

**LEADERSHIP AND POLICING IN SECURITY
MANAGEMENT OF NEPAL**

A THESIS

Submitted in Partial fulfillment of the requirement for the degree of
DOCTOR OF PHILOSOPHY in MANAGEMENT

By

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August, 2015

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I hereby declare that this is the result of my own independent work, except where otherwise stated. Sources are acknowledged by giving citation and reference.

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DEDICATION

To

My Late MOTHER, Late MOTHER-IN-LAW

*Who have nurtured and nourished and educated to make me what I am today
And*

HONEST CITIZENS

"For the sustainable development, peace, and democratizations;
Law enforcement people are always dedicated to the obligation!
Respect, and follow the universal values, norms and regulations;
Ever ready for sacrifice the life on duty in the name of a nation!"

Thakur Mohan Shrestha, 2015

ABSTRACT

A leadership role is a profound variable in the development of a nation and safeguard to the democracy and rock defense to the sovereignty, integrity and nationality in any nation. Equally, leadership has been considered as one of the crucial factors for the success of any organization. Safety, Service and Security are the first and foremost perquisite of any society. These are the most obligation of the respective government. However, what constitutes the effective leaders and what is the status of leaderships is still a subject of study. Peace, security, rule of law, and sustainable development are driving principles in a democratic notion of developing country like Nepal. "3Is": Injustice, Insecurity and Imbalance have been reflecting in the post transitional Nepal. The study came with the objectives of investigating the peoples' perceptions on the adaptation of good leadership style and effective policing, the challenges and expectation in present and future perspectives.

The thesis explored the leadership and policing in security management of Nepal. The research problem of this study work aimed at investigating the police leadership status because it is concerned with security and welfare of the country. This research is carried out with a mixed method based on the evaluation of 7 leadership styles, Bass and Avolio (1994)'s "5Is" behaviors, 49 traits, and 28 affecting elements for the development of police officers in Nepal, cross country analysis of 12 required different values/ attributes for executive and senior police officers, this study has used a survey questionnaire from 1111(N) and in-depth interview from 21(N); 21 senior academicians, executives and veterans in face to face interviews; 51(N) respondents in pilot survey from different ways of life and responsibility of all the 75 districts of Nepal.

The study finds that there is the need of transformational leadership followed by participative/democratic, authentic and strategic models. Similarly, the research sought the need of system based policing like 'intelligence-led'; 'police public partnership', and 'proactive' respectively. The trait status does not seem sound since the negative traits seem dominant with highest rating "moderately to mostly", whereas the majority of positive traits are rated with "a little to moderately". Moreover, the transformational leadership behavior is dealt with 'a little to moderately', which needs to be improved.

The influence of politicization, political instability, external influence, open border, rampant corruption, nepotism-favoritism, youth-drain; lack of role model leadership and dearth of accountability are the major challenges in the security organizations. Furthermore, most educated and high profile personalities have less interest to encourage their generation in police services. People are expecting proficient and accountable police forces.

On the observation of cross-country difference that the top five values/attributes for executive levels which were found in Canada is not same in Nepal. For instance respondents sought the 'effectiveness' in the first preference in Canada was revealed in Nepal 9th priority out of twelve and integrity was rated as the first preference. Similarly, honesty was judged in third preference whereas, it was in 12th (least) priority in Canada. Additionally, with regards to the senior police officers the results display that the communication in the first preference in Canada was revealed in Nepal eighth priority out of twelve and integrity was rated as the first preference. Similarly, responsibility was in tenth in Canada but fourth preference in Nepal.

Leadership should be interconnected with 'RARA': Role, Responsibility, Resources and Accountability. The universal values, norms and legal procedures can be the tools to tighten the national security forces for reliable professional service delivery. This principle fits the preferred value system everywhere. If the truth is bitter, let us swallow, it is better to cure the maladies timely.

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10 August 2015

10 August 2015

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PROLOGUE

I have been a student of leadership and policing most of my life, gathering through 27 years of service in the national security agencies: Nepal Police and Armed Police Force. I have seen and felt very closely, the truth of delightful moment and deplore in a series of Recruiting to Retirement(R to R) of security personnel in both: peacetime and conflict. A series of ground experiences have allowed me to see a lot of death and casualty of the people: national security side and rebels, ordinary people. Whether the death is of the brave soldier, or misled rebellion or the common people, I realize that the loss is of the human assets of the country.

The peace treaty and two prolonged constitutional assemblies formed in accord with it brought the hope to bring climate of trust in every people to stay in peace and harmony. Major parties that formed the governments in different periods of insurgencies and Maoist (the rebellion) have opportunities to come to the consensus and develop a common code in the name of new constitution, in the constitutional assemblies. This exercise has already taken a time of a decade.

During this decade many turbulences in government functioning were appeared. Police administration and policing which are the foundation of peace and security, are to be operated under the government leadership also fell under the chaos and complexities, so could not do its work well; the result of these appeared in the form of increased nepotism, favoritism, corruptions, inefficiencies, and weak observance of rule of law in the country.

My experience in different positions and responsibilities taught me a lot which gave me insight in the present study. My learning in 2IC and In-charge of the almost formations of the police force from base to, Area, District, Zonal, UNPOL Missions (IPTF, UNMIS), Region, Department, regional training institution to Academy, Head of IG secretariat; Commandant to Executive Director of APF Academy; Battalion Commander, Brigadier to Head of Departments: Operational, Border Security, Human Resource Development; Participation in the 79th INTERPOL DOHA, General Assembly, 2011 as an observer from APF, Nepal, travelling in seventy two districts(out of seventy

five) in Nepal and more than two dozen foreign countries, gave insight that "Top to Down" and "Professional training & experiences" approaches are crucial to drive any organization effectively and efficiently. In other words, every one may lead and run the institution but for the preferred professional outcomes and its continuity in the long-run cannot be achieved without the well trained, well groomed, visionary leadership and effective policing. The activities and vision displayed by the political leaders and responsible chairs after that period are almost future worrisome.

As a dutiful citizen and disciplined police executive it was another reflection of my experience. While visiting to the war monuments like that of Pearl Harbor of the USA and the deserted sites of Hiroshima and Nagasaki of Japan, Yugoslavia, Sudan, Liberia, Switzerland, France, German, Italy, China, Singapore, Thailand, Sri-Lanka, India seeing the improvement, and development of these severely destructed regions brought a feeling of guilt within me. This feeling provoked me to come up with a solution and inspired me to proceed ahead in the research study on my professional field. These are the reasons, why I had chosen "Leadership and Policing in Security Management of Nepal" as my research title.

Least developing country should have firmed and reasonable own ideology in national level. The complex and significant of the role of police need professional leaderships and confined policing philosophies in least developing post conflict country like Nepal. Whole nation is eager to have new and perfect constitution and political have been engaging. It is the right time to take step ahead in building a 'Peaceful, Developed and Well-Governed Nepal through the peoples' desire. I have to explore, 'man without the gun to be served for the wellbeing of his life'. So, system based policing like 'intelligence-led'; 'police public partnership' and 'proactive' and adaptation of transformational leadership followed by participative/democratic, authentic and strategic models is the unavoidable base for the national development mission: Security by development as the key finding of the study.

Undue political interference has become as the routine job of few political leaders and major decisions have been affected by personal biases rather than performance. Unprofessional and inefficient people are encouraged and heading towards top. The

leadership structure has been vanquished by a few personalities and interested minds in the name of nepotism and preference rather than giving priority on dynamism and professionalism of the leaders in the respective services. The retired and renowned personnel (from different sectors) who have served the nation for a long time have now entered the threshold of court to jail. This has inculcated a deep sense of thought to understand why such figures were brought to power and position if they were not eligible? It has also sensitized me that whether they are compelled to knell down or they really encouraged lawlessness, rampant corruption and bribery.

A functionally developed system needs to be equitable, efficient and ethical government to lead the bureaucracy, security agencies, accordingly. It can be considered as a defeat of the democracy, and rule of law, if the victims are not willing to go to the court for justice and the order from court are not being implemented in a democratic country. Now, I must state that the unethical decision taken by anyone, anywhere, against anybody is unethical and should be corrected timely, so that other may not be victimized anymore for the same status and rule of law will be maintained properly and precisely. Future generation will follow the foot prints for the good causes.

I am guided by this truth-seeking notable remark. The twists and turns I encountered in the nooks and corners of my personal and professional life have become enabling and encouraging factors to drive this research study on "Leadership and Policing in Security management of Nepal" to the destination.

The proposal was approve in February, 2012. During this study I got the chance to serve as the Head of Human Research Development Department (HRD), of APF, Nepal and got opportunity to command Border Security Department (BSD), Operational Department (OD), and National Armed Police Force Academy (NAPFA) in the capacity of Executive Director. In the time frame of the last 5 years I had got the opportunity to lead the force for 17 times as Acting Chief of APF in the absence of Chief (IG). National Armed Police Force Academy (NAFA), where I served as Executive Director of Nepal.

On July 30th, 2014 I went in obligatory pension after 5 years in Special Class Gazette Officer. Since then got the opportunity to observe the police administration and national leadership in the status of civilian viewpoint and veteran standpoint which is considered as a golden opportunity as an additional asset in this research to make more worthwhile.

Also, Nepal is a rich country, inhabited by the penury. Penury in the sense, we lag behind the modern scientific innovation, information technology and philosophy. Security is the state responsibility and Leadership and policing are developing process. In Nepal no adequate research has been carried out particularly in this field. I frequently feel that Nepal is rich in green dollar, white gold, flora and fauna, cultural, geographical diversities and strategic position in between two big opportunities (India and China).

Security services are labor intensive services on morale, integrity, and expertise of high quality. Leadership, policing, and management, professional oriented trainings, ethicality, and accountability are the top priorities as a citizen demand on security forces. Today's youths are our nearest future nation and they have to take initiation and should be prepared through heads, hearts and hands.

Similarly, Different societal changes will require police to adopt different types of policing and approaches by professional leadership and policy makers. The biggest challenges facing the current and incoming generation of police leaderships are to develop police organizations with effective policing philosophies in producing a road map, which may effectively recognize, relate and incorporate the global shifts in IT (information technology), culture and changing context of community expectations and be prepared to cope-up the future security issues and threats, collectively.

The SMART policing vision Rt.Hon'ble PM of India Shree N. Modi Ji can be an inspiring and leading philosopher for purpose of comprehensive security in South Asia Region through the SAARC in addressing the common security issues, challenges and future threats collectively.

Finally, I put 'altruism before benefits' and would like to propose four pillars/knots of domestic security management "RARA": Responsibility, Authority, Resourceful and Accountability model followed by "LPMCC": Leadership, Policing, Management, Command Control based on the key outputs of this present study (Chapter 5, Figure: 4:1 and 4:2) as roadmap in the country and further study for its implementation for the purpose of better service delivery and good image of policing and leadership, which can be model fit for lasting peace, sustainable development and flourishing democracy in the post conflict of least developing country like Nepal. This principle fits where values system preferred.

The prolonged professional and academic engagement with my honorable versatile supervisors Prof. Sateesh Kumar Ojha, Prof. Dr. Bihari Binod Pokharel and Lecturer Dr. Shiv Ram Pandey have further intensified the desire to deeply delve the truth in the study arena. It is my pride and privilege to bow my head as an honor to the University for providing me the approval for learning opportunity to proceed in Ph.D. research study. Now, I become ready to submit and defend my thesis in accordance with the values and norms of the Singhanian University. Last but not the least, this research study model can be purely a pragmatic effort to work out a solution through mixed research model (Quantitative & Qualitative). It opens the rooms for further profound studies on leadership and policies concerns.

Thakur Mohan Shrestha

PhD Scholar, Singhanian University

August, 10th, 2015

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ABBREVIATIONS

AD	After Death Christ
ADC	Aide de Camp
AIG	Additional Inspector General
APA	American Psychological Association
APF	Armed Police Force
ASI	Assistant Sub Inspector
BA	Bachelor of Art
BC	Before Christ
BK	Braham Kumari/Kumar
BS	Bikram Sambat
CA	Constituent Assembly
CDO	Chief District Officer
CIA	Central Intelligence Agency
CONS	Constable
CPA	Comprehensive Peace Agreement
CPN (M)	Communist Party of Nepal (Maoist)
DIG	Deputy Inspector General
DSP/DySP	Deputy Superintendent of Police
FPU	Formed Police Unit
GDP	Gross Domestic Product
H	Hypothesis
HC	Head Constable
IA	Intermediate of Art
ICJ	International Court of Justice
III	Injustice, Insecurity, Instability
IG	Inspector General
INSEC	Informal Sector Service Center
INSP	Inspector of Police
INTERPOL	International Police Organization

JBR	Jung Bahadur Rana
KC	Khatri Chetri/Kshetri
LPMCC	Leadership Policing Management Command Control
MA	Master level of Art
MDG	Millennium Development Goals
MOHA	Ministry for Home Affairs
MM	Mixed Method
MP	Member of Parliament
NA	Nepal Army
NC	Nepali Congress
NHRC	National Human Rights Commission
NID	National Investigation Department
NP	Nepal Police
NRB	National Rastra Bank
NSP	National Security Policy
OHCHR	Office of the High Commissioner for Human Rights
OECD	Organization for Economic Co-operation and Development
PhD	Doctor of Philosophy
POP	Problem Oriented Policing
PM	Prime Minister
QN	Question Number
QUAL	Qualitative
QUAN	Quantitative
RARA	Responsibility Authority Resource Accountability
RM	Research Methodology
RO	Research Objectives
RQ	Research Question
SAM	Statistics Anxiety Measure
SAARC	South Asian Association Regional Cooperation
SCH	Senior Head Constable

Sis	Sister
SLC	School living Certificate
SMART	S: Sensitive, M: Modern and Mobile, A: Alert and Accountable, R: Reliable and Responsive and T: Techno-savvy and Trained
SP	Superintendent of Police
SSP	Senior Superintendent of Police
SSR	Security Sector Reform
SSD	Security Sector Development
SSI	Senior Sub Inspector of Police
SI/ Sub-INSP	Sub Inspector of Police
SQ	Survey Questions
TIN	Transparency International Nepal
TU	Tribhuvan University
VVIP	Very Very Important Person
UK	United Kingdom
UML	United Marxist-Leninist
UN	United Nations
UNODC	United Nations Office On Drugs and Crime
UNMIN	United Nations Mission in Nepal
UNMIL	United Nations Mission in Liberia
USA	United States of America
UNPOL	United Nations Police
WB	World Bank

CHAPTER 1: BACKGROUND OF THE STUDY

General Introduction

The role of leadership and its probable effects in present era which is characterized by complexity and instability from various perspectives is very crucial and is demanding for discussion and study. Academic ideals are usually determined based on the socioeconomic, geopolitical, science and technology. Security is the pre requisite. The security dilemmas and paradigms have been shifting from conventional military statecraft with new passion in digital approach to the entire planet. Land, law, people, government and sovereignty are fundamental elements of a nation. In this modern age of globalization and technology, a state may have its existence and impact beyond land territory in terms of religious, political main stream, economic diplomacy, power projection and high-tech dynamics. Conventional security polarization is changing towards economic umbrella networking in a new shape, size, and symmetry. Security and identity of small states are always in question. Most accepted definitions of small states have not yet emerged.

Police organization has its roots in the political and social struggle, though the century has embroiled nations, resulting in divergent efforts of government to control the conduct of individuals (More & Leonard, 1987). Neo-Marxist and neo-Weberian social scientists are markedly different in their theoretical orientation, but both share a common analysis that the core roles and responsibilities of the police are to maintain existing political and economic structures, and that this involves watching the usual suspects or the underclass (Hall et al., 1978; Campbell, 1993). Overall, there is continued demand for security measures in the foreseeable future endeavor. The religious and cultural doctrines like Veda (Hindu), the Tipitaka (Buddhist), Bible (Christian), the Quran (Muslim), other schools of thoughts represent as a foundation to run the society. The history of modern policing is intimately allied with the idea of the sovereign nation state. Nepal could not be an exception from these speculations.

Background

Nepal, a landlocked least developing country situated in between two big economy and space technology (India and China) at the heart of South Asia, like other developing nations, is facing with various formidable social problems and concerns. Internally generated conditions attendant to a developing nation with a heterogeneous and expanding population has been cited as the primary contributors to crime trends.

The study of leadership rivals along with the emergence of civilization, which shaped its leaders as much as it was shaped by them. From its infancy, the study of history has been the study of leaders what they did and why they did it (Bass, 1990). Leadership has always been an important factor. More researches have been dedicated particularly in developed countries. It is important to recognize that leaders are not all cut from the same cloth but are of widely different types. Some leaders are very colorful and dynamic, while others are quiet and unassuming (Hale, 1994). Scientific research now shows that behaving in an introverted manner is the key to success as a leader. Like Mahatma Gandhi, Abraham Lincoln, and Socrates, great leaders are introvert; their behavior is quiet, shy, reserved, and unadventurous. This enables them to empower their people to deliver results. Leaders need to adapt their style depending on the type of group they are leading. By fostering a work environment where people feel free to speak up and be proactive, the organization is creating the right place for introvert leaders to be successful (Nobel, 2010).

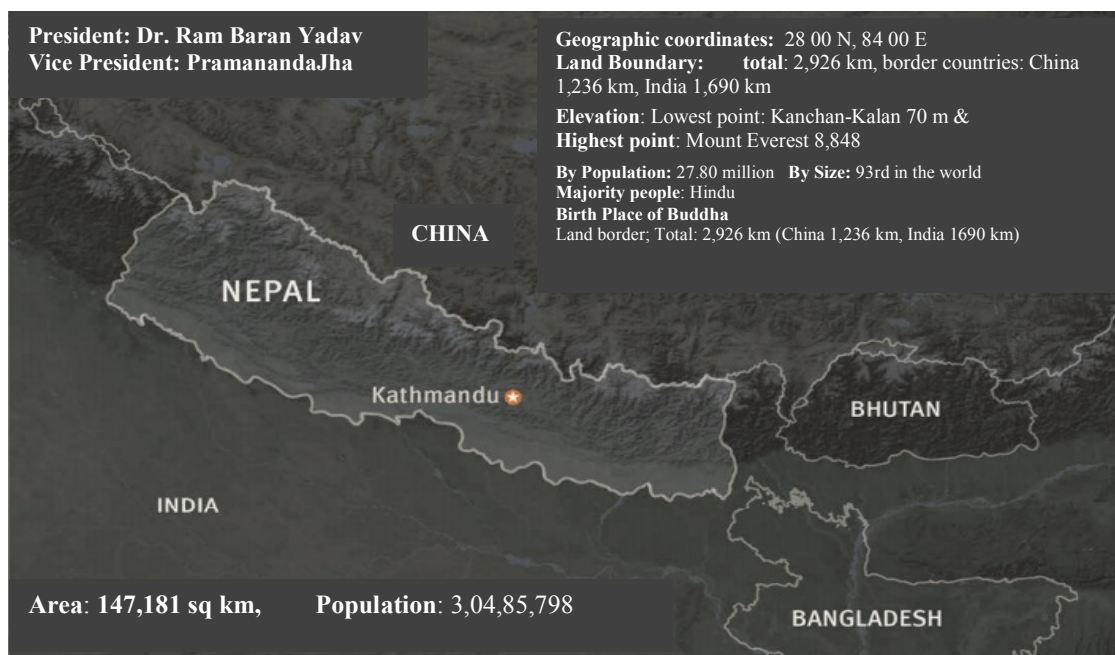
In global scenarios in over the last three decades, policing has gone through a period of noteworthy change and innovation, reconsidering their fundamental mission, the nature of core strategies of policing, and the character of their relationships with the communities they serve. But in developing and least developing countries the development and reformation are not so noticeable where the intensity and effect of security threats and challenges are somehow similar. They have to perform the role and responsibility in a traditional way because of professional skill enhancement, resources allocation, carrier development plan and system.

There is a considerable amount of research on the police but comparatively fewer studies focus on Leadership and Policing. Leadership has always been an important topic in success of an organizational psychology and a series of research has been devoted. The research basically, focuses on the developments in this field over the last three decades. Traits, style, and theories of leadership and policing fields are presented, as well as several alternative approaches in accomplishing the study on the research title with the scopes of its objective and research questions, hypothesis and methodology.

Nepal

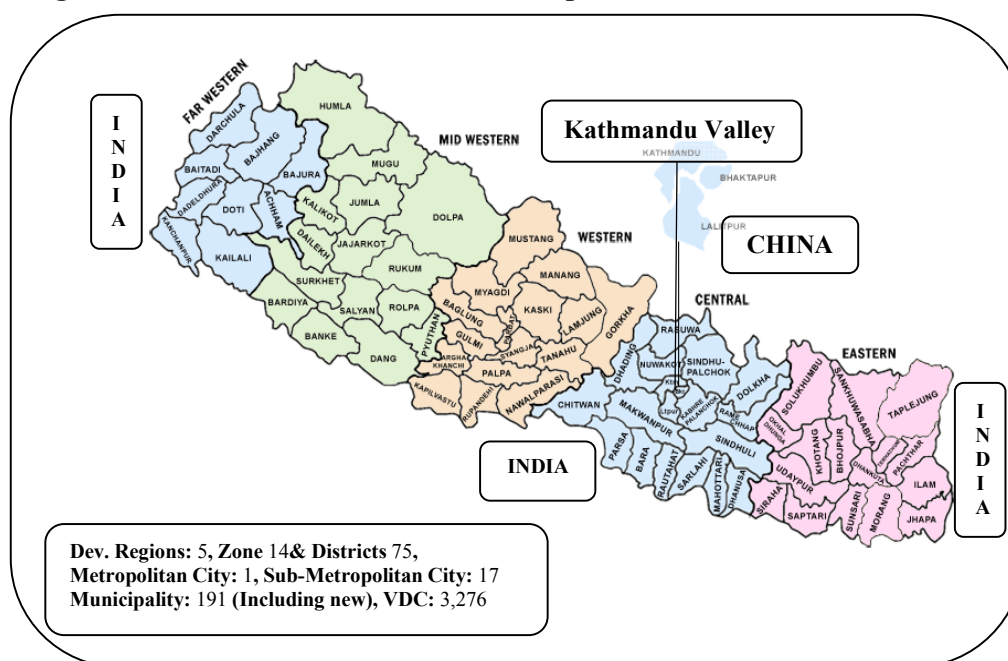
Location: Officially, the Nepal is an independent, indivisible, sovereign, secular, inclusive and federal, democratic republican state (The Interim Constitution of Nepal 2007,). Nepal (नेपाल) is a landlocked country located in South Asia with an area of 147,181 square kilometers (56,827 square miles) and a population of approximately 27 million. Nepal is the world's 93rd largest country by land mass (The World Fact Book South Asia-Nepal, 2014) and 41st most populous country. Figure 1 presents the location with the map.

Figure 1.1 Nepal's Location



The word "Nepal" is believed by scholars to be derived from the word "Nepa" refers to the Newar Kingdom, the present day Kathmandu Valley. In early Sanskrit sources (Atharvaveda Parisista) and in Gupta period inscriptions, the country is referred to as Nepal. The Newars of present day Nepal, the inhabitants of the Kathmandu Valley and its peripheries, were referred to as "Nepa:" before the advent of Shah Dynasty (History behind the name Nepal, 2011).

Figure 1.2 Administrative Division of Nepal



Source: Government of Nepal, Ministry of Federal Affairs and local Development, Web: mofald.gov.np/page.php?id=224

The above figure 1.2 displays the administrative division of the country. Nepal is divided into 5 development regions, 14 zones, 75 districts, metropolitan city 1, sub-metro 17, municipality 191 and VDC 3276 (including new deceleration). The federal structure is yet to be decided. Similarly, Figure 3 indicates the basic information about the status of country at a glance.

Figure 1.3 Nepal at a Glance in South Asia

<p>Constitution: 15 January 2007 (Interim Constitution);</p> <p>Capital city: Kathmandu</p> <p>Religion: Hindu, Buddhist, Muslim and Christian</p> <p>Political-System: Federal Democratic Republic</p> <p>Government: Federal Democratic Republic of Nepal</p> <p>2013 GDP total: US\$ 62.384 billion</p> <p>2013 Per capita: US\$ 2,310</p> <p>Life expectancy: 66.16 years</p> <p>Literacy Rate: 65.9 (Male 75.1 and Female 57.4)</p> <p>Annual growth: 6%</p> <p>Income level: Low Income 27.80 million</p> <p>Transportation:</p> <p>Railways: total: 59 km (2006). Highways: total: 17,380 km; paved: 9,886 km; unpaved: 7,494 km (2004). Ports and harbors: none. Airports: 47</p> <p>Population 26, 494,504 (2011 census)</p> <p>Estimated population in 2014: 30,494,504</p> <p>Density: 180/km² (62nd), 518/sq mi</p>	<p>Latitude & Longitude: 26°12' & 30°27' North & 80 degree 4' and 88 Degree 12' East</p> <p>People Language and Ethnic: Over 100 Ethnic Groups & Nepali is the National language. 70 Spoken Languages are in custom.</p> <p>Climate & Seasons: Climate ranges from sub- tropical in the low lands to Arctic higher altitudes.</p> <p>Topography: From the World's Deepest gorge 'Kali-Gandaki' to the highest point on earth, Mt. Everest at 8848 m.</p> <p>Major industries: Tourism, Handicraft, Agriculture and Water Resources.</p> <p>World Heritage Sites: There are two UNESCO world heritage sites one is cultural world heritages (Eight) and the other is natural world heritages (Two). Cultural world heritages (Eight) and the other are natural world heritages (Two) Patan Durbar Square, Patan, Hanumandhoka Kasthamandap Heritage were affected by devastating earthquake 7.8 magnitude 25th April, 2015 & 6.9 magnitude 12 May 2015. The earthquake 2015 has damaged the Heritage sites like Patan Durbar and KasthamandapDarwar. Source: www.imnepal.com, www.worldbank.org</p>
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Politics & Policing in Nepal

Public, politics and policing cannot be separated in democracy ultimately for rule of law in the country. A brief background about the political and movement and policing status could be an asset in this concern. Nepal has a legend history that a triangular (Place/King-People-Political Party) approach leads the country to establish democracy in 1950. This movement is unique in world history in that a monarch and the people had successfully joined hands to remove tyranny and oppression from the country (The Nagarjun Palace). Meanwhile, in 1951 Mr. Toran Shumsher J.B.R. (a freedom fighter and commander of Mukhtisena) was appointed to the post of an Inspector General of Police

and Head quarter was established.). In 20th May 1956 he was appointed as the Chief of Army and he was in command till 27th April, 1965. It was a foundation step for formalization of modern policing, whereas Nepal's police system owed its formal establishment to the Nepal Police Act 2012(1955), enacted by King Mahendra on 16th October, 1955. The key development and major events are accumulated in figure- (N shape Figure) of the research. The time frame of 500 B.C.-A.D. 700 is known as Ancient Nepal. Early kingdom of the Licchavis, 400-750 can be read in the history. 750 -1750 is noticed as Medieval Kingdom (The Malla Kingdom). Likewise, expansion of Gorkha is taken as the Modern Nepal. Furthermore, in the pace of Shah Regime, Rana Rule of the Rana became more effective and centralized and came in existence till 1950A.D. (05-Mar-27Revised 2004 ,com.photius.www)

The World Factbook stated about Nepal that in 1951, the Nepali monarch ended the century old system of rule by hereditary premiers and instituted a cabinet system of government. Reforms in 1990 established a multiparty democracy within the framework of a constitutional monarchy. An insurgency led by Maoists broke out in 1996. The ensuing 10-year civil war between Maoist and government forces witnessed the dissolution of the cabinet and parliament and assumption of absolute power by the king in 2002. Several weeks of mass protests in April 2006 were followed by several months of peace negotiations between the Maoists and government officials, and culminated in the late 2006 peace accord and the promulgation of an interim constitution. Following a nationwide election in April 2008, the newly formed Constituent Assembly (CA) declared Nepal a federal democratic republic and abolished the monarchy at its first meeting the following month. The CA elected the country's first president in July. Between 2008 and 2011, there were four different coalition governments, led twice by the United Communist Party of Nepal-Maoist, which received a plurality of votes in the 2008 CA election, and twice by the Communist Party of Nepal-United Marxist-Leninist (UML). After the CA failed to draft a constitution by the May 2012 deadline set by the Supreme Court, then Prime Minister Baburam Bhattarai dissolved the CA. Months of negotiations ensued until March 2013 when the major political parties agreed to create an

interim government headed by then Chief Justice Khil Raj REGMI with a mandate to hold elections for a new CA. Elections were held in November 2013, in which the Nepali Congress won the largest share of the seats in the CA and in February 2014 formed a coalition government with the second place UML and with Nepali Congress President SushilKoirala as prime minister(Central Intelligence Agency, US).

Newar Dynasty

It is understood that Newars are thought to have lived in the Nepal Valley since the 4th century AD, developing a Hindu-Buddhist culture. The unification vision of King Prithvi Narayan leads the situation for the creation of border Nepal after his victory on Newar Regime in Kathmandu Valley. Gorkhali troops had failed twice to secure Kirtipur. King Prithvi Narayan Shah changed his plan and encircled and blocked the whole fort. A six-month long siege by the Gorkhali forces created panic among its inhabitants. The Kirtipur Commander, on 12th March, 1766, opened the gates of the fort at mid-night and surrendered to the Gorkhali forces. The battle of 'Kangada' was the last of the unification battles, except for the annexation of Palpa which was accomplished after the death of Regent Prince Bahadur Shah. It is taken as a commencement of modern Nepal. The territorial foundation of Nepal as it exists today was laid in the mid-eighteenth century when small principalities in the Himalayan region were unified under the leadership of King Prithvi Narayan Shah of Gorkha. The most popular kings of this period and their accomplishments are briefly described (Tab International, 2014).

JayasthitiMalla (1354-1395):

JayasthitiMalla was the most famous of all the Malla Kings. As a great reformer, he codified the whole structure of the Nepalese society in a strictly orthodox Hindu frame. Jayasthiti was a builder of temples and a patron of art and literature. He was also an economic reformer and introduced a system of measuring land and houses.

PratapMalla

PratapMalla was the King of Kantipur, today's Kathmandu. He was an authority

in religion, music, and the art of warfare. And though he was a Hindu, he tolerated other religions. He even reconstructed the Buddhist shrine of Swayambunath. He constructed Krishna Mandir, the Shrine of Taleju, Rani Pokhari, and Guheswari temple.

Jaya Prakash Malla

Jaya Prakash was the last King of Kantipur. Although brave and confident, he was unlucky. He tried to save the Valley from a Gorkha attack, calling for unity among the three states around Kathmandu. But he was not headed to. Even calling on the army from the East India Company did not help. Fighting within his family was partly to blame.

RanjitMalla

RanjitMalla was the last King of Bhaktapur. As a lover of rare and precious thing, he added many courtyards to his palace. And to improve economic conditions in his Kingdom, he imported silver exporting it as coins.

Chronicles refer to the reign of several dynasties before the rise of the Shah Dynasty. They included the Gopalas, followed by the Mahishpals, Kirants and Lichchhavis. The Lichchhavis had inherited a fairly large kingdom but were unable to keep it intact. The process of disintegration began in the eighth century. By the middle of the 12th century, there were three tiny kingdoms, namely the Valley Kingdom, Simraungarh in the southeast and Sinja Valley in the northwest, which, by the 18th century, had disintegrated into over 52 principalities. It was only after the success of Prithvi Narayan Shah the Great as the king of Gorkha in 1743 that the process of reunification of Nepal began. In 1768, after ten years of preparation, siege, and attack, Kathmandu fell to Gorkha on the day of the festival of Indra and the Virgin Goddess (Tab International, 2014). Then Shah Dynasty begins in modern Nepal.

Shah Dynasty

The modern period in Nepalese history begins with the strategy of unification of the nation by King Prithvi Narayan Shah the Great (Pathfinder of modern Nepal) in the 18th century, prior to which Nepal was divided into small independent principalities. The process of unification continued under the regency of Queen Mother RajendraLaxmi until

she passed away in 1785. The king's uncle Bahadur Shah, who then became the regent, intensified the campaign for the country's unification. He made Nuwakot his capital. Shah took a hardline to unification offering one of the options to state kings and princes: accept Gorkha sovereignty while continuing to rule them or battle to the death. Many minor states accepted annexation with notable resistance from Jumala and Doti. Bahadur Shah's power and influence gradually declined so he retired to Bettiah once again. However, palace plotters invited him to Kathmandu where they imprisoned and executed him, accusing him of trying to declare himself King of Nepal. According to historian Baburam Acharya, it was the king Rana Bahadur Shah himself who killed him by ordering hot oil to be poured on his body (Wikipedia). Around the end of 1814, the Anglo-Nepalese war broke out following a territorial dispute between Nepal and the East India Company. Consequently, the Treaty of Sagauli was signed in 1816, as a result of which Nepal lost one-third of her territory. Nepal's borders were now reduced to the rivers Mechi in the east and Mahakali in the west (The Nagarjun Palace).

Rana Regime (1847-1950 A.D.)

As mentioned in the Book of (History of Nepal,1995)', in 1947 at 'Alou Prva' (just after nine month of 'BhandarkhalPrav') Later, the Shah Dynasty was captured. Then King Rajendra was put in a house arrest controlled by a hereditary prime minister- ship until 1951, which is stated the Rana Regime 1864-1951 A.D. Nepal has remained an independent sovereign state since then. In 1846, Jung Bahadur Rana carried out a bloody coup, stripped the Shahs of political power and established a hereditary all-powerful Rana regime. While other independent countries in the world were going through a scientific technological and industrial revolution, the Nepali society remained isolated and feudalism continued as the order of the time (Nepali Congress).

Until the middle of the nineteenth century, police and judicial functions in many areas were in the hands of local princes (rajas), who were virtually autonomous rulers of their people. The central government ruled outside the capital and delegated authority to the local governors, later known as 'Bada-Hakim', who in turn depended on village heads and village councils to maintain order in their respective communities. The scope and

intensity of police and judicial activities varied largely with local leaders and customs. Caste status and standing with the authorities also greatly influenced court judgments and police attitudes. The Ranas did not establish a nationwide police system, although Prime Minister Chandra Shamsher Rana, who served from 1901 to 1929, somewhat modernized the police forces in Kathmandu, other large towns, and some parts of the Tarai. Police functions in outlying areas, because of the relative isolation of most communities, generally were limited to the maintenance of order by small detachments of the centrally controlled police personnel supplemented by a few locally recruited police (05-Mar-27 Revised 2004, com.photius.www).

During Rana Regime, little was done to institutionalize the Police Organization, establishing 'Milisiya', 'Thana Police Chauki', office. Jung Bahadur Rana had established an oligarchy which would last 104 years. The country was kept in isolation and the people were deprived of political and social rights. Enemies were assassinated or persecuted and the power structure and state moneys were directed solely to the self-interest of the Ranas. The King was there but he was kept under complete control of the Ranas. In 1850, Jung Bahadur visited England and France bringing back ideas with him. One prime minister reformed the forced labor system, another started a college and started a newspaper but altogether much more harm than good was done (Tab International, 2014).

Panchayat and Reformed Panchayat

In 1960 King Mahendra dismissed the cabinet, dissolved parliament, and banned political parties and established a non-panchayat (council) system of government and imposed till 1980. King Mahendra died in 1971, and his successor put the proposal of 'Peace Zone'. A national wide student movement in back -up of political parties put pressure on King Birendra and the King approved for the reformed panchayat system, direct parliamentary elections (Referendum) was held in 1981 and result was accepted by Nepali congress even party members were not in the favor.

Peoples' Revolution 2007 B.S. (1950)

The Rana regime had established police in 1944 which was dismissed in a short venture 2003 (Report of Police Reform Commission, 1993). The regime was ended because of the triangular effort of King Tribhuvan, India and Nepali Congress in February 18, 1951 (Falgun 7, 2007 B.S.). Fall of Rana regime, formation of Rana-Nepali Congress coalition government on parity basis with Rana Mohan Shumshere as Prime Minister and B.P. Koirala was appointed Home Minister and leader of Nepali Congress representing the party at the coalition government which lasted only for nine months. This is the founding stone of Democracy in Nepal. On 13th March, 1995 King Tribhuvan died. As successor of his father King Mahendra led the nation. Nepal's police system in the early 1990s owed its formal establishment to the Nepal Police Act 2012(1955), enacted by King Mahendra on 16th October, 1955. The act defined and role, responsibility, and organizational structure, significantly. Nation's first election in 1959 was held and government was formed under the leadership of PM Bisheshwor Prasad koirala (first democratically elected), Nepali congress.

Restoration of Democracy in 1990 (Janandolan 2nd Restoration of Democracy and Constitutional King)

Political parties were not satisfied and global situation was in favor of democracy. Several explosions in Kathmandu valley, political campaigning and border shill from India (from March 1989 to July 1990) and diplomatic pressures prepared the ground for political reform. National wide people's movement was launched under the leadership of Nepali Congress. Finally, King Birendra Bir Bikram Shah Dev dissolved parliament. In April, 1990 an interim government was formed in the leadership of Krishna Prasad Bhattarai (NC). The new constitution creating a bicameral legislature became effective on Nov. 9, 1990. The Peoples' democratic movement of 1990 reinstated the multi-party democratic system in Nepal. Multiparty legislative election was held in May 1991. Nepali Congress party won the election with the absolute majority. The Communists UML became the leading opposition party. The new constitution of the Kingdom was

promulgated on 9th November; 1991. It was the beginning of constitutional monarchy in the nation. Furthermore, mid-term elections held in November 1994, which were called after the government lost a parliamentary vote, resulted in a hung parliament and the communists, who emerged as the single largest party, formed a minority government. The Police Reform Commission was constituted in the year 1992 and Modernization of the Police Organization started to tune with the aspirations of the people and norms of Multi-Party system. The first contingent of Police personnel was deployed in UN Mission in 1991.

In web address of Nepal Royal Palace (<http://www.nepalroyal.com/>) and utrl : "<http://www.nepalroyal.com/shah-dynast/>" an article on "Overview of the History of the Shah Dynasty", has been placed along with the "Timeline-current crisis and King Gyanendra's rule", where few issues on corruption and violence are clearly mentioned that, 1991-1994 - Heightened corruption by the Congress led government. Koirala loses his government in a no-confidence motion. New election was held and Communist government was formed. Man Mohan Adhikari is sworn was as the Prime Minister. In 1995 - The Communist Government was dissolved. As a result of uncontrolled corruption, violence, and crime in the past five years, a fraction of Communists start Civil War (The Nagarjun Palace).

Maoist Conflict

Frequently government hanged because of internal party politics, over expectation and immaturity of political leaders, double role of royal palace and strategy of opposition party. Unfortunately, on 13th of February, 19995 Maoist conflict was outburst in Nepal. They caught up the sentiment of the majority people, playing against deep-rooted weakness of short-mindedness of national political parties and their senior leaderships. None of the incoming governments of the post -1990 could effect change for betterment by bringing roads in those far-flung mountain regions, or dent the dreadful levels of bucolic poverty and illiteracy, let alone provide jobs, healthcare, electricity or development in any sector worth he name. Currently, the country has fallen into grave crisis in history, chronologically diseased by uninspiring and non-visionary leadership,

absence of a functioning parliament, ambitious new monarch and spiraling bloody insurgency (Gurung D., 2004). The factor and issues at the community level must be understood precisely by all concern stakeholders. The Government lacked proper study and vision for tackling the issues in level at the grass-roots level (Shrestha, 2004). Magh 09, 2057 B.S. (January 22, 2001) the elected government established Armed Police Force through the ordinance finally APF Act 2058(2001), issued, even though the royal palace and some top military brass were not in the favour of the establishment of Armed Police Force. Meanwhile, Magh 12, 2059 B.S. (January 26, 2003) Founder Chief Let Krishna Mohan Shrestha was murdered (just 24 hrs before the declaration of ceasefire) when he was in morning walk with his wife and a bodyguard Mr. Surya Ghimire. There is a coincidence that the decision for post of Inspector General for Armed Police Force was taken by respective government was on Magh 12, 2057 (January 25, 2001) and the murder of the founder Chief was the same day that was Magh 12, 2057 (January 26, 2003). A few month later another Guard was murdered and the case became more complicated although offender was arrested, released and declared his statement that he feels guilty for his gypsy did.

Agreement/Negotiation with King Gyanendra for Enhancing Democratic Practice

The institution of monarchy has always been in central position throughout the history of Nepal. But the survival of such a central institution is now in question. Gyanendra reached to the throne in the background of the royal massacre of June 2001 in which King Birendra along with his all family members and ten other royalties were killed. The report of probe committee found the then Crown Prince Dipendra as culprit of the royal massacre it was but not bought by the mass and they, rather, suspected a conspiracy behind this great tragedy (Hachhethu, 2005). 2001 - King Birendra is massacred. Following the killings, Prince Gyanendra was crowned as the King of Nepal. When King Gyanendra inherited the country, it was plagued with unstable governments

and heightened Maoist's civil war. In July, Maoist rebels escalate violence and killings. Prime Minister Koirala quits for his failure to control the civil war.

Sher Bahadur Deuba was appointed as the Prime Minister for the second time. In November, Deuba declares state of Emergency. Deuba Government was dissolved and fresh elections were called. Deuba continues to head interim government. He also renews Emergency. King Gyanendra repeatedly urges Deuba government to hold elections and hold peace talks with the Maoists. In 2002 - King Gyanendra offers extension twice to Deuba for elections. Deuba repeatedly asks for extension of time to hold election in order to continue his tenure as prime minister. Citing Deuba's failure and unwillingness to negotiate with the Maoist rebels, and failure to conduct elections, King Gyanendra dismisses Deuba led Government. King Gyanendra appoints Lokendra Bahadur Chand as the Prime Minister followed by Surya Bahadur Thapa to negotiate with the Maoist rebels but eventually fires both of them for their inability to bring Maoists on the negotiation table. He imposes the rule of strict law and order. His move is welcomed by the public by lighting candles just as Deepawali is celebrated. The country starts to see corruption free administration. However, the political parties call his move as dictatorial. They begin street protests often violently. 2004 - Street protests and violence by political parties continues. King Gyanendra reinstates Sher Bahadur Deuba as Prime Minister and directs him to conduct elections. 2005 - In order to continue his tenure as Prime Minister, Deuba continues to seek extension to hold election. After several extensions, in February, King Gyanendra fires Deuba again for his unwillingness to conduct elections and assumes direct control of the government. He promises to return the nation on the path of normalcy within 36 months which he planned to do in two phases, 18 months each. Although welcomed by the public, political parties start street protests against King's move. In November, Maoist rebels and political parties join hands by signing a 12 point agreement in New Delhi, India and agree to launch a massive street protest to force the King to hand over the power to the political parties. 2006 - In April, the capital city Kathmandu witnesses many violence followed by street protests. 23 protesters including the Maoist rebels and political parties' members are killed in the protest. Adopting the

policy of "Nepali, whether Maoists, political party members or general public, should not be killed anymore", King Gyanendra reinstates the parliament.

Girija Prasad Koirala was appointed the Prime Minister for fifth time. The government wants to write a new constitution and decides to hold a Constituent Assembly (CA) election. Koirala dismisses the need of holding a parliamentary election. 2006 - Maoists join government with Nepali Congress Party and Co- Party. In 2007 - Maoists demand for monarchy to be removed from the constitution. CA elections postponed twice. 2008 - Maoist rebels win the largest bloc of seats in elections to the new Constituent Assembly (CA). The term for this assembly was to expire on May 28, 2010. In May, Maoist rebel chief Prachanda states that the decision on Monarchy will be made by the CA assembly, not by people. He warns of a violent revolt if Monarchy's future is not decided by the assembly. RastriyaPrajatantra Party Chief Kamal Thapa terms Prachanda's statement as dictatorial and demands that the future of Monarchy be decided by the people, not by assembly. CA Nepal declares Nepal an interim republic pending the promulgation of new constitution. The assembly continues to renew its own tenure since then. Prachanda, Madhav Kumar Nepal JhalnathKhanal and BaburamBhattari serve as the Prime Minister. The extended constitution promulgation deadline expired on May 28, 2012 and the CA was dissolved. Legal experts claim that since the CA created the post of interim president and the PM was selected by the CA, those positions have been eliminated. Experts also believe the Constitution of 1990 has taken effect with the dissolution of CA. there was a call for referendum on the need of Monarchy by various organizations, groups, political parties and the public. Again, there was a call for parliamentary election that Nepal has not witnessed since 1999 (The Nagarjun Palace).

Nepal is going through a period of historic political change. The Comprehensive Peace Agreement signed on 21 November 2006 ended a decade-long conflict that claimed 14000 lives. The adoption of the interim constitution on 15 January 2007 paved the way for the free and fair election of the Constituent Assembly on 10 April 2008, which led to the declaration of a Federal Democratic Republic of Nepal on 28 May 2008 and the abolition of a 240-year old monarchy. Although these changes are impressive,

much more remains to be achieved in the years ahead. Bringing real and tangible changes to the lives of the 28 million citizens of Nepal - the real winners of the April 2008 elections - represents one of the key challenges facing the government (Nepal Country Strategy Paper, 2010). Today, the Nepali Congress and United Marxists and Leninists are the two main parties that make up the government. The King, however, reserves the right to name one-fifth of the members of the legislature (Tab International, 2014).

Jana-andolan II, Comprehensive Peace Agreement, and Interim Constitution and Onward

Nepal is in a fragile state facing new threats caused by the food crisis, the global financial crisis, the economic slowdown and climate change. (Nepal country strategy paper, April, 2010, p. 6). Nepal is going through a period of historic political change. Since the mass protests of April 2006 (Jana-Andolan 2) the country has seen significant, positive political developments. The Comprehensive Peace Agreement was signed on 21 November 2006 - ending a decade-long conflict which cost 14 000 lives. (Nepal country strategy paper, April, 2010, p. 7).

The process of political change in Nepal is complex. Ten years of armed conflict combined with a period of autocratic rule have left the country's institutions weak and subject to political pressure. Entrenched impunity continues to be the key obstacle to reforming government institutions, particularly local governance bodies, law and order enforcement bodies and criminal justice. Recent failures to reform the police have led to a public security crisis (Nepal country strategy paper, April, 2010, p. 8) The National Integrity System of Nepal shows vulnerability of key institutions in a situation marked by political uncertainty, absence of a legislature and a worrying gap between law and practice (Transparency International Nepal, 2014). The people's movement of April 2006, or Jana Andolan II as it is also called, paved the way for the seven-party alliance (SPA) and the Maoists to conclude the comprehensive peace agreement (CPA) and to subsequently hold the election of Constituent Assembly (CA) in 2008. The CA

declared Nepal a republican country and promised the restructuring of Nepal into a federal set up and to bring about a democratic constitution (Gurung N. , 2011, p. 5).

The need of building up pressure on the political elite to initiate at least an interim local election in order to allow people govern themselves and to reduce the misuse of resources (Gurung N. , 2011, p. iv). The Comprehensive Peace Agreement of 2006 was designed to create a permanent peace, but, whilst progress has been made, challenges remain; politicians are yet to agree on a new constitution and the country remains plagued by political instability (www.insightonconflict.org, 2015).

The concept of international policing like United Nations, INTERPOL, Universal Declaration of the Human Rights and other relevant treaty, conventions and protocols, as a signatory nation and the member, Nepal has her responsibility, authority and accountability to implement accordingly. In brief, Nepal has witnessed dramatic changes in the political system within the last few decades. Social changes have attended political changes, but economic growth and infrastructure are still very inadequate and poor and a continuous effort is needed to ensure rights of the people to access basic goods and services like food, education, health, energy, clean environment, sustainable peace, safety and security.

