy, all these mentioned components would fail to be effective. Gaps within leaders and management with community, and also shared decision in developing crime prevention strategies would seem to have negative effect, and will not serve improvement on addressing crime rate and terrorist threats.

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