Interim Constitution and Constituent Assembly (CA) 2008 and 2013

On 21 November 2006 the Seven Party Alliance government and the Communist Party of Nepal (Maoist) signed the comprehensive Peace Agreement (CPA), which provided the Interim Constitution frameworks for managing the political transition in the country with the support from regional and international efforts. The United Nations Mission in Nepal (UNMIN), along with many international agencies and civil society had assisted for the purpose of peace and stability in the situation of mistrust among the big political parties. It was considered a formal end of the Maoist Insurgency that began in 1996 and an effective approach for transitional justice and security healing the routed pains, destruction causes and devastating consequences. But tedious instable post conflict transitional activities and efforts are unsatisfactory.

Nepal is governing under the Interim Constitution of Nepal, since January 15, 2007 replaced the Constitution of the Kingdom of Nepal, 1990. As the soul spirit of the preamble of the interim constitution the sovereignty and state authority inherent in people of Nepal. The historical struggles and people's movements launched by the people of Nepal at various times since before 2007 (1951) were the prime cause for the transformation process of the national constitution.

The Constituent Assembly did not come up with a new constitution within the original time period, leading to frustration among the Nepalese people. The main reason for this failure was the divergent positions of the political parties (Upreti B. R., 2011). The first government after the 1st CA election, led by a Maoist chairperson, was not able to implement the provisions of the CPA. These complexities were mainly because of tension among the political parties. Finally, the CPN (M)-led government collapsed because of its decision to terminate the Chief of Army Staff.

On April 12, 2013, concluded Maoist army integration process and the Special Committee (for supervision, integration and rehabilitation of Maoist combatants) dissolved. It can be considered as a major path breaking event for lasting peace and democratic consolidation in the country. Out of 17,052 regrouped ex-combatants 1422 were selected for integration. While 15,624 opted for voluntary retirement and six went for rehabilitation. On May 28, 2012, Prime Minister Baburam Bhattarai dissolved the Constituent Assembly after it failed to finish the constitution in its last time extension, ending four years of constitution drafting and leaving the country in a legal vacuum.

As a consequence, CA election (second time) held on 19 November, 2013. At last, this election was successful with collective efforts of election commission, Nepal government, security agencies, and political parties, support of voters, observer, and concerned agencies from national, regional and international level. Indeed, it has opened a way for democracy and present transition. It must be taken as an opportunity to make a constitution within a stipulated time. It is a people mandate and can be rewarded if all political parties and Nepal government responsibly fulfill their duty, but again not being able to make the national constitution. Eventually, a second CA was held on November

19, 2013 and political leaders vocally pledged to draft a new constitution within a year but the time crossed already. Although, Nepalese people still have hope for federal democratic new constitution in near future.

Police service is in high risk status almost in every country. In other psychological point of view comfort and relaxed job, attract the most of the people, generally. By nature most of the people are like peace and comfort than hazard. Most developed countries have been applying various welfare schemes to promote the attraction to join the security services. In the history of Nepal, British India had applied the principle and become popular service and people are familiar with the word and social status (British Nepalese Military). It gets the continuity from India and United Kingdom till the date. 'Gorkha Battalions' are popular in India and U.K. Meanwhile, other country like U.S.A has started foreign employment in their National Military with various attractions.

Findings on comparative average tenure of key heads of the government and police administrations of Nepal are in table 1.1 based on secondary data.

Table: 1.1 Head personalities

Description	Total Number	Part One 1950 to 1989 (39 Years)		Total Number	Part Two 1990 to 30th of May 2015 (25 Years)	
		Average Year of Service	Number of Person Repeated		Average Year of Service	Number of Person Repeated
Prime-Minister	19	2.05	6	22	1.14	5
Home Minister	34	1.15	6	29	0.86	5
Chief Secretary	11	3.55	0	12	2.08	0
Home Secretary	15	2.60	1	24	1.04	2
Chief of Army	11	3.55	0	7	3.57	0
Chief of Nepal Police	13	3.00	0	13	1.92	1
Chief of N.I.D.	9	4.33	2	8	3.13	1
Chief of APF (14 Years)	Not Established	Not Established	Not Established	7	2.00	0

Source: Office of Prime Minister and Council of Ministers of Nepal, Ministry of Home Affairs of Nepal, http://en.wikipedia.org/wiki/List_of_Prime_Ministers_of_Nepal, Editor/Publisher-Gopal Budhathoki, SanghuSaptahik (Sanghu Weekly Nepal).

The table 1.1 displays the situation that how the police administration is evaluated by the people. It shows the period of before restoration of democracy and after the restoration of democracy was compared and found no significant difference. This is revealed in the frequent change on the top police leadership in the role of Prime minister,

Home Minister, Chief Secretary, Home Secretary, Chief of Nepal Police (NP), Chief of Armed Police Force (APF) and Chief of National Investigation Department (NID).

Rational and Justification of the Study

History of leadership and policing is routed with the development of human civilization. Innovative reformation dedications have taken place in the different time frame of the history. The story of success, tensions and contradictions vary from time to time and place to place. Security always becomes prime and integral in human community in entire world. Leaderships play a vital role for the accomplishment of the mission.

Gap between mandate, policy, programs, training and practice were the clenching factors for evoking towards the research. The sole insight for the research is a deep-rooted pit in mindset which was grumbling steadily in upheavals of professional life frame of the researcher. A query on "How do we know what we know?", if there is no proper research on the main stream of the profession in the changing context of national and global consequences". This is a justified belief for drowning in the study.

Srabdandanayek', 'Chat-Bhat', 'Kotwal', Umarwo', 'Phaujdar', 'Naike' of Lichhavi and Thakuri Period (300 - 1200 AD), and Newar Dynasty (Malla) Period (1200 - 1769 AD), 'ADC General', Ramdal', Milisia', 'Amini', (1938) of Rana Regime and Muktisena, Rakshya Dal etc are the previous forms of policing in modern policing in Nepal (Baidhya, et., al., 1995). Present Nepal has three layer of security: Military, Armed Police Force (paramilitary) and Nepal Police and National Investigation Department serving for intelligences purposes. The research is focused on domestic security concerns and consequences. It focuses for comprehensive approaches through collective and coordinated responses in local, national, regional and global levels.

The National Integrity System of Nepal shows vulnerability of key institutions in a situation marked by political uncertainty, absence of a legislature and a worrying gap between law and practice (Transparency International Nepal, 2014). Political parties top the list of corruption indices among a dozen institutions in Nepal. The report states political instability, lack of political will and ineffective anti-corruption initiatives are the

major factors considered in the CPI's ranking system. "This is the result of lack of rule of law, breakdown of the constitution, dysfunctional House and an almost defunct government," Shree Hari Aryal, general secretary of TI Nepal, said. Bishnu Bahadur KC, Chairman of TI-Nepal, said, "Nepal needs to adopt a national integrity system (Kantipur, 2013).

A trained police officer armed and constantly recertified that's a big investment. But the public still has the expectation and desire that they're going to have a sworn, badge-wearing law enforcement officer come to their home (Schoen, Nov 22, 2013). Moves to civilianize police duties and develop technological methods to reduce the bureaucratic burden have been widely pursued. Policing can also be understood in institutional terms as a key element of the criminal justice system. Although much of the order-maintenance and service-oriented functions of the police service do not contribute to the criminal justice system more widely, discussion of the efficacy and efficiency of the system more generally tends to relate to the police service, the 'gateway' agency, in some respect (Rowe, 2013, p. 19). When police fear the police, it is high time for change (Agorist, 2015). An important factor in the security sector is the police, whose functions, as a minimum, are: prevention and detection of crime, maintenance of public order and provision of assistance to the public (United Nations, 2011, p. 5).

The police play a vital role in society, but we are clear that there is continuing scope for substantial savings while preserving and improving the visibility and availability of policing to the public. We will set out to Parliament very shortly exactly what this settlement will mean for each police force. Forces must therefore be ruthless in tackling wasteful spending and bureaucracy (Rt. Hon. Theresa May MP Home Secretary, 2010). Policing is becoming increasingly expensive as a public service, and without a scientific base to legitimize the value of police, it is likely that public policing will face growing threats from other less costly alternatives, like private policing, or that many police services are now taken for granted will be abandoned (Bayley & Nixon, 2010). The extent to which Peel's principles are followed by modern police departments can serve as a barometer of success police-citizen relationships and the respect and cooperation that is received from the public police services (Meese III, 2010).

Internal security should be paralleled with the spirit of national, regional and global dynamisms. One force should not be taken as an alternative to another. Rather it is better to apply 'No duplication' in responsibility and accountability, job specialization, professionalization, modernization; has to be implemented in practice (Shrestha, 2012).

Important questions therefore arise about the future role of the organization and how it is to develop over time (Simon R., July, 2007). Dr. Chandra Bhatta said, "During the Panchayat period (from 1960 to 1990) for example, the police were used to stifle opposition to the ruling authority. At the dawn of democracy in 1990 the police force was one of the most hated institutions in the country (Bhatta, 2007, p.10). Security Expert Dr. Bishnu R. Upreti argued that the present situation of Nepal has provided a great opportunity for modernization and restoring professionalism to the police force, translating these provisions into action is the main priority, as well as the challenge, at present (Upreti, 2007). Nepalese people are not aware of their rights and their responsibility to report a crime to the police (Pradhan-Malla, 2007). Usually cleaning up police forces is to be believed the starting point for any anti-corruption campaign. The media can play an effective crucial role in exposing wrongdoings on the solid foundation of the transparency and impartiality according to their code of conduct. To date, the media has not given much attention to the issues (Dhungana, 2007). The organization and attitude of the Nepal Police is largely inherited from that of the British Colonial police force in India. Its main purpose is to 'prevent or control' crime, rather than deliver service to the people. The nature of policing is, therefore, focused more on the suspect and less on the crime. The Former Attorney General Prof. Dr. Yubraj Sangraula stated that the predisposition is thus one of the major causes of torture in police custody. (Sangraula, 2007). Many high-ranking officials from both the Nepal Army including the Inspector General of Police and the MuktiSena (freedom fighters) – were included in the establishment phase of the Nepal Police. Dr. Chuda B. Shrestha highlights, they have inherited a legacy from both the Army and 'MuktiSena' (Shrestha C. B., 2007).

Collectively, these studies suggested that current police practices were not effective in preventing crime or satisfying citizens. Findings from the study further raised

concern about the effectiveness of "professional" police leadership and policing in changing context of political and technology and form of development in national and global arenas. Hopefully, this academic study could be a bridge and milestone for the development of an effective police leadership and policing in security management of Nepal to fill the study gap in the subject matter.

Before the formalization of policing with police Force Act, 1955 the police role and responsibilities were performed by defense agencies and team. Meanwhile, the queries rise that who are responsible and accountable? And who will be? , What could be the more effective for the betterment in security management of Nepal? Though, the problem could not be solved exclusively by increasing law enforcement strength and resources, even if such a course were desirable.

In brief, the extent to which Peel's principles are followed by modern police departments can serve as a barometer of success police-citizen relationships and the respect and cooperation that is received from the public police services (Meese III & Ortmeier, 2010). On the foundation of previous researches in the historical development of leadership trait (1940s), situational(1980s) and new leadership like transformational (after 1980s) and consequences could be a road map for the literature review and study of the research. Likewise, watchman, Peel's policing in western community is different form and styles: reactive, community, proactive, broken windows, hot spot, problem oriented, Smart, SARA model, war and terror, intelligence-based, privatization of policing are applied as a modern policing simultaneously.

Police and policing are separate notions. The research is focused are the internal security management of the country. As participation observant researcher dare to prolong in such a crucial arena of this academic research on "Leadership and Policing in Security Management of Nepal". The disappointing dearth of academic research and national level study in the pasture of law enforcement in Nepal and realization attract the researcher to prolong into the study along with the personal initiation, inspiration from veteran intellectuals and understanding from beloved families.

Finally, the research proposal got the consent from the University and going through the academic values, norms, ethics, rules and process, the research has applied the mixed method Quantitative and Qualitative to produce the dissertation on "Leadership and Policing in Security Management of Nepal". This research incorporates a questionnaire survey and in-depth interviews with potential respondents, veteran intellectuals and executives of Nepal. It is firmly believed that the findings of the research can be a milestone for those intellectuals, scholars, policy makers, security executives, security think tanks, entrepreneurs, business persons, professionals, and general public who are interested in the field of 'internal security, police and policing of the country'.

Statement of Problem

Public, politics and policing cannot be separated in democracy. Change in modern society poses particular problems for the police service which traditionally has experienced difficulty in keeping pace with new developments in the social, economic, and political conditions of the citizenry it serves (Earle, 1988). These challenges are felt across the world - a fact recognized by a growing national and international sharing of practice and personnel. Policing is a social process and as such it spans both public and private sectors (Bratton & Malinowski, 2008). Three major areas of change signify this potential for improvement: community policing, technological progress, and professionalization and accountability. Together these phenomena provide the foundation for a new style of leadership in policing that can and will permeate the entire police service, from the top echelons of police management, through the various levels of command and supervision, to perhaps most importantly, the officers of the street who come into daily contact with individual citizens and the neighborhoods in which citizens live (Meese III, & Ortmeier, 2010).

Chiefs' post as profit, transfer, promotion, appointment are not transparent. There is corruption in the process. Nepotism and favoritism have blossomed. The organizational autonomy has been weakened. Accountability has been replaced by irresponsiveness attitude. Values and norms have been replaced by monopoly, conspiracy, and personal

profit. Honest people have low morale. There has been no place for ethics. People who do not corrupt have a murky future. There is a nexus between criminal and corrupt people. There is costume (uniform) in the place of ability and formality in the name of training. (Security Sector Modernization High-level Action Committee Report, 2012).

Security paradigms have been shifting with the pace of digital economy and high technology. The government has not studied these intricate issues in research based approaches. However, recommendations submitted to the government almost are not implemented; they are stored in paper and file. Skills come from training, practice, integrity and honesty. Patriotism and role model transformational leadership cannot be expected from deprived, illiterate, impractical education, low salary scale, injustice, insecurity and imbalance in institution and community. On the other hand, paradoxical issues are still prevailing and very challenging in the context of post conflict transitional Nepal, where firm doctrines on National Security Policy (NSP) are still absent. Even though, the country has a legend history of its bravery and honesty. Notably, Nepal is prominent in the history that, she has never become the colony of any powers. She has maintained her survival and identity with her own pace and passion in between two big economy, huge populous nations of nuclear capacity.

This force is being misused for the benefit of particular political party and line ministers. However, people have full confidence and faith on policing in Nepal. Security forces are the services created by the people, for the people and of the people. Our existing security policy is not enough; it requires a fundamental shift in terms of conceptual orientation (Acharya, 2014). Senior Journalist Mr. Dhurba H. Adhikari said that a person who gives the first information must not be bothered repeatedly by police officials (Adhikari, 2015). Likewise, Chief of Nepal Police stated that "the six-point priority program upgrading quality service delivery, restructuring the organization, reforming police image, systematizing monitoring and evaluation, safeguarding human rights in crime investigation, and implementing police welfare programs-during my first meeting with the press" (Aryal, 2014). By imposing 30 years threshold just after the People's Movement in 2006, the organizational set up was made in favor of then home

minister. After the introduction of this provision, a long list of efficient and capable young police officers retired and many other are going to follow suit (Poudel, 2013).

The government, however, enjoys an unrestricted monopoly on taxation, legislation and the use of force, and therefore must be considered the principal guarantor of state security, the rule of law, economic prosperity and development, human rights, freedom and justice (The Asia Foundation, 2012). In the context of developing countries like ours, the major challenges are not because of major threats but because of the lack of awareness, security technology, and minimal mobilization of resources and unavailability of favorable working (Shrestha, 2011). The Head of Center for Security Studies, Nepal and Additional Inspector General (Retd.) Govinda P. Thapa wrote that the police was established with a revolutionary and military culture, with the primary objective of supporting the political regime or government in power. Service to the people was a secondary concern (Thapa, 2007). Additional Inspector General (Retd.) Rajendra Bahadur Singh stated that the military domination of policing continued up until the advent of democracy following the 1950 revolution (Singh, 2007). Nepal Police has been highly politicized and demoralized since 1990 (Shrestha, 2004). Leadership and policing are pivotal of internal security management of a country as a first line institution and representative of the respective government to maintain law and order in the national territory with the pace of national and international procedure and standards. Thus, the research is focused to collect and examine the views, perception and expectation (public, civil servant and security officers) on Leadership and policing.

Research Questions

The following research questions are significant to this study:

- RQ.1 What type of leadership strategies and policing can be adopted in the internal security organization of Nepal?
- RQ.2 What are the traits of good police leadership in Nepal?
- RQ.3 What are the main challenges for good police leadership and policing in Nepal?
- RQ.4 What measures can be taken to improve the international security management of Nepal in the field of police leadership and policing?

Purpose of the Research

In general, the purpose of the study is broken down into two wider categories: the desire to improve and the desire to understand the phenomenon under the study (Locke, et. al., 2007). This research includes elements of the both purposes. The main purpose of the study is to review and examine the concepts, practices, and potential of leadership and policing. This study's intent was to identify those traits and behaviors of police leaders who possess effective and transformational oriented police leaders towards people and the organization they lead.

Research Objectives

This study has both general and specific objectives. The general objective of the research is to study on Leadership and Policing in Security Management of Nepal. The specific Objectives of the research are as follows:

- I. To study the leadership strategies and policing adopted in the internal security organizations in Nepal.
- II. To find traits & behaviors of police leaders and challenges for good leadership and effecting policing in Nepal;
- III. To recommend measures for improvement in leadership and policing arenas

Significance of the Study

The problem for police leaders is to decide where to pay attention and spend their time during a working day, working week and working year. Rather than just letting things happen, they should have an explicit focus on leadership roles and effective policing that occupy their attention and time. Therefore, this research is important, since it enables explicit focus on leadership and policing. This study contributes to the security leaders, policy makers, research scholars, in several theoretical and managerial ways in Leadership and Policing and its style and approaches. The purpose of this mixed methods research study is to review and examine the concepts, practices, and potential of leadership and policing. Likewise, to comprehend how leaders currently identify

leadership and policing potentials in officers in Nepalese Police Forces and to recommend ways to get better leadership and policing. This study is be a significant endeavor in enhancing the future police leaders, promoting a sound working environment and motivation. This study also provides recommendations on how to appraise the performance of a certain institution in accordance with human resources management.

This research is a milestone and guidance and reference to research scholars, future executives, commanders and students of security management specially leadership and policing to increase professional level of achievement. Similarly, it is a collective bouquet of the views and suggestion from both public and security sectors. The matured and multidimensional perception and recommendations from veteran intellectuals, executives, high-ranking generals, senior business managers would be the another gift and encouragement for scholars and security commanders and concerns to proceed ahead with bird eye-view in further research for specific outcomes, which may essential to cope-with the future security issues and challenges to be addressed accordance to with peoples' expectation and perception for human security in the days ahead.

Statement of the Hypothesis of the Study

In this segment, the hypothesis used in this study is delineated. The hypotheses are taken from the literature review and from experience working with leaders and organizations of many types. It is believed that these tests could be effective techniques to make the research and its results more combined and valid. The following hypothesis guides the study and also facilitates collection of data.

- H1 There is no significant effects on responses due to gender.
- H2 There is no significant effects on responses due to age group.
- H3 There is no significant effects on responses due to education level.
- H4 There is no significant effects on responses due to occupation.
- H5 There is no significant effects on responses due to designation.

Scope of the Study

The aim of the research is to draw a clear picture of principle and practices of good police leadership and policing and its application in Nepal. The information on the existing situation challenges of good leadership and policing in the country is collected through survey in the study area. Further, the research is to find out the possible ways out to promote leadership and policing in the country. The expected results of the research would be very useful and, definitely, help to concerned body and/or policy makers to promote good leadership and policing in the country. Similarly, it would be very fruitful for academicians, students and other people who are concerned with for promoting leadership in the country. The study can become a source and milestone for the contribution of good leadership and policing in Nepal.

Delimitation of the Study

The purposive sample selected for this study was the municipal members of the valley Police Services (NP+APF). Result from the purposive sampling techniques place constraints on generalizing the results to the larger population (Teddlie, 2007, p. 84). Hence, the conclusions, findings and reflections may not be generalized. But the review of the literatures, field data, personal experiences, and theoretical discussions could ensure its contextual generalizations (Denzin. & Lincoln, 2005). In other words, the outcomes of the study can be applicable in the similar contexts, and theoretical groundwork.

Study Service: NP & APF are the focal of the study whereas Nepal Army may not cover in the study.

Study area: Nepal (75 Districts)

Time Frame for Survey: This survey was taken in the time frame of 7th September, 2013 to May, 2014 in Nepal. Additionally, the in-depth face-to-face interviews were taken in time frame of 15th Jan, 2015 to 15th April, 2015.

Time Frame of Study: Study is being focused more than last five decades. Despite that the research experienced more than 2 decades (27 years) which are the additional asset to this research.

Research Problem: Nature of police job and need of secrecy may face during the study. Furthermore, the research applies 'need to know' and 'right to information' study applied, keeping in mind the ethics, values and norms of academic research, respondents' secrecy, and security service and research. This is an academic research and hence, this study aims to understand the Leadership and Policing and design implementation and improve leadership qualities. Fundamentally, the study will be focused for the study purpose on the above topic in the security services under the MOHA, Nepal. In other word the study may not cover the Nepal Army. Particularly, the study focuses in Nepal. This correlation research is interested in the leadership and policing arenas. The major variables: each of these two areas is sufficiently large for a full study for instance.

Definition of Terms/Glossary

Followership involves identifying with the leader and the vision and behaving in a proactive manner to contribute to the collective effort to arrive at the designated outcomes. For the purpose of the present research the following definition were used as the systematic language applied in the study (Locke, Spirduso&Silverman , 2007).

Table: 1.2 Definition of terms/glossary

S. No.	Word/Terms	Assumed Definition
1.	Attributes	Any aspect of the person's character, values, beliefs, competencies or behaviour which may not be used for the purpose of evaluation of assessment (Centrex, 2006)
2.	Autocratic Style	The pattern that does not seek participation from other for decision
3.	Behavioural Effectiveness	Attitudes, commitment and presentation of organizational employees.
4.	Bhagbanda	Sharing power and positions within the major political parties
5.	Blessing from Political Power Center	Our/mine is better than professional and talent
6.	Executives	The officials have power and positions to execute the policies. Like, she/he, gazette special class government officials(including former) and private sector business personalities

7.	Group	A system of roles and their relationships in a team endeavor;
8.	Junior Office	Non- gazette Senior Sub-inspector, Sub-Inspector and Assistant Sub-inspector of police forces
9.	If any in education	The space designed for the respondent who have experience but not academic certificate
10.	If any in gender	Non-gender/third gender
11.	Institution	A system of organizations and their relationships; for example in government, the private sector, religion, etc.;
12.	Leader	A leader is one who directs or has authority over others. It indicates senior executives of organization too.
13.	Leadership	Position, authority, power, accountability, maturity, attribute, task, away-out "MATA PITA"... 'group dynamic'
14.	Leadership Style	The leadership styles adopted by the entrepreneurs in decision-making, conflict resolution, communication, motivation and delegation of authority. (Sergroveni, Metzsen, & Busdan, (1967)
15.	Management	It encompasses the knowledge, skills, and abilities('ASK') to allocate resources and/or tasks
16.	Management Practices	Operationally defined as the use of leadership styles, strategic planning, management control techniques and involvement in social responsibility activities to improve organizational effectiveness.
17.	Milky cow	Use other official for own personal benefit.
18.	Money matter	Corruption
19.	Netabaji	Manipulative power players
20.	Organism	A system that operates like the human body in that survival needs or basic needs must be met first;
21.	Organization	A system of groups and their relationships; for example, a public organization Nepal Police; Armed Police Force,
22.	Participative Style	Allowing for group members' freedom, use of initiative, self-direction and control in decision-making.
23.	Personality	A system of attributes, experience, abilities, biases, social skills and intelligence;
24.	Occupations	Public/private service holder/worker and security officers
25.	Police Personnel	Employees in Police Services/forces
26.	Police forces/Police Services	Nepal Armed Police(NP) and Armed Police Force (APF).
27.	Police Leadership:	Police Inspector to Chief of Police Forces
28.	Policing	Policies, program and practices/approaches applied to render for safety, security and services
29.	Police officers	The police officers from both police forces: NP and APF
30.	Promotion	A progression of rank within the police forces.

31.	Region/Regional	SAARC +Neighbor China in national concern administrative division context of five development regions.
32.	Security	Security/protection/prevention of life. property, prestige , commodity, technology and documents of '3Ns': Nation, Nationals and Nationality; human and humanity
33.	Security group	APF, NP. NID, NA, CDO and Security Experts
34.	Service Faculty	Represents all the respondents (government/private) from their respective occupation/service
35.	Society	A system of institutions and their relationships. Source:
36.	Status Consciousness	Being aware of one's own status and level.
37.	Status-quo	Traditional setting, does not like change.
38.	Supervisor	She/he is the person that the agency recognizes as accountable for overseeing subordinates within the agency's command structure. Nearly everyone in the agency has a supervisor that reviews and evaluates performance, handles personnel administrative issues,
39.	Senior Officer	Gazette Officers: Inspector to Inspector General of both police forces
40.	Social Responsibility	Social responsibility: Involvement in social action programmes, such as business ethics, urban affairs, consumer affairs and environmental affairs. (Buetcher, and Shelly, 1976).
41.	Subordinate/2Ic	Second in Command in Office/Unit
42.	Yes-man-ship	A tendency like a person who agrees with everything that someone says: a person who supports the opinions or ideas of someone else in order to earn that person's approval(Merriam-Webster) for personal benefit. Gullible fellow
Sources: http://www.unpan.org/Portals/0/60yrhistory/documents/Publications/Rethinking%20public%20administration.PDF Centrex(Central Police Training and Development authority). (2006). Leading for those we serve, The police leadership qualities framework. Leadership Academy of Policing. Bramshill, Hampshire. Locke, L. F. ;Spirduso W. W., , Silverman, S. J. (2007). Proposal that work: a guide for planning dissertations and grant proposals (5th Ed.). Thousand Oaks, CA: Sag Police Act and Regulation; APF Act and Regulation, Nepal		

Organization of the Study

Finally, this research is presented into five major chapters and concludes with its sequential framework. The key contents are as follows:

Chapter one

Basically, this is an "introduction" chapter. This chapter deals with the various backgrounds, historical arena, issues and status of the Nepal and security concerns. The begins with general introduction, study background, politics and policing in different timelines, security situation from various dimensions, comparative crime tendency, previous efforts (1950-2014) for reformation of police forces. Furthermore, the chapters provides road map through rationales and justifications, Statements of the problems, Research questions, purposes, objectives, significances, statement of hypothesis, scopes, delimitations , definitions, organization of research study and wrap up with chapter summary of the study.

Chapter two

Essentially, this episode belongs in "literature review" and presents a potential review of literature associated with the problem addressed in this study in chapter one being focused on research title and objective of the study respectively. The review of the literature is focused on the key development of leadership, policing and their theories and styles (including few contemporary) in the time frame of previous efforts (1950-2014) in the leadership and policing arenas in national and international levels.

Chapter three

Fundamentally, this is a "research design" partition and explains key the research methodology, approaches, information sources, sampling and justification, instrumentations, reliability and validity, methods of data analysis.

Chapter four

Principally, this is "analysis and discussion" division and describes the pilot study, profiles of the respondents, analysis of dependent, independent and intervening variables. Most importantly, it contains the data analysis; discuss the results findings and presentation of the results.

Chapter five

Finally, this is "findings, conclusion, recommendation" chapter draw-out the key findings, Crafts summary, and put forward firmed recommendation for future research, and implications.

Chapter Summary

The profession of policing and public service, safety and security continues to face new issues and challenges, on the other hand, it is an opportunities for the services and prevention, preservation of humankind, environment and socio-ecology as a front line government agencies for these purposes. Peace and tranquility is the apex of human life and policing profession could be effective tools to create such harmonization in the areas of responsibility with sound professional (physically and mentally) skill, knowledge and attitude; from a strong foundation of ethical police leadership standards, values, norms and high morale. With the pace of aforementioned ideology, perception and analysis this research is focused on to identifying the respondents' perception on the adaptation of effective leadership style and policing major challenges and issues. The respondents from both: public private and security agencies were targeted, accordingly. Next chapters are following the sequential order like, literature review, research methodology, analysis and discussion and findings, conclusion and recommendations with future implementation.

CHAPTER 2- REVIEW OF THE LITERATURE

Introduction

Policing is the practice that police administration delivers for the community and people. This practice depends upon the leadership, which include traits, behavior, and visions of the administrators in their organizations so this part begins with the survey of literature of the development of leadership and its link with policing. Researcher's constant experience and maturity of 27 years in both NP and APF services claim that the reason based thematic and critical reviews can be an effective asset to dig out the facts about the required field of the study from present and future perspectives.

Leadership Theories and Development

Leadership is defined as the ability to influence others to get things done. It reflects an influence relationship behavior between leaders and followers in a particular situation with the common intention to accomplish the organization end results (Stogdill, 1948 & Bass, 1981). Leadership is the exercise of power and authority in collectivity; such as groups, organizations, communities of nations may engage for coordinating, controlling, directing, guiding or mobilizing the efforts of others (Gibb, 1954). The most effective leaders are capable of dealing with the groups' problem that depends on leader's ability to persuade his followers, which in turn depends largely on how much power he possesses (Fielder, 1967).

The studies have indicated that transformational leadership is widely accepted leadership. A transformational leader plays a pivotal role in precipitating change, followers and leaders are inextricably bound together in the transformation process (Bass & Avolio, 1990a). Further he explains, transformational leaders are recognized as change agents who are good role models (Bass & Avolio 1990b). From an organizational perspective leading is a process which uses to motivate and influence others to work hard in order to realize and support organizational goals (Hersey et al., 2001). Leadership is:

Communicating to people their worth and the path of mediocrity is hard in long term as shared in the 8th Covey (2007).

Leadership is as old as the beginning of human civilization so, every great figure who contributed civilization became leader (Dolezalek 2005; Salas and Cannon-Bowers 2001; Vicere and Fulmer 1996). A brief legend on the development of leadership theories is presented on Table 1 on the basis of previous research.

Table 2.1: Development Trend of Leadership

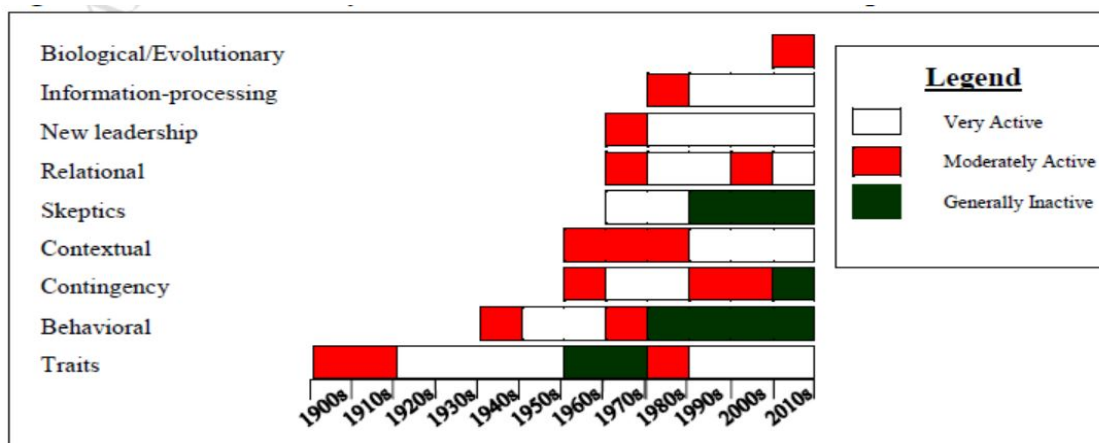
Period	Approach	Core Theme
Before 1940	Great-man	Leaders are born and not made
1930 to late 1940s	Trait	Leadership ability is innate
Late 1950s to 1960s	Behavioral	Leaders can be made, rather than are born
1960s to early 1980s	Situational &Contingency	It all depends; effective leadership is affected by the situation
1970 onward	Contemporary Leaderships (Emotional Intelligence, Servant, Team, Cross-cultural etc.).	Leadership by choice
Since early 1980s	The 'New' Leadership (Transformational, Ethical, Charisma)	Leadership by culture

Source: Self-compiled

Table 2.1 represents the model of leadership development. The leadership theories from great-man to transformational (including key contemporary leadership and dedications) reviewed by the researcher of this study. Leadership is essential and getting more complex and global leadership, e-leadership, alternative of leadership could be the future issues and emerging arena of leadership perspective in a comprehensive way. Transformational, ethical leadership and mixed models of leadership could be the main stream leadership styles in developing country like Nepal.

A trend line of leadership development theory is displayed in figure 2.1 on the basis of previous study.

Figure: 2.1: A Brief History and Look into the Future of Leadership Research



Source: *The Nature of Leadership 2nd Edition*, edited by David V. Day & Jhon Antonakis (2012) Figure 1.1, Page 7, 2012. SAGE publication

As presented in Figure 2.1 based on the trends, it can be expressed that trait theory is the evergreen in nature because it was apparent from 1920s to 1950s as active theory. Again, it becomes eminent from 1990 onwards. Other theory like information-processing becomes eminent with the rise of information technology (IT). Skeptics' theory emerged in 1970s but remained active up-to 20 years only. Contingency theory emerged in 1970s up to 1980s only. However, how the leadership theories can be applied to the situations of Nepalese security services have not been carried on so, an urgent need is felt to this direction.

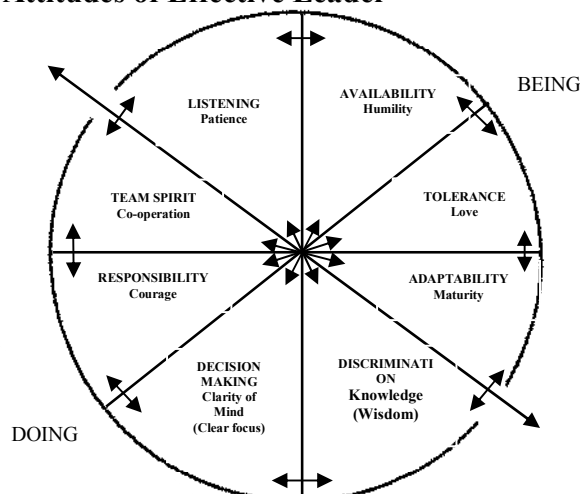
Different researches have indicated the trait theory as a naturally pleasing theory which gives a detailed knowledge and understanding of the leader element in the leadership process.

Table: 2.2: Studies of leadership traits and characteristics

Stogdill	Mann	Stogdill and Alliger	Lord, DeVader, and Alliger	Kirkpatrick and Locke	Zaccaro, Kemp, and Bader	McMohan**
(1948)	(1959)	(1974)	(1986)	(1991)	(2004)	(2005)
Intelligence	Intelligence	Achievement	Intelligence	Drive	Cognitive ability	Physical features
Alertness	Masculinity	Persistence	Masculinity	Motivation	Extroversion	Intelligence
Insight	Adjustment	Insight	Dominance	Integrity	Conscientiousness	Emotional stability
Responsibility	Dominance	Initiative		Confidence	Emotional stability	Human relations
Initiative	Extroversion	Self-confidence		Cognitive	Openness	Empathy
Persistence	Conservative	Responsibility		Ability Task	Agreeableness	Objectivity
Self-confidence		Cooperativeness		Knowledge	Motivation	Motivating skills
Sociability		Tolerance			Social intelligence	Technical skills
		Influence			Self-monitoring	Communication skills
		Sociability			Emotional intelligence	Social skills
					Problem solving	

Source: Adapted from: "The Bass of Social Power," by J. R. P. French, Jr. and B. Raven, 1962, in D. Cartwright(Ed.), *Group Dynamics: Research and Theory* (pp. 259-269), New York: Harper and Row; Zaccaro, Kemp & Bader (2004). **Modified version from Peter G. Northouse, *Leadership (Theory & Practice)*

The Table 2.2 represents traits identified in different major researches. Trait theory is evergreen theory. But what are the 'traits' contained in traits theory? It is still a subject to study. It got changes over different periods for example in 1948 when Stogdill described 9 (nine) traits, when Mann explored 6 (six) traits, again in 1979 Stogdill & Alliger listed 10 (ten) traits, in 1986 Lord Devader and Locke suggested only 3 (three) traits, In 1991 Kirkpatrick Kemp, and Bader suggested 6 (six) trait, Zaccaro in 2004 and McMohan has given 11 (eleven) traits. The number of traits changed.

Figure 2.2: Attitudes of Effective Leader

Source: Sis. B.K. Usha (2002). *Self Managing Leadership*. Literature Department, Pandav Bhawan, Mt. Abu. (p.89).

Figure 2.2 indicates the main eight attitudes power to listen (patience), availability (humility), tolerance (love), adaptability (maturity), discrimination (knowledge), decision making (clarity of mind), ability to respond (courage) and team spirit (cooperation) which enables leadership abilities (Sis B. K. Usha2002).

Table 2.3: Revolution in Leadership

Leadership types	Focus	Authors
Transformational Leadership	Attend to the individual needs of followers and offer inspiration and motivation to organizations and their constituents by providing meaning to their work rather than just rewards.	Burns (1978) is credited with developing the theory of transformational leadership in his <i>Leadership</i> , which many different researchers have elaborated on over the past fifteen years, including Bass (1985), Kouzes and Posner (2002), and Rost (1991)
Complexity and Chaos Theory	Chaos theory challenges the simplicity of earlier theories such as contingency approaches where leaders simply match a leadership style to a task or preference of followers. Instead, external challenges and the environment in organizations should be examined and taken into account to understand leadership.	Anderson, 1999; Axelrod and Cohen, 1999; Depree, 1992; Handy, 1996; Heifetz and Linsky, 2002; Komives, Lucas, and McMahon, 1998; Marion, 1999; Marion and Uhl-Bien, 2001; Phillips and Hunt, 1992).
Expanding Cognitive Theories: Mental Models and Organizational Learning	Reviewed the critical role of learning. Addressing the adaptive and systems challenges faced by organizations. A renewed focus is apparent on the ways that leaders need to constantly renew their skills and conceptualize leadership as a lifetime journey	(Griffin, 2002; Newman, 1991; Shapiro, 2003a; Vaill, 1996). For example, Heifetz (1994) and Wheatley (1999) (Komives, Lucas, and McMahon, 1998; Shapiro, 2003; Tomlinson, 2004; Van Velsor and Drath, 2003)
Expanding Cultural and Symbolic Theories: Social and Cultural Theories of Leadership	Cultural perspective has evolved in recent years, taking new directions in the study of values, gender, race, and cross-cultural issues	(Astin and Leland, 1991; Ayman, 1993; Banks, 1995; Bell, 1988; Bensimon, 1989a; Cantor and Bernay, 1992; Helgesen, 1990; Kezar 2000, 2002a, 2002c; Morrison, 1991, 1996; Offermann and Phan, 2002; Rosener, 1990; Statham, 1987; Tierney, 1993b; Valverde, 2003
Rethinking Contingency Theories: Processual Leadership	Emphasizes the dynamic nature and process orientation of leadership. leadership makes the importance of context more obvious by examining leadership over time and through a sequence of activities	Antonakis, Avolio, and Sivasubramaniam, 2003; Chaffee and Tierney, 1988; Chemers and Ayman, 1993; Dawson, 1994; Klenke, 1996; Newman, 1995; Osborn, Hunt, and Jauch, 2002; Parry, 1998; Pettigrew, 1997; Pettigrew, Woodman, and Cameron, 2001; Shamir and Howell, 1999)
Team or Relational Leadership	The focus in a team process is on interconnectedness and working collectively (culture) rather than emphasizing individual players and results (the athletic metaphor of teams)	Bell and Kozlowski, 2002; Druskat and Wheeler, 2004; Hertel, Geister, and Konradt, 2005; Kayworth and Leidner, 2001/2002; Wageman, 2001

Source: Self Compiled

A number of PhD Thesis were reviewed regarding security concern studied by police officers. Thapa (2002), Shrestha (2003), Kharti(2102), Dahal(2012), and Tammang (2013) have stated that there is a need of thorough research in police and policing fields. All the researches have remarked the policy system not efficient. Additionally, a few thesis and pilot study were reviewed regarding the leadership concern studied by Nepalese scholars. Sapkota (2008), Shrestha (2007), Das (2002), Bara et.al., (2001) have revealed lack of leadership development frame work and transparency in decision making, weak institutionalization and poor governance; transparency in decision making. The synopses of these reports are in Annex; B. 12 and b. 13.

Table 2.4: Leadership in Modern Context

Then	Now
Search for universal leadership characteristics	Context bound
Examine power and hierarchy	Focus on mutual power and influence
Study individuals	Emphasis on the collective and the collaborative
Predict behavior and outcomes	Promote learning empowerment, change
Leader centered	Process oriented

The table 2.4 presents that leadership research in recent years has taken a dramatic turn. Although bookshelves will continue to hold many titles that read “the eight most important traits for leaders” or “how you can influence people to follow you,” The contemporary leadership scholars reviewed in this chapter have also underscored the need for more adaptive, systems-oriented approaches to leadership that enhance cognitive complexity through learning and team leadership.

Police Administration

This study like the canon leadership and leadership police system. The word 'Police' is written in Nepalese language as 'प्रहरी' (Prahari) which has different meaning similar to the meaning of police in English. The Nepalese word is defined in 'Nepali Sabdasaagar' (Nepalese dictionary) that , " पहरादार, पहरीया, घडीवाल, प्रहरपिच्छे, घुमफीर र हेर विचार गरेर धनजनको निम्ती सुरक्षागर्ने कर्मचारी,, पुलिस, त्यस्ताकर्मचारीकाविभाग, त्यस विभागकानिम्नकर्मचारी " (Sharma-Nepal, 2005). Nepal Police Act 2012 B.S. (1955) defines that “Police means a person appointed or recruited under this Act”. Similarly, the words “Personnel” means police personnel

other than officers and “Police employee” means the officers and personnel of the police force, “Officer” means a police officer of sub-inspector or higher rank, “Gazette officer” means an inspector and officers above this rank (Nepal Police act, 1955).

Mentors are extremely important for the purpose of providing new officers with an example of good and effective leadership, encouraging them to discover the traits of a good leader early in their career (Conger & Benjamin, 1999). The police leadership is unique (Gibson & Villiers, 2007; Haberfeld, 2006; Sopow, 2009).

A police leadership scholar, Haberfeld (2006) stated, that the definition of police leadership must include the ability to make a split second decision and take control of a potentially high-voltage situation that evolves on the street. Likewise, Centrex (2006) defines police leadership as, "the ability to effectively influence and combine individuals and resources to achieve objectives that would be otherwise impossible" (p. 6). Police leadership definition has been described within the literature as generic (Golding & Savage, 2008). Leadership traits and management skills are critical to organizational adaptation in a constantly changing world. Further, they strongly indicate for an evolution of policing into a truer professional model (Marshall Jones, 2010). Furthermore, in reference to police leadership, "there is no generally accepted theory against which practice can be tested" (Dobby, Anscombe, & Tuffin, 2004, p. 1).

There is "an absolute dearth in the area of leadership training and leadership theories that are applicable for and within police environments" (Haberfeld, 2006, p.3). The International Association of Chiefs of Police (IACP) considers itself to be the global voice of law enforcement leaders and uses the theory of dispersed leadership within its leadership framework (Viverette, 2005, President Message Section).

Dobby et al. (2004) argue that police service get transformational leadership if they are appreciated by the best services they do for the people and make them feel proud. The noble leaders radiate their life to all members of teams. The accountability follows from highest level of the police Force to the police constable (Kalam, 2006). Value-led ethical leadership in policing maximizes effort by integrating prized community values into an agency's mission, vision, strategy, operating plans, and

services (Meese III, & Ortmeier, 2010). For the noblest job of police the question of structure has no meaning but culture of humanity, trust, love and respect has meaning. A good police force with effective intelligence is essential rather than arms and ammunition to care rule of law and to run government (Modi, 2014).

Fundamentally, police leaderships should exercise enlightened moral judgment and high ethical standards. A researched based visionary strategic and contingency national approach for transformational and developmental intervention is needed with regard to police leadership and policing in developing country like Nepal

Literature Gap

Research on police leadership and policing has tried to review but did not uncover any research in the main-stream of national arena. Longitudinal studies also applied to bridge the gap in the literature. From the report of Buch commission 1950 which can be considered as the initial report for the formal establishment of police system in national level more or less based on traditional Indian policing. The report of Police Reform commission 1992 (/headed by former home secretary Late Bir B. Shai), which was focused in specialization within the police organization, and initiation towards strengthening police structural reform in changing context but couldn't bring out the change in Police Act 1955. Surprisingly, it is not amended even after the restoration of democracy in 1989, decade long Maoist armed struggle and after the 2nd CA election followed by nine years tedious post conflict transitional status of the country till to the date.

Furthermore, APF was established on the basis of the report of Armed Police Formation Ad-hoc Committee, headed by former home secretary Mr. Khem Raj Regmi. But there is a strange that the pace of the vision, mission and objectives of the report and APF Act is being deviated in the deployment and mobilization since the beginning of the post conflict transitional status in the country.

Additionally, in 2012 High level Action Committee for Security Sector Agency Modernization, headed by Prof. Dr. Yub Raj Shangraula and some need assessments were done in a short span of time for the reformation on major issues regarding 'Rassan'

(food), cooperation, Promotion and power decentralization and resources allocation in the field. Particularly focused on the rampant corruption, traits and behavioural issues but there is no realization of implementation of the suggestions as per mentioned in the report (unpublished). Similarly, in 2009 a report for the development of metropolitan policing was produced by Additional Inspector General (Retd) Mr. Rajendra B, Singh but the international practices on metropolitan policing are also hanging like a traditional policing in the field which should have strengthened with legal provision and modern technology for quality service delivery and make the accountable

Public sector respondents attribute greater value to work that is beneficial to others and to society, to involvement in important public policies, and to self-sacrifice, responsibility and integrity (Kakabadse et al., 2003; Kunthia and Suar, 2004). At higher management and professional levels, in particular, public sector respondents place less emphasis on money and high income as ultimate ends in work and life (Fernandez, 2005; Thach and Thompson, 2006). Public servants are increasingly being critiqued for not being sensitive to varying and conflicting stakeholder demands and for not exhibiting a quickness of foot in satisfying community desires (Kakabadse, 2012).

Public sector leaders should behave mainly as transformational leaders, moderately leveraging transactional relationships with their followers and heavily leveraging the importance of preserving integrity and ethics in the fulfillment of tasks (Orazi, 2013). The code of conduct mentioned in both NP and APF acts indicate the high-level ethical parameter as well as barometer for police personnel (ANNEX B.1 NP and APF Regulation).

Accountability follows from top brass executives otherwise distorted working environment does not inspire the implementation by heart and mind and self-discipline level decreases. This research explores the extent of correspondence between the ethical dilemmas faced by Nepalese security executives in different time frame in mass media vigorously. The present research designed the examination of the treat, behavior and people's expectation for leadership transformation and adaptation. Review shows that collective studies on police leadership and policing are largely absent from the debate

among academicians, scholars and practitioners particularly in South Asia. The research accomplished in developed countries and their culture may not fit completely in the context of the least developing nations like Nepal.

Policing

It is not easy to mention the formal day and date of the origin of the police. God, Goddess, Gurus, Prophets, Priest, Kings, Chief, etc. denote the leaders in different timelines of history and religions. Veda, Geeta, Bible, Tripitaka, Quran, different literatures etc. are the guiding principles for their devotees and communities. Police in ancient Eastern communities particularly in India and Nepal can be studied through series of codes, scriptures, inscriptions and art. There were the functionaries to ensure the operation of 'Danda'(punishment) as a concept of governance. As prescribed by Eastern philosophy Professor Jitendra D. Khand, stated four elements: 'Dharma', 'Artha', 'Karma', and 'Moksha' (धर्म, अर्थ, काम, मोक्ष) have a wider significance and material well-being of people, which maintain the state or government for the welfare of a country. Furthermore, he also implanted four elements: 'Sama'(pleasing to the person through different methods); 'Dana' (donation); 'Veda' (to divide two person or two group or more than two by positing the same false in their ears like 'divide and rule) and 'Danda' (punishment) are most important not only in war and peace, but also in every branch of the social science (Khand, 2005).

The concept of rule of law, administration, governance and justice etc has been known in the synthesis of 'Dharma' from the creation of 'Vedas'. 'Manu' has classified some crime than eighteen heads such as assault, robbery, violence, gambling, betting, theft etc. These can be considered the prevention and detention role of modern police (Sharma, 2004). 'Gramadhipati' in Mahabharata and 'Gramabhojaka' in Buddhist Jatakas speak (Second report of National Police commission-Dharma Vira Government of India, August 1979, p. 10). Kautilya's "Arthashastra" refers to detailed police organization a 'Sangrahana' for 10 villages, a 'Kharvatika' for 200 villages, a 'Dronamuka' for 400 villages and a 'Sthaniya' for 800 villages. Similarly, furthermore, the 'Matsyanyan' as a 'Dandaniti' for regulating human conduct; 'Eighteen Tirthas' as varieties of police role;

role of 'Dauvarika' as a warden of police (responsible for vigilance) of the royal place, 'Antarvansika', probably a leady police officer for maintaining the vigilance on the harem of the king. 'Dandapala' and 'Anthapala' as a uniformed officer for charging a good deal of police duties, (Mathur, 1989) and (Sandipsandilya, 2011).

Good policing is policing that is both effective and fair. Police who are ineffective, or illegitimate or unfair, in protecting the public against crime will lose the public's confidence. Good policing is policing with legitimacy on the basis of public consent, rather than repression. Accepting external, civilian scrutiny is a hallmark of a democratic police force, that is, one that is responsive and accountable to the needs of the public. Good policing requires public cooperation. (UNODC, 2011, pp. 17-18)

Policing in the 21st century is a potpourri of sectors, levels, systems, and models that coexist in a dynamic spiral of continual interaction. Policing is a social process and as such it spans both public and private sectors (Bratton et al., 2008). Policing has become more complex, more knowledge-based, and more professional in the last decade (Sewell, 2008).

Table 2.5: Dictionary Definition of Police and Policing

Dictionary	Police	Policing
Oxford dictionary	An official organization whose job is to make people obey the law and to prevent and solve crime; the people who work for this organization	The activity of keeping order in a place with police
English dictionary	<ul style="list-style-type: none"> a. Police force, an organized civil force for maintaining order, preventing and detecting crime, and enforcing the laws. b. people who seek to regulate a specified activity, practice, etc c. 1530, at first essentially the same word as policy (n.1); from Middle French police (late 15c.), from Latin politia "civil administration," from Greek polis "city". Until mid-19c. used in England for "civil administration; " application to "administration of public order" (1716) is from French (late 17c.), 	<ul style="list-style-type: none"> a. The activities carried out by police officers in order to preserve law and order the policing of public places b. the actions of a person or group in authority in order to ensure fairness and legality in an area of public life ⇒ the policing of new housing developments, a more rigorous policing of new developments, independent policing of clinical procedures

(Nepalese
dictionary)
शब्दशागरSabdas
abdasaagar'

" **प्रहरी** " (Prahari): "प्रहरादार, पहरीया, घडीवाल, प्रहरपिच्छे घुमफीर र हेर विचार गरेर धनजनको निम्ती सुरक्षागर्ने कर्मचारी,, पुलिस, त्यस्ताकर्मचारीकाविभाग, त्यस विभाककानिम्नकर्मचारी "Which has different meaning similar to the meaning of police in English. The Nepalese word is defined in 'Nepali Sabdasaagar' (Nepalese dictionary)

पुलिसीङ्ग(Policing):आन्तरिक सुरक्षाव्यवस्थामा सार्वजनिक सेवा, बचाउ, रेखदेख तथा सुरक्षाकालागिअपनाईएकानीति, अवलम्बनगरिएका सुरक्षा प्रणाली, तरिकामातथा संचालीतकार्यक्रम (The policy, system, methods and program applied and launched for public service, safety and security in internal security management of the country (There is no single word in Nepalese language which should carry the divers meaning of 'policing'. Thus, research taking the range of policy, process and program represent the meaning accordingly)

Sources:

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Responsibility of Police as Policing in Developing and Developed World

Police and policing in United Kingdom (U.K.), United State of America (USA), India, and Nepal were studied through different literature, seminars, training and travelling opportunities in national and intentional level. The literature review can be a firmed foundation for this study. The outstanding insights from these reviews have supported both forming and addressing of the research purpose, objectives and research questions effectively.

Policing should contribute to the creation of a safer, more cohesive and more just society (Report of the Independent Police Commission UK, 2013). The police have the highest and most visible role in overcoming the threat and fear of crime, it does not follow that the police alone bear this responsibility which is shared with each individual and each level of government (Roberson, 2007). An important factor in the security sector is the police, whose functions, as a minimum, are: prevention and detection of crime, maintenance of public order and provision of assistance to the public (UNODC, 2011, p. 5).

The most important difference between police and other organizations the ability of the police to use coercive force, while the police have the highest and most visible role in overcoming the threat and fear of crime, it does not follow that the police alone bear

this responsibility. The responsibility is shared with each individual and each level of government (Roberson et al., 2007).

Neo-Marxist and neo-Weberian social scientists are markedly different in their theoretical orientation, but both share a common analysis that the core roles and responsibilities of the police are to maintain existing political and economic structures, and that this involves watching the usual suspects or the underclass (Hall et al., 1978; Campbell, 1993). Max Weber stated that, "to the current position of the policeman as the 'representative of God on earth'" (Mthieu, 2002, p. 1) but in ground reality, security has not received the serious attention according to the concepts of justice, freedom, equality, obligation, representation, and power.

Buzan suggests five possible explanations: first, is the difficulty of the concept, second, is the apparent overlap between the concepts of security and power, third, is the lack of interest in security by various critics of Realism, fourth, is that security scholars are too busy keeping up with new developments in technology and policy, and fifth, is the policy-makers find the ambiguity of 'national security' useful for the neglect of security (David, 1997).

The role of policing has been dynamic since it became a profession in 1829 under Sir Robert Peel in London, England. The relationship between police and citizens in American society is generally understood as a progression from the political era, when police were introduced in American cities in the 1840s to the early 1900s; to the reform era, stretching across the middle part of the 20th century from the 1930s to the 1970s; and then to the community era of modern policing since the 1970s (Moore et al., 1988). Police organization has to perform various role and responsibilities in accordance with national priority, policing policy and peoples' need which should cover services, safety, and security principally. Generally, crime prevention, detection, security and service roles are considered. Police as a complete institution its executives and officers have to perform managerial, commander, and leadership roles through the effective policing with the pace of welfare nation.

London expanded during the 18th and 19th centuries the whole question of maintaining law and order had become a matter of public concern. Individuals were responsible for protecting themselves and maintaining an orderly community (Reith, 1912). Before the origin of modern police the 'Magna Carta, 1215' was considered as a notable effort which addressed the issues of lawlessness, corruption in western countries although the King John was forced to sign the Magna Carta, which guaranteed basic civil rights to citizens.

The key personalities: Henry Fielding, Colquhoun and Sir Robert Peel are associated with the development of the first modern police forces in England (Robin, 2002). Henry Fielding was appointed to the magistrate in Westminster, near London. He formed an unofficial investigators and it was nick named 'Bow Street Runners'. They were salaried and received their money under the standard thief-takers reward system. Later the government provided financial support. Although that varied experience is potentially a rich source of lessons, departments have left few records that reveal the trends shaping modern policing (Moore et al., 1988).

Sir Robert Peel is well known in the history of modern police as the founder of the first form of an English police department: the London Metropolitan Police, 1829. He implemented the military's organizational structure such as their uniforms, ranks and rank structure, discipline, and an authoritarian system of command. Stated the importance of police public relation at all-time should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police (Swanson, 1998). Out of many principles of policing following nine principles have been reviewed as sighted by Peel;

1. The basic mission for which police exist is to prevent crime and disorder as an alternative to the repression of crime and disorder by military force and severity of legal punishment.
2. The ability of the police to perform their duties is dependent upon public approval of police existence, actions, behavior and the ability of the police to secure and maintain public respect.

3. The police must secure the willing cooperation of the public in voluntary observance of the law to be able to secure and maintain public respect.
4. The degree of cooperation of the public that can be secured diminishes, proportionately, the necessity for the use of physical force and compulsion in achieving police objectives.
5. The police seek and preserve public favor, not by catering to public opinion, but by constantly demonstrating absolutely impartial service to the law, in complete independence of policy, and without regard to the justice or injustice of the substance of individual laws; by ready offering of individual service and friendship to all members of the society without regard to their race or social standing; by ready exercise of courtesy and friendly good humor; and by ready offering of individual sacrifice in protecting and preserving life.
6. The police should use physical force to the extent necessary to secure observance of the law or to restore order only when the exercise of persuasion, advice and warning is found to be insufficient to achieve police objectives; and police should use only the minimum degree of physical force which is necessary on any particular occasion for achieving a police objective.
7. The police at all times should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and that the public are the police; the police are the only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interest of the community welfare.
8. The police should always direct their actions toward their functions and never appear to usurp the powers of the judiciary by avenging individuals or the state, or authoritatively judging guilt or punishing the guilty.
9. The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with them and (<http://www.nwpolice.org/inside-new-westminster-police-department/history/>).

Police departments have found that Peel's second principle as well as his third is vital to their mission of safeguarding the public (Lee, 1901). Peel's principles revolve around the concepts of community service, community safety, and service of the people, pride, and professionalism. Today, police departments, almost in the world, still support the same doctrine that originated with Peel (Reith, 1948).

Most literatures highlight that Peelers were issued a wooden truncheon carried long pocket in the tail of their coat, a pair of handcuffs, and a wooden rattle to raise alarms. By the 1880 the wooden rattle was replaced by a whistle. Now they have national automated fingerprint identification system, modern technologies, air born support (chopper)/air surveillance, database, both soft and hard security system, private sectors participation in policing, well trained human resources, well-defined legal provisions and from the 2012 directly elected police and crime commissioners have been serving. British police and policing have a good image, although the discussion and criticism is going on for the better services.

Policing in the United States is conducted by numerous types of agencies at many different levels. Every state has own nomenclature for agencies, and their powers, responsibilities and funding varies from state to state. Federal law enforcement officers are authorized to enforce various laws at the federal level. State police are normally part of the state department of public safety.

The policing in America are considered like in Great Britain. In 900 A.D., the role of law enforcement was placed in the hands of the common every day citizens. Charles Reith, a noted English historian, refers to this model of law enforcement as "kin police" (Reith, 1956). After the Norman Conquest of 1066, a community model was established, which was called frankpledge. This system was "obligatory" in nature, in that tythingmen was not paid salaries for their work, but were required by law to carry out certain duties (Klockars, 1985). There was always a degree of fuzziness about that ideal; by the late 1960s virtually every effort to improve policing was called "professionalization" (President's Commission's report, 1967). American policing has evolved through the political, the professional, and the community policing eras, and now stands at the

horizon searching for the next direction. Never has data been so available to the policing profession (Glenn L. Silverii, 2012)

Table: 2.6: Policing Era in International Arena

Era Police Org. strategies	Political Era 1840s	The Reform Era 1930s-1950s	The Community 1960s-1970s
a. Legitimacy and Authorization	Authorization-Primarily politics.	Authorization-law and professionalism.	Authorization-Community support (political), law, professionalism.
b. Police function	Connection to politicians. Crime control, order maintenance, broad social services.	Crime Control.	Crime control, crime prevention, problem solving.
c. Organizational Design	Quasi military in structural setting, nevertheless decentralized & geographical. Most police officers were recruited from same locality and ethnic group.	Centralized & Classical	Decentralized, task forces, matrices.
d. External relationship	Relationship to environment-close and personal.	Professionally remote	Consultative, police defend values of law and professionalism, but listen to community concerns.
e. Demand Management	Managed through links between politicians & precinct & face -to-face contacts between citizens & foot patrol officers.	Channeled through central dispatching.	Challenges through analysis of underlying problems.
f. Principle programs and technologies	Foot patrol and rudimentary investigates, use of third degree.	Authoritarian policing. -Promotions from within.	Foot patrol, problem solving, etc.
g. Measured outcomes	Political and citizen satisfaction social order.	Crime control.	Quality of life and citizen satisfaction.

Source: George L. Keling& Mark H. Moore (1988). The evolution strategy of policing. *Perspective on policing, number 4, p. 1-15*. U.S. Department of Justice. A publication of national institute of justice and, and the program in criminal justice policy and management. John F. Kennedy School of government, Harvard University.

Table: 2.6 summarizes the major difference and development in police and policing tactics, technology and measurement basis of performance, etc. Where, legitimacy and authorization was primarily in politics in political era whereas under the laws and professionalism in reform era and the status shifted towards community support followed by legal and professionalism in community era.

Like many federal nation, the nature of the Constitution of India mandates law and order as a subject of the state, therefore the bulk of the policing lies with the respective states and territories of India. The police as an organized institution came into existence in India during the British Regime in the wake of Indian 'Sepoy Munity' of 1857. The Police Act of 1861, which was drafted by the British as a direct response to the 1857 revolt, still remains as the major governing instrument for the police (Martensson, 2006). The current governing instrument of the Indian police force is the Police Act of 1861. Together with the Indian Penal Code, the Indian Evidence Act and the Code of Criminal Procedure it forms the current but outdated police system in India.

India was also the first country in the world to have a finger print forensic laboratory in 1897. Today there are only 23 labs in the country compared to 203 in the US. Currently there are only three Central Detective Training Schools in India. The low number of schools causes a problem to ensure continuous training for the Indian police force. Greater resources need to be allocated towards enhancing the capacity of forensic laboratories. Nepalese officers also got the opportunity to be trained in finger print. Durga P. Upreti received training in 1920 at Patna finger Print Bureau (Baidhaya, and et.al. 1995).

It is essential for the survival for the democratic structure, promotion of economic growth and establishment of good governance (Joshi, 2013). In many parts of the country, distrust of the police is so high that people either prefer to live with crime/harassment or enter the perceived safety of parallel protection rackets; the police system being often described as inept, malevolent and a political tool (Path, 2013). The obstacles to honest, professional and efficient policing in the Indian context are enormous. These impediments are mounting at an alarming pace in a highly politicised ambience where narrow party interests supersede the needs for community safety. (Raghavan, 2012).

Dr Jayaprakash Narayan Campaign Coordinator LokSatta stated that, in the interest of the public, police force certainly requires to be reformed and improved to ensure rule of law. It is incumbent that we undertake police and governance reforms in

right earnest to ensure that our democracy is real, liberty is meaningful, and our society is peaceful and orderly (Narayan, NA). Following the recommendations of the Justice J. S. Verma Committee (Dec., 2013) the Parliament passed the Criminal Law (Amendment) Act 2013. It is considered the amendments have brought significant changes to police procedures in dealing with victims of gender-based crimes. They have also increased the accountability of the police with respect to proper registration and investigation of crimes against women.

An inspiring vision, 'SMART' policing by Rt. Hon. PM Narendra Modi. The latest was 'SMART policing', which put emphasis on the essentials of police job advocating the concept; Modi said a country with an efficient intelligence network did not need any arms and ammunition to run the government. The PM added he wanted a force which took care of the country's law and order in an efficient manner. "By 'SMART' policing, I mean S for strict but sensitive, M for modern and mobile, A for alert and accountable, R for reliable and responsive and T for techno-savvy and trained" (Modi, 2014). The 'SMART' ideology illuminated by the Charismatic Leader towards enhancement, encouragement, and development for Transformational Police Leadership & Policing in developing countries (not only for India). Finally, 'SMART' concerns agencies and respective police leadership has to take responsibility, and accountability for the above 5 Points (SMART) philosophy: a philosophy for the Police and Policing to meet the security needs of 21st century and to combat terrorism & organized crime in SAARC, which are the foundation the rule of law, lasting peace, tranquility, sustainable development & perfect democracy in the South Asia Region.

Forms of Policing

Fundamentally, policing is a dynamic procedure. The previous literatures indicate that the overall objectives of policing are similar throughout the world; however the policing styles are different. Several practices can be read in a series of literature in developed country and differ from community to community and country to country in different timeline. The table presents the list of some forms of policing used in addressing the policing in different articles, books and literatures.

Table 2.7: List of Different Forms Policing

List of Different Forms Policing	
1. Authoritarian	21. Private
2. Broken Window	22. Proactive **
3. Bureaucratic	23. Problem Solving /Oriented **
4. Civil Service	24. Professional Model
5. Community **	25. Police Public Partnership
6. Computer -driven crime Statistics (COMPSTAT)	26. Reactive**
7. Evidence based	27. Regimental
8. Democratic	28. Rural
9. Geographic	29. SMART
10. Hard & Soft	30. SARA
11. High Policing	31. Service Style
12. Home land Security	32. Strategic
13. Hot Spot	33. Traditional
14. Integrated **	34. Team
15. Intelligence based \ Intelligence-led**	35. UN Policing
16. Legalistic	36. Urban
17. Neighborhood	37. War and Terror**
18. Operational	38. Watchman
19. Peel's	39. Women Policing
20. Political Model	40. Zero tolerance
21. Predictive	

Source: Compiled from different previous literatures

Some of the key policing found in literatures were significant in the research have been discussed here. Among the above mentioned policing styles, some styles were selected for the study purpose. The policing styles (Table: 2.7) marked with '**' were organized in survey questionnaire in accordance with the objectives of this research.

Policing Styles

List of different forms of Policing used in previous Literatures as mentioned in the above table cover the most terminology used in European and American community. Below the style designed for the rating (including UN and homeland policing) in the study with principle theme;

Problem-oriented/ Solving Policing

The Problem-Oriented/solving Model of policing is considered as a wide range of inventions and high level of diversity of approaches. Problem oriented Policing (POP) is a policing philosophy developed by Herman Goldstein. Traditional views of problem-

oriented policing focused on enforcement and corrective strategies (Goldstein, 2003) in (Marilyn P., 2005).

Community/Police Public Partnership

Main theme of community policing is to bring police and citizens together to prevent crime and solves neighborhood problems. It makes police more proactive. Those "who believe that community policing is practiced in their neighborhood are more likely to express favorable opinions of the police (Weitzer & Tuch, 2006, p. 45). Other document positive outcomes associated with foot or bike patrols, community meetings, and other types of community policing (Reisig & Parks 2004). Principally, community policing is an effective approach for good community involvement. It is a good tool to achieve these objectives more effectively and efficiently.

Intelligence -Led/ Intelligence Based Policing

The term "intelligence-led policing" originated in Great Britain. The Kent Constabulary developed the concept in response to sharp increases in property related offenses (e.g., burglary and automobile theft) at a time when police budgets were being cut. Police officers would have the best effect on crime by focusing on the most prevalent offenses occurring in their jurisdiction (Marilyn, 2005). In many ways, intelligence-led policing is a new dimension of community policing, building on tactics and methodologies developed during years of community policing experimentation (Carter, 2004). W. F. Walsh (2011) stated that the complexity in policing and the performance culture; managing internal risk; the demand gap economic impact; limitations of the standard model of policing are key drivers for the change. Particularly in the developed countries, since the 1960 the community policing, problem-oriented policing, CompStat, and now intelligence-led policing have been applied (Walsh, 2011) (Ratcliffe, 2008). A critical lesson taken from the terrorist attacks of September 11, 2001 is that intelligence is everyone's job and cooperation, coordination and communication is vital for enhancing the law enforcement agencies. Similarly, collaborating with the community is essential

since that day; a remarkable attention has been focused on the need for constructive changes in law enforcement intelligence.

Jean Reynolds, Ph.D. is Professor Emeritus of English at Polk State College, said that Tampa police department has used with four-pronged: redistribution of tactical resources, intelligence-led policing, proactive and preventative policing strategies, and partnering with the community plan that such success. The aim of intelligence-led policing is for police executives to have a strategic overview of crime problems in their jurisdiction so that they can better allocate resources to the most important crime priorities.

Reactive and Proactive Policing

Both types of policing: proactive and reactive methods are used in law enforcement, with continuous efforts given to hone the newer proactive policing method. Basically, proactive policing deals with community issues and addresses the concerns of people involved in a regular basis to become aware of incidence or disorder that could lead to criminal activity. Proactively regulating minor offenses, the police can reduce both serious crime and fear among the community by sending a message that crime will not be tolerated Wilson & Kelling (1982). As proactive policing strategies have gained momentum throughout the last few decades (Rojek & Nix, 2014).

Integrated Policing

Integrated Policing is considered as an effective and efficient policing fighting against organized crime and rapid and comprehensive response. This administrative and operational entity was first created by the Royal Canadian Mounted Police. High level of understanding, cooperation and coordination; clear mandate, well trained human resources; and collective training are essential for an effective implementation of this approach. The government of Canada has been providing special fund and taking initiative for the expansion in major cities in since 1996. It appears to be the most efficient and effective use of resources to fight organized crime (Oracle, 2012).

War & Terror

Various literatures argue that after the terrorist attacks of September 11, 2001, the Bush administration declared a "war on terror," involving open and covert military operations, new security legislation, efforts to block the financing of terrorism, and more. The strategy called the fight against terrorism stepping up domestic policing and intelligence work. As homeland security has gained contemporary recognition in an atmosphere of terrorism and fear, community policing has increasingly been relegated to far lesser importance by local, state, and federal organizations (Robert & William (2007). "Sept. 11 led to a major overreaction by politicians in many countries. In dictatorships their actions don't matter, because we don't expect any respect for human rights. But in a democracy we are handing victory to terrorists if we change our way of life and abandon human rights (Ward, 2005).

Homeland Security Policing

Previous literatures indicate that in the aftermath of the September 11, 2001, terrorist atrocities in the United States, a new security organizational policy was introduced as 'Homeland Security'. The department was established on November 25, 2002. As homeland security has gained contemporary recognition in an atmosphere of terrorism and fear, community policing has increasingly been relegated to far lesser importance by local, state, and federal organizations (Robert & William (2007). Few are not satisfied with this philosophy and they argue undue militarization in policing and war and terror has gained contemporary recognition in an atmosphere of terrorism and fear. Policy makers at each level of government will achieve better terrorism prevention and response when they wholly adhere to integrating the community policing philosophy into the homeland security strategy (Robert & William, 2007).

UN Policing

The UN first deployed Police officers in 1960 to the United Nations Operation in Congo. The first formal police component is deployed to the United Nations Peacekeeping Force in Cyprus (UNFICYP). FPU's were first deployed to Kosovo and

Timor in 1999, where the UN had full responsibility for enforcing the law and dealing with threats to public order. In these volatile situations, the UN also wanted to have a more robust and armed police capacity. (UN Police Magazine 3rd Ed., 2009). The overarching goal is for FPU's to be safe, professional and proficient in the conduct of their assigned tasks (UN Department of Field Support, 2013). The first all-female Formed Police Unit is deployed from India to the United Nations Mission in Liberia (UNMIL) in January, 2007 (UNPOL, 2015).

FPU's are rapidly deployable, well equipped and trained to act as a cohesive body capable of responding to a wide range of contingencies (UN Police Magazine 3rd Ed., 2009). The tasks ahead are enormous, but the costs of failure would be even larger (UN Police Magazine 3rd Ed., 2009). The UN has a zero tolerance policy with respect to sexual exploitation and abuse (UNPOL, 2015). UN policing became a recognized component of operations, but lacked doctrine, administrative structure, quality assurance in recruitment or adequate training (Durch, 2010).

The Council stressed that the policing mandates must be clear, credible and achievable and matched by appropriate resources, through the unanimous adoption of resolution 2185 (2014), which also called on police-contributing countries and the Secretary General to ensure the professionalism and effectiveness of United Nations police through proper training, equipping, standards, leadership, gender expertise and a range of other means (UN meeting, 2014).

UNMIN (United Nations Mission in Nepal)

UNMIN was established in early 2007 to assist in the implementation of specific elements of the Comprehensive Peace Agreement (CPA) which ended the decade-long conflict between the Communist Party of Nepal (Maoist) and the Nepali state in 2006. Prime Minister Koirala is reportedly unhappy about some of UNMIN activities relating to empowerment of ethnic communities when UNMIN staff co-ordinate mass meetings of certain ethnic groups. The peace process has not yet concluded successfully (Raj, 2007). The recommendation mentioned in 'OIOS report 2009' such as to develop options and contingencies to ensure effective arms monitoring activities, update the Mission Support

Plan in accordance with the Concept of Operations, the mandate implementation plan and work plan, need of a systematic outreach plan to attract more local vendors, mandate for an independent aviation safety officer for air safety are indicate a few poor side of UNMIN (OIOS, 2009). UNMIN must work more closely with the Nepali people and civil society and not just politicians to foster a permanent peace that can contribute overall sense of peace, security and happiness (Saurabh, 2010).

This is partly due to fatigue from upholding a fictitious notion of consensus and from managing the contradictions between a normative understanding of the peace process as demanding selfless, moral behavior, and individual and party interests. (International Crisis Group, 2011)

Short Glimpse on National Security Forces of Nepal

Nepal has three security ring of NA, APF, NP and intelligence support by NID. APF is newly establishment organization and delivering service and security from 2001. The table 1 presents the total number of security personnel by their respective service as available.

Table 2.8: Total Strength of National Security in Different Timeline

Security Forces	1950	1990 (www.photius.com, 2004 Revised 27 March 05)	2000	2014
Nepal Army	Not available	35,000+	42,000+	92,000+
Nepal Police	*4894	28,000+	46,000+	67,416
Armed Police Force	Not established	Not Established	15259	36758
NID	Not Established	Not available	Not available	5,000+
Nepal Population based on Census	8,256, 625 (1952-54)	18,491,097, (1991)	23,115, 423 (2001)	26,494, 504 <i>Estimated 30,494,504 (2011)</i>

Note: *Regular Police (1675) + Ram Dal (550) + Rakshya Dal (2669) = 4894

Accurate figure of Rakshya Dal was not available. The number 2669 were located only in Kathmandu. It was believed that there were roughly 5000 dispersed in several place in the country Buch Commission Report (1992) in

'PrasasanSudharAayogkaPratibedan 2009-2065 BHAG 1 B.S. (2070) Collection of Reports of Administration Reform Commissions, 1952 -2008, Part 1(2012).

Key indicators of Police and Public Ratio

a.	On the basis of population census 1952-54 the national population was 8,256, 625 whereas the estimated population in 2014 was 30,494,504 which are indicating the increased population number is 28,237,889 (342%)
b.	In the same timeline, the police strength is increased from 4894 to 67,416. The increased number is 62, 522 or 1277.52%.
c.	Police-Public ration is "1:452.33" (Excluding APF).
d.	1 Policeman has to provide the service and security to 452.33 people and 2.18 Sq/kms land
e.	1 APF has to provide the service and security to 829.6 people and 4 Sq/kms land
f.	Both NP/APF has to provide the service and security to 292.72 people and 1.41 Sq/kms land

Table 2.9: The Distribution of Forces in the Country During 1952

S.No.	Location	No. of Police Station	No. of Out Post
1.	In the Valley	14	69
2.	In the Terai	30	75
3.	In the Hill Area	Nominal Staff in Gorkha, West no. 2, Pokhara, Kuncha, Palpa and Doti.	

Source: Buch Commission Report (1992)

Table 2.8 and Table 2.9 present the strength of security forces in different time frame including the status in 1952. As in the table, Nepal Army strength in the time span of 10 years from 1990 to 2000 was increased with 20% whereas 91.3% increased in a time frame of 14 years during the conflict, King's direct rule and post conflict. In the same time frame the strength of Nepal Police increased with 68.6 %, (1990 to 2000) and almost 29% increase in 2001 to 2014. During the conflict Armed Police was established. At the beginning Total strength approved by the respective government was 15259 including 7052 strengths of Riot Control Police from Nepal Police and rest 8207 was new approval for the APF. Later the number (7052) was readjusted in Nepal Police with the new approval. At the beginning total 9000 were supposed to be selected from the equal participation from both Nepal Police (4500) and royal Nepalese Army (4500). Only, 120

were getting permitted from army (formally informally) and decision taken in cabinet. Finally, only 119 were attended (including 119 SLR) in Armed Police.

Researcher has a remembrance that the most professional and talent from Nepal Army were not encouraged and not released. In short, at the beginning Royal Nepal Army, Royal Palace were not in favor and opponent political party (UML) also was not so clear. Nevertheless, APF was established through Ordinances and finally, formalized with the Armed Police Act 2058 B.S. (2001) with the initiation of Nepali Congress led government and silence support from Nepal Police. From Nepal Police almost 9000+ were selected. The most senior candidates were selected on the basis of willingness and talent of their special field.

Recorded history of Nepal begins after 350 BC. Documented evidences, apart from the scriptures, are not available for periods before that. Different Kings of different dynasties like Gopal, Mahishpal, Kirat and Lichchabi had ruled over this country during the Pauranic (ancient) Age. Capturing other principalities and invading territories through armed might was common practice. Records show that the institution of the army was initiated just after 350 A.D. Nepal had maintained her military strength according to documents of the reigns of prominent Lichchavi kings, including Mandev, Shiva Dev, Narendra Dev and Anshuvarma. King Narendra Dev's Nepal had extended the cooperation of 7,000 cavalry and 3,500 infantry troops in the year 647 AD at the request of China to attack a Southern kingdom (History of the Nepalese Army).

Nepal has the national army and police forces. Before the 2001, Nepal has only two security ring of Nepal Army (NA) & Nepal Police (NP) and support by national Investigation Department (NID) in intelligence purpose. Now, Nepal has three security rings, after the establishment of Armed Police Force in 2001. Respecting the people's mandate and with the spirit: putting democracy, peace, prosperity, progressive socio economic transformation and sovereignty, integrity, independence and prestige of the country are in the center (The Interim Constitution of Nepal 2007, Part 3 (13.1), August 2008).

Inclusive Policy

Nepal is a country of heterogeneous group of castes and religions so inclusive policy has been started. By virtue of its diversity, and as obligation directives in The Interim Constitution of Nepal 2063 (2007), 33 (d) on inclusive, democratic and progressive restructuring of the State Nepal government has established with legal provision for the purpose of enhancing inclusiveness. In compliance to the Nepalese Law, which states that 45% of all vacant government positions be reserved for excluded groups in government services including security forces. According to the legal provision, which, out of the 45% reserved position within the limitation 20% is reserved for women, 32% for Janajati, 28% for Madheshi, 15% for Dalit and 5% for remote regions respectively.

Nepalese Army (NA)

The Motto of Nepal Army is "Better to Die than Be a Coward". King Prithvi Narayan Shah the Great was the founder of the Nepalese Army. The President of Nepal is the Supreme Commander in Chief of the Nepalese Army. The Chief of the Army Staff (COAS), a four star General, is responsible for looking after the routine affairs of the army. After the Gorkhali troops finally captured Kathmandu (then known as Nepal), the Gorkhali armed forces came to be known as the Nepalese Army. The fact that Nepal and the Nepalese people have never been subjugated by any colonial power which is a significant achievement of the Nepalese. It was renamed into Nepal Army since 28 May, 2008 with the abolishing of 238 years old monarchy. Its organizational structure is in ANNEX B.2.

Prior to 2006 the Nepal Army was known as the Royal Nepalese Army and was under the control of the King of Nepal. Article 145 provides for a National Security Council (NSC) for the mobilization and employment of the Nepalese Army. The NSC has the Prime Minister as the chair person, the Defence Minister, the Home Minister and three other ministers appointed by the Prime Minister as the members. For its role see ANNEX B.3 (for detail <http://www.nepalarmy.mil.np/history.php>). PLA integration is another historic chapter in the history of Nepalese army. The number of former fighters attending the training to join the new general directorate of the Army will now come down to 1,395. UCPN (Maoist) leader Barsha Man Pun commented how people come to

main stream, He said "We have completed our tenure by concluding the Nepali peace process in our own unique style" (Dahal, 2013). The first I.G. Gen. ToranShamsherJ.B.R. (a freedom fighter and commander of Mukhtisena) later who was appointed as the Chief of Army in 20th May 1956.

As the intensity of the conflict increased in the late 1990s, the Government continued to insist that the Maoists insurgency was a law and order problem and the Nepal Police (NP) was the primary security force deployed to address the situation. However, on 26 November 2001, a state of emergency was declared and the army was ordered to deploy against the Maoists. Nepal army is not exception from criticism and poor governance. NSP is lacking and an empirical study could be a reliable source for the future generation.

Nepal Police (NP)

The motto of Nepal Police is "Truth, Service & Security". Nepal Police is the main and principal law enforcement agency of Nepal and deployed as a first line security and rendering the service and security through its 2339 units, in the country. Nepal Police has total 67,416 police personnel and has 2,339 permanent and 507 temporary police office/Units spread all over the country.

Its Motto is "True Service Security" and mission statement is "Committed police service in the protection of Human rights, being focused on 'rule of law' in establishing peace in society through effective control and investigation of crime. (कानूनी राज्यको मूलअवधारणाबाट निर्दिष्ट रहीप्रभावकारी अपराध नियन्त्रण र अनुसन्धानद्वारा समाजमाशान्ति स्थापना गरी मानवअधिकारको संरक्षणमा प्रतिबद्ध राष्ट्रप्रति समर्पित स्वच्छ प्रहरी सेवा) । (For its organization structure Appendix: "A"). Amended by Some Nepal Laws (Amendment and Re-arrangement) Act, 2020 (1964) it is expedient to reorganize the police force of the whole Nepal, and make it a capable instrument for preventing and investigating crime and maintaining law and order. Nepalese army has a legend history of its dedication and loyalty, although it is not being untouched with criticism allegations in its institutional upheavals. Its organizational structure is in ANNEX B.4.

According to the provision mentioned in chapter 4 of police act 2012 there shall be one or more Police Forces in Nepal. The formation of the Police Force and the number of police employees in it shall be as prescribed by the Government of

Nepal from time to time. Now, there are different police services and strength under the command of Nepal Police which are presented in table 1.10.

Table: 2.10. Types of Nepal Police according to their **service**

Nepal Police and Typology	General functions
Metropolitan	Kathmandu metropolitan security
Janpad	Crime prevention and investigation
Traffic	Traffic control
Shasatra	Organize crime control
Danga	Public law and order maintain and riot controlling
Pahara.	Vital installation security

Source: Nepal Police HQs

Role of Every Police Employees

The role and responsibility of head of the filed units to headquarters are also mentioned in the regulation in number 32 to 39. Duties of Police Employees (See ANNEX B.5)

Nepal Police role and responsibilities (Nepal Police, 2015). Besides these National police academy, regional police training centers, narcotic control bureau, Interpol section, tourist police, police hospital etc. are in execution. Police role has to perform wider and series of role and responsibilities as mentioned in different act and regulations. Fundamentally, duties of every police employees are mentioned in Police Act 2012

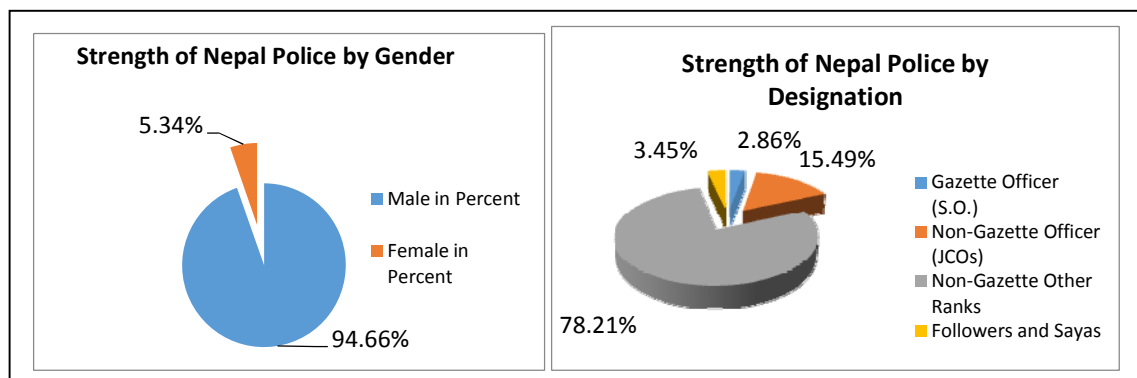
Units and Strength of Nepal Police

The existing number of units and strength of Nepal Police has total 67,416 police personnel and has 2,339 permanent and 507 temporary police office/Units spread all over the country. Recently, 5.3% female police personnel are in services. (ANNEX B.6)

Table 2.11: Gender Status in Nepal Police

Designation of Police	Nepal Police				Total	Total Percent
	Male	Male in Percent	Female	Female in Percent		
Gazette Officer (S.O.)	1847	2.74	80	0.12	1927	2.86%
Non-Gazette Officer (JCOs)	10096	14.98	346	0.51	10442	15.49%
Non-Gazette Other Ranks	49670	73.68	3053	4.53	52723	78.21%
Followers and Sayas	2201	3.26	123	0.18	2324	3.45%
Total	63814	94.66	3602	5.34	67416	100.00%

Figure 2.3: Strength of Nepal Police by Gender and Designation



The table 1.11 and Figure 2.3 are represents the status of strength of NP from gender and designation prospective. Where 5.34% women police personnel are serving, gazette officers (senior officers) are 2.86% (0.12% Female), Non gazette officers (Junior Officers) are in 15.49% (female 0.51%) the rest 81.65% are other ranks.

Rank Wise Ratio in Police Forces

The composition of designation and rank and file ratio, which is very crucial in security force for the purpose of use of force, team formation, command principle, career development opportunity. In a random look, it can be observed that international rank and file ration is not following the specific principle or scale, which has been worsening in present time than the previous time frame. Mismatched balance in between input and output creates uncertainty and raise the cost for personnel management and development. (ANNEX B.7)

Armed Police Force (APF)

The motto of APF is "Peace Security Commitment". Almost all security forces in today's world are facing different kinds of challenges. The security forces that fought for their national territories and sovereignties have come across many modern social, political challenges, intra-state tensions, communal conflicts, tribal troubles, racial riots etc. Basically, APF inherited ideology was as a paramilitary force in the country to be intact to face terrorism, insurgency, armed struggle, riots, border security, vital installation security and disaster management etc. Such philosophy has been seen in UN strategy of Formed Police Unit (FPU) and Gendarmerie.

Hence, a paramilitary force was deemed necessary in the context of Nepal. As such, the consequence on the recommendations made thereby the Armed Police Force Establishment Suggestion Task Force, Armed Police Force was founded on the 24th of October 2001. Late Krishna Mohan Shrestha from Nepal Police then Additional Inspector General of Police being promoted to Inspector General of Armed Police Force was the first Chief. The Armed Police Force (APF) of Nepal is a paramilitary force with the basic roles of catalyst in maintaining law and order and containing insurgency cracking down terrorist activities.

It started with 15259 thousand strong force carved jointly out of police (almost 9000), and army (almost 119) personnel. Present strength is 36758. The APF, established on 24th October 2001, got 12 different mandates. It was kept under the direct supervision of Ministry of Home Affairs. Its Motto is "Peace Security Commitment" and mission statement is to serve the country of its nationality, sovereignty and integrity by maintaining the Peace and Safe Guarding the fundamental rights of all the countrymen and citizens of Nepal (For its organization structure see the ANNEX B.8).

Role of Armed Police Force, Nepal

Basically, APF is a paramilitary force of the nation by its mandatory role and mobilization procedure and weapons system and trainings also guided and principally based accordingly. APF has to wear different 'five specific hats': Police role (Back-up role), APF role (Armed struggle, Terrorism, Riots, Border Security, Disaster management, Industrial security, Revenue patrolling, Vital-installation security), Military role (to be under the military in case the Nepal Army is mobilized), to carry out other functions as prescribed by Government and International security (UNPOL/FPU). Fundamentally, Armed Police Act, 2001 is the governing special act for the APF service (For APF role ANNEX B.9).

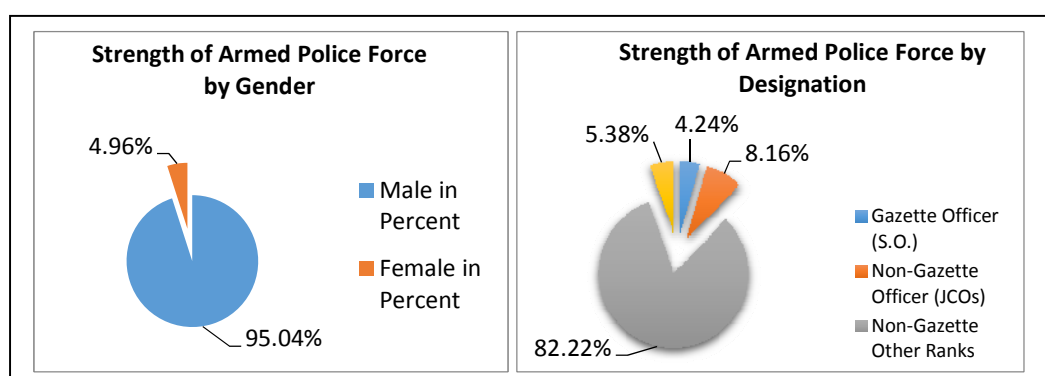
APF Units and Strengths

APF units and strengths 2015 (B.S. 2071) Recently, APF has been delivering its service and security through 380 (Permanent 199 and 191 temporary) units in the country. Table 4 presents the recent statistic on units and strength region wise in the country (For detail see ANNEX B.10).

Table 2.12 Gender Status in APF

Designation of Police	Armed Police Force				Total	Total Percent
	Male	Male %	Female	Female %		
Gazette Officer (S.O.)	1516	4.12	42	0.11	1558	4.24%
Non-Gazette Officer (JCOs)	2953	8.03	47	0.13	3000	8.16%
Non-Gazette Other Ranks	28652	77.95	1571	4.27	30223	82.22%
Followers and Sayas	1812	4.93	165	0.45	1977	5.38%
Total	34933	95.04	1825	4.96	36758	100.00%

Source: APF HQs

Figure 2.4: Strength of APF by Gender and Designation

Source: Self compiled

The table 2.12 and Figure 2.4 represent the gender status in Armed Police Force 4.96% were women police personnel are serving; on the basis of designation gazette officers (senior officers) are 4.24% (0.11% Female), Non gazette officers (Junior Officers) are in 8.16% (female 0.13%) the rest 87.6% are other ranks. In brief female participation seems quite low and should be encouraged with long terms strategic plan. Furthermore, during the establishment, women personnel were not encouraged and the number of women personnel was almost seventeen including technicians, and followers. On 11th April, APF Service Commission was formed and then women have been encouraged in open competition. Now a total of 1825 (including technician and followers) women personnel are serving in APF. Only one woman officer is in the Rank of Deputy Superintendent in APF infantry, and one Superintendent in APF Medical service. Gender units are expanded to Regional level.

APF Mobilization Provision

APF is a paramilitary by its mission mandate. It has to deliver the services and mobilized as a state power. It has been serving the nation with the policy of the respective

government. Principally, APF must be mobilized for the purpose of APF Act 2001, Chapter-2 (Formation and Operation of Armed Police Force), 6.1 (a -to i), applying the procedure as mentioned in the numbers 2 to 5 of the same chapter. Since the post conflict transitional status of the nation, APF has been mobilizing quite differently. The Figure 2.5 indicates the mandatory procedure.

Figure 2.5: Operation of Armed Police Force

Armed Police Force Act, 2001, C Chapter 2: Formation and Operation...	
(2)	In cases, Government of Nepal has mobilized armed police in any part of Nepal, the National Security Council and Central Security Committee shall be notified at least once a week about the number of armed police mobilized in that area and the functions and activities carried out by the armed police.
(3)	Government of Nepal may delegate the power conferred to Government of Nepal pursuant to Sub-section (1) to Special Class Officer as per necessity.
(4)	In cases, the competent authority pursuant to Sub-section (3) has mobilized armed police in any part of Nepal; Government of Nepal shall be notified at least once a week about the number of the armed police mobilized in that area and the functions and activities carried out by the armed police.
(5)	Upon receiving information pursuant to Sub-section (4), Government of Nepal shall notify into the National Security Council and Central Security Committee.
(8)	To be under the Control of Nepal Army: In case, the Nepal Army is mobilized to maintain peace and order in any part of Nepal, during the period of mobilization of Nepal Army the armed police of the concerned place shall be under the control of the Nepal Army.

Source: APF Act 2001, Chapter 2 (Formation and Operation of Armed Police Force),

The Figure 2.5 indicates the legal provision and procedure for the mobilization of APF. After the CPA and since the beginning of the post conflict transitional period Nepal government has been mobilizing the APF with the normal directives and instruction in routine security. Meanwhile with the cabinet decision APF has been mobilized in custom and revenue patrolling, border security and security and industrial security. Besides this role APF has been deployed in prison security, VIP security, urban, rural and highway security patrol alone and joint with NP. Meanwhile, the provision as mentioned in APF Act 2001 APF Act 2001, Chapter 2 (Formation and Operation of Armed Police Force) number 2, 3, 4, and 5 are not mentioned for the mobilization and being confused with the provision and ground reality in mobilization.

National Investigation Department (NID)

Officially established in 1960, it used to be called 'Nepal GuptacharBhibhag' (Secret Service). It was later renamed to Public Relations Office in 1983 to better reflect its mission. When multi-party democracy was restored in 1990, the erstwhile

democratically elected government decided to rename it once more to National Investigation Department by enacting Special Service Act on 28th August, 1985.

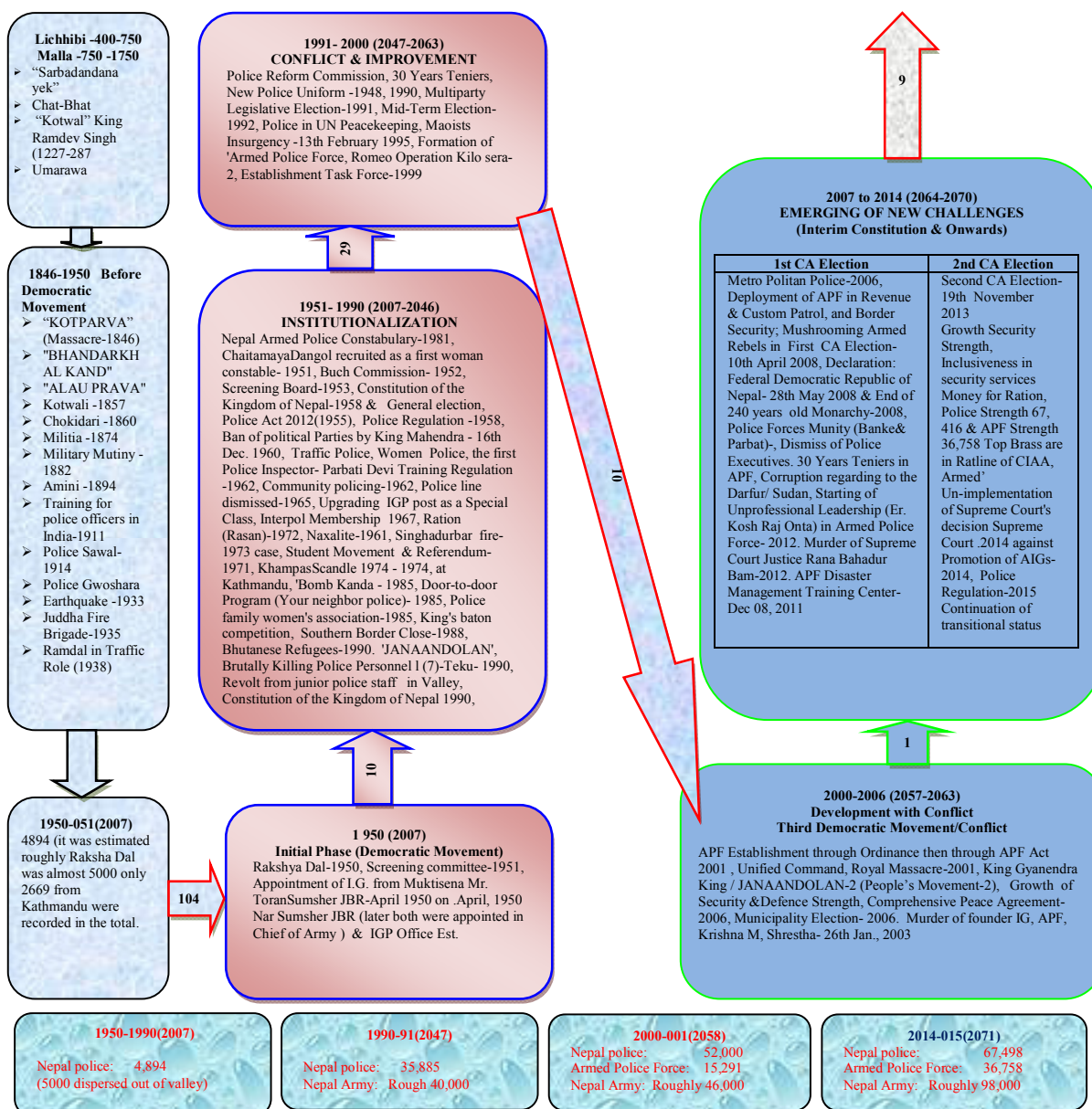
The ranks and grade of the employee were aligned with that of regular police force for administrative purpose until 1983. Parliament enacted laws in 1985 to remove the word “police” from their service by passing Special Service Act 1985 and now have civilian titles. In the context of western intelligence the term "analyst" would better describe their current roles. Their mission varies depending on country conditions.

They are concerned mostly with providing human intelligence to the Home Ministry as well as liaison with public. Maintaining domestic peace and security is of primary concerns to the Home Ministry as well as preventing foreign spies and terrorists to conduct their activities in Nepal. The National Investigation Department (NID), Nepal is one of the government’s main intelligence agencies which also tracks international spies and cross border terrorism. They have offices in all 75 administrative districts including region offices in five regions and Zonal offices in fourteen Zones. It is experience that a quality and real-time intelligence is the capacity of the national response in national and domestic security which capabilities are lacking in national concern. In policing intelligence plays a vital role in the situation evaluation and appreciation regarding peacetime and war time safety, service, security in the nation and execution of notice of INTERPOL if the nation is the member of the Interpol. In brief, such institution which can play a strategic, risky, essential duty is in less priority and dark side of institutional development and resource allocation. Its organizational structure is in ANNEX B.11.

A Framework and Major Events of Policing in Nepal

Public, politics and policing cannot be separated in democracy. Nepal has a legend history that a triangular (Palace/King-People-Political Party) approach leads the country to establish democracy in 1950. A brief background about the political movement and policing status could be an asset in this concern. A brief legend (as representing events) history of developing policing in Nepal is presented in figure 2.6

Figure 2.6: A Framework and Major Events of Policing in Nepal



Policing Situation in Nepal

The following statement, views and perception from agencies, experts, executives and reports could be more valuable for appreciation of existing situation in the country in brief.

Economic Perspective

The Government of Nepal is fully committed to achieving the Millennium Development Goals (MDG) demonstrate its determination to reduce poverty across the country and advance the lives of all its citizens (Ojha K. , 2012). The Gross Domestic Product (GDP) in Nepal expanded 5.48 percent in 2014 from the previous year (Trade Economics , 2015). Governor, Nepal Rastra Bank, Ph. D. Yuba Raj Khatiwada, stated that Nepal is one of the least developed countries in the world and relies extensively on foreign aid. Poverty, inequality and exclusion are key challenges to sustain democracy and maintain peace and social harmony in post the conflict situation of Nepal (Khatiwada, 2014). Nepal Human Development Report 2014 comes at a time when the country is making efforts to move out of an extended political transition and has resolved to accelerate its graduation from a least developed to a developing country by 2022. (Nepal Human Development Report, 2014).

Human Rights Perspective

Due to international condition, party politics, selfishness, lack of political commitment, weaponry forces, passive government, economic, social, cultural, religion structure, and lawlessness is growing by leaps and bounds (NHRC Annual Report, 2013/2014). The National Human Rights Commission lacks guarantees of independence; it currently has no serving Commissioners and many of its decisions and recommendations have not been implemented; the authorities have yet to establish the effective transitional justice mechanisms (ICJ alternative report to the Human Rights Committee on the combined second, third and fourth periodic, Feb. 2014). A human right approach to policing is essential to ensure courage, respect, integrity, service, professional excellence, and compassion in the police organization (Pyakurel,

2007). Few key notes on report of NHRC in ANNEX: B.12 and a brief note on investigating allegations of extra-judicial killings in the Terai OHCHR-Nepal summary of concerns are in ANNEX B.13.

Existing National Politics

Nepal is in complex, fuzzy, lengthy and contested state building process (Upreti, 2009). It is really high time for our entire political parties to earnestly grasp the gravity of the situation in the country at this time in the light of mounting unemployment among youths, their restlessness and frustration arising also out of degree of unaccountability towards the people on the part of even senior political leaders (Dhungana, 2012). Generally, most political jobs lack the kind of performance requirements that allow for strict, formal accountability (The Asia Foundation, 2012, p. 22).

Police fired tear gas and water cannons at thousands of opposition supporters protesting plans for a parliamentary vote on a disputed new national constitution (BBC News South Asia, 2015). There are many controversial questions concerned with history, character, role and the policies of the various organizations claiming themselves as true communist parties (Singh, 2013). Given complexities of the federalism debate, it would be wise to opt for practical, not absolute, consensus. Even as the targeted date for promulgation of the new constitution fast approaches, there remain uncertainties as to whether the deadline will be met (Adhikari, 2015).

Corruption

Nepal is currently officially pursuing a policy of zero tolerance towards corruption. Legal provisions criminalize corruption and its various forms including bribery, active or passive, money laundering and fraud (Prevention of Corruption Act 2002 (2058 B.S., n.d.). Shrestha C.B. wrote that in Nepal, there is a crisis in leadership and in order to run the country in a more pragmatic way it is necessary to have on a poll survey to select devoted, honest, non-corrupt, impartial, dynamic leaders on the basis of their performance (Shrestha, 2004). Political parties top the list of corruption indices among a dozen institutions in Nepal the report states political instability, lack of political

will and ineffective anti-corruption initiatives are the major factors considered in the CPI's ranking system. "This is the result of lack of rule of law, breakdown of the constitution, dysfunctional House and an almost defunct government "Shree Hari Aryal, general secretary of TI Nepal, said. Bishnu Bahadur KC, Chairman of TI-Nepal, said, "Nepal needs to adopt a national integrity system"(Kantipur, 2013).

Regarding corruption the president of Transparency International, Nepal Mr. Bishnu Bahadur K.C. stated that national integrity system of Nepal shows vulnerability of key institutions in a situation marked by political uncertainty, absence of a legislature and a worrying gap between law and practice (K.C., 2014). The assessment reflects the current status. This is an indication of how weak the NIS is (Transparency International Nepal, 2014). The gap between law and practice for all pillars is wide and it points to weaknesses in implementation. Almost 6 Police Chiefs are in a queue to go to jail and cases are in Supreme and Appeal Courts. Some cases are under investigation in CIAA, Nepal.

Women Empowering& Human Trafficking

Nepal, in its fight against such acts of violence, the organization has taken extensive measures enhancing its human resources to administer the responsibilities to its full extent. Irregular migrants enter foreign territories not only by risking their lives but are vulnerable to get caught in criminal activities such as drug and people smuggling, trafficking, money laundering and terrorism (UNODC, 2015). Women are used as informers to attack army barracks and police booths in Nepal. They are used as a subject to lead conflict. Many young women are sexually abused and raped in armed conflict period (Gautam, 2011). Trafficking of girls and domestic violence are endemic and are recognized in Nepal as a social evil (Mahat, 2003). Trafficking case in fiscal year is in ANNEX B.14

Post Conflict

Since the 2006 Comprehensive Peace Accord was signed, political violence has continued, and in some areas has increased, particularly in the Terai Districts. Some

credible reports have shown that party youth wings and armed groups continue to resort to extortion and intimidation and have been responsible for scores of killings. In mid-2009 the government launched a “Special Security Strategy” (SSS), aimed at maintaining law and order by deploying additional security forces in half of Nepal’s districts. Half of these units are situated in the troubled Terai region, constituting Nepal’s southern plains bordering India. In October 2009, the OHCHR-Nepal and a number of human rights organizations, expressed concern about the high number of individuals reported killed in “encounters” with security forces and about credible allegations of extrajudicial killings involving police personnel (ICJ alternative report to the Human Rights Committee on the combined second, third and fourth periodic, Feb. 2014). There is no accountability for the thousands of crimes of sexual violence and other appalling human rights abuses committed during the insurgency. Splinter groups arising across the nation are worsening the situation. One such impact is on women in the Tarai region, where hundreds are reportedly facing rape and abuse (www.inseconline.org), as cited by Sobha Gautam (Gautam, 2011). Police authorities openly admit in some cases that they do not investigate and arrest members of the Nepal Army or Maoist suspects because of threats to their own security and position (ICJ alternative report to the Human Rights Committee on the combined second, third and fourth periodic, Feb. 2014). The problems of armed violence has been traced to social aspects of the country as poverty, unemployment, alcohol abuse, low status of women which cannot be changed without the cooperation among the locals, civil society organizations and government mechanism. All should join the collective efforts to reduce the impact of armed violence (INSEC REPORT, 2012). Governor, Nepal Rastra Bank, Ph. D. Yuba Raj Khatiwada, stated that poverty, inequality and exclusion are key challenges to sustain democracy and maintain peace and social harmony in a post conflict situation of Nepal (Khatiwada, 2014).

Small Arms Proliferation

Proliferation of small arms increased after the start of the armed conflict in Nepal. The problems of armed violence has been traced to social aspects of the country as poverty, unemployment, alcohol abuse, low stature of women which cannot be changed

without the cooperation among the locals, civil society organizations and government mechanism. All should join the collective efforts to reduce the impact of armed violence (INSEC REPORT, 2012). It's a strange proliferation in landlocked and raise the quarry on the attitude, integrity of all concerns.

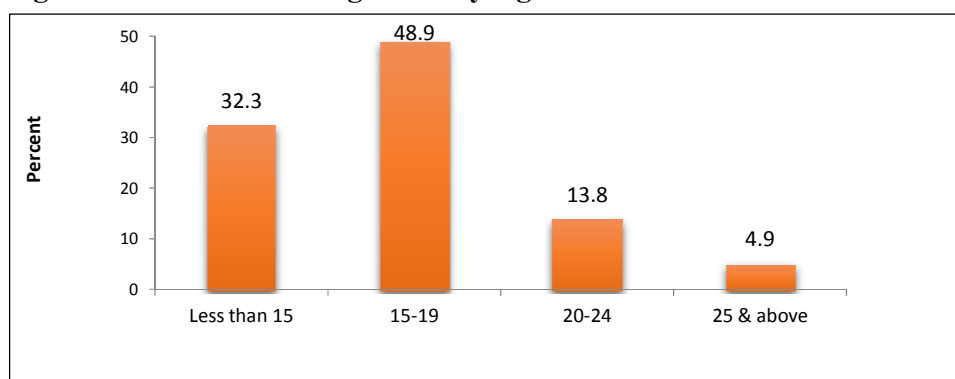
Drug and Prevention Youth

Drug abuse is a worldwide problem that affects millions of people, and Nepal is no exception. The total number of hard drug user in Nepal is 91534 (Male-85204 and Female- 6330). Among them 90.5 %, Cannabis Users, 93.5% Opiates and Tranquilizers Users are 83.5%. In the time span of the last six years, number of hard drug users have significantly increased from 46,310 (2063) to 91,534(2069), a large portion of the users belongs among teenage people. Most of the drug users started drug use very early before they reach 20. Only 50% of drug users have some works. A huge bulk of the drug users have demand for getting employment opportunity and free treatment center from the Government to enhance their life and thereby quitting the drug taking habit. This could be an outline to address the issues on youth program concept of 'human behavioral modification' thoroughly early intervention allowing law enforcement to positively influence the youth through school liaison pram and community policing as a policing for wider transformation on teenage people. (For details ANNEX: B.15).

The key affected populations are at the center of Nepal's HIV burden. The total estimated adult HIV prevalence is 0.28 per cent in Nepal (July 2013), with prevalence of up to 6.3 per cent among PWID (Possession with Intent to Distribute) in the Kathmandu Valley (Nepal HIV Investment Plan , 2013). There are altogether 46,309 current drug users in Nepal. Among them, 42,954 (92.8%) accounted to male and 3,356 (7.2%) accounted to female (Central Bureau of Statistic, 2014).

HIV Aids, Drug and Prevention Youth

The figure 2.7 indicates the drug intake by age group where the 48.9% youth age of 15-19 followed by under 15 age with 32.3%. It is can be considered as an emerging issues and challenges in society ultimately it is also security threats.

Figure: 2.7: Status of Drug Users by Age

Source: Central Bureau of Statistic, 2014

Criminal Justice

Professor Doctor and Former Chief Attorney General Yubaraj Sangroula stated that Nepal is the first country to initiate criminal and civil courts. It is again the first country to create the 'Plea Bargain'. Nepal Police must transform itself. It should not run after force but after intelligence and use of science and technology in crime investigation (Sangroula, 2013). There is lack of conceptual and technical knowledge of recent trend of crime and technique of investigation, prosecution and adjudication with police, prosecutor and judges (Pokharel). For good governance, competent, impartial and independent justice system is needed. In order to maintain good governance and to establish public oriented state mechanism and rule of law an effective justice administration play a vital role.

Status of the Pledging by Public Prosecutors on Writs and Cases and Dispositions in Nepal

The status of registered cases, writs and application in total on term of conviction, acquitted (non-convicted), pending, yet to be decided. The data are based on the annual reports produced by office of Attorney-general of Nepal. The data shows registration is increased in 2013/14 with 28.64% on the basis of fiscal year 2006/07. Conviction progress is 149.36% whereas, not conviction also increased with 56.44% and the more cases are yet to be decided is 111.69% on the basis of fiscal year 2006/07. (For detail see Annex: B.16).

Status of the Cases Filed by Public Prosecutor

Similarly the status of registration and disposed of criminal cases pleading by the public prosecutors in the country. In the 2004/05 the average rate of convicted crime was 84.47, 84.61% in 2005/06; whereas the percent was decreased from 2008/09 to 2011/12 by 80.23%. In 2014 /2015 the progress was decreased from 83.98% to 82.77%. In a quake appreciation, it can be considered that the conviction status of criminal case in the court is decreasing with the tedious post conflict instable politics, politicization in withdrawal of registered cases, in efficient manpower, rapid change of police chief and executives; lack of time and concentration from law enforcement stakeholders. Similarly, lengthy and slow process of criminal hearing system is in the nations, and protection of the witnesses (For details see ANNEX: B.17).

Disaster Perspective

Nepal is one of the most disaster prone countries in the world due to its topography and climatic condition. Earthquakes, landslides, floods, fire, thunderbolts are the major causes of disaster events that caused major damages in the past, weakening the fragile ecosystem of the country. The entire country is prone to earthquake. Economic Vulnerability Analysis shows that Nepal exhibits the largest losses due to large exposure at risk and the high level of hazards.

On 25th April 2015 researcher was writing the final thesis and surprisingly face the 7.8 magnitude earthquake helping the family and neighbors at the moment. Because of it more than 7,500 people have died as a result of the magnitude-7.8 earthquake that struck Nepal. The death toll could rise still higher; as thousands of people remained missing more than 14,500 people have been injured. At least 8 million people have been affected by the earthquake, and more than 2 million have been displaced. National and international rescue and recovery groups are still working to reach communities in isolated areas that had been cut off after roads. Nepal's government came under criticism for failing to provide aid to more remote and rural areas and for hindering aid deliveries with its bureaucracy (Whitman, 2015). People are horrified and terrified by explosive earthquake. It has given a sudden blow to all Nepalese. Inadequate preparedness and poor

coordination in the field are the facts. Again on 12th May, 2015 felt 7.3 magnitude earthquake and series of waves is being faced continuously. Inadequate preparedness and poor coordination in the field are the facts. Every coin has two sides this devastating earthquake and the lesson learnt from it can be a turning over point for the development of country in the days ahead with the vision and mission from our respective leadership. As per national policy there is central level to local level committees to respond the disaster. The central committee is headed by home ministry, regional committee is headed by regional administrative officer and district & local committees are headed by chief district officer (For detail see ANNEX: B.18).

Prisoner Population in Nepal

In Nepal first prison was built in 1971 B.S. (1914) at Kathmandu and popular with the name of 'Kendriya Karagar' (Central Jail). Prison administration was kept under MOHA in 2007 (1950) after the historic revolution for democracy. Prison Division has established in 1993. Nepal has been running the prison management in accordance with the provision of Prison Act 2019 B.S. (1962) and Prison Regulations 2020 (1963). Prison Management Procedural Directives 2061 (2004). Presently, 74 prisons are located in different 72 districts, whereas Bhaktapur, Bara and Dhanusa districts have no prison. NP and APF have been deployed for security in prison management in the country and whole prisons are categorized in five groups. Nepal has act and regulations, existing infrastructures are inadequate to meet the international standards and its management is getting tough for the reform and development (Department of Prison Management).

Open Jail system can be effective from various different views and perspectives like, creative and productive use of labor and time, skill developments, support to rehabilitation in community and family. Relocation of the prison which is located in core city side is necessity. Stakeholders and authorities therefore have a responsibility to ensure not only that the decision to detain an individual is lawful but also his/her care and welfare (Shrestha, 1998).

Regulations should be updated regularly and reflect changes in circumstances and policies (United Nations, 2010). As per the record of prison division a total number of

prisoner was 17678, whereas female are 1272 and 98 are dependent. Total numbers of Foreigner Prisoner in Nepal was 1028 in May 14, 2015. The most foreign prisoners are from SAARC region and most are from India, Bhutan, China, Pakistan and Bangladesh. Similarly, prisoners from overseas are Nigeria, France and Africa. For more detail (http://www.dopm.gov.np/noticefile/bideshi%20kaidi_1399562993.pdf)

Border Management

An independent nation has its defined demarcated boundaries (Land), permanent population (people), and governing constitution (law). In absence of these conditions a country cannot be regarded as an independent. Principally, border is the reflection of jurisdiction or identity of a sovereign nation.

If borders are not managed with skill and acumen, the country falls into a morass of undesirable activities by native's foreign elements, disrupting its development process (Shrestha, 2003). The Treaty of Peace and Friendship with India 1816 and with china 1960 states in article I of the treaties that respect the complete sovereignty territorial integrity and independence of each other (Kansakar VBS-2003) and (Panta, 2006).

China

Total length) of Nepalese border with China is 1414 Kilometer (land 1339 + river 74.5km). Total Pillar number is 100 (98 are fixed at the landside in 1961), only two are at the river side and there are better understanding with local references for the particular spot of those two point). The record are updated by 2nd protocol in 1988 and 1st was in 1979. Meanwhile joint inspection is done already and digital data preparation is going on.

India

The length of Nepal-India Border is: 1880 km (Land 1240 + River 640 km), total numbers of Jungle Pillars are 913. Strip Map (excluding Susta&Kalapani) is 98% done but yet to be signed. The total number of the pillar is 8853 (Including Reference Pillar) and Jungle Pillar is 913. Systematic and ethical border regulation can restrict cross-border terrorism, control transaction of arms and ammunition, check the transnational crime, illegal migration, smuggling and stop human trafficking. A few distinct characteristics

can be noticed along the Nepalese border with two neighbors: India and China, which are listed as follows;

Table 2.13: Characteristics of Nepalese Border with China and India

With china	With India
a. Controlled,	a. Lacking Control Border System
b. No-man's land is only in paper, open border	b. Unmanaged no-man's land
c. Natural control because of rigidity, remoteness and adverse climate & geographical reasons and	c. Lacking updated records of person use to visit frequently through landmass
d. Local people have permission to visit border with their Identity issued buy authority	d. Unavailability of previous/old maps & sketches
e. Flue system is applied	e. Identity card/citizenship required for personal identity in air entry and exit.
f. Only 1 pillar has been missing	f. Confusion about the border line the riverside/bank many pillar are not found in location.
	g. Nowhere, mentioned about the procedure for the regulation: none of the treaties between Nepal and India ever mentions the procedures for the regulation of the Nepal-India border.
	h. Border maps between Nepal & India are still traditional, whereas durable maps could be produced with new advanced technology.

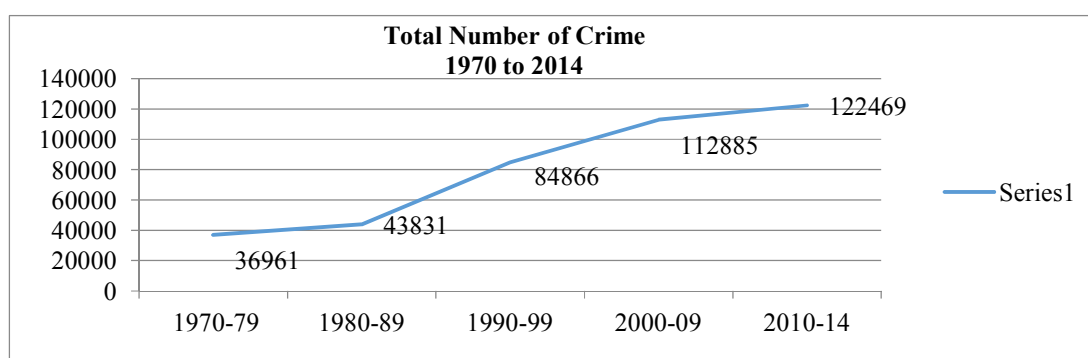
Source: Lecture on Border Security Management for the senior participants of Governance and State

Management training by Thakur Mohan Shrestha at NASC 23rd January 2015

Crime Situation

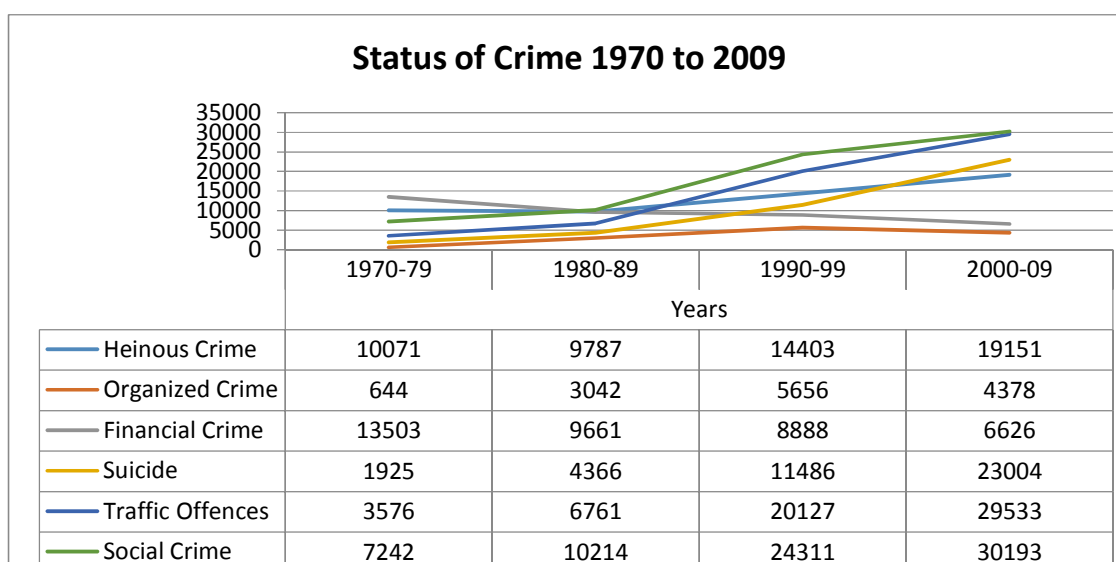
In Nepal, usually it is quite understood that the rise in crime is normal for a country going through a phase of transition. Law and order has been deteriorating for a few years, since peace occurred and even after the constituent assembly election II in 2013. Total number of crime has been increasing.

Figure 2.8 Comparative Chart on Crime Trends in Nepal 1970-2014 (B.S. 2027-2071)



The figure 2.8 represents rising trend of crime in number in the basis of total number 36961 in 1970-79 hiked to 112885 in 2009. In time frame of 2010-14 the total number of crime was reached 122469.

Figure 2.9: Status of Crime 1970 to 2009 in Chart



Source: Nepal Police HQs

The figure 2.9 revealed that both security strength & number of crime are hiking. Normally, this increased in security lout strength should be reduced the crime in community. This status presents the surprising situation in the country. The reason behind this situation could be the immature and haphazardness of policy and strategy for the development of policing. Regarding the last three years in the fiscal year 2011-2012 the number was 21577, in 2012-2013 the number was 22632 (increased by 4.88%), and in 2013-2014 the number reached 27386 (increased by 21%), according to the statistics, maintained by the Nepal Police Headquarters. (For more see ANNEX B.19)

New Shape of Crime/Cyber

Advanced technologies are available and applied in the country, although the country is one of the least developing countries. Basically, in Nepal public policing is still traditional and largely based on local communities, tradition and religions. Somehow, the previous forms of trust and tradition have been replaced by modern science and

technology. The Internet has evolved rather speedily, presenting it with a host of new problems and challenges for police agencies, such as cybercrime. In Nepal, law enforcement application of internet technology, and one that has been increasing steadily in recent years, is the building of police web sites. The creation of devices used in banking to monitor individual transactions and communications, on the cell phone, over the internet, and on various web-based social media sites becoming challenging in present days.

Technology and Policing

IT has a series of potentiality to prevent crime, to assist in investigating and apprehending offenders, to meet support resource deployment, administrative needs, and rescue and relief purpose.

Law enforcement agencies cannot hope to stop or even slow the advances and spread of new technology, including 3-D printing. Informed and engaged law enforcement leaders can and should be proactive in adapting to the potential changes. These leaders will have to create adaptable, forward-looking organizations capable of changing how they operate to keep pace with changing environments and technologies. To do less is to fail in their work to lead their agencies into the future (Craig Schwartz, 2015). Every year in the past decade has seen dramatic advances in technology that facilitates the free-flow of information to cops on the streets and increases officers' ability to more safely apprehend suspects (Wyllie, 2009). It should bear in mind that police work is unlikely to radically change in the future, and thus IT will most likely continue to serve police needs in short-term, tactical decision making, despite its potential to accomplish a great deal more (Christopher, 2007). There is no such thing as a zero-risk society. One of the biggest challenges is keeping up with the pace of changes in technology. Technology doesn't solve all problems. Technology is very powerful, but it cannot do everything (CTO, 2015).

A reliable collaboration with personnel and technologies can be more effective and may remain equally the same in future too. The criminals have been using the modern hi-tech and playing their favorite cat-and-mouse game with the police and

politics new level. Basically, in developed country the police agencies have been using advanced IT vigorously and least developing nations are trying to follow the system but haphazardly and inadequately. Quality intelligence, modern technology, effective policing and professional security agencies lead by role model leadership are crucial which enables the law enforcement in crime analysis and transform the institution to “revolutionize” in the future. Unquestionably, policing should be prepared for the strategy and be ready to face the fast-changing status of security challenges and threats by misuses of the modern technological advancement. (For more detail see ANNEX B.20)

Intelligence and Policing

The coordination that the CICC strives for has far-reaching effects, the most significant being the continued active involvement of local, state, and tribal law enforcement and homeland security agencies in nationwide criminal intelligence sharing efforts. It is only through the institutionalization of coordination and collaboration among all agencies regardless of size and jurisdiction that we can effectively and efficiently develop and share criminal intelligence, resulting in a safer nation (CICC, 2015). The progress in post-9/11 information sharing in the United States has demonstrated the degree to which all levels of government are capable of transforming to meet critical concerns. Understanding how the threat picture can instantly transmute and improving law enforcement’s ability to not only adapt, but also anticipate threats will be the challenge of the future (Sam McGhee, 2015).

Recent changes in the technology area generally – and in the area of information technology in particular – have been so dramatic and profound that they deserve special attention and critical review (Marx2, 2011).

Chapter Summary

A state is the means of rule over a sovereign territory. Above all, a nation mobilizes military and police forces. Service, safety and security (3Ss) are the obligatory role and responsibility of state and prerequisites for national development. The pathetic condition of the nation, poor infrastructures, backward technology, unemployment,

alarming poverty, high illiteracy rate, inequity, and other societal decadences are attributable to poor and incompetent leadership, particularly in national political arena. On the other hand empirical research has been lacking. In this ever changing context of democratization, modernization & globalization, Nepal is not being exceptional although it is a developing country where constitution writing is going on and yet to be finalized. In the present perspectives of Nepal, there is great deal of national issues and challenges. Security 'SSR' and "SSD" seemed essential to render professional and quality services to meet the expectation of peoples need, and to tackle prevailing and future security challenges, which is a burning challenge to the leadership and policing in the nation. The basic difference between leadership theory and leadership style is that leadership style falls under the overall sunshade of leadership theory. Leadership style focuses specifically on the traits and behaviors of leaders. The literature review based on the objective and scope of the study assist for a firm conceptual move for the study and accomplishment.

Leadership has become essential however the style of leadership need in the context of shifted from traditional leader-oriented hierarchical conceptualization with the change in demographical, technological and globalization concern and policing has become more crucial. The next chapters are following the sequential order like research methodology, analysis, discussion and recommendations with future implementations.

CHAPTER 3: RESEARCH METHODOLOGY

Introduction

A research has two reasons or purposes: filling knowledge gap and problem solving. This major philosophy could be directives for any research in respective areas of study. The philosophy and strategy lead the research to follow the research design and methods for its accomplishment. Research is systematic, controlled, empirical, and critical investigation of hypothetical propositions about the presumed relations among natural phenomena (Kerlinger, 2007). Research is an inquiry process of understanding based on distinct methodological traditions of inquiry that explore a social or human problem. The researcher builds a complex, holistic picture, analyzes words, reports detailed views of informants, and conducts the study in a natural setting (Creswell, 1998). This chapter presents the research methodology used in the study.

Research Methodology

The research methodology follows the research approach, the research design, the research methods, research strategy, data collection methods, the sampling methods, and data presentation and analysis methods (Blaikie, 2000). This, research includes through the review of literature, survey data collection, data entry, data interpretation and presentation, results, discussion, and recommendations. The study has followed Mixed Model that is qualitative and quantitative.

Research Methods Applied

Methods are defined as specific techniques and used in social-organizational context, socio-political issues, ethical principles, and philosophical study. Both qualitative and quantitative methods are felt appropriate for this research. The ideas and inspirations for the study were the tutorial from the upheavals of professional and personal life, noble cause and consequence read in the series of literatures on different events, system and situation internalized and encouraged to be focused professional

arenas and proposal developed with own vision with leadership and policing in nation where too much peach but less realization are the fact regarding the ethicality and accountability. With the registration for the research, participation in pre-PhD course works, series of the lectures, further study and thesis supervisor's mentorship and guidelines supported to gain the maturity in academic research in a sequential way. Thus, mixed method is applied to accomplish the research.

Qualitative Research

Fundamentally, quantitative research can tell us when, where, and how often things happen, qualitative research looks at the “why” and “how”. This type of research constructs observations, notes, and descriptions of behavior and motivation. It includes interviews, focus groups, reviews of literature, observation respectively. Qualitative research is concerned with non-statistical methods of inquiry and analysis of social phenomena. (Creswell, 2007) outlines eight characteristics of qualitative research: (1) conducting the research in a natural setting; (b) using the researcher as a key instrument to the study; (2) studying multiple sources of data; (3) analyzing data inductively; (4) focusing on the participants’ meaning; (5) establishing an emergent design; (6) applying a theoretical lens; (7) interpreting data subjectively; and (8) developing a holistic account (pp. 37-39) (Creswell, 2007).

Quantitative Research

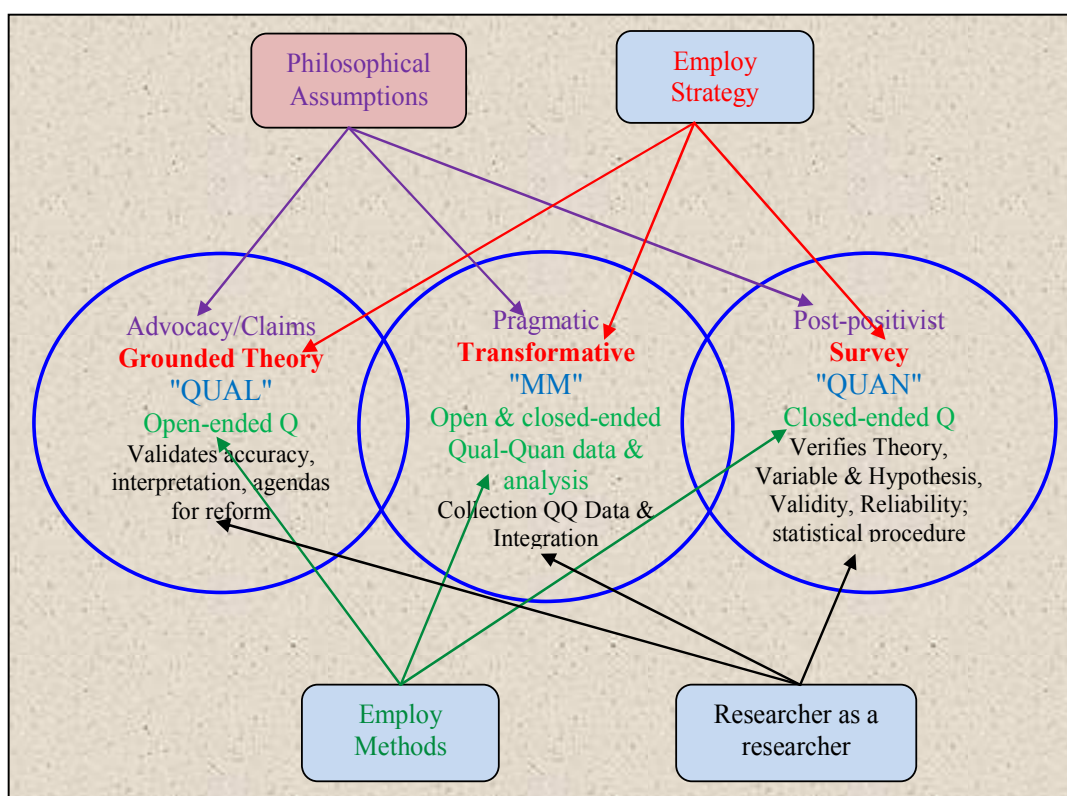
Principally, quantitative research provides information based on numbers and often presented in statistical form. To get quantitative information, data collection techniques like surveys and questionnaires are used. It strengthens the researcher's ability to argue or influence a cause and consequence especially relevant to policy makers, donor agencies, service providers and the general public. The final report has set structure consisting of introduction, literature and theory, methods, results, and discussions (Cresswell, 2008). Quantitative means quantity which means there is something that can be counted... is used for statistical analysis because it produces hard numbers (AIU, 2012). It is most often used for large scale surveys, like the census(American

Intercontinental University , 2012). The qualitative and quantitative approaches are never substitutes for one another. This is so because; necessarily they observe different realities or different aspects (J. McCracken, et.al., 1988) of reality.

Mixed Method Quantitative and Qualitative

Generally, quantitative research includes any research methods that produce hard numbers which can be turned into statistics. Qualitative research methods answer questions beginning with words like “when”, “where”, “how many”, and “how often”. It is understood that any methods they are not alternative to another but complementary and should be used with precaution of their shortfalls. The ‘mixed methods Qual-Quan research combine both qualitative and quantitative methods and tools.

Figure 3.1: Research Assumption Under Mixed Method



Source: Based on Mixed Method Philosophy

The apex of the research is to share the results, with people, policy maker, scholars with the formed logic recommendation for the future research, coming

generations and concerns can be benefited from the research for the betterment in the relative fields. The exploratory, disruptive and analytical research design has been used as the main research design. Qualitative and quantitative approaches should not be viewed as polar opposites' or dichotomies; instead, they represent different ends on a continuum (Benz, 1998).

An early definition of mixed methods came from writers in the field of evaluation. (Greene, Caracelli, and Graham, 1989) emphasized the mixing of methods and the disentanglement of methods and philosophy (i.e., paradigms) when they said, in this study, we defined mixed-method designs as those that include at least one quantitative method (designed to collect numbers) and one qualitative method (designed to collect words), where neither type of method is inherently linked to any particular inquiry paradigm (John W. et.al., 2011).

Paradigm that debunks concepts such as "truth" and "reality" and focuses instead on "what works: as the truth regarding the research questions under investigation. Pragmatism rejects either/or choice associated with the paradigm wars advocates use mixed methods in research, and acknowledges that the values of the researcher play large role in interpretation of results (Tashakkori & Teddlie, 2003a). The philosophical orientation most often associated with MM is pragmatism (Bryman, 2006b).

Mixed methods researcher, pragmatism opens the door to multiple methods, different worldviews, and different assumptions, as well as different forms of data collections and analysis (Creswell, 2009). Although philosophical ideas remain largely hidden in research (Williams, 1995), they still influence the practice of research and need to be identified (Creswell, 2009). According to the perception of Creswell J. W. (2009), the pragmatism derived from the work of Peirce, James, Mead, and Dewey. Creswell J. W. has stated that "Using (Cherryholmes, 1992) and (Morgan, 2007), and my own views, pragmatism provides a philosophical basis for research: pragmatism is not committed to any one system of and reality, individual researchers have freedom of choice, pragmatism does not see the world as an absolute unity, truth is what works at the time, pragmatist researchers look to the what and how to research, based on the intended consequences-

where they want to go with it, pragmatists agree that research always occurs in social, historical, political, and other contexts, pragmatists have believed in an external world independent of the mind well that lodged in the mind. But they believe that we need to stop asking questions about reality and then the laws of nature (Cherryholmes, 1992). They would simply like to change the subject (Rortay, 1983). Thus, for the mixed method researchers, pragmatism opens the door to multiple methods, different worldviews, and different assumptions, as well as different forms of data collections and analysis (Creswell, 2009).

Leadership and policing, both phenomenon are concerned with science and art. On the basis of previous research made by series of the renowned Universities and veteran intellectuals about the mixed methods, the researcher of this study has firmed the mindset with the mixed methods Quan-Qual in the mission of the research. The study is designed to obtain the ratings from both (security and public) perspectives on the traits and behaviour, issues and challenges, expectation (both possibility of way-out in police, policing and leadership arena itself is very curious, comprehensive and complex. The researcher hopes that Quan-Qual research method is used in the study which can be effective in interpreting the facts in regard to research objectives (RO), research questions (Q) , and research hypothesis (RH).

A major advantage of the mixed method research is that it enables the researcher to simultaneously ask confirmatory and exploratory questions and therefore verify and generate theory in the same study (Teddle, & Tashakkori, 2009). Being focused in the four philosophical worldviews (pragmatic) and mixed methods strategies (transformative mixed methods) the researcher has applied the six steps: questions, data collection, data analysis, interpretation, write-up and validation in this study. Thus, mixed method Qualitative and quantitative research methodology has been used to conduct this study.

Sequence of the Study

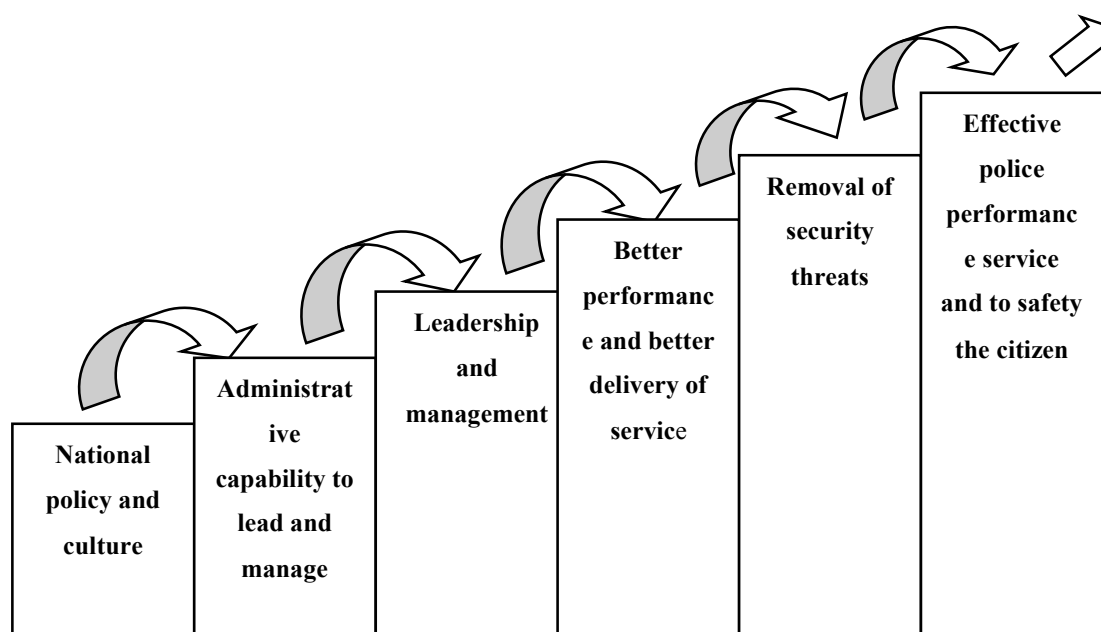
This study underwent from the research question sequentially further steps were taken by discussions with academicians, and extensive survey of literature available in Nepal and out of Nepal. A few primary data were collected through research questions

and administered as a pilot survey. Adequate improvements were made by participants to increase the reliability and validity. Further, final data collection steps were done from primary and secondary sources. Obtained information was given the perception of research then they were analyzed as findings and summary. At the end, recommendations were given from the perceptions of researcher.

Theoretical Framework/Concept

The major concept of this research is to study leadership and policing in security management of the country, especially focusing on internal/domestic security. A theoretical framework/concept was designed in the study. The framework tries to link national policy administrative capability of police in developing effective police leadership to free and secure the people from security threats for developing welfare societies in the mind of people at large

Figure 3.2: Theoretical Framework/Concept



Source: Self creation

Figure 3.2 displays the theoretical framework adopted in the study. It represents that effects police performance does not come at once. It is result of long process of practices, actions, or events that begin from 'National Policy and Culture (NPC).

National Policy: The policy is a guideline that tells what people of that country should do. Policies are independent variable.

Administrative capability: Policies themselves do not apply so they require some energy to be applied. This energy is in the form of capability of authority synonymously known as administrative capability. The capability comes from experiences and initiation to fulfill the policy. With the help of mechanism of reward and punishment power administrators enforce policy.

Leadership and Management: Effective implementation of any policy and program need integration of multiple human resources, financial, technical, and structural factors within the dynamic environment (OECD, 1995). The professionally capable leaders leads the subordinate. Police leadership has to perform multidimensional role and responsibilities like service provider, safe guarding, crime fighting, counseling, advising, decision making, coordinating, executing, controlling etc.

Removal of Security Threats: Trusts to the police and public administrations decreased the security threats. It has been observed that threats increases when trust with the police decreases.

Effective police performance: Both performance and better delivery of service: Once the policy is implemented, it began providing better services to the people and community. It starts giving good image of the police which increase trust to the police. The indicator of police performance is reduced crime, thefts, accident threats etc. These are ultimate goal of any police administrative.

Ph. D research on the title leadership policing and management of Nepal began with discussion with policy issues. Gradually the study access administrative capability, leadership strength, better delivery of service from the police, reduce threats and insecurity and finally the consequent effects will be on better safety and security of the people.

The Framework of the Research

The above mentioned research framework/conceptual framework has interlinking relationship with the grounded philosophy, perceptions, theories, and practices, which will be viewed in the research form developing to developed perspective in literature review too. In this study I have designed a 7 steps framework of research to accomplish in a systematic way. How the theoretical frameworks will be discussed, reviewed and examined in the course of the research with different people has been displayed in the figure 3:3.

The Study Framework

Additionally, a study framework of the research also designed s a philosophical base which will be undertaken in the study. Research or generating knowledge should have philosophical base. The figure 3:4 displays how the philosophy guides the study in general and practicality. The figure shows the relation between the theoretical framework/concept and research framework and philosophical base of this study. For details, Figure 3:4.

The Roadmap of the Study

For the the accomplishment of this study a road map was also maintained. This scheme helped in the study to be focused on the research objectives, research questions, tools and interpretation throughout the study. For details, ANNEX 3: C4.

Figure 3:3

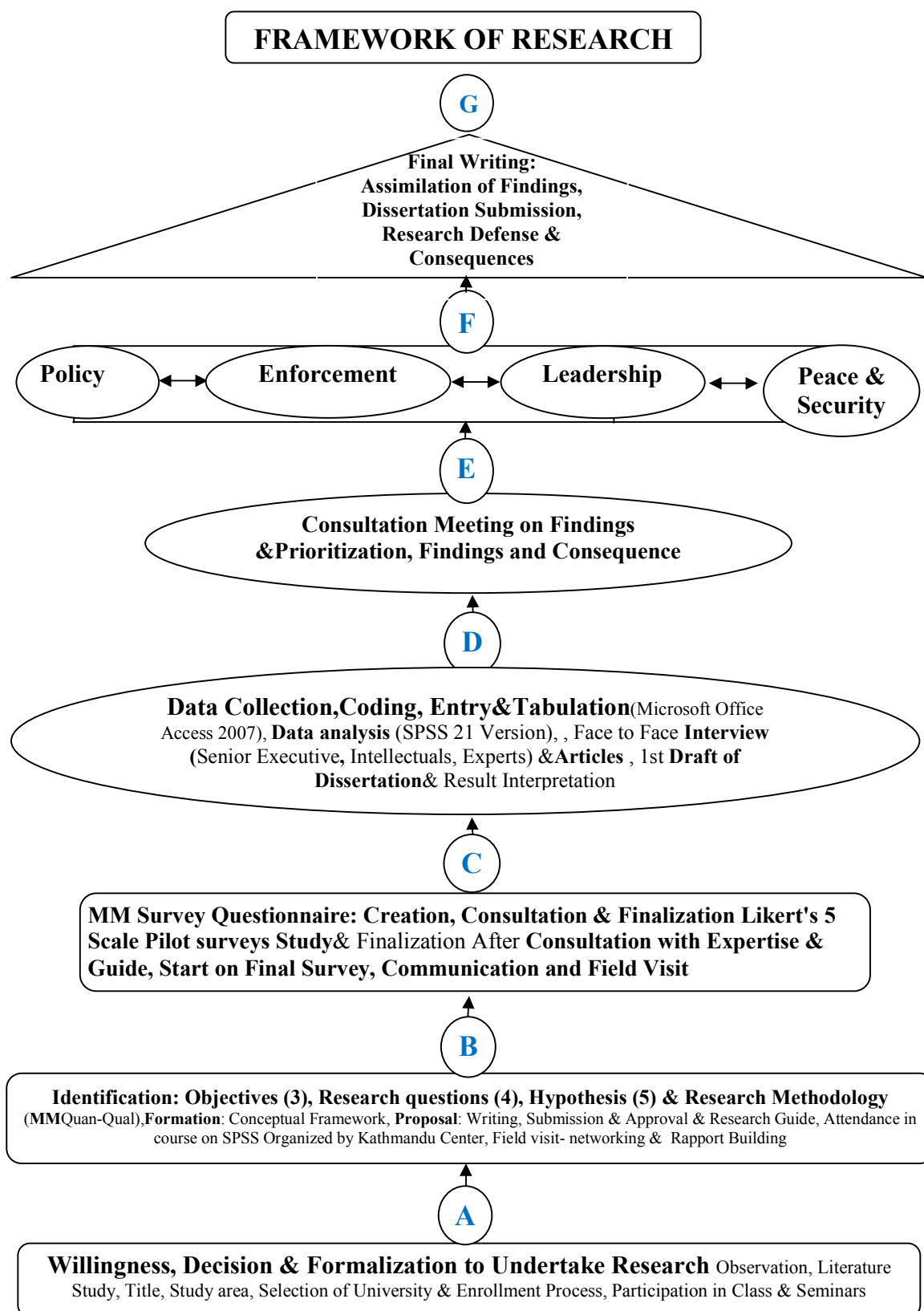
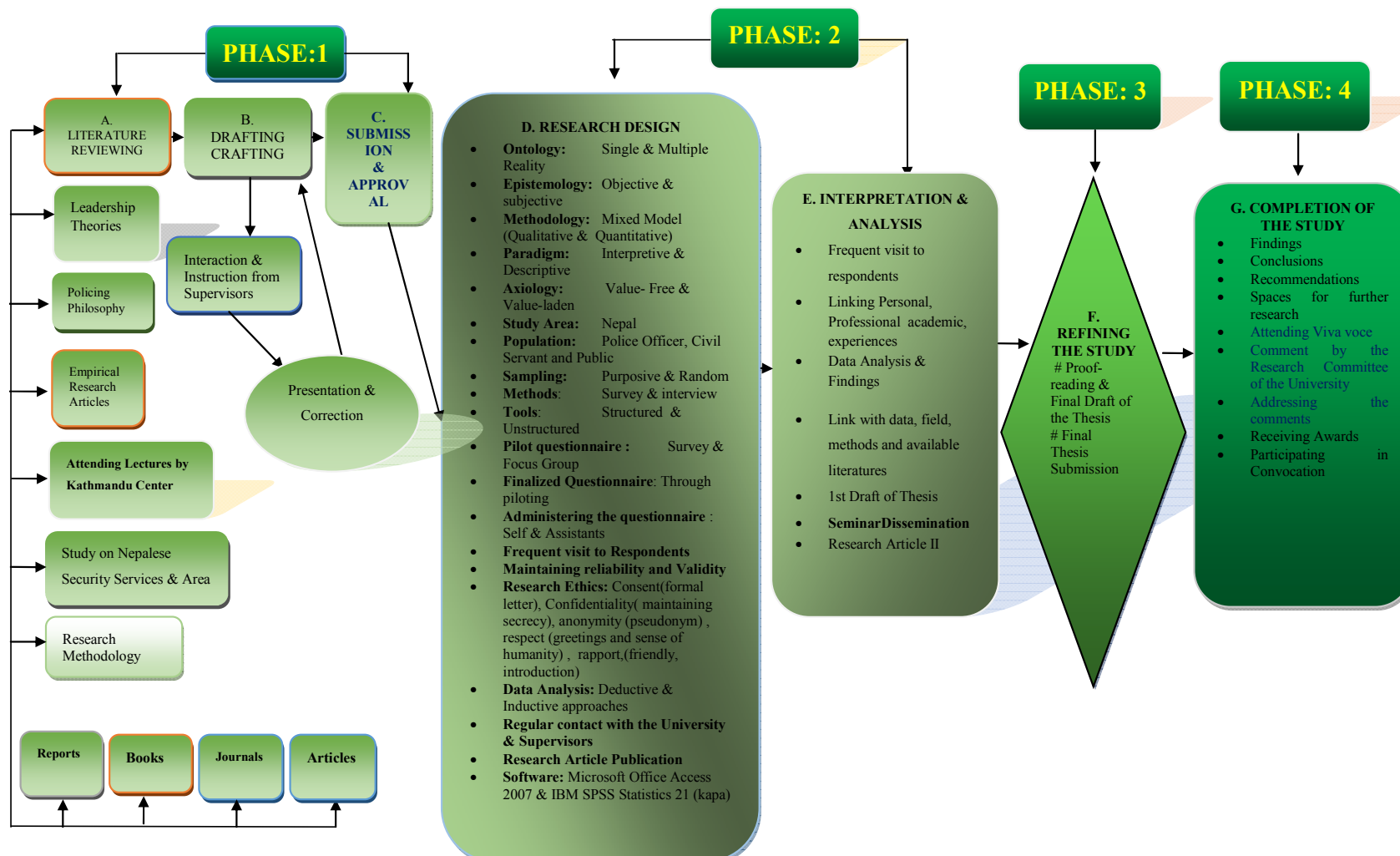


Figure 3.4 Philosophical Base of the Undertaken Study Framework of Research: Leadership and Policing in Security Management of Nepal and Relation with Framework of Research



Source of Data

Information sources are very crucial in academic study. It can come from virtually anywhere. The challenge then becomes finding the right information to meet the objectives of the study. Today, there are multiple formats and types of sources like scholarly journal articles (peer-reviewed journal), books, blogs, reports, web pages, google, scholar, expert opinions, personal experiences, diary, library catalog, librarians, encyclopedias, class guides, and magazine and newspaper articles.

Principally, two main categories of information sources are primary sources and secondary sources. A primary source is an original work created by a researcher who is directly involved in the study. Primary sources include like: diaries, letters, works of fiction, autobiographies, art objects, research articles written by those who performed the research, artifacts, data, interviews, blog posts, e-mail messages, newspaper article written by a reporter who witnessed the event. Secondary sources can be like: textbooks, book reviews, biographies, articles about other people work (Virginia Polytechnic Institute and State University, 2015), (Texas A & M University Libraries, 2010).

Meanwhile, the research is based on primary source as first-hand information on the specific objectives of the research. Furthermore, secondary sources are also used for the purpose of literature review, comparison and analysis as needed. It is experienced that the sources should be accessed based on the objective and dimension of the subject sincerely.

Both primary and secondary data were collected. For the purpose of primary data open-closed survey questionnaire and face to face interview were applied. Equally, previous dissertations, journals, library, book, report, digital sources were used as the secondary data sources. (The ANNEX C.1) provides more specific information about the variety of sources (University of Illinois Library, 2013).

The Administration and Structure of Questionnaire

Basically, a questionnaire is a research instrument consisting of a series of questions for the purpose of collecting information from respondents. Amount of time

spent, hard work, or an elegant statistical method overcomes the damage caused by a poorly framed question. Because research questions determine what, where, when and how data are collected, these questions represent an important link between the conceptual and logistic aspects of planning a research project (Dunham, & et.al.,1999).

The researcher had prepared the mixed method, open ended and closed type of survey questionnaire which was tested through a pilot survey and finalized with the consultation of the veteran intellectuals, executives and experts. The survey questionnaire presented using a five-point Likert item. It is a psychometric scale commonly used in questionnaires, and is the most widely used scale in survey research. Likert scaling is a bipolar scaling method, measuring either positive or negative response to a statement. The format of a typical five-level Likert item is:

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

The Likert scale is named after its originator, Rensis Likert. The Likert Scale is an ordered, one-dimensional scale from which respondents choose one option that best aligns with their view. There are typically between four and seven options. Five is very common (see arguments about this below). All options usually have labels, although sometimes only a few are offered and the others are implied. A common form is an assertion, with which the person may agree or disagree to varying degrees. In scoring, numbers are usually assigned to each option (such as 1 to 5). Data were presented in frequency tables showing both numerical counts and corresponding percentages of responses on a psychologist Rensis Likert's 5-point scale indicating respondents' levels of concern in particular status, where the evaluation base was designed as mentioned in Table 3.1.

Table 3.1: Five Scale Rating Scale

Strongly Disagree or Not at all	Disagree or A little	Neutral or Moderately	Agree or Mostly	Strongly Agree or Fully
1	2	3	4	5

As displayed in Table 3.1 the five scale rating ranging from 1 to 5 is applied in survey approach throughout the study, where the highest scale is 5 and lowest is 1 gradually. The data obtained from this research has been analyzed using Interpretative Phenomenological Analysis (IPA) for qualitative appreciation. Statistic tools were used for quantitative explanation. The interview transcripts were analyzed individually and themes were identified.

Pilot Study

Pilot studies are a key element of a good study design. The term 'pilot studies' refers to mini versions of a full-scale study (also called 'feasibility' studies), as well as the 'pilot survey', 'pilot project', 'pre-testing' of a particular research instrument such as a questionnaire or interview schedule. It is a small scale preliminary study conducted in order to evaluate feasibility of statistical variability: time, cost, adverse events, and effect size. Generally, it can provide valuable insights for researchers.

This is particularly important because pilot studies can be "time-consuming, frustrating, and fraught with unanticipated problems, but it is better to deal with them before investing a great deal of time, money, and effort in the full study" (Mason, 1995). It has also been argued that the current research climate demands accountability from researchers, which means that there is a need to ensure the best possible use of research results (Curtice, 1994). Well-designed and well-conducted pilot studies can inform us about the best research process and occasionally about likely outcomes. Therefore, investigators should be encouraged to report their pilot studies, and in particular to report in more detail the actual improvements made to the study design and the research process (Edwin R. & et.al., 2001).

Prevention is better than cure. One of the advantages of conducting is that, it might give early warning about where the main research project could fail, where research protocols may not be followed, or whether proposed methods or instruments are inappropriate or too complicated. Basically, it helps in minimizing the risk of the research. The pilot survey was applied in this research and reached to fifty (4.5% of final survey N: 1111) respondents for this purpose. The questions were prepared using both the languages Nepali and English. The survey was accomplished with the rating from 51 respondents from different districts of Nepal as the researcher aims to include urban, rural area, Himalaya, Hill and Terai region.

The researcher took 51 respondents, where 7 (13.8%) female, and 44 (86.2%) male had participated. From the service faculty perspective 10(19.7%) security officers (NP, APF, NID, NA), 10(19.7%) civil servant and 31(60.6%) were from public private sectors. From education viewpoint Master level 5(13.96%), Bachelor 5(27.925), Intermediate /10+2, 11 (30.18%), SLC 5 (13.96%),and under SLC were 5 (13.96%). From the age group highest participation was 31(60.78%) from 41-50 age, 10 (19.69 %) 30-40 age and 10(19.69%) from 20-30 age group.

After the pilot survey 13 experts (ANNEX: C 2) It was realized that these methods were more effective to make the project worthwhile. The result and status of the pilot survey was consulted and little necessity amendment was included. For example the question number 10 of this study was not encouraged to ask to the civilian and reached to security officers, CDO, and experts only. Furthermore, the question number 6 of the research was designed to collect the views of respondents on seven selected leadership styles and seven policing for their ratings. Finally, the question was asked with the brief introduction on each leadership style and policing (attached with the questionnaire). In other word, it becomes more practical to bridging the gap between researcher (objectives) and respondents (Rating).

The Sampling

Sampling is the process of selecting a subset of units from the population. Of course, data collection is not an easy task. It is often difficult, expensive, time consuming and may involve unavoidable destructive sampling. Obtaining sufficient data to provide strong statistical tests of hypotheses may often conflict with approaches, logistical and ethical considerations concerning data acquisition. In such cases, sample sizes need to be large enough to provide adequate tests of important experimental effects, but they should not be unnecessarily large. The experience and quality of the respondents could be more effective, economical and reliable for the survey study. Excellent sources for details of experimental design and sampling protocol can be found in (Manly, 1992), (Rohlf, 1995), (Winer, 1971). The sample status of the research is presented in table 3.2 to 3.9 and figure: 3.1 to 3.8 in this chapter.

Convenience Sampling

Convenience sampling is a type of non-probability sampling technique. Non-probability sampling focuses on sampling techniques that are based on the judgment of the researcher (see our article Non-probability sampling to learn more about non-probability sampling). This article explains (a) what convenience sampling is and (b) the advantages and disadvantages (limitations) of convenience sampling (Lund Research Ltd , 2012). Convenience sampling is easy to carry out with few rules governing how the sample should be collected. The relative cost and time required to carry out a convenience sample are small in comparison to probability sampling techniques. This enables to achieve the sample size in a relatively fast and inexpensive way. The convenience sample may help you gather useful data and information that would not have been possible using probability sampling techniques, which require more formal access to the lists of population. Every coin has its two sides. Sometimes the convenience sampling often suffers from a number of biases. Thus, the researcher should aware of them. A convenience sampling can lead to the under-representation or over-representation of particular groups within the sample.

This study uses a non-probability or purposive sampling. It is also defined as deliberate sampling of judgment sampling. Generally, in purposive sampling the sample size may or may not be fixed prior to data collection. In this study, non-probability samples have been taken on judgmental foundation selecting from various potential respondents from all over the country, which researcher considered as the best and reliable representative of the whole population to fulfill the objectives and needs of this research. As the research has followed both qualitative and quantitative method, the sample population used in this study, basically are convenience purposive and random sampling design. The researcher has taken altogether 1111 (N) respondents from 75 districts of Nepal. Researcher made a bottom-line representative of at least 10 potential respondents from each district.

The country is covered with 75 districts. Peace and security is covered in all districts so the study covers all seventy five districts. There were more informants from Kathmandu district. The minimum number from the district was at least ten. The minimum numbers from the districts was at least ten. Maximum numbers were from the groups of district population which are in Bagmati zone, similarly Gandaki zone and Koshi zone come under second.

While study respondents for informal from the districts more respondents were from Kathmandu for highly population districts and the respondents from lowly population districts.

Non-probability Sampling

Non-probability sampling represents a group of sampling techniques that help researchers to select units from a population that they are interested in studying. Collectively, these units form the sample that the researcher studies (see our article, Sampling: Learn more about terms such as unit, sample and population). A core characteristic of non-probability sampling techniques is that samples are selected based on the subjective judgment of the researcher, rather than random selection (i.e., probabilistic methods), which is the cornerstone of probability sampling techniques. Whilst some researchers may view non-probability sampling techniques as inferior

to probability sampling techniques, there are strong theoretical and practical reasons for their use.

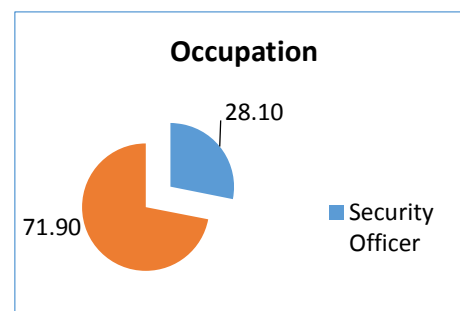
The convenience sampling was applied because of the nature, sensitivity subject matter of the study arena and its technicality. The total number of respondents were 1111 (N) from all 75 districts of Nepal from the different ways of life. Table 3.2 to 3.9 and Figure 3.5 to 3.12 have been reflecting the diversity, dimension and design of sampling of the survey. As far as the representativeness of the population is concerned, the sample size has covered 13.2 % female, 86.5% male and other 0.3%. From Urban 41.6%, Rural 55.8% respondents participated in this survey research & 21 veteran executive respondents have expressed their views. As presented in Table 3.2, among the respondents 64.54% from public sectors, 28.08% national security sectors(Nepal Police, Nepal Armed Police Force, National Investigation Department, and Nepal Army) and 7.38% were from Government civil services.

Table 3.2: Occupation of Respondents

S.N.	Occupation	Number	Percent
1	Security Officer	312	28.08
2	Civil Servant	82	7.38
3	Public Service	717	64.54
Total		1111	100.00

Source: Self Compiled

Figure 3.5 Respondents

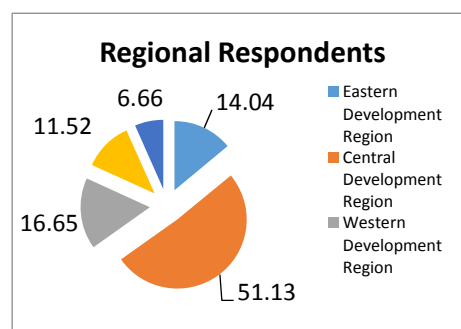


Source: Self Compiled

Table 3.3: Service Faculty of Respondents

SN	Region	Frequency	Percent
1	Eastern Development Region	156	14.04
2	Central Development Region	568	51.13
3	Western Development Region	185	16.65
4	Mid-Western Development Region	128	11.52
5	Far-Western Development Region	74	6.66
Total		1111	100.00

Source: Self Compiled

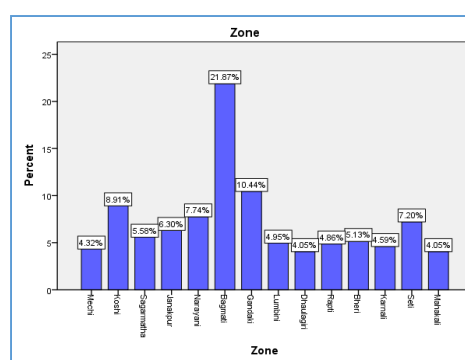
Figure 3.2 Respondents' by Region

Source: Self Compiled

Table 3.4: By Zone of Nepal

SN	Name of Zone	Frequency	Percent
1	Mechi	48	4.3
2	Koshi	99	8.9
3	Sagarmatha	62	5.6
4	Janakpur	70	6.3
5	Narayani	86	7.7
6	Bagmati	243	21.9
7	Gandaki	116	10.4
8	Lumbini	55	5.0
9	Dhaulagiri	45	4.1
10	Rapti	54	4.9
11	Bheri	57	5.1
12	Karnali	51	4.6
13	Seti	80	7.2
4	Mahakali	45	4.1
Total		1111	100.0

Source: Self Compiled

Figure 3.7 By Zone of Nepal

Source: Self Compiled

Figure 3.2 indicates the status of respondents in regional basis as per Nepal is divided into five development regions, fourteen zones and seventy-five districts. The highest participation is 51.13% from central development region, where the capital city and almost all central level services and ministry, organizations, and business facilities are concentrated. Basically, all respondents were classified into two major categories (public private and national security) where Public Private 71.91% (including civil

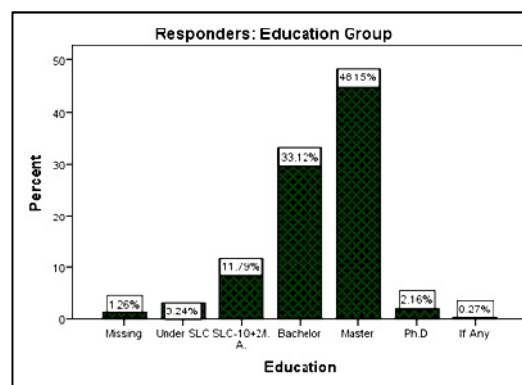
servant 7.38%) and National Security Sector (Nepal Army, Nepal Police Armed Police Force, Security experts, NID and CDO) were (28.08%) of total.

Table 3.5: By Education Group

SN	Education Group	Frequency	Percent
1	Missing	14	1.26
2	Under SLC	36	3.24
3	SLC-10+2/I.A.	131	11.79
4	Bachelor	368	33.12
5	Master	535	48.15
6	Ph.D	24	2.16
7	If Any	3	0.27
	Total	1111	100.0

Source: Self Complied

Figure 3.8: By Education Group



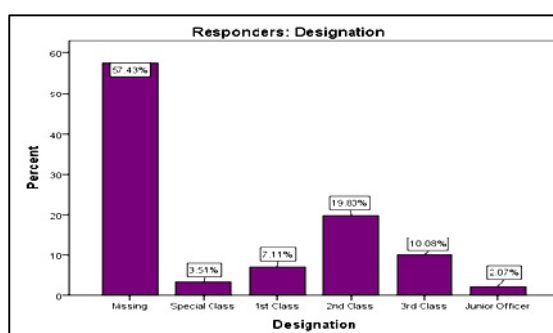
Source: Self Complied

Table 3.6: By Designation Group

SN	Designation	Frequency	Percent
1	Missing	638	57.43
2	Special Class	39	3.51
3	1st Class	79	7.11
4	2nd Class	220	19.80
5	3rd Class	112	10.08
6	Junior Officer	23	2.07
	Total	1111	100.0

Source: Self Complied

Figure 3.9: By Designation Group



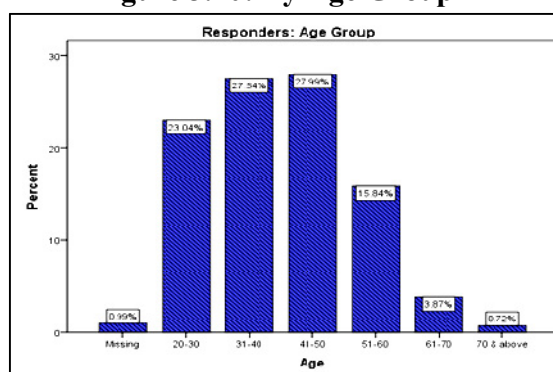
Source: Self Complied

Table 3.7: By Age Group

SN	Age group	Frequency	Percent
1	Missing	11	.99
2	20-30	256	23.04
3	31-40	306	27.54
4	41-50	311	27.99
5	51-60	176	15.84
6	61-70	43	3.87
7	70 & above	8	.72
	Total	1111	100.0

Source: Self Complied

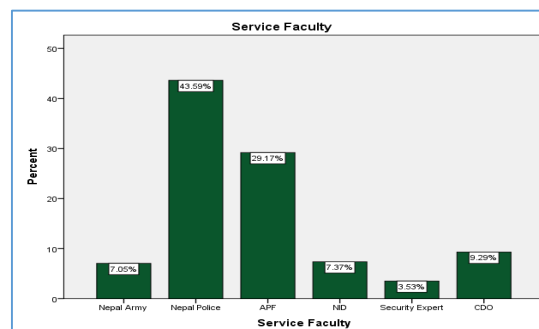
Figure 3.10: By Age Group



Source: Self Complied

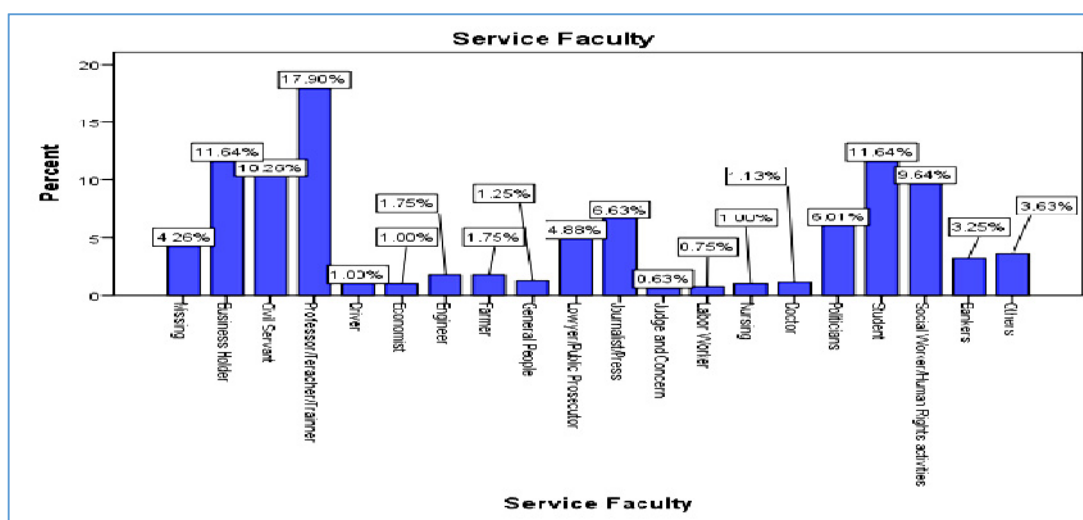
Table 3.8: By Security Officers

SN	Security Officers	Frequency	Percent
1	Nepal Army	22	7.1
2	Nepal Police	136	43.6
3	APF	91	29.2
4	NID	23	7.4
5	Security Expert	11	3.5
6	CDO	29	9.3
	Total	312	100.0

Source: Self Compiled**Figure 3.7: By Security officers***Source:* Self Compiled**Table 3.9: Status of Respondents by Service Faculty of Nepal**

SN	Public Service Faculty	Frequency	Percent
1	Missing	34	4.3
2	Business Holder	93	11.6
3	Civil Servant	82	10.3
4	Professor/Teacher/Trainer	143	17.9
5	Driver	8	1.0
6	Economist	8	1.0
7	Engineer	14	1.8
8	Farmer	14	1.8
9	General People	10	1.3
10	Lawyer/Public Prosecutor	39	4.9

SN	Public Service Faculty	Frequency	Percent
11	Journalist/Press	53	6.6
12	Judge and Concern	5	.6
13	Labor Worker	6	.8
14	Nursing	8	1.0
15	Doctor	9	1.1
16	Politicians	48	6.0
17	Student	93	11.6
18	Social Worker/Human Rights activities	77	9.6
19	Bankers	26	3.3
20	Others	29	3.6
	Total	799	100.0

Source: Self Compiled**Figure 3.8: Status of Respondents by Service Faculty of Nepal***Source:* Self Compiled

Similarly, from the education level seven categories were managed in the survey questionnaire. As per the details of respondents PhD. degree holders 2.16%, Masters 48.15%, Bachelor 33.12%, Higher Secondary (10+2) & School Leaving Certificate 11.79%, under S. L.C. 3.24%. 1.27% was found in if any. 1.6% had not mentioned their education level. It indicates that 83.43% respondents were with high education background. Moreover, detail categories were covered in service faculty as presented in figure -3. Researcher got opportunity to serve with both police services almost 27 years (NP- 14 years, APF -13 Years). Correspondingly, researcher got chance to visit 73 districts of Nepal during his working period as a security officer. So, it was a privilege to have a wider network with the security officials and respective peoples who have greater role in the state agencies (including private sector). Thus, researcher has taken convenience respondents within his wider network and integrity.

Justification of the Sample

This is an academic research. The variables of the study are apparently associated to the objectives, research questions and hypothesis of the research study. The subject matter of the study is crucial. Various causes and consequences like socio-cultural tendency, prevailing overall attitude, psychology, emotional-intelligence, personal nature, risk bearing propensity etc. play the role in being proactive in hunting the truth. In reality, it is not easy to seek out the information and perception proactively. Thus mixed method applied with the convenience sampling in the study. The series of reasons are as follows;

Theoretical Reason

In doing social research it is often difficult or impractical to talk to every possible person of interest, though researcher wants to draw conclusions about this population. There are some theoretical reasons to apply non-probability sampling represents a valuable group of sampling techniques that can be used in research that follows mixed methods qualitative, and even quantitative research designs. Non-probability sampling techniques can often be viewed in such a way because units are not selected for inclusion in a sample based on random selection, unlike probability sampling techniques. Non-

probability sampling techniques, such as purposive sampling, can provide researcher with strong theoretical reasons for their choice of units (or cases) to be included in their sample. It is realized that close observation and initiation from research and rating from potential and convenience respondents could make an academic research worthwhile with solid perception in the research. Furthermore, according to academic research culture, purpose and provisions, an individual research could perform to accomplish the research keeping the secrecy, ethical values and quality of the research incorporating the objectives, research question and hypothesis applying the research procedure respectively. Likely, the study has not selected the particular units but the rating from wider potential respondents were collected.

Practical Reason

There is a dearth of previous research in the country. The research subjects and objects are always in shadow in the history of policing in the country. The researcher of this study dare to reach more potential and convenient respondents to collect reliable and authentic information from the district level with resources. Besides this, sensitivity and specific nature of title and study dimension of the study needs the potential respondents who may have at least the basic ideas about safety and security (including criminal justice, socio-politics, management, administration, local status, scenario) and concerns in the respective district and national concern could be more effective to reflect the views and perception as a whole in general.

Sources and the Methods of Computation of Data

Onwuegbuzie, Leeech and Collins (2010) presents strategies for collecting data from interviews, focus groups, observations, and documentation and archives-which represent four major sources of data in qualitative research as cited by (Ojha K. P., 2012). Similarly, this research also uses the documents material, and archives to gather data and information related to government plan, policy and national statistics. Furthermore the data obtained from published and unpublished documents and archives of the respective institutions, which are considered authentic as well.

Documentation

1. Administrative documents like progress report, announcement, organizational and other documents.
2. News-paper, media relies, articles, speech and publications
3. Formal studies evaluation report

Archival Records

1. Institutional records such as plan, budget, strength, etc.
2. Service records such as units, staffs, stakeholders
3. Survey Data such as census record etc
4. Personal data such as name list, phone diary, calendar etc,
5. Maps and charts of geographical and administrative characteristics.

Journey in Data Collection

On 19th September, 2011 registration was done. On 22, February, 2012 the proposal was submitted. With the approval on the proposal and the academic guidelines from the thesis supervisor the survey questionnaire was prepared and tested in pilot survey. Finally, the survey questionnaire was refined in accordance to the suggestion from the experts from various fields and supervisor. The research methodology was designed for the purpose of collecting, organizing, analyzing, interpreting and reporting the data.

The key purpose of data collection is to gather real descriptions of related field in order to produce clear and accurate descriptions of a particular aspect of human experiences (Creswell, 2003; Singh, 2007; Tashakkori & Teddle, 1998). Finally, the research identified and applied the technique of data collection that was indeed a convenient tool for this study. The face to face, personal, in-depth interview was used as the interview mode in this study

Survey was reached to 1111 respondent from security services, civil servants, and public private sectors of the country, in-depth interviews from 21 intellectuals and

executives from different field of sciences and experiences. The language used in both survey and interviews were in Nepali and English.

The researcher collected information by in-depth interview formal and informal conversations himself. In survey support from colloques, family members, assistance who were well briefed about the purpose of the study, process, ethics, manner and the most respondents were requested through rapport building approaches, socialization schemes, and request as a researcher. A few data were collected through emails (7 out of 1111) rest through man to man approach and received by different means air document, public transport, private transports, hand to hand, and phones too. The data are well recorded and preserved and followed for safety and privacy and ethicality with highest priority.

This survey was taken in the time frame of 7th September, 2013 to May, 2014 in Nepal. Additionally, the in-depth face-to-face interviews were taken in time frame of 15th Jan, 2015 to 15th April, 2015. The following efforts were made to accomplish the study.

I started data collection from June 6, 2009 which continued till February 29, 2010. I formally conducted in-depth interview with eighteen research participants out of them three were foreigners. And, informally, I visited more than three dozen people. At the time of data collection, I contacted one dozen and more national and international aid experts through email. Most of them welcomed me and responded quickly. And they accepted my request and sat for interview. Few research participants however postponed the agreed interview dates delaying data collection.

Creswell, J. W. (2003). *Research design: Qualitative, quantitative and mixed methods approaches (2nd ed.)*. New Delhi: SAGE Publications Respondent

Tashakkori, A., & Teddle, C. (1998). *Mixed methodology: Combining qualitative and quantitative approaches (Applied social research methods series vol. 46)*. New Delhi: SAGE Publications.

People who were showing serious concern from academicians of Nepal army, Nepal police, armed police force, national investigation department, civil servants, along with business holders, teachers, economist, engineers, farmers, general people, lawyers, journalist, judge, labor workers, driver, nursing, doctors, politicians, students, social workers and human right activities, bankers, security experts, CDOs and others were the respondents.

As far as the representativeness of the population is concerned, the sample size has covered 13.2 % female, 86.5% male and other 0.3%. The sample size has been taken from different age groups, educational background, administrative area, security agencies, civil/ private services and working area.

Additionally, the researcher has tried to justify that study is done in the high level of validity and reliability because 83.5% of respondents belong bachelor degree, master's degree, and PhD holder. Similarly 12.9% of respondents are from teachers and professors, 8.5 % from students, 8.4% from business holder, 8% from civil servants, 24.5% from security services (including army, police, APF, NID), 1.8% from CDOs, 2-3% from bankers, 4.3% from senior politicians. To maintain quality of the study the researcher has taken matured respondents from all aspects of maturity such as age, service period, role and responsibility and experiences. According to the age category 50.5% respondents belong to the age group of 20 to 40, 47.7% respondents belong to the age group of 41 to 70 and 0.7% respondents belong to the age group above 71. As per the sample size determination, the researcher has taken 42.2% respondents are on job, 8.1% respondents are retired government officials, and 49.7 % respondents are from civilians. While talking about the experience of the respondents there is representativeness of all type of experienced group. Among them there are 1 to 5 years of experience covers 23% of respondents, 66.7% respondents are having 6 to 30 years of working experience and 8.3 % of respondents are from 31 to 40 years of working experience.

Researcher has got opportunity to serve with both police services almost 27 years (NP- 14 years, APF -13 Years). In this working period he got professional opportunities to have experiences of panchayat regime and democratic regimes after 1990's and 2006's

people revolution for democracy. Furthermore, he got many opportunities to meet high level of governmental officials and security forces officials and involved in wider network of his personal relation and approaches. Similarly, researcher got chance to visit 73 districts of Nepal during his working period as a security officer. So, it was a privilege to have wider network with the security officials and respective peoples who have greater role in the state agencies (including private sector). Thus, researcher has taken convenience respondents within his wider network.

Table 3.10: Data collection Tools

QUALITATIVE		QUANTITATIVE	
a.	Narration/Story telling	a.	Experimental Method
b.	Ethnography	b.	Survey method
c.	In-depth interview	c.	Mixed model questionnaire
d.	Focused Group Discussion	d.	In-depth interview
e.	Participant Observation,		
f.	Non-participant Observation,		
g.	Field Notes,		
h.	Analysis of documents and materials		
i.	Pictures/Video		

Table 3.11: Data Analysis

QUALITATIVE		QUANTITATIVE	
a.	Narrative	a.	Frequency
b.	Interpretive	b.	Descriptive
c.	Critical Inquiry	c.	Correlation
		d.	Regression
		e.	ANOVA
		f.	T-test
		g.	Kendal's' tau
		h.	Inferential

Reliability Validity and Ethical Issue

Subscale reliabilities were determined for the survey questions of the study. Reliabilities ranged from 0.554 for the Effort subscale to 0.871 for the Interest subscale. These reliabilities are comparable to reliabilities reported by Schulze and colleagues (2003) except the effort subscale which is lower than previously reported reliabilities. Scale reliabilities for the four subscales of the Statistics Anxiety Measure (SAM) instrument ranged from 0.733 for the Class subscale to 0.939 for the Math subscale.

It is prime responsibility and accountability of an academic research to maintain the secrecy, ethicality, reliability of the respondents properly. The researcher is being committed to respecting and implementing the values and norms of academic research in a highest priority sincerely. The key measures taken for the purpose are: the commitment from the researcher was mentioned in the survey questionnaire in both English and Nepalese language clearly. Similarly, the respondents were not encouraged to put their respective names. Meanwhile, researcher could not stop typing to disclose that three respondents died (as per my knowledge) and may almighty God let their soul rest in peace. On the other hand, a series of officers from government services have been promoted as a reward for their dedication and integrity towards their respective professional and roles. Likewise, some respondents are retired and enjoying the pension. No information is found that the respondents of the research involved in any series crime till to the date.

After the pilot survey, the survey questionnaire was corrected and tested with Cronbach's Alpha for its reliability. The result is mentioned in table 3.12.

Table 3.12 Reliability test of all questions

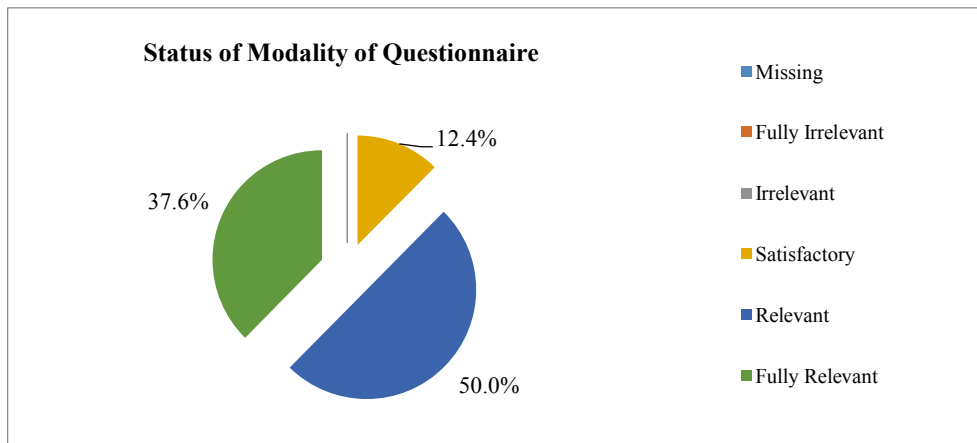
No.of QN	Questions	Cronbach's Alpha	N of Items
QN. 2	Knowledge about role of Police Services in Nepal.	0.787	2
QN. 3	Views on inspiring to join police service.	0.742	6
QN. 4	Views on Police Services.	0.749	10
QN. 5	Views on the role of following elements for the development of police leadership in Nepal.	0.863	24
QN. 6	Views on types of leadership and policing that can be adopted in the internal security management in Nepal.		
	A. Leadership Style	0.822	7
	B. Policing	0.824	7
QN. 7	Perception/rating on following positive and negative traits of Nepalese Police Leaders.		
	A. ARMED POLICE LEADERS	0.868	49
	B. NEPAL POLICE LEADERS	0.892	49
QN. 8	Views and rating for effective Police Officers on the basis of following behavior	0.932	28
	A. Idealized Behaviors	0.777	5
	B. Inspirational Motivation	0.798	6

	C. Intellectual Stimulation	0.816	6
	D. Individualized Consideration	0.735	5
	E. Idealized Attributes	0.754	6
QN. 9	Your opinion on Command, Role & Management of Police Services in Federal System.	0.817	10
QN. 10	Mention in brief on existing major Policies, Programs and Status of Implementation in Policing in Nepal.		
	A. Major Policing Policies	0.941	23
	B. Notable Programs	0.938	23
	C. Implementation	0.94	23
QN. 11	Existing Major security Threats and challenges being faced in Nepal.	0.952	35
	A. Administration & Diplomatic Aspects	0.740	6
	B. Economical Aspects	0.878	6
	C. Geo-political Aspects	0.841	6
	D. Socio-cultural & Conflict Related Aspects	0.858	6
	E. Inadequate Science & Technology	0.846	6
	F. National / international Fraction cause and consequences	0.808	5
QN. 12	Views/opinion on the possible areas & Policies for the involvement of citizens in Police role & services.	0.960	26
	A. Crime Prevention & Crime Investigation Arena	0.920	10
	B. Public order & Peace Security operation Arena	0.795	4
	C. Public Awareness Programs	0.880	4
	D. Miscellaneous	0.904	8

Note: The question one has only one variable so that reliability test was not performed for the knowledge the question pattern is available in ANNEX C.3.

Table 3.12 indicates questions 2, 3 & 4 show reliability in the range of 0.7 to 0.79; similarly the question 5, 6, & 7 are in range of 0.8 to 0.89 and 8, ..., 10, 11 & 12 are above 0.9. Among the sub variable highest reliability is 0.96 of 26 variable in question number 12, whereas the least reliability seems 0.735 in question number 8 sub variable 'D' which has five elements for the test.

Additionally, question no 14 was designed to be confirmed about the practicality, and relevancy of the questionnaire modality of survey questionnaire. The respondent had rated very positively and the result applies as the result from Cronobach's Alpha statistical analysis.

Figure 3.9: Status of Modality of Questionnaire

Source: Self Complied

The figure 3.9 indicates the status of modality of questionnaire. Where, 87.6% respondents have rated with very relevant/relevant and 12.4% have rated with satisfactory (For detail see Chapter 4: Findings on Question 14)

Ethics and Confidentiality

The academic research is built on a foundation of trust. Researchers trust that the results reported by others are sound. Furthermore, it is the researchers' ethical responsibility not to harm the humans or animals they are studying; they also have a responsibility to science, the public as well as to future students. The researcher is applying the ethical quandaries of APA as illustrated by (Smith, 2003), which are as follows;

1. Discuss intellectual property frankly,
2. Be conscious of multiple roles,
3. Follow informed-consent rules,
4. Respect confidentiality and privacy,
5. Tap into ethics resources,
6. Respect confidentiality and privacy.

Data Reduction Techniques

Most research studies had more than one test of significance relevant to the research questions. Some authors reported several quantitative measures for a single outcome category. In such cases, for example, the means and standard deviations were combined, where possible, through weighted average to provide one overall statistical value for that outcome category, a single aggregated measure of the effectiveness of managerial leadership development (Hunter, 1990). In studies where t-value, p-value and the standard difference (d) were also reported, the researcher deferred to the means and standard deviation as the primary set of statistics from which to determine an effect size, followed by t-value when available. In co-relational studies, when Pearson's r and r^2 both were reported, the researcher chose the Pearson's r as the statistic to use for determining the effect size (Hunter, 1990)

Software for Analysis

Coding was done after the collection of survey questionnaire in first come first coding and data entry provision was applied in the research. The Microsoft Access, version 2007 was used for data entry propose. Similarly, SPSS, version 21 (Kapa) software program were used for statistic procedure and interpretation of the data entry.

Researcher's Position

It is hard to be a good General, tough to be a good Soldier but nothing is impossible! 7 Ms (Men, Money, Material, Manner, Moment, Market, and Machine) should be managed legally and sincerely (Shrestha, 2013). The research had got the opportunity to serve both police services: NP and APF for 27 years lays the ability to work as a team player, someone who can go that extra mile, manage all the programs effectively, penchant for detail, and many more. Professional trainings, work experiences gained from peace time services, conflict time operations and post conflict security management, coordination and command, field to central level in both peace and conflict

upheavals, academic talent and proven ability as a security commander, manger, executive director, in high profile sites, allow to significantly contribute in this research.

Hence, this research has tried to place appropriate values to researcher's experience considering critical analysis approach to research.

Criteria to Supplement in the Research

The following criteria were managed for inclusion of studies in this research sample;

- a. The research was clearly defined as an academic research on leadership and policing.
- b. The research integrated an intervention that involved veteran intellectuals, senior executives, senior politicians, senior security executives, managers, potential officers, supervisors, judges, prisoners, lawyers. Press people, higher level students, human rights activates from multi sectors, respectively.
- c. The research illustrated the treatment in the form of recommendation and result measures.
- d. The research did not duplicate any studies done previously in national arena in the country.
- e. The literature search as an important to the validity of a statistical analysis was a simple random sample and non-random samples to primary research. The process used to search the literature on the research title and concerns from the last two decades (from 1990 -2014) involved three steps: computerized search of various databases, manual search, existing literature, and consultation and communication with intellectual, veteran executives and subject matter experts to locate and incorporate unpublished studies.

Summary

Generally the two broad methods of reasoning are the deductive and inductive approaches. It is an inductive type of research, based on “grounded” observations or data from which it was developed; it uses a variety of data sources, including quantitative data, review of records, interviews, observation and surveys. The triangulations of the primary and secondary data help to accomplish the research.

The respondents of this study have participated very genuinely to share their rating and perception in the survey and interview enthusiastically. The researcher does believe this survey data is regarded as genuine and authentic primary data. The information and data generated from the research are subjected to statistical analysis for effective interpretation. Legitimacy of the research, ethical principle and accountability are considered in a highest priority.

The next chapters following the sequential order like analysis, discussion and findings, conclusion and recommendations with future implications.

CHAPTER 4 - ANALYSIS AND DISCUSSION

Introduction

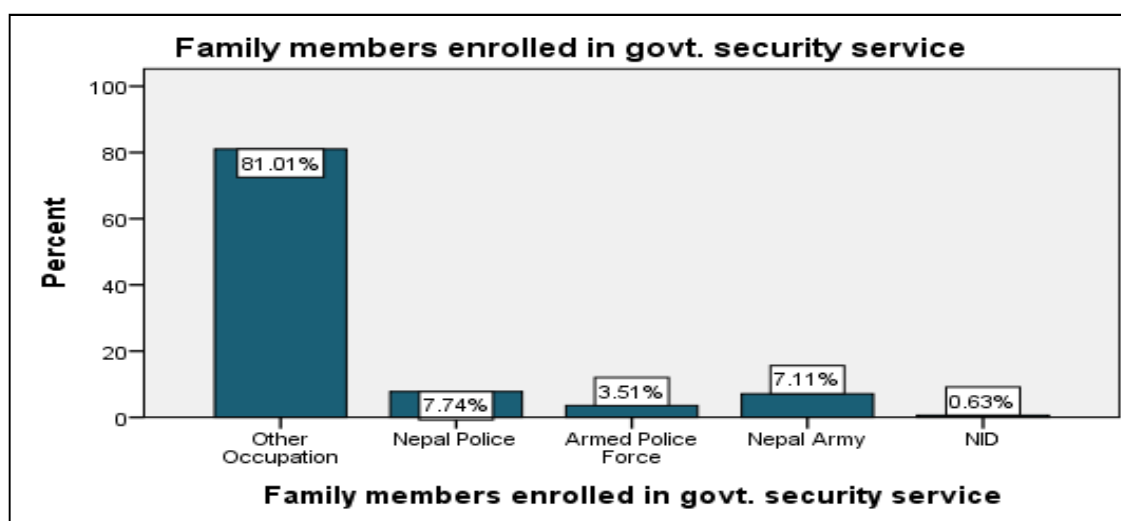
This chapter presents the results and discussion of the study. The methodology used in the study is missed method. The methods used are; pilot survey, empirical review, survey questionnaires and face-to-face interviews.

The pilot survey was done to refine and standardized the instruments. According to Marshall & Rossman (2006) this is the method for correcting errors. Based on the evaluation of 7 leadership styles, Bass and Avolio (1994)'s "5Is" behaviors, 49 traits, and 28 affecting elements for the development of police officers in Nepal, 12 values/attributes for executives and senior police officers, this study has used a survey questionnaire from 1111(N) and in-depth interview from 21(N) respondents from all the districts of Nepal. The interviews were analyzed using the Creswell (2009) model which consisted arrangement of data; study/read through its entirety in order to obtain the useful information/perceptions; data coding and analyze the data for meaning making from the perspective of interpretation. Below, the respondents' responses are analyzed on the basis of descriptive result, independent t- test, cross-tab with key demography like gender, age, education, occupation and designation.

Results on Family Members' Status Enrollement and Willingness to Encourage (Question Number 01)

- Q. 1. a. Are your family members enrolled in government security services? If yes tick (✓) marks the concerned box.
- Q. 1. b. Do you wish to encourage your family members to be enrolled in police services?

Status of Respondents on Question Number 01a

Figure 4.1: Status of Respondents Member Enrolled in Security Service

Source: Self Complied

This question number one was rated by all respondents (100%), above the figure 4.1 presents the status of the respondents, where the 81.01% respondents have their relatives in other occupations, whereas 18.99% respondents have their relative in national security forces. Out of the 18.99% the most are in Nepal police (7.74. %) and least in NID (0.63%). Detail demography of the respondents is discussed in chapter 3 of the thesis. It indicates that there is less chance of biasness in rating the survey questionnaire.

Table: 4.1: Descriptive Out-put

Descriptive	Mean	Median	Std. Deviation	Variance
Age	2.49	2.00	1.186	1.407
Education	3.31	4.00	.925	.856
Designation	1.28	0.00	1.613	2.601
Wish to encourage family members to be enrolled in security service	2.78	2.00	1.245	1.551

Source: Self complied

Above table 4.1 exhibits the mean values, standard deviation and variance status of respondents on the question number 1, which summarizes that the average status of respondent to encourage their family members to be enrolled is rated with mean 2.78. The highest rating in mean values from the education point of view is 3.31. It belongs to the class of Master level. Similarly, the mean values of designation is 1.28 which is belongs 1st class (gazette).

Finding and Discussion on Survey Question Number 1b

Below, table 4.2 represents the overall status of the ratings by the respondents, where 35.01% were strongly interested or interested to encourage their family members to be enrolled in police services. 54.81 % were strongly or not interested to encourage their family members to be enrolled in police services where as 10.17% were somehow interest in overall response by the total respondents.

Table: 4.2: Wish to Encourage Family Members to be Enrolled in Security Service

Rating Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Not	141	12.7	12.7	12.7
Not Interested	468	42.1	42.1	54.8
Somehow Interested	113	10.2	10.2	65.0
Interested	271	24.4	24.4	89.4
Strongly Interested	118	10.6	10.6	100.0
Total	1111	100.0	100.0	

Source: Self complied

Cross-tab with Key Variable

In order to know the attitude of the people towards police services and question was asked was about "Do you wish to encourage your family member to be enrolled in police services?" In response to this query there was rational response due to the educational level, positions and the nature of occupation. The crosstab results are presented that less encourages their relatives to be enrolled in the security forces.

Similarly, the cross-tabulation findings revealed that due to the gender, age, education, occupation, and designation, their responses were found to be affected in the following ways.

Gender: Out of total female 59.9% were not interested / strongly not interested. Similarly Out of total male 54.0% were not interested / strongly not interested. It shows female respondents are comparatively not interested than male participants to encourage their relatives to be enrolled in security services.

Age: 28% of 41-50 age group showed 60.1% were not interested / strongly not interested to encourage their relatives to be enrolled in the security services.

Education: Among the master level respondents 65.6% have rated not interested / strongly not interested to encourage their relatives to be enrolled in the security services. Regarding qualification of the respondents approximately half were master degree holder.

Occupation: 49.3% civil servants and 68.9% security concern government employed showed not interested/strongly interested to be enrolled their relatives in security services. This indicates the respondents from security are comparatively less interested to encourage their family member to be enrolled in security forces.

Designation: Out of the total respondents 473 mentioned their designation in the questionnaire. Majority were second class officers (19.8%) followed by third class (10.1%), first class (7.1%), special class (3.5%), junior officers (2.1%). Out of total respondents 57.4% have not disclosed their designation. 88.7% second class officer have rated not interested / strongly not interested to encourage their relatives to be enrolled in security services.

Independent Sample Test and One Way ANNOVA Test With Different Demographical Variables

Independent Sample Test

Gender and Occupation: Wish to encourage family to be enrolled in security service on the basis of gender and occupation. The result reveal there is no significant with gender. However it is significant with occupation (security officer and public/private). Thus, due to the gender, there is no influence in opinion although the occupation influence in option.

One Way ANNOVA Test

Age, Education, Service faculty and designation: There is statistically significant effect of age, education, service faculty and designation prospective from the respondents. It is statistically significant different as their p values are 0.006, 0.000, 0.000 & 0.000 respectively.

This data shows most of the people who have already enrolled in security sectors do not want to have their relatives in this sector, because most of the respondents are

from security sectors. The data shows that most of the respondents do not have willing to encourage their relatives to enroll in the security services. Literature shows youths are not so interested in security forces and developed country has been tried to make more attractive with the facility. Recently, USA has launched the enrollment of youth/student from foreign staying in USA to be enrolled in auxiliary army. It is known that most Nepalese students are also enrolled in program in USA and got designed course. Meanwhile, to remember that our ancestors had put the sign to release Nepalese youth for UK and India as employment opportunity in their 'Gorkha Battalion' in the name of 'BIR GORKHA' (Brave Gorkha). If we remember the situation, there is no single effort to establish the global Trademark as a Nepalese Brand of 'Bravery and honesty' legally. In other hand, brain-drain, youth drain and human trafficking are hiking and nation is not being able to hold the youth in country, which can be a counterproductive from the national development and future of national human resources perspective.

Furthermore, in order to know the attitude of the people towards police services and question was asked was about "Do you wish to encourage to your family member to be enrolled in police services?" In response to this query there was rational response due to the educational level, positions and the nature of occupation. The crosstab results are presented in table 4.2 and 4.3 respectively. The cross-tabulation findings revealed that due to the gender, age and geography there is not significant effect. Though, the education & designation have significant effect. Higher the education level, less are willingness to encourage their generation to join police services. The situation is presented in Table: 4.2, similarly result was found in the case of designation too. The status is presented in Table: 4.3.

So, there is a challenge for public administrator to involve highly educated people & highly designated in police services. So, immediately there is a need to address the issue by police administrator. Police need to socialize in group of high credential people. Police must earn belief that police do benevolent services to the people by discouraging anti social elements in societies From time to time police must be surveyed from the people about their images so that police can prepare & improve their images.

Key findings from SQ 1 a and SQ 1 b

- i. Higher the designation, less interest in encouraging their generation to be enrolled in police forces.
- ii. Higher the education, less interest in encouraging their generation to be enrolled in police forces.
- iii. Comparatively security officers were less interested to encourage their family members to be enrolled in security forces.
- iv. The perceptions of respondents are not varying based on age and gender.
- v. No chance for biasness in responding the survey questionnaire due to the respondents' involvement security services being minimum.

Results on the Knowledge about the Police Forces

Q. 2. Knowledge about the role of Nepal Police and Armed Police Force?

Descriptive Out-put

Table: 4.3: Group Statistics by Gender

Knowledge About Police Forces	Gender	N	Mean	Std. Deviation	Std. Error Mean
Knowledge About Nepal Police Force	Male	961	3.22	1.389	.045
	Female	147	2.84	1.275	.105
Knowledge About Nepal Armed Police Force	Male	961	3.00	1.453	.047
	Female	147	2.54	1.223	.101

Source: Self complied

The table 4.3 represents a comparative status that moderately respondents are more knowledge about NP than APF. No effect of age and gender. Most educated people have more knowledge on role and activities. In this table the small number of respondents was from if any (3rd gender).

Cross-tab with Different Demographical Variables

Gender: Among the female 44.9% had a little/ not at all knowledge about Nepal Police, whereas, 45.7% of the total male participants had mostly/fully. It shows female respondents have comparatively less knowledge about Nepal Police. Similarly, 57.1%

female respondents had a little/ not at all and 54% of the total male participants had mostly/ fully knowledge about Armed Police force.

Age: Highest rating in the response on 'not at all/a little' scale belong to age group 20-30 (23%) with 41.4%. Whereas, the 58.2% respondents form age group 41-50 had mostly/fully knowledge about NP. Similarly, 50.0% respondents from age 20-30 rated 'not at all/a little' about the knowledge on APF, whereas highest participation belong to age group 41-50. 47.3 % have rated with most /fully knowledge about APF.

Education: Highest participant belongs to master level (48.2%) , among the master level where 55.7% respondents have rated with most /fully, whereas, 44.3% from the group 10+2/I. A. have rated with not at all/a little knowledge about NP. Similarly, 52.6% respondents from the group 10+2/I.A(11.8%). have rated 'not at all/a little' about the knowledge on APF, whereas 47.10% respondents from Bachelor have rated with most /fully knowledge about APF.

Occupation: The highest participant was from public/private (71.9%) and the rest were from security services (28.1%). Among the public/private 40.4% have rated with not at all/a little whereas, 75.7% respondents from security services have rated with most /fully knowledge about NP. Similarly, 51.9% respondents from public/private have rated with not at all/a little whereas, 69.5% respondents from security services have rated with most /fully knowledge about APF.

Designation: From the junior (non gazette) officer 47.8% with not at all/a little knowledge about NP, however, 74.3% special class (gazette), 72.2% 1st class (gazette) and 64. 5% third class (gazette) officer have rated with most /fully knowledge about NP. 47.8% junior officers have rated not at all/a little knowledge about APF however 65.9% special class (gazette), 38.0% first class (gazette) and 43.8% from third class (gazette) officer have rated with most /fully knowledge about APF. Among the respondents 37.8% junior officers have rated not at all/a little for knowledge about APF.

Independent Sample t-Test and One Way ANNOVA Test with Different Demographical Variables

Independent Sample Test

Gender and Occupation: From the gender and occupation perspectives in the services of Nepal Police and Armed Police Force regarding the knowledge about the police forces. There are statistically significant differences with p value 0.001 (NP) and 0.000(APF) due to the gender. Similarly, there is statistically significant difference from the occupation point of view about the police services p value is 0.000 (NP and APF). Thus, due to the gender and occupation, there is no influence in opinion.

One Way ANOVA Test

One way ANOVA test result of knowledge about the security services on the basis of different demographic variables are below.

Age: from the age perspective on the knowledge about NP, there is statistically significant difference with p value 0.012, whereas there is no significant difference about APF, where the p value is 0.191.

Education: from the education perspective on the knowledge about both police forces (NP and APF), there is not statistically significant difference with p value 0.149 and 0.075, respectively. Regarding qualification of the respondents approximately half were master degree holder.

Service Nature and Designations: from the service faculty and designations perspective on the knowledge about security services in NP and APF, there is statistically significant difference with p value 0.00(NP), 0.000(APF), respectively.

Key findings from SQ 2

- I. 33.2% respondents about NP and 43.8% about APF had 'a little' or 'not at all' knowledge on the role and activities of both police forces.
- II. There are significant with gender, occupation, services faculty and designation effect in knowledge about both police services.
- II. There is no significant difference with education, whereas with age there is significant difference knowledge about Nepal police and not significant about APF.

Results on Inspiring Events to Joine the Police Services (Question Number 03)

Q. 3. Inspiring to Join the Police Services?

Descriptive Out-put

Table: 4.4: Inspiring Events to Join the Police Services

Inspiring events	Mean	Median	Std. Deviation	Variance
Employment	3.88	4.00	1.145	1.312
Prestige/Patriotism	3.74	4.00	1.376	1.893
Service Motive	3.66	4.00	1.348	1.817
Career Prospect	3.39	4.00	1.311	1.719
Power & Facility	3.20	3.00	1.329	1.767
Initiation by Family	2.58	3.00	1.256	1.578
Grand Mean of the Series	3.50			

Source: Self Complied

Above table 4.4 exhibits the mean values, standard deviation and variance status of respondents on the question 3. The grand mean of the series is 3.50. Individual mean of different inspiring components seem to be range from 2.58 to 3.88. The highest is employment these means majority of respondents join the police service for employment which is followed by prestige/patriotism. The least reason of joining it is initiation by family.

Cross-tab with Different Demographical Key Variable

Gender: Out of total male 60.9% showed agreeableness with career prospect, 82.5% with employment, 49.4% with power and facility, 72.55% with prestige/ patriotism, and 68.2% with service motive. However, 37.81% with initiation by family rated disagreeable form the total respondents.

Age: 28% of 41-50 age group showed agreeableness 63.0% with career prospect, 82.0% with employment, 47.2% with power and facility; 73.3% prestige/ patriotism, and 72.0% with service motive. However, 35.7% with initiation by family have rated with disagreement.

Education: 61.3% master level respondents showed agreeableness with 61.3% career prospect, 72.8% employment, 26.2% initiation by family; 50.5% power and facility, 70.5% prestige/patriotism and 72.1% service motive. Whereas 33.4%, respondents from PhD level, 19.4% of Master level and 15.2% of B.A. level have rated with disagreement on service motive among the other inspiring reasons. Regarding qualification of the respondents approximately half were master degree holder.

Occupation: 56.4% civil servants and 70.8% security concern government employed showed agreeableness to career prospect; 81.9% public/private & 84.3% security concern government employed showed agreeableness to employment; 51.9% public and 40.7% security concern government employed showed agreeableness to power and facility; 70.1% public and 76.6% security concern government employed showed agreeableness to prestige/patriotism; 63.8% public/private 79.5% security concern government employed showed agreeableness to service motive. However, 34.7% public/private and 43.6% of security concern government employed showed on initiation by family with disagreement. Out of the total respondent 71.9% were civilian and 28.1% were security concern government employed.

Designation: Out of the total respondents 473 mentioned their designation in the questionnaire. Majority were second class officers 69.6% of these second class officer respondents as agreeableness to career prospect, 81.2% to employment, 47.3% to power and facility, 74.5% to prestige/patriotism, and 73.2% to service motive. However, 50.6% respondents have rated to disagreement for initiation by family.

Independent Sample t Test and One Way ANNOVA Test with Different Demographical Variable

Independent Sample Test

Independent sample t-test was conducted to know the effects gender and occupation. The results are discussed here.

Gender: The respondents were inquired the reasons for joining police services. The reasons given were career prospect, employment initiation by family, power and facility, prestige/patriotism and service motive are not spastically significant difference.

Due to the gender there were no effects on the reasons. These is reflected by p value which is greater than 0.05.

Occupation: Similarly occupation also has no effects on the respondents for reasons of joining police service.

One way ANOVA Test

One way ANNOVA test was conducted to know the effects of age, education, service faculty and designation. The results of ANNOVA test are discussed here.

Age: Due to the age of the respondents there are no effects for the reason they stated to join the police service.

Education: Due to the level of education there are no effects on career prospect and service motive. However, significant effects were found on employment, initiation by family, power and facility, and prestige/patriotism.

Service Nature: Due to the nature of service there were no effects on career prospect, power and facility, prestige/patriotism and service motive. However, significant effects were found on the responses towards employment and initiation by family.

Designation: Due to the group of designation there is no effect on career prospect. However, significant effects were found on employment initiation by family, power and facility, prestige/patriotism and service motive.

In brief, above result and discussions indicate that the perception of employment as an inspiring event should be reformed towards service motive, prestige/patriotism and

Key findings from SQ 3

- I. Highest rated inspiring reason was employment (mean value 3.88) followed by prestige/patriotism (mean value 3.74) and service motive (mean value 3.66) whereas, the least rated on initiation by family (mean value 2.58). Guardians are comparatively less interested to inspire their relatives to join police services.
- II. There are no significant effects on inspiring reasons due to the gender and age. Whereas due to the occupation there is significant effects.
- III. There is a significant effect on career prospect and service motive due to the education level of the respondents. For others there is no significant effect.

Results on Views on Police Services (Question Number 04)

Q. 4 Your views on Police Services?

Descriptive Output

Table 4.5: Existing Status on Following Aspects

Descriptive	Mean	Median	Std. Deviation	Variance
Effective of Armed Police Force	3.11	3.00	1.075	1.155
Effective of Nepal Police	3.06	3.00	1.023	1.046
Status of Policing & Program	2.48	2.00	.876	.767
Career Development Plan	2.47	2.00	.948	.898
Level of team spirit & Cohesiveness among officers	2.45	2.00	.895	.801
Resource allocation in Police Services	2.40	2.00	.814	.663
Status of Morale of Police Officers	2.38	2.00	.957	.916
Situation of Cooperation & Coordination among Security Agencies in the field	2.38	2.00	.781	.610
Human Resource Development & Capacity Enhancement Policy & Plan	2.32	2.00	.819	.671
Relationship between the citizen and the Police in Nepal	2.24	2.00	.916	.839
Grand Mean of the Series	2.52			

Source: Self Complied

Table 4.5 results the mean values, standard deviation and variance status of respondents on the question number 4, which summarizes that the average status of respondent rating on the existing status on various aspects. The series mean value of the table is 2.52. Where, like effectiveness of both police forces are rated with mean value 3.11(NP) and 3.06(APF) and reflect average scale which are above the series mean values. Rest aspects like Status of Policing & Program, career development plan also are below mean value of the series. The least mean value in the series is human research development and capacity enhancement policy (2.32) and Public police relation (2.24). The scenario reflects the poor status of cooperation, coordination, team work among the security agencies and police -public relation, and morale also poor.

Cross-tab With Different Demographical Key Variables

Gender: Out of total male respondent rated poor/very poor 58.6% and 56.4% with the career development plan; 46.4% male response good/very good with effectiveness of APF; from female 39.5% with very poor/poor; on effectiveness of NP from male 39.4% with very good / good, and from female 39.5% with poor/ very poor; 67.4% male and 58.5% female rated poor/very poor with human resources development and capacity enhancement policy and plan; 76.9% male and 63.2% female have rated poor/ very poor with level of team spirit & cohesiveness among officers; 76.9% male and 75.5% female have rated poor/poor very with relationship between the citizen and the police; 57.8% male and 54.4% female have rated poor/ very poor with resource allocation in police services; 69.2% male and 66.6% female have rated poor/ very poor with cooperation & coordination among security agencies in the field, 70.4% male and 63.3% female have rated poor/ very poor with status of morale of police officers, and 55.2% male and 55.1% female have rated poor/ very poor with status of policing & program cross-tabulation.

Age: 28% of 41-50 age group 57.0% with the career development prospect; 33.4% with the effectiveness of APF 31.8% with effective of Nepal Police; 67.2% with human resource development capacity enhancement policy & plan; 65.9% with team spirit & cohesiveness among officer; 71.4% relationship between the citizen and the police in Nepal; 57.2% resource allocation in police service; 68.8% situation of cooperation & coordination among security agencies in the field; 69.5% status of morale of police officers and 55.3% status of policing & program; respondents have rated with very poor/poor. However, 44.0% from this age group have rated with good/very good on effectiveness of NP.

Education: Due to the educational level the highest respondents were from master level (48.2%). On the basis of education in response to the effective of APF is rated by PhD level 41.7%, Master level 45.1%, Bachelor level 57.6%; and on the effectiveness of NP 25.0% PhD level, 39.8% Master level, 40.5% Bachelor level have rated with very good/good, gradually. Similarly, PhD level, 62.5% Master level, 31.2% and Bachelor level 33.1% have rated with very poor/poor, respectively.

Furthermore, 87.5% Ph.D level, 65.45% Master level, 64.4% Bachelor level were on human resource development & capacity enhancement policy & plan; 83.4% PhD level, 67.9% Master level, , and 59.5% Bachelor level were on level of team spirit & cohesiveness among officers have rated with very poor/poor; 91.54% PhD level, 76.8% Master level, and 78.3% Bachelor level were on relationship between the citizen and the police; 41.7% PhD level, 54.8% Master level, and 60.3% Bachelor level were on resource allocation in police services; 75.0% PhD level, 67.5% Master level, and 72.5% Bachelor level were on situation of cooperation & coordination among security agencies; 75.0% PhD level, 68.4% Master level, and 71.0% Bachelor level were on status of morale of police officer; and 66.7% PhD level, 53.7% Master level, and 54.6% Bachelor level were on status of policing & program and respondents have rated with very poor/poor respectively. In brief, the most educated respondents have rated the existing status on above mentioned areas of security and policing are very poor/poor.

Occupation: 58.4% respondents have rated with very poor/poor. It also applies in the rating of 56.1% respondents among the public. Similarly, Form the total respondents 38.9% public, 33.0% security officer concern with the effectiveness of APF; 34.4% public, 27.6 % security officer concern with the effectiveness of NP; 62.6% public, 75.6% security officer concern with human resource development; 66.2% public, 68.9% security officer concern with level of team spirit and cohesiveness among officers; 79.5% public, 69.9% security officer concern with relationship between the citizen and the police; 58.0% public, 56.1% security officer concern with resource allocation in police services; 67.7% public, 72.1% security officer concern with situation of cooperation & coordination among security agencies; 68.2% public, 72.8% security officer concern with status of morale of police officer; and 58.7% public and 46.5% security officer concern with status of policing & program have rated with very poor/poor. In the above result on the basis of occupation it can be said that the existing status in the national concern are in poor situation and a prompt response for reformation and development are need. Out of the total respondent 71.9% were civilian and 28.1% were security concern government employed.

Designation: Out of the total respondents 473 mentioned their designation in the questionnaire. Majority were second class officers 19.8%. On the basis of designation for the career development plan 55.0% second class officers and 82.6% junior officers have rated have rated with very poor/poor. Whereas, 54.5% second class and 56.4% junior officers have rated with very good/good respectively. On the effectiveness of APF 54.5% second class officer have rated with very good/good. On the effectiveness of NP 44.5% second class officer and 41.0% special class have rated with very good/good. 69.5% second class, 78.5% first class and 87.2% special class have rated with very poor or poor on human resource development. 77.3% junior officers, 77.0% special class officers and 73.4% first class officer on level of team spirit and cohesiveness; 73.2% junior officers, 73.5.0% first class officer, 84.6% special class on relationship between the citizen and the police; 73.9% junior officers, 53.60% second class, 58.2 % first class on resource allocation in police services; 87.0% junior officer, 69.6% third class, and 79.55 special class on situation of cooperation & coordination among security agencies; 78.2% junior officers, 71.8 second class, 73.4% first class, 71.8% special class on status of morale of police officer; and 52.7% 3rd class, 53.6% second class, 49.4% first class on status of policing & program have rated with very poor/poor.

Team spirit, good public-police relation cooperation and coordination are very crucial is police and policing profession. The result indicates poor status and need for reform and development for quality service and security.

Independent Sample Test and One Way ANNOVA Test with Different Demographical Variables

Independent Sample Test

Independent sample t-test was conducted to know the effects gender and occupation. The results are discussed here.

Gender: The respondents were inquired the views on police service. The vision given were effectiveness of APF (0.007), human resources development and capacity enhancement policy and plan (0.042), relationship between citizens and police (0.024), resource allocation (0.002) and status of morale (0.000) are spastically significant

difference. It shows that there is no effect due to the gender. However, career development plan; effectiveness of NP; level of team spirit and cohesiveness among officer; situation of cooperation and coordination among security agencies in the field and status of policing program were effects of gender prospective.

Occupation: Similarly, view on effectiveness of APF (0.000), effectiveness of NP(0.000), human resources(0.000), relationship between citizen and police (0.000) and resource allocation (0.004) are statically significant difference and career development plan; level of team sprit; situation of cooperation and coordination; status policing and program; status of morale are not statistically significant difference. It indicates that there is no effect of occupation on views on police service.

One Way ANOVA Test

One way ANNOVA test was conducted to know the effects of age, education, service faculty and designation. The results of ANNOVA test are discussed here.

Age: Due to the age of the respondents views on police service on career development plan (0.004), effectiveness of NP(0.010), level of team spirit (0.029) and resource allocation (0.015) are statically significant difference rest are not statistically significant difference.

Education: Due to the level of education there is on career development plan (0.013). However, and rests are not statistically significant difference.

Service Nature: Due to the service nature on level of team spirit (0.475); situation of cooperation and cohesiveness among officers (0.377) are not statistically significant difference and rest are statistically significant difference.

Designation: Due to the group of designation there is effect on career development plan (0.028), effectiveness of APF (0.012), human resource development (0.000), relationship between the citizen and the police (0.007), resource allocation (0.013), and status of policing and program (0.031). However, on effectiveness of NP (0.099), level of team spirit (0.257), situation of cooperation and coordination agencies (0.233) and status of morale of police officers (0.896) are effects from the designation.

Key findings from SQ 4

- I. Existing status of public police relation, team spirit, cooperation and coordination among security agencies and officers are poor.
- II. There is found low morale of police officers.
- III. There is poor status of policing and program in the field.

Results on The Role of Different Elements for the Development of Police (Question Number 05)

Q .5 Views on the role of following elements for the development of police leadership in Nepal?

Descriptive Out-put

Table: 4.6: Elements for the Development of Police Leadership in Nepal

Basis	Mean	Median	Std. Deviation	Variance
Professional Trainings	3.85	4.00	.843	.710
Act & Regulation	3.69	4.00	1.014	1.028
Officer's Professional Integrity towards Service				
Himself	3.68	4.00	1.009	1.017
Challenging Job	3.64	4.00	.891	.794
Respect & Recognition of Talent	3.64	4.00	1.036	1.072
Fair Competition & Evaluation	3.62	4.00	1.178	1.387
Educational Level	3.62	4.00	.939	.882
Charismatic leader Situation	3.61	4.00	1.107	1.225
Field Experience	3.57	4.00	1.016	1.033
Division of Labor, Decentralization & Accountability	3.56	4.00	.917	.841
Positive Role & Attitude of Supervisor	3.55	4.00	1.016	1.033
Enthusiasm/Attraction towards Service	3.53	4.00	.982	.965
Organizational Grooming	3.51	4.00	1.003	1.005
Positive Attitude of Subordinate & Staffs	3.50	4.00	1.037	1.075
Career Development	3.45	3.00	.960	.921
The Role of Time, Place & Situation	3.42	4.00	.987	.974
Blessing from Political Power Centre	3.42	4.00	1.381	1.908
Money	3.41	4.00	1.306	1.706
Organizational Behavioral Culture	3.38	3.00	.950	.902
Job Security	3.26	3.00	1.066	1.136
Inspired by previous philosophy and role model	3.17	3.00	.966	.934
Socio-Culture Background	3.12	3.00	.945	.894
Luck	2.55	2.00	1.178	1.388
By birth	2.34	2.00	1.091	1.190
Grand Mean of the Series	3.42			

Source: Self Compiled

Table 4.6 presents the mean values, standard deviation and variance status of respondents on the question number 5, which summarizes that the average status of respondent rating on the existing status on various aspects. Where the mean values of the series is 3.42 and highest mean values is 3.85 (professional training), followed by 3.69 (Act and regulations) and 3.68 (Officer's Professional Integrity towards Service Himself). Out of 24 variables in this series money; organizational behavioral, cultural; job security, inspired by previous philosophy and role model, socio-cultural background, luck and by birth are below the mean values of the series, whereas list mean values of the series is 2.34 (by birth). In the question number five there were 24 variable selected in survey questionnaires. The status is placed in merit on the basis of mean values in descriptive part, gradually. For the cross-tab purpose top five and least five were taken.

Cross-tab With Different Demographical Key Variables on Top Five Basis of Police Leadership

Table 4.7: Crosstab with Top 5 Basis of QN 05

Basis	Mean
Professional Trainings	3.85
Act & Regulation	3.69
Officer's Professional Integrity towards Service Himself	3.68
Challenging Job	3.64
Respect & Recognition of Talent	3.64

Source: Self Complied

Table 4.7 presents status of top five variables which were rated with highest mean in the series where, professional training in first position with mean values 3.85; act and regulation in second with 3.69; officers' professional integrity towards service himself in third with 3.68; both challenging job, respect and recognition of talent in fourth with in fourth with 3.64 and both fair competition, evaluation and educational level are in fifth with 3.62 respectively.

Gender: From the respondents, highest response was 68.3% rated with agreeableness. Due to the gender male 69.0% and female 64.0% with professional trainings; male 71.3%, female 69.4% on act and regulation; male 60.2%, female 54.4% on officer's professional integrity towards service himself; male 62.5%, female 62.6% on

challenging job and male 59.0%, female 47.6% on respect & recognition of talent were rated with agreeableness.

Age: 41-50 (28.0%) age group were the most respondent participate in the survey. Most of them were rated agreeableness in the research. Due to the 41-50 age group showed 68.3% respondents have rated with professional trainings; 71.1% with act and regulation; 63.3% officer's professional integrity towards service himself; 66.3% with challenging job; and 57.8% respect & recognition of talent.

Education: On the basis of educational level in response to professional trainings 68.5% from master level as well as 79.1% from PhD level; on act and regulation 69.9% as well as 87.5% from PhD level; on officer's professional integrity towards service himself 60.5% from master level as well as 58.3 from Ph.D level; on challenging job 63.4% master level, 62.5% from Ph.D level; on respect & recognition of talent 58.7% from master level, 54.2% from Ph.D level rated with agreeableness. Regarding the educational level more participated were form master level.

Occupation: On professional trainings 64.85% public/private, 77.2% security officer concern; on act and regulation 8.7% public/private, 76.9% security officer concern; on officer's professional integrity towards service himself 51.8% public/private 77.5% security officer concern; on challenging job 56.9% public/private, 75.9% security officer concern and on respect & recognition of talent 52.7% public/private and 69.9% security officers have rated with agreeableness. In the research 71.9% public/private and 28.1% security officers were participated in the survey.

Designation: Out of the total respondents 473 mentioned their designation in the questionnaire. Highest participation was from gazette second class, 69.6%. On the basis of designation for the career development plan 55.0% second class officers and 82.6% junior officers have rated have rated with very poor/poor. On professional trainings 71.4% second class, 79.7% first class and 79.5% special class; on act and regulation 69.5% second class, 83.6% first class and 89.7% special class; on officer's professional integrity towards service himself 71.3% second class, 77.2% first class and 74.4% special class; on challenging job 71.4% second class, 81.0% first class and 76.9% special class;

on respect & recognition of talent 67.0% second class, 69.6% first class and 71.8% special class have rated with agreeableness.

Cross-tab with Different Demographical Key Variables on Least Five Basis of Police Leadership

Table 4.8: Least 5 Basis of the Police Leadership

Basis	Mean
Job Security	3.26
Inspired by previous philosophy and role model	3.17
Socio-Culture Background	3.12
Luck	2.55
By birth	2.34

Source: Self Complied

Table 4.8 presents, the least five are job security (3.26), inspired by previous philosophy and role model (3.17), socio-culture background (3.12), luck (2.55) and by birth (2.34) which are presented below gradually.

Gender: From the gender prospective 35.7% respondents are in neutral on job Security. In the series of lest response among the male 43.2%; female 50.3%, on inspired by previous philosophy and role model male 37.7%, female 37.4%; on socio-cultural background male 34.7%, female 29.9%; have rated with agree/strongly agree. On luck males 50.8 % and 45.9% female have rated with disagree/strongly disagree. Whereas, 25.9% male and 21.8 female also have rated with agree/strongly agree. On by birth 57.0% males and 64.0% females have rated with disagreement.

Age: 41-50 (28.0%) age group were the most respondent participate in the survey. Most of them were rated agreeableness in the research. Due to the 41-50 age group on job security 45.6% where 37.9% were neutral; on inspired by previous philosophy and role model 38.0% where 38.9% were neutral; on socio-cultural background 34.4% have rated with agree/strongly agree, where 43.4% were neutral. On luck 55.5%; on by birth 55.6% respondents have rated with disagreement.

Education: Highest participant were from master level (48.2%). Out of master level response 42.5% on job security; 35.7% on inspired by previous philosophy and role model; and 33.3% on socio-culture respondents have rated with agreeableness. 54.2%

background on luck and 59.6% on by birth respondents have rated disagreement. 43.6% from total respondents were response neutral.

Occupation: 71.9% public/private and 28.1% security officers were responders in the survey. On the basis of occupation in response to job security 49.6% from security officer and 41.8% from public; on inspired by previous philosophy and role model 47.8% from security officer and 33.6% public; on socio-culture 41.7% respondents from security officer and 31.0% from public have rated with agree/strongly agree. On luck 58.4% security officer, 46.7% public and on by birth 54.5% security officer, 59.55 public respondents have rated disagree/strongly disagree. Whereas, out of total 24.0% were response neutral.

Designation: 473 respondents have declared their designation in this survey. Highest participation was from gazette second class 69.6%. On the basis of designation for the job security 49.5% from second class, 53.2% first class, 33.9% special class; on inspired by previous philosophy and role model 41.3% from second class, 49.4% first class, 33.4% special class and on socio-culture 37.7% from second class, 36.7% first class, 30.8% special class have rated with agreeableness. Likewise, on luck 50.5% second class, 58.3% first class, and 56.4% special class and on by birth 57.3% second class, 55.7% first class, and 53.9% special class respondents have rated with disagreement.

Independent Sample t Test and One Way ANNOVA Test with Different Demographical Variables

Independent Sample t Test

Independent sample t-test was conducted to know the effects gender and occupation. The results are discussed here.

Gender: From the prospective of gender group by respondents the role for the development of police leadership in Nepal with professional trainings (0.014) and money (0.000) are statistically significant difference and rest all are not statistically significant differences on the rating by the respondents of the study.

Occupation: Due to the occupational perspective on elements for the development of police leadership in Nepal by birth (0.367) is not statistically significant difference and rest elements are effects by occupation for development of the police leadership.

One Way ANOVA Test

One way ANNOVA test was conducted to know the effects of age, education, service faculty and designation. The results of ANNOVA test are discussed here.

Age: From the perspective of age group on elements for the development of police leadership in Nepal. Act & Regulation (0.016), blessing from the political power centre (0.070), career development (0.013), challenging job (0.046), charismatic leader situation (0.038), enthusiasm/attraction towards service (0.045), field Experience (0.026) and luck (0.003) are statistically significant deference and rest elements are not statistically significant difference.

Education: Due to the level of education there are no effects on development of police leadership in Nepal.

Service Nature: Due to the nature of service act & regulation (0.162), charismatic leader situation (0.063), educational level (0.090), job security (0.161), luck (0.148) and socio-culture background (0.470) are not effects by service nature and rest elements effect by service nature.

Designation: From the designation perspective, by birth (0.552), educational level (0.155), luck (0.361), and socio-culture background (0.314) are not effects by designation and rests elements are statistically significant difference.

Key findings from SQ 5

- I. Professional training, followed by act and regulations and officer's professional Integrity towards Service Himself are the highly rated factors which are the foundation for development of police leadership.
- II. The survey result also indicates that police leadership development should not be affected by birth, luck, money and blessing from political party.

Results on Addaptation of Leadership Style (Question Number 06)

Q .6a Views on types of leadership style that can be adapted in internal security management in Nepal?

Descriptive Out-put

Table: 4.9: Leadership Style for Adaptation

Leadership Style	Mean	Median	Std. Deviation	Variance
Transformational style	4.08	4.00	.910	.828
Authentic Leadership style	3.96	4.00	.872	.760
Participative/Democratic style	3.93	4.00	.995	.989
Strategic style	3.77	4.00	.998	.996
Task-Oriented Leadership	3.74	4.00	.972	.944
Supportive style	3.68	4.00	.999	.997
Situational Leadership style	3.49	4.00	.973	.947
Grand Mean of the Series	3.49			

Source: Self Complied

Table 7 exhibits the mean values, standard deviation and variance status of respondents on the question number 6a, which summarizes that the average status of respondent rating on the leadership styles to be adapted in the country. The highest mean values of the series are 4.08, whereas series average is 3.49. All leadership styles above the series mean values. Among the top five seven styles of leadership is the transformational style is rated with highest mean value of 4.08 followed by authentic style (3.96) Participative leadership style (3.93), strategic (3.77) and task-oriented style (3.74).

Cross-tab With Different Demographical Key Variables

Gender: Due to the gender male 79.9%; female 72.8% on authentic leadership style; male 80.4%; female 78.3% on participative/democratic style; male 52.6%; female 56.5 % on situational leadership style; male 71.0%; female 62.6% on strategic style; male 64.0%; female 64.7% on supportive style; male 68.3%; female 63.3% on task-oriented style; male 85.6%; female 83.7% on transformational style have rated with agreeableness.(for detail ANNEX D1 to D7).

Age: 41-50 (28.0%) age group were the most respondent participate in the survey. Most of them were rated agreeableness in the research. Due to the 41-50 age group 63.0% with authentic leadership style respondents, 80.7% with participative/ democratic style; 50.5% with situational leadership style; 67.6% with strategic style; 62.7% with supportive style; 67.0% with task-oriented style; 85.0% with transformational style have rated with agreeableness. (for detail ANNEX D8 to D14).

Education: 48.2% were participant from master level in the survey. Out of master level 79.0% with authentic leadership style, 82.6% with participative/ democratic style; 53.6% with situational leadership style 73.3% with strategic style; 64.9% with supportive style; 70.3% with task-oriented style; 86.5% with transformational style have rated with agreeableness.(for detail ANNEX: D15 to D21).

Occupation: On the perspective of occupation in response to authentic leadership style was 76.8 0% public, 84.35% security; on participative/ democratic style was 78.1% public, 85.2% security; on situational leadership style was 53.1% public 53.5% security; on strategic style was 66.1% public 79.8% security; on supportive style was 62.6% public 68.0% security; task-oriented style was 64.2% public, 76.6% security; on transformational style was 83.3% public and 90.1% security respondents have rated with agreeableness. (for detail ANNEX: D22 to D28).

Designation: Out of the total respondents 473 mentioned their designation in the questionnaire. Highest participation was from gazette second class, 69.6%. On the basis of designation in response to authentic leadership style 82.2% from second class, 87.3% first class, 87.2% special class; on participative/ democratic style 82.2% from second class, 81.0% first class, 92.3% special class; on situational leadership style 56.4% from second class, 48.1% first class, 56.4% special class; on strategic style 73.7% from second class, 82.3% first class, 69.3% special class; on supportive style 64.6% from second class, 72.2% first class, 69.3% special class; on task-oriented style 70.0% from second class, 77.2% first class, 69.3% special class; on public, 76.6% security and on transformational style 88.2% from second class, 88.6% first class, 84.6% special class respondents have rated with agreeableness.(for detail ANNEX: D29 to D35).

Independent Sample t-Test and One Way ANNOVA Test with Different Demographical Variables

Independent Sample t-test

Independent sample t-test was conducted to know the effects gender and occupation. The results are discussed here.

Gender: Due to the gender authentic leadership style (0.014) , task-oriented leadership style (0.014) and transformational style (0.015) are affected. However rest all are not effected by gender on the rating by the respondents of the study. (For more detail see ANNEX D36)

Occupation: From the occupation prospective participative/democratic style (0.002), strategic style (0.000), supportive style (0.015), task-oriented (0.001) and transformational style (0.006) are statistically significant difference and the rest leadership styles are not statistically significant difference.(For more detail see ANNEX D37)

One Way ANOVA Test

One way ANNOVA test was conducted to know the effects of age, education, service faculty and designation. The results of ANNOVA test are discussed here.

Age: Due to the age group authentic leadership style (0.026) is statistically significant difference and rest leadership style are not statistically significant differences. (For more detail see ANNEX D38)

Education: From the educational prospective situational leadership style (0.000) and task-Oriented leadership (0.031) are statically significant difference and rest leadership styles are not statically significant difference. .(For more detail see ANNEX D39)

Service Nature: From the prospective of service nature situational Leadership style (0.025), supportive style (0.001), task-oriented style (0.043) and transformational style (0.009) are statically significant difference and the rest leadership style are not statically significant difference. (For more detail see ANNEX D40)

Designation: Due to the designation prospective, supportive style (0.344) and transformational style (0.100) are not statically significant difference and rest leadership styles are statically significant difference. (For more detail see ANNEX D41)

Key findings from SQ 6a

- I. Overall, most people are expecting a lot from police administration for adaptation of transformational leadership followed by participative/democratic, authentic and strategic models which were rated with highest ratings respectively.
- II. Security sector respondents are in favour of transformational style, strategic style authentic leadership style, participative/ democratic style, task-oriented style
- III. Highly educated respondents are in favour of transformational, participative/ democratic style strategic and task-oriented leadership style.
- IV. Higher designators are in favour of authentic leadership, participative/ democratic style, and transformational style.
- V. Female are in favour of transformational and participative/ democratic
- VI. Youth are in favour of transformational and participative/ democratic style

Results on Question Number 06 (Policing Style)

Result on Adaptation of Policing Style

Q .6b Views on types of policing styles that can be adapted in internal security management in Nepal?

Descriptive Out-put

Table 4.10: Major Policing for Adaptation

Major Policing	Mean	Median	Std. Deviation	Variance
Intelligence Led Policing	4.03	4.00	.903	.816
Community/Police Public Partnership Policing	3.88	4.00	1.060	1.124
Problem Solving Policing	3.87	4.00	.904	.817
Proactive Policing	3.86	4.00	.975	.951
Integrated Policing	3.41	4.00	1.051	1.105
Reactive Policing	3.33	3.00	1.008	1.016
War & Terror Policing	2.54	3.00	1.160	1.346
<i>Average Mean of the Series</i>	3.56			

Source: Self Complied

Table 4.10 exhibits the mean values, standard deviation and variance status of respondents on the question number 6b, which represents that the average status of respondent rating on the policing styles to be adapted in the country. The mean value of the series is 3.56. The highest mean values of the series are 4.03 among the seven styles of policing is the transformational style which is rated with highest mean value of 4.08 followed by 3.88 community/police public partnership style, 3.87 problem solving style, 3.86 proactive policing and these are above the mean value of the series. Rest is below the series mean value. The least mean value in the series is 2.54 for war and terror style of policing.

Cross-tab with Different Demographical Key Variables

Gender: Due to the gender 78.3% male 82.3% female with community/police public partnership policing style; 51.8 % male, 55.1%; female with integrated policing; 86.5% male, 86.5% female with intelligence-led policing; 71.8% male 70.1% female with proactive policing; 71.1% male 74.8% female with problem solving policing style and 44.1% male, 46.6% female with reactive policing style have rated with agreeableness. However, 45.1% male 46.2% female with war and terror policing style have rated with disagreement. (for detail ANNEX D42 to D48).

Age: 28% respondents were from 41-50 age group in the survey. Out of 41-50 age group 81.7% with community/police public partnership policing style; 51.8% with integrated policing; 87.2% with on intelligence-led policing; 74.6% with proactive policing; 72.0% with problem solving policing; 45.3% with reactive policing have rated with agreeableness. However, 49.2% with war and terror policing style have rated with disagree/strongly disagree (for detail ANNEX D49 to D55).

Education: 48.2% were the highest participant from master level. Out of master level in response to community/police public partnership policing style 82.0%; on integrated policing 54.2%; on intelligence-led policing 89.2%; on proactive policing 74.2%; on problem solving policing style 72.7% and on reactive policing 41.5% have rated with agreeableness. However war and terror policing style 48.6% have rated with disagree/strongly disagree. Regarding the education master level is the highest participated in the survey. (for detail ANNEX D56 to D62).

Occupation: On the basis of occupational response to community/police public partnership policing style 78.3% public, 80.4% security; on integrated policing 50.8% public, 55.7% security; on intelligence-led policing 84.8%; on proactive policing 78.3%; on public, 80.2% security; on problem solving policing 71.7% public, 71.2% security and on reactive policing 44.9% public, 56.1% security have rated with agreeableness. However, on war and terror policing style 44.9% public and 52.3% security respondents have rated with disagree/strongly disagree (for detail ANNEX D63 to D69).

Designation: 473 respondents were declared their designation in this survey. Highest participation was from gazette second class, 69.6%. On the basis of designation in response to community/police public partnership policing style 80.5% from second class, 86.0% first class, 87.9% special class; on integrated policing style 50.5% from second class, 59.5% first class, 58.9% special class; on intelligence-led policing 88.1% from second class, 92.4% first class, 92.3% special class; on proactive policing 76.4% from second class, 83.5% first class, 87.2% special class; on problem solving policing style 72.7% from second class, 83.5% first class, 87.2% special class; and on reactive policing 46.8% from second class, 37.9% first class, 68.4% special class have rated with agree/strongly agree. Whereas on war and terror policing style 46.8% from second class, 55.6% first class and 56.1% special class have rated with disagree/strongly disagree (for detail ANNEX D70 to D76).

Independent Sample t Test and One Way ANNOVA Test with Different Demography

Independent Sample Test

Independent sample t-test was conducted to know the effects gender and occupation. The results are discussed here.

Gender: From the gender prospective showed all leadership styles are not statistically significant difference. (For more detail see ANNEX D77)

Occupation: From the occupational prospective, proactive policing (0.002) and war and terror policing (0.012) are statistically significant difference and rest policing style are not statistically significant difference. (For more detail see ANNEX D78)

One Way ANOVA Test

One way ANNOVA test was conducted to know the effects of age, education, service faculty and designation. The results of ANNOVA test are discussed here.

Age: From the age prospective, intelligence led policing (0.014) is statistically significant deference and rest policing style are not statistically significant difference. (For more detail see ANNEX D79)

Education: From the educational prospective, intelligence-led policing (0.023) and proactive policing (0.000) are statically significant difference and the rest policing style are not statically significant difference. (For more detail see ANNEX D80)

Service Nature: From the service nature prospective, integrated policing style (0.023), proactive policing style (0.022) and war-terror policing style (0.000) are statically significant difference and rest policing style are not statically significant difference. (For more detail see ANNEX D81)

Designation: From the designation prospective, proactive policing style (0.003) is statically not significant difference and rest are statically significant difference. (For more detail see ANNEX D82)

Key findings from SQ 6b Policing

- I. The need of system based policing like 'intelligence-led'; 'police public partnership', and 'proactive' respectively.
- II. Most security respondents are in favour of 'police public partnership policing.
- III. Reactive policing role is still important in developing country like Nepal.
- IV. The lowest rating is on the War and Terror with mean value 2.54 and reactive policing is rated with mean values 3.33 which are indicating the psychology of people against the terrorism and GUNDAISM. People hate the crime and criminal activities
- V. Highly educated respondents are in favor of 'intelligence-led'; 'police public partnership', and 'proactive' respectively. Higher designators are in favor of authentic leadership, participative/ democratic style, and transformational style.
- VI. Female are in favour of transformational and participative/ democratic
- VII. Youth are in favour of transformational and participative/ democratic style

Results on Existing Traits of Armed Police Force Leaderships (Question Number 07)

Q. N. 7 Views on Existing Traits of Armed Police Force Leaderships?

Descriptive Out-put

Table 4. 11: Existing Traits of Armed Police Force Leaderships

Descriptive	Mean	Median	Std. Deviation	Variance
Stressful	3.52	4.00	1.195	1.428
Status Quo	3.41	4.00	1.286	1.654
Suspicious	3.31	3.00	1.234	1.523
Egoistic	3.23	3.00	1.254	1.573
Flexible	3.21	3.00	1.358	1.845
Pretending	3.20	3.00	1.314	1.728
Intelligent & Educated	3.15	3.00	1.339	1.792
Prejudiced	3.14	3.00	1.456	2.120
Willingness to take Risk	3.14	3.00	1.169	1.367
Mentally & Physically fit	3.09	3.00	1.232	1.518
Corrupted	3.02	3.00	1.445	2.087
Knowledge of ICT (Information, Communication & Technology)	2.99	3.00	1.052	1.106
Courageous & Committed	2.99	3.00	1.258	1.584
Alcoholic	2.97	3.00	1.426	2.033
Good communicator	2.96	3.00	1.052	1.106
Insensitive	2.93	3.00	1.167	1.362
Resistant to change	2.93	3.00	1.165	1.357
Conspirator	2.91	3.00	1.400	1.960
Creative & innovator	2.91	3.00	.979	.958
Amoral	2.91	3.00	1.354	1.832
Open Minded	2.90	3.00	1.033	1.067
Discipline & Hard worker	2.86	3.00	1.464	2.143
Leaders believe in the ability of their subordinates	2.86	3.00	1.064	1.133
Honesty & integrity	2.78	3.00	1.385	1.917
Asocial	2.78	3.00	1.376	1.895
Officer Behavior	2.76	3.00	1.374	1.889
Tolerance Love	2.76	3.00	1.186	1.407
Will Power to persist to work hard	2.76	3.00	1.335	1.782
Managing organizational stress	2.73	3.00	1.241	1.541
Care, Command & Control of Staffs	2.72	3.00	1.332	1.774
Sense of humanity & Value Oriented	2.71	3.00	1.196	1.431
Quality in work	2.71	3.00	1.385	1.918
Adaptability	2.70	3.00	1.329	1.765
Lead by Example	2.67	3.00	1.266	1.602
Polite	2.67	2.00	1.383	1.912
Trustworthy	2.66	3.00	1.249	1.560
Knowledge of Criminology, Sociology & Psychology	2.66	2.00	1.409	1.986

Status Consciousness	2.63	3.00	1.362	1.856
Emotional stability and maturity	2.63	3.00	1.348	1.817
Enthusiastic & Visionary	2.63	3.00	1.308	1.711
Ability/Courage to take Ethical decisions	2.62	3.00	1.290	1.664
Trained to lead a force	2.62	3.00	1.406	1.976
Loyal to law and People	2.61	2.00	1.372	1.882
Socialization Skill	2.60	2.00	1.407	1.980
Responsible & Accountable	2.57	3.00	1.302	1.694
Inspiring Leadership	2.57	3.00	1.272	1.619
Team Spirit Co-Operation	2.46	2.00	1.390	1.933
Exceptional Quality	2.38	2.00	1.217	1.480
Capacity for abstract thought	2.37	2.00	1.205	1.453
Grand Mean of the Series	2.84			

Source: Self Compiled

Table 4.11 presents the status of Armed Police Administrators' traits as rated by the respondents in Likert's 5 scales. The research was conducted in post conflict transitional and unstable political situation of the country. It exhibits the mean values, standard deviation and variance status of respondents on the question number 7a, which summarizes that the average status of respondent rating on the existing status of the traits of APF leaderships. Where the average mean values of the series is 2.84 and highest mean values is 3.52 for stressful. The top ten highest rated traits of APF officers are stressful (3.52), status Quo (3.41), suspicious (3.31), egoist (3.23), flexible (3.21), pretending (3.20), intelligent and educated (3.15), prejudiced 3.14, willingness to take risk 3.14, mentally and physically fit 3.09 and corrupted (3.02).

Similarly, the ten least traits of APF leaderships rated by the respondents are status consciousness (2.63), emotional stability and maturity (2.63), enthusiastic & visionary (2.63), ability/courage to take ethical decisions (2.62), trained to lead a force (2.62), loyal to law and people (2.61), socialization Skill (2.60), responsible & Accountable (2.57), inspiring leadership (2.57), team spirit cooperation (2.46), exceptional quality (2.38), and capacity for abstract thoughts 2.37, which is the least mean value of the series out of 49 traits.

Cross-tab with Different Demographical Key Variables on Top Five Traits of APF Leaderships

Table 4.12: Top Five Traits of APF Leaderships

The quality and Characteristics	Mean
Stressful	3.52
Status_Quo	3.41
Suspicious	3.31
Egoistic	3.23
Flexible	3.21

Source: Self Complied

Table 4.12 shows the top five traits of APF leaderships on the basis of highest rating by the respondents of the survey.

Gender: Due to the gender 54.7% male, 51.0% female with stressful; 53.7% % male, 49.0%; female on status-quo; 45% male, 40.1% on suspicious; 45.7% male, 34.% female on egoistic and 47.0% male, 34.7% female on flexible have rated with mostly/fully. (for detail ANNEX D83 to D87).

Age: 28% respondents were from the 41-50 age groups which are highest participation in the survey. Out of 41-50 group 60.1% on stress; 53.0% on status-quo; 47.6% on suspicious; 47.0% on egoistic and 46.0% on flexible have rated with mostly/fully (for detail ANNEX D88 to D92).

Education: 48.2% respondents were from master level in the survey. Out of master level education 55.4% on stressful; 52.1%on status-quo; 43.2%on suspicious; 43.50% on egoistic and 43.0% on flexible have rated with mostly/fully (for detail ANNEX D93 to D97).

Occupation: From the occupational prospective, 50.7% public, 62.2% security on stressful; 52.8% public, 53.5% security on status-quo; 41.6 %on suspicious; 41.43% public, 51.2% security on egoistic; and 38.8% public, 62.1% security on flexible have rated with mostly/fully. (for detail ANNEX D98 to D102).

Designation: 473 respondents have response their designation in this survey. The highest participation was from gazette second class, 69.6%. Out of second class 51.4% second class, 59.5% first class, 68.7% special class on stressful; quo52.7 % second class,

56.9% first class, 48.5% special class on status-; 45.6 % second class, 56.9% first class, 28.2% special class on suspicious; 44.0% from second class, 49.4% first class 4 6.2% special class on egoistic; 56.4 % second class, 56.9% first class, 66.7% special class on flexible have rated with mostly/fully (for detail ANNEX D103 to D107).

Cross-tab with Different Demographical Key Variables on Least Five Traits of APF Leaderships

Table 4.13: Least Five Rated for Traits of APF Leaderships

The quality and Characteristics	Mean
Responsible & Accountable	2.57
Inspiring Leadership	2.57
Team Spirit Co-Operation	2.46
Exceptional Quality	2.38
Capacity for abstract thought	2.37

Source: Self Complied

Table 4.13 shows the least five traits of APF leaderships on the basis of lowest rating by the respondents of the survey .It presents the status of Armed Police Administrators' five least rated traits as rated by the respondents in Likert's 5 scales. The research was conducted in post conflict transitional and unstable political situation of the country. One of the least rated traits is capacity for abstract thought with mean values 2.37 where the 5th is responsibility and accountability with 2.57. Whereas, the highest mean value in the series of 49 traits was 3.52.

Gender: Due to the gender 48.9% male, 53.0% female with responsible and accountable; 46.8% male, 46.9% female have rated with moderately or mostly. 51.2% male, 45.6% female on team spirit co-operation; 53.0% male, 61.1% female on exceptional quality and 59.6% male, 50.3% female on capacity for abstract thought have rated with a little/not at all. (for detail ANNEX D108 to D112).

Age: 28% respondents were from the 41-50 age groups which are highest participation in the survey. Out of 41-50 group. The study presents that on responsible and accountable 48.6%; on inspiring leadership 47.0%; on team spirit co-operation 48.3%; on exceptional quality 54.9% and on capacity for abstract thought 62.1% have rated with with a little /not at all (for detail ANNEX D113 to D117).

Education: 48.2% respondents were from master level in the survey. Out of master level education on responsible and accountable 46.1%; on inspiring leadership 47.7%; on team spirit co-operation 50.1%; on exceptional quality 55.9% and on capacity for abstract thought 58.7% have rated with a little /not at all (for detail ANNEX D118 to D122).

Occupation: From the occupation prospective, 52.7% public and 40.7% security officer have rated with moderately/fully to responsible and accountable, 54.8% security officer respondents of the same series have rated a little/not yet all. 49.3% public and 42.7% security officer on inspiring leadership; 50.3% public and 50.9% security officer on team spirit co-operation; 53.1% public and 56.7% security officer on exceptional quality; 55.4% public and 68.% security officer on capacity for abstract thought have rated with a little /not at all. (for detail ANNEX D123 to D127).

Designation: 473 respondents have response their designation in this survey. The highest participation was from gazette second class, 69.6%. Out of declared designation 46.3% from second class, 60.8% first class and 51.2% special class on responsible and accountable have rated with a little /not at all. 49.1% from second class, 51.9% first class, 51.3% special class on inspiring leadership have rated with moderately/mostly. 47.8% from second class, 53.2% first class, 53.8% special class on team spirit co-operation; 55.5% from second class, 65.8% first class, 61.6% special class on exceptional quality and 61.4% from second class, 67.1% first class, 64.1% special class on capacity for abstract thought have rated with a little /not at all(for detail ANNEX D128 to D132).

Independent Sample t Test and One Way ANNOVA Test With Different Demographical Variables on Traits of APF Leaderships

Independent Sample Test

Independent sample t-test was conducted to know the effects gender and occupation. The results are discussed here.

Gender: Due to the gender prospective, the query showed most traits are not statistically significant difference. Where, Ability/courage to take ethical decisions (0.005); adaptability (0.042); creative innovation (0.045); discipline & hard worker

(0.048), egoistic (0.35), enthusiastic and visionary(0.016); exceptional quality (0.001); flexible (0.024); knowledge of ICT (0,023); managing organizational stress (0.009); mentally & physically fit (0.021), sense of humanity & value oriented (0.029); socialization skill (0.017); status Consciousness (0.026); trustworthy (0.001); will Power to persist to work hard (0.025) are statistically significant difference and rest are not statistically significant difference.(For more detail see ANNEX D133)

Occupation: Due to the occupation, the query shows that care, command & Control of Staffs (0.068); courageous & committed (0.905); discipline & hard worker (0.082); good communicator (0.863); knowledge of criminology, sociology & psychology (0. 628,; knowledge of ICT (0.847); leaders believe in the ability of their subordinates (0. 886); responsible & accountable (0.061) and willingness to take risk (0.248) are not statistically significant difference and rest are statistically significant difference.(For more detail see ANNEX E9b). Regarding the occupation respondents 71.9% were public/private respondents and 28.1 were from the security officers. (For more detail see ANNEX D134)

One way ANOVA Test With Different Demography

One way ANNOVA test was conducted to know the effects of age, education, service faculty and designation. The results of ANNOVA test are discussed here.

Age: From the age prospective adaptability (0.002); Asocial (0.019); conspirator (0.009); creative & innovator (0.014); exceptional quality (0.030); intelligent & educated (0.026); knowledge of criminology, Sociology & psychology(0.010); socialization Skill (0.044); will power to persist to work hard (0.010) are statistically significant difference and the rest traits are not statistically significant difference deference.(For more detail see ANNEX D135)

Education: From the educational level, socialization skill (0.003); tolerance love (0.018); trustworthy (0.033) and will power to persist to work hard (0.202) are statistically significance rest traits are not statistically significant difference. (For more detail see ANNEX D136)

Service Nature: From the service nature prospective, open minded (0.004); prejudiced (0.036); quality in work (0.014); responsible & accountable (0.009); sense of humanity & Value Oriented (0.010); socialization skill (0.000); Status Consciousness (0.027) ; trustworthy (0.000); will power to persist to work hard (0.001) and willingness to take risk (0.004) are statistically significance rest traits are not statistically significant difference deference.(For more detail see ANNEX D137)

Designation: Due to the designation, adaptability (0.072); Asocial (0.049); care, command & control of Staffs (0.012); conspirator (0.000); corrupted (0.004); creative & innovator (0.052); emotional stability and maturity (0.003); flexible(0.005) ,inspiring leadership (0.054); knowledge of Criminology, Sociology & Psychology (0.012); open minded (.006); polite(0.009); pretending(0.034); responsible & accountable(0.024); socialization skill (0.000); Suspicious (0.034); will power to persist to work hard (0.036); and willingness to take risk (0.023) are statistically significance rest traits are not statistically significant difference deference.(For more detail see ANNEX D138)

Results on Existing Traits of Nepal Police (Question Number 07b)

Q. N. 7 Views on Existing Traits of Nepal Police

Descriptive Out-put

Table 4. 14: Existing Traits of Nepal Police Leaderships

Descriptive	Mean	Median	Std. Deviation	Variance
Suspicious	3.52	4.00	1.194	1.425
Stressful	3.47	4.00	1.142	1.303
Status_Quo	3.34	3.00	1.276	1.629
Egoistic	3.29	3.00	1.290	1.665
Pretending	3.22	3.00	1.284	1.647
Alcoholic	3.18	3.00	1.297	1.683
Prejudiced	3.16	3.00	1.274	1.622
Corrupted	3.15	3.00	1.334	1.778
Asocial	3.14	3.00	1.459	2.130
Flexible	3.12	3.00	1.253	1.570
Knowledge of Criminology, Sociology & Psychology	3.02	3.00	1.394	1.943
Amoral	2.95	3.00	1.337	1.788
Socialization Skill	2.93	3.00	1.105	1.220
Willingness to take Risk	2.93	3.00	1.257	1.581

Intelligent & Educated	2.92	3.00	1.192	1.421
Mentally & Physically fit	2.91	3.00	1.160	1.347
Status Consciousness	2.90	3.00	1.122	1.258
Discipline & Hard worker	2.90	3.00	1.276	1.627
Sense of humanity & Value Oriented	2.90	3.00	1.050	1.103
Creative & innovator	2.89	3.00	1.187	1.410
Resistant to change	2.88	3.00	1.184	1.401
Quality in work	2.87	3.00	1.102	1.215
Capacity for abstract thought	2.87	3.00	1.289	1.661
Trained to lead a force	2.87	3.00	1.242	1.543
Responsible & Accountable	2.86	3.00	1.032	1.066
Officer Behavior	2.84	3.00	1.276	1.628
Tolerance Love	2.80	3.00	1.037	1.075
Good communicator	2.78	3.00	1.425	2.031
Open Minded	2.78	3.00	1.359	1.846
Team Spirit Co-Operation	2.75	3.00	1.167	1.362
Insensitive	2.75	3.00	1.277	1.630
Courageous & Committed	2.74	3.00	1.227	1.506
Managing organizational stress	2.74	3.00	1.172	1.375
Ability/Courage to take Ethical decisions	2.74	3.00	1.147	1.315
Care, Command & Control of Staffs	2.70	3.00	1.169	1.366
Loyal to law and People	2.70	3.00	1.262	1.593
Polite	2.69	2.00	1.338	1.790
Honesty & integrity	2.67	3.00	1.359	1.846
Emotional stability and maturity	2.66	3.00	1.261	1.591
Knowledge of ICT (Information, Communication & Technology)	2.66	3.00	1.309	1.713
Will Power to persist to work hard	2.63	3.00	1.101	1.211
Trustworthy	2.63	3.00	1.197	1.434
Conspirator	2.62	3.00	1.319	1.741
Inspiring Leadership	2.62	3.00	1.354	1.833
Adaptability	2.61	3.00	1.268	1.607
Enthusiastic & Visionary	2.59	3.00	1.241	1.540
Leaders believe in the ability of their subordinates	2.54	2.00	1.216	1.479
Lead by Example	2.51	2.00	1.317	1.735
Exceptional Quality	2.48	2.00	1.280	1.639
Average Mean of the Series	2.86			

Source: Self Complied

Table 4.14 exhibits the mean values, standard deviation and variance status of respondents on the question number 7b, which summarizes that the average status of respondent rating on the existing status of the traits of APF leaderships. Where the mean values of the series is 2.86. The top ten highest rated traits of NP suspicious (3.52) the highest mean values), leaders are stressful (3.47), status Quo (3.34), egoist (3.29), pretending (3.22), alcoholic (3.18), prejudiced (3.16), corrupted (3.15), asocial (3.14) and flexible (3.12), the least mean value in the series. Similarly, the ten least traits of NP leaderships rated by the respondents are honest and integrity(2.67), emotional stability

and maturity (2.66), Knowledge of ICT (2.66), will power to persist to work hard (2.63), trustworthy (2.63), conspirator (2.62) inspiring leadership (2.62), adaptability (2.61), enthusiastic & Visionary (2.59), leaders believe in the ability of their subordinates (2.54), lead by example (2.51), exceptional quality (2.38), and exceptional quality 2.48, which is the least mean value of the series out of 49 traits.

In both police leadership the most existing negative traits are prevails in highest rated positions whereas, good traits are in least position. It reveals people expect good traits however negative traits are prevailing and agendas for reformation.

Cross-tab with Different Demographical Key Variables on Top Five Traits of Nepal Police Leaderships

Table 4.15: Top five Traits of Nepal Police Leaderships

The Qualities and Characteristics	Mean
Suspicious	3.52
Stressful	3.47
Status Quo	3.34
Egoistic	3.29
Pretending	3.22

Source: Self Compiled

Table 4.15 shows the top five traits of Nepal Police leaderships on the basis of highest rating by the respondents of the survey.

Gender: Due to the gender 54.3% male, 54.5.0% female on suspicious; 54.9% male, 55.60% female on stress male; 50.8% male, 56.50%; female on status-quo; 49.4% male, 34.0% female on egoistic and 44.3% male, 40.1% female on pretending have rated with mostly/fully (for detail ANNEX D139 to D143).

Age: 28% respondents were from the 41-50 age groups which are highest participation in the survey. Out of 41-50 group 59.5% on suspicious; 60.4% on stress; 52.4% on status-quo; 49.6% on egoistic; 49.2% on pretending have rated with mostly/fully. (for detail ANNEX: D144 to D148).

Education: 48.2% respondents were from master level in the survey. Out of master level education on suspicious 52.1%; on stress 52.7%; on status-quo 50.8%; on egoistic 45.3%; on pretending 40.7% have rated with mostly/fully (for detail ANNEX: D149 to D153).

Occupation: From the occupation prospective, 55.3% public and 57.7% security officers on suspicious; 52.1% public and 57.7% security officer on stress; 46.9% public and 54.1% security officers on status-quo; 45.1% public, 53.5% security officer on egoistic and 42.% public and 49.0% security officer on pretending have rated with mostly/fully. Regarding the occupation respondents 71.9% were from public/private and 28.1% were from security officers. (for detail ANNEX: D154 to D158).

Designation: 473 respondents have response their designation in this survey. The highest participation was from gazette second class 69.6%. Out of declared designation 54.5% from second class, 60.7% first class, 48.7% special class on suspicious; 59.8% from second class, 62.0% first class, 46.2% special class on stress; 47.87 % second class, 57.0% first class, 53.8% special class on status-quo; 47.7% from second class, 50.2% first class 53.9% special class on egoistic and 46.9 % second class, 53.1% first class, 46.1% special class on pretending have rated with mostly/fully. (For more detail see ANNEX D159 to D163).

Cross-tab with Different Demographical Key Variables on Least Five Traits of Nepal Police Leaderships

Table 4.16: Least Five Traits of Nepal Police Leaderships

The Qualities and Characteristics	Mean
Adaptability	2.61
Enthusiastic & Visionary	2.59
Leaders believe in the ability of their subordinates	2.54
Lead by Example	2.51
Exceptional Quality	2.48

Source: Self Compiled

Table 4.16 shows the least five traits of Nepal Police leaderships on the basis of lowest rating by the respondents of the survey. It presents the status of Nepal Police administrators' five least rated traits as rated by the respondents in Likert's 5 scales. The research was conducted in post conflict transitional and unstable political situation of the country. One of the least rated traits is exceptionality quality thought with mean values 2.48 where in the 5th adaptability with 2.61 is. Whereas, the highest mean value in the series of 49 traits was 3.52.

Gender: Due to the gender, the study presents that on adaptability 40.1% male have rated with a little/ not at all whereas, 31.9% female of the same series have rated with mostly or fully. On enthusiastic & visionary 46.1% male, 46.9% female; on leaders believe in the ability of their subordinates 52.4% male, 47.6% female; on lead by the example 55.4% male, 55.8% female and on exceptional quality 52.5% male, 51.1% female have rated with a little /not at all. (for detail ANNEX D164 to D168).

Age: 28% respondents were from the 41-50 age groups which are highest participation in the survey. Out of 41-50 group 41.8% on adaptability; 46.3% on enthusiastic & visionary; 51.8% on leaders believe in the ability of their subordinates; 55.0% on lead by example and 53.0% on exceptional quality have rated with a little /not at all. (for detail ANNEX D169 to D173).

Education: 48.2% respondents were from master level in the survey. Out of master level education 32.9% to adaptability have rated with mostly/fully, whereas 38.7%; have rate with a little/ not at all. 46.9% with enthusiastic & visionary, 54.5% with leaders believe in the ability of their subordinates; 57.40% with lead by example and 54.90% with exceptional quality have rated with a little /not at all (for detail ANNEX D174 to D178).

Occupation: From the occupation prospective, 38.1% public and 41.0% security officer to adaptability have rated with a little /not at all. On enthusiastic & visionary 48.2% public have rated with a little /not at all whereas, 42.0% security officer have rated with mostly/ fully. 53.8% public, 46.8% security officers on leaders believe in the ability of their subordinates; 57.3% public, 51.0% security officer on lead by example and 51.5% public, 54.8% security officer on exceptional quality have rated with a little /not at all. Regarding the occupation respondents 71.9% were from public/private and 28.1% were from security officers. (for detail ANNEX D179 to D183).

Designation: 473 respondents have response their designation in this survey. The highest participation was from gazette second class 69.6%. 53.7% from second class, 41.8% first class and 51.3% special class on adaptability; 40.0% from second class, 49.3% first class and 59.0% special class on enthusiastic & visionary; 43.6% from second

class, 57.0% first class and 51.3% special class on leaders believe in the ability of their subordinates; on lead by example 53.1% from second class, 53.1% first class and 53.8% special class and 49.6% from second class, 59.5% first class, 56.4% special on exceptional quality have rated with a little /not at all (for detail ANNEX D184 to D188).

Above analysis presents the status of both APF and NP administrators' traits as rated by the respondents in Likert's 5 scales. . Almost the result is similar but not the same in the context of the traits of both police officers. The research was conducted in post conflict transitional and unstable political situation of the country. Out of forty nine traits few negative traits like alcoholic, amoral, asocial, corrupted, egoistic, prejudiced, pretending, stressful, status-quo, were examined and rest were positive traits in survey questionnaire. Almost out of ten traits seven negative traits have been occupied the position with highest rating with the mean value 3.02 to 3.52 in the series as remarked 'moderately to mostly'. Serial numbers from 12 to 21 are almost 'moderately' rating with mean vale 2-90 to 2.99. Rests are in 'a little to moderately' with mean value range from 2.37 to 2.86As in Table 7, the Table 8 also presents the status of Nepal police Administrators' traits.

Out of ten traits nine negative traits have been occupied the position with highest rating with the mean value 3.02 to 3.52 in the series as remarked 'moderately to mostly'. Whereas Serial no 12 to 19 have been rated 'moderately' with mean value 2.90 to 2.95. Rest are rated 'a little to moderately' with mean value ranging from 2.48 to 2.89. The situation in both Tables 7 and 8 present that the quality, which must be on the merit list for a good leadership has not been rated on top but on the lastly possessed by police officers. This signifies that both national police forces have to do a lot of efforts in developing the good traits sincerely. The result of the rating can be the firmed feed back to the stakeholders and all the rank and files of national police forces.

Independent Sample t Test and ANOVA with Key Demography on Traits of Nepal Police Leaderships

Independent Sample Test

Independent sample t-test was conducted to know the effects gender and occupation. The results are discussed here.

Gender: Due to the gender prospective, the query showed most traits are not statistically significant difference. Where the ability/courage to take ethical decisions (0.000); adaptability (0.048); asocial (0.006); courage and command (0.043); creative and innovator (0.042); egoist (0.001); emotional stability (0.010); polite (0.003); enthusiastic and visionary (0.005); flexible (0.009); knowledge criminology, sociology and psychology (0.027); mentally and physically fit (0.017); polite (0.044); responsible and accountable (0.041); social skill (0.000); status-quo (0.018); and wiliness to take risk (0.033) are statistically significant difference and the rest are not statistically significant difference.(For more detail see ANNEX D189)

Occupation: Due to the occupation prospective, the query showed most traits are statistically significant difference. However, trained to lead force (0.266) is not statistically significant difference and the rest traits are statistically significant difference. Regarding the occupation respondents 71.9% were from public/private service and 28.1% were security officers. (For more detail see ANNEX D190)

One Way ANOVA Test

One way ANNOVA test was conducted to know the effects of age, education, service faculty and designation. The results of ANNOVA test are discussed here.

Age: From the age prospective asocial (0.006); capacity for abstract thought (0.036); care, command & control of staffs (0.002); conspirator (0.000); courageous and command (0.014); discipline & hard worker (0.027); insensitive (0.014); knowledge of ICT (0.033); open mind (0.023); resistant to change (0.030); responsible & accountable (0.048); team spirit co-operation (0.048) and willingness to take risk (0.001) are

statistically significant difference and rest are not statistically significant difference.(For more detail see ANNEX D191)

Education: From the educational level, courageous & committed (0.019); lead by example (0.023); leaders believe in the ability of their subordinates (0.007); loyal to law and people (0.032); managing organizational stress (0.003); officer behavior (0.010); pretending (0.009); tam spirit co-operation (0.028); tolerance love (0.006); willingness to take risk (0.004) are statistically significance and the rest are not statistically significant difference deference.(For more detail see ANNEX D192)

Service Nature: From the service nature prospective, alcoholic (0.080); conspirator (0.007); corrupted (0.000); courageous & committed (0.038); creative & innovator(0.018); flexible(0.026)good communicator (0.001); intelligent & educated (0.006); knowledge of criminology, sociology & psychology (0.028) mentally & physically fit(0.002); responsible & accountable (0.029);sense of humanity & value oriented (0.001); socialization skill (0.026); willingness to take risk (0.001) are statistically significant difference rest are not statistically significant difference.(For more detail see ANNEX D193)

Designation: Due to the designation, adaptability (0.026); Asocial (0.000); conspirator (0.000); courageous & committed (0.001); good communicator (0.025); inspiring leadership (0.002); intelligent and educated (0.047); mentally and physically fit (0.033); officer behavior (0.015); polite (0.045) and willingness to take risk (0.000). are statistically significant difference and the rest are not statistically difference.(For more detail see ANNEX D194)

Summary of Chi-squared, Kendal tau and Gamma Test through Cross-tabulation with Various Nature of Nepal Police & Armed Police Force

Table: 1.17: Crosstab With Nature of NP and APF

Variables	Nepal Police		Armed Police Force		Cross Tabulation Result
	Statistics	p-value	Statistics	p-value	
Alcoholic/Amoral					
Chi-squared	909.293	0.000	600.517	0.000	Significant relation between Alcoholic and Amoral nature
Kendal tau	0.142	0.000	0.087	0.002	
Gamma	0.177	0.000	0.109	0.002	

Alcoholic/Asocial	Statistics	p-value	Statistics	p-value	
Chi-squared	511.662	0.000	466.453	0.000	Significant relation between Alcoholic and Asocial nature
Kendal tau	0.084	0.002	0.161	0.000	
Gamma	0.105	0.002	0.199	0.000	
Alcoholic/Corruption	Statistics	p-value	Statistics	p-value	
Chi-squared	771.435	0.000	807.142	0.000	Significant relation between Alcoholic and Corruption nature
Kendal tau	0.152	0.000	0.230	0.000	
Gamma	0.189	0.000	0.281	0.000	
Corruption/Asocial	Statistics	p-value	Statistics	p-value	
Chi-squared	770.190	0.000	613.606	0.000	Significant relation between Corruption and Asocial nature
Kendal tau	0.203	0.000	0.110	0.000	
Gamma	0.254	0.000	0.136	0.000	
Age/Alcohol	Statistics	p-value	Statistics	p-value	
Chi-squared	35.493	0.225	40.628	0.093	Not Significant relation between Age and Alcohol nature
Kendal tau	-0.002	0.945	0.020	0.437	
Gamma	-0.002	0.945	0.025	0.437	
Designation/Alcohol	Statistics	p-value	Statistics	p-value	
Chi-squared	51.324	0.001	42.228	0.017	Not Significant relation between Designation and Alcohol nature
Kendal tau	0.027	0.296	-0.023	0.348	
Gamma	0.038	0.296	-0.033	0.348	

Source: Self compiled

The table 1.17 summarizes the alcoholic behavior of police officer with social approval from respondents. Public does not like alcoholic, corrupt, asocial and amoral behaviors of police administrators. The test indicates that if a police administrator is alcoholic there are significant likelihood towards corruption, amoral, and asocial behaviors.

It indicates relatives of alcoholic behavior with social recognition are displays in table 1.17. The relation between the two is positive.

Key findings from SQ 7

- I. The trait status does not seem sound since the negative traits seem dominant with highest rating-' moderately to mostly', whereas the majority of positive traits are rated with 'a little to moderately'. Moreover, the transformational leadership behavior is dealt with 'a little to moderately', which needs to be

Results on Nepalese Police Officers' Behaviour (Question Number 08)

Q. 8 Views and Rating of the Nepalese Police Officers on the basis of 5Is Behaviour?

Descriptive Output

Table 4.18: Status of Nepalese Police Officers' Behavior on the Basis of '5Is'

Behaviors Style 5 I	Missing %	Not at all %	A little %	Moderately %	Mostly %	Fully %	Total %
Idealized Behaviors	0.74	9.76	34.64	24.76	24.6	5.52	100.00
Inspirational Motivation	1.02	15.89	26.04	26.51	24.87	5.67	100.00
Intellectual Stimulation	0.81	16.94	24.83	26.88	24.66	5.88	100.00
Individualized Consideration	1.64	16.06	24.28	26.39	24.86	6.77	100.00
Idealized Attributes	1.16	17.48	25.82	22.71	23.10	9.74	100.00

Source: Self complied

Table 4.18 the 5Is of Avolio and Bass (1996) was used as a effective tools in the study. The table summarizes that the prevailing status of the transformational behaviors of national police leaderships on the basis of the 28 variable of '5Is' of Avolio and Bass (1996). As per the result in the table highest rating is on Idealized Attributes where 32.84% have rated with mostly/fully whereas least rating was on Idealized Behaviors. Where, 29.8% respondents have rated with mostly/fully. In series 22.71% to 26.88% respondents have rated moderately or neutral.

Descriptive Out-put of all Variables

Table 4.19: Prevailing Transformational Behaviors of Police Leaderships

Descriptive	Mean	Median	Std. Deviation	Variance
Display a sense of power and competence	3.21	3.00	1.297	1.682
Reassure others that obstacles will be overcome	2.97	3.00	1.222	1.493
Specify the importance of having a strong sense of purpose	2.96	3.00	1.047	1.096
Promote self development	2.95	3.00	1.283	1.647
Instill pride in others for being associated with them	2.90	3.00	1.260	1.587
Consider the moral and ethical consequences of decisions	2.89	3.00	1.111	1.234
Seek differing perspectives when solving problems	2.87	3.00	1.171	1.371
Talk enthusiastically about what needs to be accomplished	2.87	3.00	1.161	1.347
Talk optimistically about the future	2.84	3.00	1.192	1.422
Express confidence that goals will be achieved	2.82	3.00	1.202	1.446
Champion exciting new possibilities	2.80	3.00	1.070	1.144

Treat others as individuals rather than just as members of the group	2.76	3.00	1.160	1.346
Provide an exciting image of what is essential to consider	2.75	3.00	1.199	1.439
Encourage non-traditional thinking to deal with traditional problems	2.75	3.00	1.193	1.424
Encourage rethinking those ideas which have never been questioned before	2.75	3.00	1.162	1.351
Spend time teaching and coaching	2.74	3.00	1.231	1.515
Get others to look at problems from many different angles	2.74	3.00	1.210	1.465
Talk about their most important values and beliefs	2.73	3.00	1.138	1.295
Articulate a compelling vision of the future	2.73	3.00	1.190	1.417
Re-examine critical assumptions to questions to question whether they are appropriate	2.71	3.00	1.156	1.337
Help others to develop their strengths	2.71	3.00	1.225	1.501
Listen attentively to others concerns	2.69	3.00	1.206	1.454
Suggest new ways of looking at how to complete assignments	2.69	3.00	1.247	1.556
Go beyond their self-interests for the good for the group	2.65	2.00	1.257	1.580
Act in ways that build others respect	2.63	3.00	1.222	1.493
Talk about the importance of trusting each other	2.58	2.00	1.135	1.288
Take a stand on controversial issues	2.51	2.00	1.125	1.266
Make personal sacrifices for others benefit	2.33	2.00	1.227	1.506
Grand Mean of the Series	2.76			

Source: Self Compiled

Table 4.19 exhibits the mean values, standard deviation and variance status of respondents on the question number 8, which summarizes that the prevailing status of the transformational behaviors of national police leaderships on the basis of the 28 variable of '5Is' of Avolio and Bass (1996). Where the top five rated behaviors are display a sense of power and competence(3.21) the highest mean value in the series, reassure others that obstacles will be overcome (2.97), specify the importance of having a strong sense of purpose (2.96), promote self development (2.95), and instill pride in others for being associated with them (2.90).

Similarly, the five least behaviors are 'go beyond their self-interests for the good for the group (2.65)', 'act in ways that build others respect (2.63)', 'talk about the importance of trusting each other (2.58)', 'take a stand on controversial issues (2.51)' and 'make personal sacrifices for others benefit (2.33)', which is the least among the series out of 28 behaviors.

Cross-tab with Key Demography on Top Five Transformational Behaviors of Nepal Police Leaderships

Table 4.20: The Top 5 (Five) Behaviours of Nepal Police Officers

Behaviours	Mean
Display a sense of power and competence	3.21
Reassure others that obstacles will be overcome	2.97
Specify the importance of having a strong sense of purpose	2.96
Promote self development	2.95
Instill pride in others for being associated with them	2.90

Source: Self Compiled

Table 4.20 shows the top five traits of Nepal Police leaderships on the basis of highest rating by the respondents of the survey, where the highest rated behavior was display a sense of power and competence with mean p values 3.21. These five behaviours are analyzed with different key demography and discussed below.

Gender: Due to the gender, 50.6% male, 36.9% female on a sense of power and competence; 34.4% male, 36.1% female on reassure others that obstacles will be overcome; 36.7% female have rated with fully and 37.1% male have rated with a little/not at all on specify the importance of having a strong sense; 39.2% male, .7% female on promote self development; 37.7 % male have rated with mostly/fully and 36.0% female have rated with a little/ not at all on instill pride in others for being associated with them.

Age: 28% respondents were from the 41-50 age groups which are highest participation in the survey. Out of 41-50 group 53.1% on display a sense of power and competence; 35.7% on reassure others that obstacles will be overcome rated with mostly/fully and 36.75 also have rated with a little/not at all. 38.3% on specify the importance of having a strong sense respondents rated with mostly/fully and 36.4% rated with a little/not at all. 40.5% on promote self development and 37.36% on instill pride in others for being associated with them has rated with mostly/fully.

Education: 48.2% respondents were from master level in the survey. Out of master level education 52.0% display a sense of power and competence; 34.7% on reassure others that obstacles will be overcome have rated mostly/fully, whereas 34.2% on specify the importance of having a strong sense have rated with mostly/fully and

34.8% with a little/not at all. On promote self development 38.9% and on instill pride in others for being associated with them 35.5% have rated with mostly/fully, where 37.0% have rated a little/not at all.

Occupation: From the occupation prospective, 59.8% public, 47.0% security on the basis of occupation in response on display a sense of power and competence; 44.1% public, 36.2% security on reassure others that obstacles will be overcome and 32.6% public, 39.2% security on specify the importance of having a strong sense have rated with mostly/fully whereas 35.0% have also rated with a little/not at all. 24.6% public, 49.7% security on promote self development; 33.7% public, 43.9% security on instill pride in others for being associated with them have rated with mostly/fully, where 31.3% public and 40.7% security have also rated a little/not at all.

Designation: 473 respondents have response their designation in this survey. The highest participation was from gazette second class 69.6%. 50.5% from second class, 57.0% first class, 61.1% special class on display a sense of power and competence; 35.5% from second class, 45.1% first class, 33.3% special class on s on reassure others that obstacles will be overcome; 39.1% second class, 8.00% first class, 35.9% special class on specify the importance of having a strong sense; 43.5% from second class, 50.2% first class 53.9% special class on promote self development and 44.5 % second class, 49.4% first class, 43.6% special class on pretending; 44.5% second class, 39.3% first class and 41.0% special class on instill pride in others for being associated with them have rated with mostly/fully.

Cross-tab with Key Demography on Least Five Behavior of Nepal Police Leaderships

Table 4.21: Least Five Rated on Nepal Police Leaderships

Behaviours	Mean
Go beyond their self-interests for the good for the group	2.65
Act in ways that build others respect	2.63
Talk about the importance of trusting each other	2.58
Take a stand on controversial issues	2.51
Make personal sacrifices for others benefit	2.33

Source: Self Complied

Table 4.21 shows the least rated five behaviors of Nepalese Police leaderships on the basis of lowest rating by the respondents of the survey. The research was conducted in post conflict transitional and unstable political situation of the country. One of the least rated behaviors 'make personal sacrifices for others benefit' thought with mean values 2.33 where in the 5th is 'Go beyond their self-interests for the good for the group' with 2.65. Whereas, the highest mean value in the series of was 28 behaviour was 'display a sense of power and competence' with 3.21.

Gender Due to the gender 50.6% male 44.9% female on go beyond their self-interests for the good for the group the; 50.6% male, 34.7% female on act in ways that build others respect the; 54.5% male, 47.6% female on talk about the importance of trusting each other; 53.6% male, 52.2% female on take a stand on controversial issues the; and 65.3% male, 57.2% female on make personal sacrifices for others benefit have rated with a little/not at all.

Age: 28% respondents were from the 41-50 age groups which are highest participation in the survey. Out of 41-50 group 50.5% on go beyond their self-interests for the good for the group; 47.6% on act in ways that build others respect; 53.3% on talk about the importance of trusting each other; 55.2% on take a stand on controversial issues and 66.6% on make personal sacrifices for others benefit have rated with a little /not at all.

Education: 48.2% respondents were from master level in the survey. Out of master level education 51.0% on to go beyond their self-interests for the good for the group; 48.6% on act in ways that build others respect; 54.7% on talk about the importance of trusting each other; 48.0% on take a stand on controversial issues and 66.9% on make personal sacrifices for others benefit have rate with a little/ not at all.

Occupation: From the occupation prospective, 48.4% public, 53.60% security on to go beyond their self-interests for the good for the group; 45.2% public, 57.1% security on act in ways that build others respect; 52.78% public, 56.4% security on talk about the importance of trusting each other; 48.5% public, 61.2% security on take a stand 63.0% public, 67.4% security on controversial issues and on make personal sacrifices for others benefit have rated with a little /not at all (for detail ANNEX D10p to D12t). Regarding

the occupation respondents 71.9% were from public/private and 28.1% were from security officers.

Designation: 473 respondents have response their designation in this survey. The highest participation was from gazette second class 69.6%. 45.9%% from second class, 58.2% first class and 56.4% special class on go beyond their self-interests for the good for the group; 48.0% from second class, 63.3% first class and 53.8% special class on act in ways that build others respect; 49.5% from second class, 57.0% first class and 64.1% special class on talk about the importance of trusting each other; 56.3% from second class, 60.8% first class and 53.9% special class on take a stand 61.0% from second class, 74.7% first class, 76.9% special on controversial issues and on make personal sacrifices for others benefit have rated with a little /not at all.

Independent Sample t Test and ANOVA with Key Demography on ‘5Is’ Behaviors of Nepalese Police Officers

Independent Sample Test

Independent sample t-test was conducted to know the effects gender and occupation. The results are discussed here.

Gender: Due to the gender prospective, the query showed most behavior of police leadership are not statistically significant difference. Where, articulate a compelling vision of the future(0.005); express confidence that goals will be achieved (0.003); provide an exciting image of what is essential to consider (0.000); talk enthusiastically about what needs to be accomplished (0.002); talk optimistically about the future (0.015); encourage rethinking those ideas which have never been questioned before (0.040); get others to look at problems from many different angles (0.003); seek differing perspectives when solving problems(0.011); suggest new ways of looking at how to complete assignments (0.011); Listen attentively to others concerns (0.025); promote self development (0.041); spend time teaching and coaching (0.000); act in ways that build others respect (0.012); instill pride in others for being associated with them (0.000) were effects from the gender group.

Occupation: Due to the occupation prospective, the query showed most behavior statuses of Nepal police leadership are statistically significant difference. Behaviors like talk about the importance of trusting each other (0.232); and make personal sacrifices for others benefit (0.068); are not statistically significant difference.

One Way ANOVA Test

One way ANNOVA test was conducted to know the effects of age, education, service faculty and designation. The results of ANNOVA test are discussed here.

Age: From the age prospective, articulate a compelling vision of the future (0.035); take a stand on controversial issues (0.000); talk optimistically about the future (0.021); encourage non-traditional thinking to deal with traditional problems (0.032); encourage rethinking those ideas which have never been questioned before (0.001); re-examine critical assumptions to questions to question whether they are appropriate (0.011), display a sense of power and competence (0.001); instill pride in others for being associated with them (0.029) are statistically significant difference and rest are not statistically significant difference.

Education: Due to the educational level of the respondents there are no effects for the behaviors of police leadership.

Service Nature: From the service nature prospective, consider the moral and ethical consequences of decisions (0.041); specify the importance of having a strong sense of purpose (0.003); talk about their most important values and beliefs (0.019); take a stand on controversial issues (0.001); act in ways that build others respect (0.034); display a sense of power and competence (0.014) are effects from the service nature and rest behaviors are not statistically significant difference.

Designation: Due to the designation prospective, talk about the importance of trusting each other (0.007); talk about their most important values and beliefs (0.001); take a stand on controversial issues (0.004) and talk optimistically about the future (0.012) are statistically significant difference rest are not effects from the designation and rests behaviors are effects.

As the result prevailed in above analysis and discussion the literature so far found in the studies has thrown light on leadership and police administration. However, they have not come to the status, and efficiency of police administration and police leadership relating to the how they should be responding towards the existing complicated situation. The respondents have not fully agreed but moderately to mostly agreed. The survey shows people are somehow comfortable with police administration. Almost variable were rated by the respondents 'a little to moderately'. It shows the police officers possessed average rating. Only the variable "Displays a sense of power and competence" is rated with the mean value 3.21 among the 28 variables. People do not like leadership based on traits, where police officers were evaluated with near to average rating in each group. But they are in favor for the adaptation of transformational leadership style in policing. A comprehensive effort needed for better ethical and transformational leadership. These "5Is" have great potential to promote performance beyond expectations and to effect enormous changes within individuals and organizations especially in security forces of democratic country as current times characterized by uncertainty and instability in organizational, national, regional and global level in terms of socio-economy and resources allocation and distribution, which have direct and indirect relation with security as a whole.

Key findings from SQ 8

- I. Almost variable were rated by the respondents 'a little to moderately'. It shows the police officers possessed average rating. They have not come to the status of transformational leadership behavior but chance for transformation and development. In brief the transformational leadership behaviour is dealt with 'a little to moderately', which needs to be improved.

Results on Role and Organizational Expansion of the Police Services in Context of Federal System (Question Number 09)

Q.N.09 Views and Rating on the Role and Organizational Expansion of the Police Services in context of Federal System?

Leaders must play variety of role in the organization. Sometimes he/she has to look after how human resources are Recruited, Selected, Trained, Promoted, Rewarded and Punished, so he/she addressed them for the proper mobilization of them. In order to know how their functions are carried out in the organization, the respondents were asked to rate on command, role, and management of police services in federal system. The status of respondents' rating is placed gradually below.

Table 4.22: Command in National Level

S.N.	Command	Federal Govt.%	Central Govt.%	Both Central & Federal %	Missing %
1.	Nepal Police	17.28	26.19	37.98	18.55
2.	Armed Police Force	5.31	54.82	21.96	17.91

Source: Self Complied

Table 4.22 shows the status of rating on command system. Nepal Police 17.28% have rated under federal command, 26.19% have rated for central command and 37.98% have rated for both central and federal command. Similarly in APF 5.31% federal command, 54.82% have rated with central command system, whereas 22% have rated both central and federal command.

Table 4.23: Organizational Deployment

S.N.	Organizational Deployment	Federal Govt.%	Central Govt.%	Both Central & Federal %	Missing %
1.	Nepal Police	30.17	32.12	33.19	4.52
2.	Armed Police Force	4.28	55.21	35.90	4.61

Source: Self Complied

Table 4.23 shows the status of rating on organizational deployment. Where 33.19% respondents have rated for Nepal Police deployment in both central and federal level, similarly 55.21% have rated for APF deployment in central level.

Table 4.24: Recruiting

S.N.	Rank	NP/APF HQs %	Federal Govt. %	Central Govt. %	Both Central & Federal %	Missing
1.	Senior Officer	17.01	7.65	52.03	14.22	9.09
2.	Junior Officer	26.19	28.80	15.03	19.35	10.63
3.	Other Ranks	46.14	26.10	8.10	9.99	9.67

Source: Self Complied

Table 4.24 shows the status of rating recruiting authority. For senior officers 52.03% respondents have rated on central government, junior officer 28.80% federal government and for other ranks 46.14% have rated related organization.

Table 4.25: Training

S.N.	Rank	NP/APF HQs %	Federal Govt. %	Central Govt. %	Both Central & Federal %	Missing %
1.	Senior Officer	27.27	5.76	41.07	15.66	10.24
2.	Junior Officer	34.01	24.84	13.22	17.37	10.56
3.	Other Ranks	48.78	23.49	5.94	11.34	10.45

Source: Self Complied

Table 4.25 shows the status of rating training authority. For senior officers 41.07% respondents have rated on central government, junior officer 34.01% from related and for other ranks 48.78% have rated for related organization. This indicates the need of autonomous nature for central academy to provide the training for senior officers.

Table 4.26: Posting

S.N.	Rank	NP/APF HQs %	Federal Govt. %	Central Govt. %	Both Central & Federal %	Missing %
1.	1 st Class to Special Class	7.47	5.49	59.95	20.70	6.39
2.	3 rd Class to 2 nd Class	16.74	21.60	29.70	25.74	6.22
3.	Junior Officer	39.06	31.50	8.82	12.06	8.56
4.	Other Ranks	50.22	24.12	6.39	11.07	8.20

Source: Self Complied

Table 4.26 shows the status of rating posting authority. For 1st to special class (59.95%) and 3rd class to 2nd class (29.70%) respondents have rated on central government, junior officer (39.06%) other ranks (50.22%) have rated for related organization.

Table 4.27: Reward and Punishment

S.N.	Rank	NP/APF HQs %	Federal Govt. %	Central Govt. %	Both Central & Federal %	Missing %
1.	1 st Class to Special Class	8.64	6.03	56.44	22.14	6.75
2.	3 rd Class to 2 nd Class	18.63	22.59	27.81	23.39	7.58
3.	Junior Officer	41.22	28.98	9.00	11.34	9.46
4.	Other Ranks	51.03	22.77	7.29	9.63	9.28

Source: Self Complied

Table 4.27 shows the status of reward and punishment authority. For 1st to special class (56.44%) and 3rd class to 2nd class (27.81%) respondents have rated on central government, junior officer (41.22%) other ranks (51.03%) have rated for related organization.

Table 4.28: Promotion

S.N. Rank	NP/APF HQs %	Federal Govt. %	Central Govt. %	Both Central & Federal %	Missing %
1. 1 st Class to Special Class	7.02	5.94	60.13	20.07	6.84
2. 3 rd Class to 2 nd Class	17.82	20.16	31.86	24.21	5.95
3. Junior Officer	40.27	29.16	10.26	10.71	9.60
4. Other Ranks	51.39	23.40	07.29	9.36	8.56

Source: Self Complied

Table 4.28 shows the status of promotion authority. For 1st to special class (60.13%) and 3rd class to 2nd class (31.86%) respondents have rated on central government, junior officer (40.27%) other ranks (51.39%) have rated for related organization.

Table 4.29: Role, Accountability and Responsibility

S.N.	Role, Accountability & Responsibility	Armed		Both Central and			Total %	
		Nepal Police	Police Force	Federal Govt.	Central Govt.	Federal Missing		
		%	%	%	%	%		
1	Airport Security	12.96	31.23	3.60	20.88	8.91	22.41	100.00
2	Anti Kidnapping/Hijacking	23.13	24.39	4.32	15.93	10.26	21.96	100.00
3	Armed Struggle Control	3.06	43.02	4.32	19.50	9.09	21.00	100.00
4	Border Security	4.68	44.82	3.33	18.63	9.27	19.26	100.00
5	Court Security	26.10	23.58	6.30	12.06	11.79	20.16	100.00
6	Crime Control	45.09	5.94	5.85	7.92	13.68	21.51	100.00
7	Crime Investigation	47.88	5.40	6.30	8.46	13.05	18.90	100.00
8	Crowd Control	21.06	26.82	6.66	7.83	10.62	27.00	100.00
9	Custom Revenue Security	9.09	41.67	5.22	14.22	10.08	19.71	100.00
10	Diplomatic Missions/Embassy	8.37	39.51	2.97	20.61	8.01	20.52	100.00
11	Disaster Management	6.21	33.21	6.66	12.06	11.79	30.06	100.00
12	Immigration Security	19.80	27.54	4.32	19.62	7.11	21.60	100.00
13	Industrial/Vital-Installation Security	6.21	43.83	7.56	12.51	9.00	20.88	100.00
14	MOB & Riot Control	12.33	36.81	7.20	10.17	8.28	25.20	100.00
15	National Highway Security	11.43	37.53	3.96	13.41	11.07	22.59	100.00
16	Narcotic drugs Control	44.82	8.28	5.31	9.90	10.35	21.33	100.00
17	Organized Crime	37.08	10.98	3.69	15.12	9.18	23.94	100.00
18	Prison Security	24.30	27.63	5.76	9.54	10.71	22.05	100.00
19	Terrorism Control	9.72	33.84	2.70	16.29	10.98	26.46	100.00
20	Traffic Management	55.09	2.61	8.19	5.04	10.89	18.18	100.00
21	Tourist Police	49.59	6.21	9.36	5.04	10.80	18.99	100.00
22	Separatism Control	9.36	33.48	4.14	18.27	10.26	24.48	100.00
23	VIPs Security	12.87	32.04	4.77	9.36	13.68	27.27	100.00
24	VVIPs Security	7.20	35.19	2.88	17.28	9.81	27.63	100.00

Source: Self Complied

How the sensitive public property, vital-installation being made safe, how it's accountability be maintain in this connection quires were made by giving the opinion in the form of rating on above 24 variables. Above table 4.29 shows the status of respondents rating on role, accountability and responsibility where respondents have rated for the NP on Court Security (26.10%); Crime Control (45.09%); Crime Investigation (47.88%); Narcotic drugs Control (44.82%); Organized Crime (37.08%); Traffic Management(55.09%); Tourist Police (49.59%) comparatively highest in the series.

Similarly, for the APF on Airport Security (31.23%); Anti Kidnapping/Hijacking (24.39%); Armed Struggle Control (43.02%); Border Security (44.82%); Crowd Control (26.82%); Custom Revenue Security (41.67%); Diplomatic Missions/Embassy (39.51%); Disaster Management (33.21%); Immigration Security (27.54%); Industrial/Vital-Installation Security (43.83%); MOB & Riot Control (36.81%); National Highway Security (37.53%); Prison Security (27.63%); Terrorism Control (33.84%); Separatism Control (33.48%); VIPs Security (32.04%); VVIPs Security (35.19%).

Table 4.30: Miscellaneous

S.N.	Miscellaneous	Armed		Federal	Central	Both		Total %
		Nepal Police %	Police Force %	Govt. %	Govt. %	Central and Federal %	Missing %	
1	Controlling Private Security Agencies	22.50	13.77	12.96	15.03	16.83	18.90	100.00
2	Coordination in Flag Meeting/Border	6.75	20.43	6.84	27.54	18.09	20.34	100.00
3	Coordination in International level	8.82	9.81	4.41	46.08	16.20	14.67	100.00
4	Food Security	13.32	11.25	12.60	21.06	27.18	14.58	100.00
5	Global Warming	10.71	8.46	7.47	28.35	30.60	14.40	100.00
6	Coordination with UN	4.95	11.97	4.95	33.12	16.20	28.80	100.00
7	Water Security	6.48	14.49	9.54	22.05	28.62	18.81	100.00

Source: Self Complied

Additionally the more quires were asked to respondents to gather their opinion on the security concern potential major areas like private security, food security, global warming, and water respectively. The table 4.30 shows the perception of the respondents for the leading role of particular authority/agency. Where for controlling private security (22.5%) have rated for NP; coordination in flag meeting/border (27.54%); coordination in

international level (46.08%); and coordination with UN (33.12%); for central government. Similarly food security (27.18); global warming (30.60%); and water security (28.62%) for both central & federal government.

Key findings from SQ 9

- I. Senior officers' recruitment, training, posting, transfer, promotion, are to be done in the supervision of central government.
- II. Junior officers and other ranks recruitment, training, promotion, are to be done in the supervision of related organization.
- III. Indication for job specialization, no duplication in role and responsibilities among the security forces.
- IV. Coordination and controlling of private security agencies should be done by local administration and Nepal Police.
- V. Indication for the responsibility and accountability of both central and federal government on emerging issues and new arenas of security concern like global warming, food security, water security,
- VI. The indication of respondents prescribes that there should not be duplication role, responsibility and accountability among the security concern people.
- VII. The respondents' indication discloses that the responsibility and accountability of protecting, sensitive objects national and international concern like global warming, food security, water security is to be taken by central and local government by formulating proper policy.

Results on Existing Major Policies Policing (Question Number 10a)

Q .10a Mention in brief on existing major *Policies* Policing in Nepal

Descriptive Output of all Major Policing

Table 4.31: Prevailing Major Policies (where N=312: Security Officer Sand Experts)

Descriptive	Mean	Median	Std. Deviation	Variance
Crime Investigation	3.31	3.00	.953	.908
VVIP/Vital Installation Security	3.31	4.00	1.055	1.114
Public Law and Order	3.09	3.00	1.026	1.053
Urban Security	3.07	3.00	.991	.982
Cooperation and Coordination among Security Agencies	3.00	3.00	.971	.942
Public Relation Management	2.97	3.00	1.033	1.067
Crime Control and Prevention	2.93	3.00	.934	.872
Routine Security	2.93	3.00	.991	.982

Mobilization of the troops	2.91	3.00	.985	.969
Highway Security and Traffic Management	2.90	3.00	.987	.973
Staff Welfare	2.88	3.00	.994	.988
Capacity Building	2.83	3.00	.953	.909
Career Development	2.81	3.00	.925	.855
Civic Participation in Security	2.81	3.00	.975	.951
Participation in Social Perversion in Social Perversion	2.77	3.00	1.011	1.022
Emergency/Crisis Management	2.76	3.00	.956	.915
Grievance Handling	2.75	3.00	.982	.965
Maintaining Morale and Motivation of troops	2.70	2.50	.964	.930
Rural Security	2.68	2.00	.982	.964
Industrial Security	2.61	2.00	.999	.998
Social Up-liftmen Activities	2.60	2.00	.913	.833
Coordination and Control on Private Security	2.50	2.00	.969	.939
Border Security	2.44	2.00	.926	.858
<i>Average Mean of the Series</i>	2.85			

Source: Self complied

Basically, the question number 10 was send to security officers (including retired), and security experts, Chief district officers. Public were not encouraged because of the specific and technical nature of variables. The question was reached to 312(N). The demography is presented in CHAPTER-3.....In the survey questionnaire total fourteen questions were organized in the study. Among the fourteen the question number ten was distributed to the security expert, CDOs and security officers (including retired security officers) because of its technicalities. The question was reached to 312(N).

Table 4.31 exhibits the mean values, standard deviation and variance status of respondents on the question number 10, which summarizes that the status of the prevailing major policies on the basis of the 23 variables of police and policing roles and responsibilities. The mean vale of series is 2.85.

Where the top five rated policies are crime investigation (3.1) is the highest position in the series, VVIP/vital installation security (3.31), public law and order (3.09), urban Security (3.07) and cooperation and coordination among security agencies (3.00). Similarly, the five least behaviors are rural Security (2.68), industrial security (2.61), social up-liftmen activities (2.60), coordination and control on private security (2.50) and border security (2.44) is the least among the series of 23 variables below the mean value.

Cross-tab with Key Demography on Top Five Major Policing Policies in Nepal

Table 4.32: The top 5 (Five) Major Policing Policies

Major Policing Policies	Mean
Crime Investigation	3.31
VVIP/Vital Installation Security	3.31
Public Law and Order	3.09
Urban Security	3.07
Cooperation and Coordination among Security Agencies	3.00

Source: Self Complied

Table 4.32 shows the status of top rated five policing policies in Nepalese on the basis of highest rating by the respondents of the survey (N: 312). The research was conducted in post conflict transitional and unstable political situation of the country. One of the most rated policy was crime investigation with the mean values 3.31 among 23 variable concern to police and policing. Below, these are examined and analysed with key demography: gender, age, and education, designation, the question was asked with security expert, CDOs and security officers.

Gender: Due to the gender prospective 48.0% male, 50.0% female on crime investigation among the; 52.7% male, 50.0% female on VVIP/vital installation security; 40.5% male, 49.3% female on public law and order; and 37.2% male, 50.0% female on urban security have rated with good/very good. 35.7% male on cooperation and coordination among security agencies have rated with poor/very poor, whereas 33.33% female have rated with good/very good.

Age: 37.8% respondents were from the 41-50 age groups which are highest participation in the survey. Out of 41-50 group, the study presents that 44.9% on crime investigation have rated with good/very good, whereas 36.75 also have rated with /very poor. 51.2% on VVIP/vital installation security have rated with good/very good; 44.9% on public law and order have rated with good/very good whereas, 32.2% also have rated with poor/very poor. 40.7% on urban security have rated with good/very good whereas, 33.0% also have rated with poor/very poor. 35.6% on cooperation and coordination

among security agencies have rated with good/very good whereas, 31.4% have also rated with poor/very poor.

Education: 42.6% respondents were from the master level education group were highest participation in the survey. Out of master level group, 45.8% on crime investigation; 49.7% on VVIP/vital installation security; 34.6% on public law and order have rated good or very good, whereas in the same policing 43.3% respondents have rated with poor/very poor. 34.6% on urban security; and 41.3% on cooperation and coordination among security agencies have rated poor /very poor.

Designation: 308 respondents have response their designation in this survey. The highest participation was from gazette second class 44.6%. 50.8% from second, 54.4% first class on crime investigation have rated with good/very good , whereas 33.3% special class have rated with poor/very poor. 54.7%; from second class, 52.7% first class, 43.3% special class on VVIP/vital installation security; 42.5% second class, 51.1% first class, 33.4% special class on public law and order; 38.2% from second class, 40.3% first class on urban security have rated with good/very whereas, 43.3% special class have rated with poor/very poor. 36.0% second class on coordination among security agencies have rated with good/very good whereas, 50.0% special class has rated with poor/very poor.

Cross-tab with Key Demography on Least Five Major Policies Policing in Nepal

Table 4.33: Least Five Major Policies Policing in Nepal

Least 5 Policing policies	Mean
Rural Security	2.68
Industrial Security	2.61
Social Up-liftmen Activities	2.60
Coordination and Control on Private Security	2.50
Border Security	2.44

Source: Self Complied

Table 4.33 shows the status of least rated five policies of police and policing concern in Nepal on the basis of least rating by the respondents of the survey (N: 312). One of the least rated policy was border security with mean value 2.44 among 23 variable. Below, these are examined and analyzed with key demography: gender, age,

and education, designation, the question was asked with security expert, CDOs and security officers.

Gender: Due to the gender prospective, 50.7 % male, 33.3% female with rural security; 59.2% male, 16.7% female with industrial security; 54.6% male, 16.7% female with social up-liftmen activities,; 60.8% male, 66.7% female with coordination and control on private Security; and 65.3% male, 33.3% female with border security have rated with poor/very poor. Likewise 83.3% female with industrial Security have rated with neutral.

Age: 37.8% respondents were from the 41-50 age groups which are highest participation in the survey. Out of 41-50 group, the study presents that 60.8% on rural security; 57.7% on industrial security; 55.1% on social up-liftmen activities; 55.9% on coordination and control on private security and 61.8% on border security have rated with poor/very poor

Education: 42.6% respondents were from the master level education group were highest participation in the survey. Out of master level group 51.1% on rural security; 63.2% on industrial security; 57.9% on social up-liftmen activities; 63.90% on coordination and control private security; and 66.9% on border security have rated with poor/very poor.

Designation: 308 respondents have response their designation in this survey. The highest participation was from gazette second class 44.6%. 49.6% from second class, 47.4% first class and 56.4% special class on rural security; 48.0% from second class, 63.3% first class and 63.3% special class on act in ways that build others respect; 59.0% from second class, 57.9% first class and 73.4% special class on industrial security; 54.7% from second class 52.6% first class and 73.3% special class on social up-liftmen activities and 49.6% from second class, 68.4% first class, 75.0% special on coordination and control on private security; and 61.2% from second class, 66.6% first class, 70.0% special on border security have rated with poor/very poor.

Independent Sample t Test and ANOVA with Key Demography on Major Policies

Independent Sample Test

Independent sample t-test was conducted to know the effects gender. The results are discussed here.

Gender: Due to the gender prospective, the query showed most policies are not statistically significant difference. However, industrial security (0.008); routine security (0.014); rural security (0.048); social up-liftmen activities (0.020) and staff welfare (0.019) are statistically significant difference.

One Way ANOVA Test

One way ANNOVA test was conducted to know the effects of age, education, service faculty and designation. The results of ANNOVA test are discussed here.

Age: Due to the age prospective, the query showed most policies are not statistically significant difference. However, a social up-liftmen activity (0.015) is statistically significant difference.

Education: Due to the educational level of the respondents there are no effects for the policing in Nepal. However, capacity building (0.020); cooperation and coordination among security agencies (0.039); coordination and control on private Security (0.001) are statistically significant difference.

Service Nature: From the service nature prospective, the study showed that capacity building (0.058); crime control and prevention (0.004); crime investigation (0.002); public law and order (0.023); VVIP/Vital installation security (0.072) are statistically significant difference and rest policing are not statistically significant difference.

Designation: Due to the designation prospective, the study showed that border security (0.046); career development (0.015); coordination and control on private security (0.001) and routine Security (0.033) are statistically significant difference and rest policing are not statistically significant difference.

As the result prevailed in above analysis and discussion the literature so far found in the studies has thrown light on leadership and police administration. However, they have not come to the status, and efficiency of police administration and police leadership relating to the how they should be responding towards the existing complicated situation. The respondents have not fully agreed but moderately to mostly agreed. The survey shows people are somehow comfortable with police administration. It shows the police officers possessed average rating.

Results on Existing Notable Programs in Policing (Question Number)

Q .10b Mention/rating in brief on existing notable *programs* in policing in Nepal

Descriptive Output of Notable Programs

Table 4.34: Notable Programs (where N=312: Security Officers and Experts)

Descriptive	Mean	Median	Std. Deviation	Variance
VVIP/Vital Installation Security	3.12	3.00	1.034	1.069
Crime Investigation	2.94	3.00	1.010	1.019
Public Law and Order	2.88	3.00	.946	.894
Urban Security	2.85	3.00	.972	.945
Crime Control and Prevention	2.84	3.00	.937	.879
Public Relation Management	2.78	2.00	.991	.981
Routine Security	2.75	3.00	.963	.928
Highway Security and Traffic Management	2.70	2.00	.928	.862
Mobilization of the troops	2.68	2.00	.932	.868
Cooperation and Coordination among Security Agencies	2.67	2.00	.927	.860
Staff Welfare	2.62	2.00	.968	.937
Capacity Building	2.58	2.00	.837	.701
Grievance Handling	2.57	2.00	.872	.760
Career Development	2.56	2.00	.865	.748
Rural Security	2.55	2.00	.906	.821
Emergency/Crisis Management	2.54	2.00	.859	.738
Participation in Social Perversion in Social Perversion	2.54	2.00	.938	.879
Maintaining Morale and Motivation of troops	2.51	2.00	.864	.746
Social Up-liftmen Activities	2.44	2.00	.839	.704
Industrial Security	2.42	2.00	.897	.804
Civic Participation in Security	2.40	2.00	.884	.782
Coordination and Control on Private Security	2.32	2.00	.852	.727
Border Security	2.31	2.00	.691	.477
Average Mean of the Series	2.63			

Source: Self Compiled

Table 4.34 exhibits the mean values, standard deviation and variance status of respondents on the question number 10, which summarizes the prevailing status of programs on the basis of the 23 variables of police and policing roles and responsibilities. The mean value of series is 2.63.

Where the top five rated policies are, VVIP/vital installation security (3.12) is the highest position in the series, crime investigation (2.94), crime investigation (2.94) public law and order (2.88), urban Security (2.85) and crime control and prevention (2.84). Similarly, the five least rated programs are social up-liftmen activities (2.44), industrial security (2.42), civic participation in s (2.40), security coordination and control on private security (2.32) and border security (2.31) is the least among the series of 23 variables below the mean value.

Cross-tab with Different Demographical Key Variables on Top Five Notables Program Policing in Nepal

Table 4.35: Top Five Notables Program Policing in Nepal

Top Five Notable Programs	Mean
VVIP/Vital Installation Security	3.12
Crime Investigation	2.94
Public Law and Order	2.88
Urban Security	2.85
Crime Control and Prevention	2.84

Source: Self complied

Table 4.35 shows the status of top rated five programs on police and policing concerns Nepal, on the basis of highest rating by the respondents of the survey (N: 312). The research was conducted in post conflict transitional and unstable political situation of the country. One of the most rated policies was VVIP/Vital installation security with the mean values among 23 variable concerns to police and policing. Below, these are examined and analyzed with key demography: gender, age, education, and designation, the question was asked with security expert, CDOs and security officers.

Gender: Due to the gender prospective, the study presents that male 44.4%, female 50.0% on VVIP/Vital installation security; male 35.3% , female 33.3% on crime investigation male 28.1%; female; 33.3%; on public law and order; and 37.2% male, 50.0% female on urban security have rated with good/very good. However, 45.7 % male

and 33.3% female on urban security and 44.4% male and 50.0% female on crime control and prevention have rated poor/very poor.

Age: 37.8% respondents were from the 41-50 age groups which are highest participation in the survey. Out of 41-50 group, 45.8% on VVIP/Vital installation security; 45.2% on crime investigation; 29.7% on public law and order; 27.1% on urban security and 23.7% on crime control and prevention have rated with good/very good. However, 46.6% respondents have rated with poor/very poor on crime control and prevention.

Education: 42.6% respondents were from the master level education group were highest participation in the survey. 40.6% on VVIP/Vital installation security; 38.3% on crime investigation have rated good/very good. 45.9% on public law and order; 49.7% on urban security; and 47.4% on crime control and prevention have rated poor /very poor.

Designation: 308 respondents have response their designation in this survey. The highest participation was from gazette second class 44.6%. In the survey 44.6% from second, 44.7% first class, 30.0% special class on VVIP/Vital installation security have rated good/very good, whereas 56.7% on special class have rated with poor/very poor. 43.4%; from second class, 43.9% first class, 43.3% special class on crime investigation; 42.4% second class, 38.6% first class, 33.3% special class on public law and order; 39.5% from second class, 49.2% first class and 66.6% special class on urban security and 45.4% second class, 49.1% first class and 46.0% special class on crime control and prevention have rated with poor/very poor.

Cross-tab with Different Demographical Key Variables on Least Five Notable Programs Policies

Table 4.36: Least Five Notable Programs Policies

Least 5 Rated Notable Programs	Mean
Social Up-liftmen Activities	2.44
Industrial Security	2.42
Civic Participation in Security	2.40
Coordination and Control on Private Security	2.32
Border Security	2.31

Source: Self Compiled

Table 4.36 shows the status of five least rated on notable programs of police and policing concerns in Nepal. One of the least rated programs was border security thought with mean values 2.31. Whereas, the highest mean value in the series of was 23 police and concerns were 3.12 on VVIP/Vital installation security. Below, these are examined and analyzed with key demography: gender, age, and education, designation, the question was asked with security expert, CDOs and security officers.

Gender: Due to the gender prospective, the study presents that male 63.8% male 66.0% female on social up-liftmen activities; 67.9% male, 50.05% female on industrial security; 66.7% male, 83.4% female on civic participation in security; 72.2% male, 66.7% female on coordination and control on private security; 68.0% male, 50.0% female on border security have rated with poor/very poor.

Age: 37.8% respondents were from the 41-50 age groups which are highest participation in the survey. Out of 41-50 group, the study presents that on social up-liftmen activities 67.8%; on industrial security 67.85%; on civic participation in security 67.0%; on coordination and control on private security 69.5%; on border security 68.6% has rated with poor/very poor.

Education: 42.6% respondents were from the master level education group were highest participation in the survey. Out of master level group, the study presents that 63.9% on social up-liftmen activities; 73.0% on industrial security; 66.9% on civic participation in security; 74.9% on coordination and control on private security; 66.9% on border securities have rated with poor/very poor.

Designation: 308 respondents have response their designation in this survey. The highest participation was from gazette second class 44.6%. Where, 61.8%% from second class, 68.4% first class and 70.05% special class on social up-liftmen activities; 67.05% from second class, 66.7% first class and 86.6% special class on industrial security; 63.3% from second class, 68.4% first class and 80.0% special class on civic participation in security; 69.1% from second class, 73.7% first class and 86.7% special class on coordination and control on private security and 71.9% from second class, 57.9% first class, 80.0% special on border security have rated with a little /not at all.

Independent Sample t Test and ANOVA with Key Demographical Variables on Notable Programs

Independent Sample Test

Independent sample t-test was conducted to know the effects gender. The results are discussed here.

Gender: Due to the gender prospective, the query showed most notable programs were not statistically significant difference. However, rural security (0.014) is statistically significant difference.

One Way ANOVA Test

One way ANNOVA test was conducted to know the effects of age, education, service faculty and designation. The results of ANNOVA test are discussed here.

Age: Due to the age prospective, the query showed most notable programs are not statistically significant difference. However, crime control and prevention (0.025) and urban Security (0.044) are statistically significant difference.

Education: Due to the educational level of the respondents there are no effects for the notable programs in Nepal. However, capacity building (0.013); cooperation and coordination among security (0.002); coordination and control on private security (0.016) and emergency/crisis management (0.047) are statistically significant difference.

Service Nature: From the service nature prospective, the study showed that civic participation in security (0.046); cooperation and coordination among security agencies (0.014); crime control and prevention (0.009); crime investigation (0.000) and public law and order (0.009) and; urban security (0.038) are statistically significant difference and rest notable programs are not statistically significant.

Designation: Due to the designation prospective, the study showed that most of the notable programs were not effects from the designation. However, participation in social perversion in civic participation in security (0.046) is statistically significant difference.

Results on Existing Status of Implementation of Policy and Programs (Question Number 10c)

Q .10c Mention in brief on existing Status of Implementation of Policy and Programs
in Nepal

Descriptive Output of Implementation

Table 4.37: Prevailing Implementation Status (where N=312 : Security Officers and Experts)

Descriptive	Mean	Median	Std. Deviation	Variance
VVIP/Vital Installation Security	3.08	3.00	1.049	1.100
Crime Investigation	2.87	3.00	.960	.922
Public Law and Order	2.78	3.00	.946	.895
Urban Security	2.74	2.00	.945	.894
Public Relation Management	2.72	2.00	.968	.936
Routine Security	2.71	2.00	.905	.820
Crime Control and Prevention	2.70	2.00	.927	.859
Highway Security and Traffic Management	2.60	2.00	.905	.820
Mobilization of the troops	2.59	2.00	.941	.886
Cooperation and Coordination among Security Agencies	2.55	2.00	.954	.911
Capacity Building	2.52	2.00	.886	.784
Staff Welfare	2.50	2.00	.949	.900
Maintaining Morale and Motivation of troops	2.47	2.00	.878	.771
Emergency/Crisis Management	2.44	2.00	.862	.742
Grievance Handling	2.44	2.00	.823	.678
Rural Security	2.42	2.00	.875	.766
Career Development	2.41	2.00	.805	.648
Participation in Social Perversion in Social Perversion	2.40	2.00	.930	.865
Social Up-liftmen Activities	2.37	2.00	.831	.691
Industrial Security	2.29	2.00	.850	.723
Border Security	2.26	2.00	.845	.714
Civic Participation in Security	2.26	2.00	.840	.706
Coordination and Control on Private Security	2.21	2.00	.853	.727
Grand Mean of the Series	2.53			

Source: Self complied

Table 4.37 exhibits the mean values, standard deviation and variance status of respondents on the question number 10, which summarizes the prevailing implementation status on the basis of the 23 variables of police and policing roles and responsibilities. The mean vale of series is 2.53. Where the top five rated status of implementation are VVIP/vital installation security (3.08 the highest position in the series), crime

investigation (2.87), public law and order (2.78), urban Security (2.74) and public relation management (2.72).

Similarly, the five least rated programs are social up-liftmen activities (2.37), industrial security (2.29), border security (2.26), civic participation in s (2.26), security coordination and control on private security (2.21) the least among the series of 23 variables.

Cross-tab with Different Key Demographical Variables on Top Rated Five Implementation Programs

Table 4.38: Top Five Implementation Programs

Implementation	Mean
VVIP/Vital Installation Security	3.08
Crime Investigation	2.87
Public Law and Order	2.78
Urban Security	2.74
Public Relation Management	2.72

Source: Self Complied

Table 4.38 shows the status of top five rated on implementation programs of police and policing concerns in Nepal. One of toprated program was VVIP/Vital Installation Security thought with mean values 3.08. Below, these are examined and analysed with key demography: gender, age, and education, designation, the question was asked with security expert, CDOs and security officers.

Gender: Due to the gender prospective, the study presents that 44.4% male 33.3% female on VVIP/vital installation security have rated with good/very good.; 45.4% male on crime investigation with poor/very poor and 50.0% female rated with good/very good; 46.7% male; 66.7% female on public law and order; 51.3% male, 16.7% male on urban security and 51.7% male, 51.9 female on public relation management have rated with poor/very poor.

Age: 37.8% respondents were from the 41-50 age groups which are highest participation in the survey. Out of 41-50 group, 45.7% on VVIP/vital installation security; 45.8% on crime investigation; 49.2% on public law and order, 49.2% on urban security and 55.9% on public relation management have rated with t poor/very poor.

Education: 42.6% respondents were from the master level education group were highest participation in the survey. Out of master level group, 40.6% on VVIP/vital installation security have rated with good/very good, whereas 44.4% crime investigation; 48.2%, on public law and order; 48.2% on urban security and 57.1% public relation management have rated with poor/very poor.

Designation: 308 respondents have response their designation in this survey. The highest participation was from gazette second class 44.6%. 45.3%% from second class on VVIP/vital installation security rated with poor/very poor; 45.7% first class and 30.0% special class; 46.0% from second class, 38.6% first class and 53.3% special class on crime investigation; 48.9% from second class 43.9% first class and 30.0% special class on public law and order; 54.6% from second class, 33.4% first class and 56.6% special class on urban security and 54.4% from second class, 43.9% first class, 56.6% special on public relation management have rated with poor/very poor.

Cross-tab with Different Key Demographical Variables on Least Rated Five Implementation Programs

Table 4.39: Least Five Implementation Programs

Implementation	Mean
Social Up-liftmen Activities	2.37
Industrial Security	2.29
Border Security	2.26
Civic Participation in Security	2.26
Coordination and Control on Private Security	2.21

Source: Self Complied

Table 4.39 shows the status of least five rated variables on implementation programs of police and policing concerns in Nepal. One of least rated program was coordination and control on private security with mean values 2,21. Below, these are examined and analysed with key demography: gender, age, and education, designation, the question was asked with security expert, CDOs and security officers.

Gender: Due to the gender prospective, the study presents that 68.9% male 50.0% on social up-liftment activities; 74.6% male, 66.7% female on industrial security; 76.7% male, 83.4% female on border security; 74.2% male; 66.6% female on civic

participation in security; and 78.2% male, 50.0% female on coordination and control on private security have rated with poor/very poor.

Age: 37.8% respondents were from the 41-50 age groups which are highest participation in the survey. Out of 41-50 group, 78.1% on social up-liftment activities; 72.0% on industrial security; 74.6% on border security; 74.6% on civic participation in security and 78.8% on coordination and control on private security have rated with t poor/very poor.

Education: 42.6% respondents were from the master level education group were highest participation in the survey. Out of master level group, the survey presents that 69.2% on social up-liftment activities; 75.9% on industrial security; 75.9% on border security; 76.7% on civic participation in security and 79.0% on coordination and control on private security have rated with t poor/very poor.

Designation: 308 respondents have response their designation in this survey. The highest participation was from gazette second class 44.6%. 71.3% from second class; 72.0% first class and 76.7 % special class on social up-liftment activities; 71.9% from second class, 75.5% first class and 86.7% special class industrial security; 76.9% from second class 78.9% first class and 83.4% special class on border security; 75.6% from second class, 71.9% first class and 93.3% special class on civic participation in security; 78.4% from second class, 77.2% first class 86.6% special on coordination and control on private security have rated with poor/very poor.

As the result prevailed in above analysis and discussion the literature so far found in the studies has thrown light on ms and implementation of police and policing concerns. However, they have not come to the status. Almost variable were rated by the respondents 'poor/very poor' to 'neutral'. It shows the above variables possessed average rating. A comprehensive effort needed for better policy, program and their implementation.

Independent Sample t Test and ANOVA with Key Demographical Variables on Implementation

Independent Sample Test

Independent sample t-test was conducted to know the effects gender. The results are discussed here.

Gender: Due to the gender prospective, the query showed most implementation programs were not statistically significant difference. However rural security (0.020); and urban security (0.011) are statistically significant difference.

One way ANOVA Test

One way ANNOVA test was conducted to know the effects of age, education, service faculty and designation. The results of ANNOVA test are discussed here.

Age: Due to the age prospective, the query showed implementation policies are not statistically significant difference from the age group.

Education: Due to the educational level of the respondents there are no effects for the implementation program in Nepal. However, with cooperation and coordination among security agencies (0.019) and coordination and control on private security (0.017) are statistically significant difference.

Service Nature: From the service nature prospective, the study showed that with civic participation in security (0.028); crime control and prevention (0.006); crime investigation (0.000); mobilization of the troops (0.007); public law and order (0.033); routine security (0.049); staff welfare (0.036); urban security (0.043) and VVIP/vital installation security (0.009) are statistically significant difference. Rests implementation programs are not statistically significant difference.

Designation: Due to the designation prospective, the study showed that most of the notable programs were not effects from the designation. However, urban security (0.025) is statistically significant difference.

Key findings from SQ 10a, 10b and 10c

- I. Most policing variables have been rated around average rating and a few are significant which apply in the context of policy, program and implementation variable of police and policing concern.
- II. Border security, highway security; industrial security, and cooperation and coordination for these are in very poor status from the implementation prospects.
- III. Capacity enhancement, career development, governance of these securities also is in poor status.
- IV. Policies, programs and their proper implementation strategies are inadequate and indicate that the need specific program on police and policing concerns are to be focused.

Result on Major Challenges to be Faced by Police (Question Number 11)

Q .11 Major Challenges to be Faced by Police

Descriptive Out-put of Major Security Threats and Challenges

Table 4.40: Overall Rating on Major Challenges to be Faced by Police

S.N.	Major Security Threats	Missing	Strongly Disagree	Disagree	Natural	Agree	Strongly Agree	Total %
1	Administration & Diplomatic Aspects	1.43%	3.52%	12.96%	9.98%	43.07%	29.04%	100.00%
2	Economical Aspects	1.18%	1.40%	4.48%	9.68%	39.98%	43.28%	100.00%
3	Geo-Political Aspects	1.28%	1.47%	4.20%	12.21%	38.51%	42.33%	100.00%
4	Socio Cultural & Conflict Related Aspects	1.38%	1.68%	4.53%	13.41%	47.37%	31.63%	100.00%
5	Inadequate Science & Technology	1.67%	1.15%	4.27%	15.53%	51.70%	25.68%	100.00%
6	National/International Fraction cause and consequences	1.48%	1.92%	3.34%	11.26%	48.72%	33.28%	100.00%

Source: Self complied

Table 4.40 table summarizes that the prevailing status of major security challenges to be faced by police in the country. For the purpose to examine the major security challenges to be faced by police the question number 11 was designed in as

above mentioned six groups. All together 35 variable were selected under the six variables on the basis of previous articles, news, work papers and self observations. As per the result in the table highest rating is on economical aspects 83.26%; national/international fraction cause and consequences 82.0%; geo-political aspects 80.84%; Socio cultural & conflict related aspects 79.0%; inadequate science & technology 77.38% and administration & diplomatic aspects are rated with mostly/fully gradually.

Descriptive Output of all Variables of Major Threats

Table 4.41: Major Challenges to be Faced by Police

Descriptive	Mean	Median	Std. Deviation	Variance
Being late in Constitution Building Unstable Politics & NETABAJI (Manipulative power players) rather than Leadership	4.45	5.00	.942	.888
External influence, Political instability, Internal Dispute in Political Parties, Lacking Role model in Leadership, political consensus	4.44	5.00	.850	.723
Politicization in Administration and Security Sectors. Tendency of making Political Services as an Occupation	4.36	5.00	.921	.849
Poverty and Unemployment	4.29	5.00	.964	.929
Low Salary and Expensive market	4.24	5.00	1.000	1.000
Youth and Brain Drain	4.24	5.00	1.061	1.126
Short mindedness and Immaturity of national leaderships and International conflict consequences has boosted up the national security threat and challenge	4.23	4.00	.941	.886
Poor Economy Poor Implementation of Policy & Rules	4.20	4.00	.962	.926
Rampant Corruption	4.19	4.00	.953	.908
Articulated mistrust in between police and public which is influenced by political interest and illegal involvement of few police personnel	4.17	4.00	.938	.881
Un planed Settlement Urbanization & Migration	4.12	4.00	.989	.978
Lacking national security & internal security policy	4.11	4.00	1.002	1.003
Lack of strategies for security sector reform & development	4.09	4.00	.941	.885
Nepotism & Poor Governance in Service delivery issues	4.09	4.00	.954	.911
Nepotism and favoritism	4.05	4.00	1.045	1.093
Cyber crime& Small arms proliferation	4.03	4.00	.987	.975
Lacking Comprehensive and Collective Security	4.03	4.00	.930	.865
Network & Schemes in Regional Level				
Lack of Long term Plan & Strategy on National Gross Production	4.02	4.00	.974	.949
Decreasing Ethical/moral values in Society	4.00	4.00	.962	.926
Traditional Approach of Service Delivery	3.99	4.00	.946	.894
Traditional Performance Appraisal	3.98	4.00	.984	.969
Lacking Physical Infrastructure	3.96	4.00	.991	.983

Inadequate Technology and lack of relevant skill and knowledge	3.95	4.00	.930	.864
Lacking Bridging Strategy to fill the gap in between Traditional approach & Modern Technology	3.95	4.00	.957	.915
Influences from Global, Regional & National Power Centers	3.93	4.00	.967	.935
Affects of Information, Communication, Technology and Globalization	3.93	4.00	.930	.865
Landlocked and sandwich Position, Geographical Diversity & Remoteness	3.90	4.00	1.114	1.242
Mushroom grow up of armed groups due to Transitional situation	3.88	4.00	1.094	1.198
Declining Social Values & Norms	3.87	4.00	.937	.878
Lacking regular seminars, research and survey on key National & regional human security issues and challenges	3.80	4.00	.974	.950
Not being able to Receiving Support from neighbor Countries	3.77	4.00	1.161	1.348
Global warming & Climate change: climate vulnerability its Influence on Human Security, Landslide/Flood & Earthquakes	3.77	4.00	1.009	1.018
Misuse of Technology by Interest Group	3.65	4.00	1.037	1.075
Un controlled Fashion and multiculturalism/Practices	3.63	4.00	1.059	1.122
Lack of specific act & regulations	2.56	2.00	1.210	1.464
Grand Mean of the Series	3.99			

Source: Self Compiled

Table 4.41 exhibits the mean values, standard deviation and variance status of respondents on the question number 11, which summarizes the status of major challenges to be face by police in the country on the basis of the 35 variables of police and policing roles and responsibilities. The mean vale of series is 3.99.

Where the status of to ten major challenges are being late in Constitution Building Unstable Politics & NETABAJI (Manipulative power players) rather than Leadership (4.45 the highest position in the series), external influence, Political instability, Internal Dispute in Political Parties, Lacking Role model in Leadership, political consensus (4.44), Politicization in Administration and Security Sectors. Tendency of making Political Services as an Occupation (4.36), poverty and unemployment (4.29), low salary and expensive market (4.24), youth and brain drain (4.24), short mindedness and immaturity of national leaderships and international conflict consequences has boosted up the national security threat and challenge (4.23), poor economy poor implementation of policy & rules (4.20), rampant corruption (4.19) and

Articulated mistrust in between police and public which is influenced by political interest and illegal involvement of few police (4.17).

Where the top five least rated status of major challenges are 'not being able to Receiving Support from neighbor Countries (3.77)', 'global warming & Climate change: climate vulnerability its influence on human security, landslide/flood & earthquakes (3.77)', 'misuse of technology by interest group, un controlled fashion and multiculturalism/practices (3.65)', and 'lack of specific act & regulation (2.56) the least among the series of 23)' below the mean value. Top five and least five rated variable are also examined statistically. Below, these are examined and analysed with key demography: gender, age, and education, designation.

Cross-tab with Key Demography on Top Rated Five Major Security Challenges to be Faced by Police Forces

Table 4.42: Top Five Major Security Challenges

S.N.	Major threats and challenges being faced in Nepal	Mean
1.	Being late in Constitution Building Unstable Politics & NETABAJI (Manipulative power players) rather than Leadership	4.45
2.	External influence, Political instability, Internal Dispute in Political Parties, Lacking Role model in Leadership, political consensus	4.44
3.	Politicization in Administration and Security Sectors. Tendency of making Political Services as an Occupation	4.36
4.	Poverty and Unemployment	4.29
5.	Low Salary and Expensive market	4.24

Source: Self Complied

Table 4.42 shows the status of top five rated major security challenges to be faced by police in the country. Among top rated security challenge in the first the being late in constitution building unstable politics & NETABAJI (manipulative power players) rather than leadership with mean values 4.45; in the second the external influence, political instability, internal dispute in political parties, lacking role model in leadership, political consensus with 4.44; he in the third politicization in administration and security sectors.; tendency of making political services as an occupation with 4.36; in the fourth poverty and unemployment and in the fifth lows salary and expensive market were rated by the

respondents in the study. Below, those top five challenges are examined and analysed with key demography: gender, age, education, occupation and designation gradually.

Gender: Due to the gender prospective, 92.1% male, 85% female on being late in constitution building unstable politics & NETABAJI (manipulative power players) rather than leadership; 92.1% male, 93.2% female on external influence, political instability, internal dispute in political parties, lacking role model in leadership, political consensus have rated with good/very good.; 90.6% male, 89.8% female on politicization in administration and security sectors tendency of making political services as an occupation; 87.8% male 87.8% female on poverty and unemployment and 83.2% male; 83.0% female on low salary and expensive market have rated with agree/strongly agree.

Age: 28% respondents were from the 41-50 age groups which are highest participation in the survey. Out of 41-50 group, 93.6% on being late in constitution building unstable politics & NETABAJI (manipulative power players) rather than leadership; 92.6% on external influence, political instability, internal dispute in political parties, lacking role model in leadership, political consensus; 92.9% on politicization in administration and security sectors tendency of making political services as an occupation; 89.1% on poverty and unemployment; 84.6% on low salary and expensive market have rated with agreeableness.

Education: 48.2% respondents were from master level in the survey. Out of master level education 90.9% on the basis of education in response being late in constitution building unstable politics & NETABAJI (manipulative power players) rather than leadership; 92.9% on external influence, political instability, internal dispute in political parties, lacking role model in leadership, political consensus; 90.5% on politicization in administration and security sectors tendency of making political services as an occupation; 87.6 % on poverty and unemployment and 81.9% on low salary and expensive market have rated with agreeableness.

Occupation: From the occupation prospective, 90.1% public and 95.2% security to being late in constitution building unstable politics & NETABAJI (manipulative power players) rather than leadership; 91.3% public and 94.6% security on external influence,

political instability, internal dispute in political parties, lacking role model in leadership, political consensus; 90.3% public, 89.2% security on politicization in administration and security sectors tendency of making political services as an occupation; 86.9% public, 91.0% security on poverty and unemployment; and 85.6% on low salary and expensive market have rated with agreeableness. Regarding the occupation respondents 71.9% were from public/private and 28.1% were from security officers.

Designation: 473 respondents have response their designation in this survey. The highest participation was from gazette second class 69.6%. 94.1% from second; 94.9% first class and 97.4% special class on being late in constitution building unstable politics & NETABAJI (manipulative power players) rather than leadership; 95.9% from second; 93.6% first class and 89.7% special class on external influence, political instability, internal dispute in political parties, lacking role model in leadership, political consensus; 93.7% from second; 92.4% first class and 94.9% special class on politicization in administration and security sectors tendency of making political services as an occupation; 90.988.6% first class and 81.7% special class on poverty and unemployment from second; and 86.4% from second; 84.85% first class and 89.5% special class on low salary and expensive market have rated agree /strongly agree.

Cross-tab With Different Key Demographical Variables on Five Least Rated Major Security Challenges to be Faced by Police Forces

Table 4.43: Least 5 (Five) Major Threats and Challenges Being Faced in Nepal

S.N.	Major threats and challenges being faced in Nepal Descriptive	Mean
1.	Not being able to Receiving Support from neighbor Countries	3.77
2.	Global warming & Climate change: climate vulnerability its Influence on Human Security, Landslide/Flood & Earthquakes	3.77
3.	Misuse of Technology by Interest Group	3.65
4.	Un controlled Fashion and multiculturalism/Practices	3.63
5.	Lack of specific act & regulations	2.56

Source: Self Complied

Table 4.43 shows the status of least five rated variables major security challenges to be faced by police in the country. One of least rated challenges was lack of specific act and regulations with mean values 2.56, whereas, the highest mean values among the 35

variable was 4.45. Below, these are examined and analysed with key demography: gender, age, and education and designation gradually.

Gender: Due to the gender prospective, 69.2% male 62.6% on not being able to receiving support from neighbor countries; 66.9% male, 55.7% female on global warming & climate change: climate vulnerability its influence on human security, landslide/flood & earthquakes; 68.7 % male, 61.3% female on misuse of technology by interest group and 58.65% male; 60.5% female on un controlled fashion and multiculturalism/practices have rated with agreeableness. However, 62.6% male, 58.5% female on the lack of specific act and regulations have rated with disagree/strongly disagree.

Age: 28% respondents were from the 41-50 age groups which are highest participation in the survey. Out of 41-50 group, 56.9% on not being able to support from neighbor countries; 71.7% on global warming & climate change: climate vulnerability its influence on human security, landslide/flood & earthquakes; 66.3% on misuse of technology by interest group; 63.7% on uncontrolled fashion and multiculturalism/practices have rated agreeableness. 64.6% on lack of specific act and regulations have rated disagree/strongly disagree.

Education: 48.2% respondents were from master level in the survey. Out of master level education 67.3% on not being able to support from neighbor countries; 63.5% on global warming & climate change: climate vulnerability its influence on human security, landslide/flood & earthquakes; 61.1% on misuse of technology by interest group; and 57.2% on uncontrolled fashion and multiculturalism/practices have rated agreeableness. 64.8% on the lack of specific act and regulations have rated disagree/strongly disagree.

Occupation: From the occupation prospective, 68.3% public and 73.1% security on not being able to support from neighbor countries; 61.4% public, 75.0% security on global warming & climate change: climate vulnerability its influence on human security, landslide/flood & earthquakes; 60.2% public, 67.0% security on misuse of technology by interest group and 56.0% public, 65.7% security on uncontrolled fashion and multiculturalism/practices have rated with agreeableness. However, 58.9% public, 70.8% security on lack of specific act and regulation have rated with disagree/strongly

disagree. Regarding the occupation respondents 71.9% were from public/private and 28.1% were from security officers.

Designation: 473 respondents have response their designation in this survey. The highest participation was from gazette second class 69.6%. 70.4% from second class; 64.5% first class and 74.4 % special class on not being able to support from neighbor countries; 71.4% from second class, 67.1% first class and 77.9% special class on global warming & climate change: climate vulnerability its influence on human security, landslide/flood & earthquakes; 64.1% from second class, 64.5% first class and 51.3% special class on misuse of technology by interest group and 66.3% from second class, 56.9% first class and 64.1% special class on uncontrolled fashion and multiculturalism/practices have rated with agreeableness. 65.5% from second class, 72.5% first class, and 84.6% special on lack of specific act and regulation have rated with disagree/strongly disagree.

Independent Sample t Test with Key Demography on Existing Major Security Threats and Challenges Being Faced in Nepal

Independent Sample Test

Independent sample t-test was conducted to know the effects gender and occupation. The results are discussed here.

Gender: From the prospective of gender group by respondents existing major security threats and challenges being faced in Nepal showed traditional performance appraisal (0.032); inadequate technology and lack of relevant skill and knowledge (0.050) and misuse of technology by interest group (0.040); are statistically significant difference and rests security threats and challenges are not statistically significant difference.

Occupation: Due to the occupational perspective on existing major security threats and challenges being faced in Nepal. It showed lack of specific act and regulation (0.023); traditional performance appraisal (0.001); lack of long term plan and strategy on national gross production (0.049); lacking physical infrastructure (0.011); Salary and expensive market (0.044); poor economy poor implementation of policy and rules (0.000); poverty and unemployment (0.004); being late in constitution building unstable politics & NETABAJI (Manipulative power players) rather than leadership (0.001);

global warming & climate change: climate vulnerability its influence on human security, landslide /flood & earthquakes (0.000); landlocked and sandwich position, geographical diversity & remoteness (0.048); politicization in administration and security sectors (0.013); declining social values & norms(0.000); decreasing ethical/moral values in society (0.011); nepotism and favoritism (0.007); un controlled fashion and multiculturalism/practices (0.023); affects of information communication technology and globalization (0.000); cyber crime and small arms (0.004); inadequate technology and lack of relevant skill and knowledge (0.001); lacking bridging strategy to fill the gap in between traditional approach & modern technology (0.020); misuse of technology by interest group (0.034); traditional approach of service delivery(0.008); lacking comprehensive and collective security network and schemes in regional level (0.000); influences from global, regional & national power centers (0.012) and unplanned settlement urbanization and migration are statistically significant difference and rest are statistically not significant difference.

One Way ANOVA Test with Education Group

One way ANNOVA test was conducted to know the effects of age, education, service faculty and designation. The results of ANNOVA test are discussed here.

Age: From the perspective of age group on existing major security threats and challenges being faced in Nepal showed nepotism & poor governance in service delivery issues (0.015); global warming & climate change: climate vulnerability its influence on human security, landslide/flood & earthquakes (0.000); landlocked and sandwich position, geographical diversity & remoteness (0.001); articulated mistrust in between police and public (0.500); declining social values & norms (0.004); affects of information, communication, technology and globalization (0.001) and lacking bridging strategy to fill the gap in between traditional approach & modern technology (0.022) are statistically significant difference and rest are not statistically significant difference.

Education: Due to the level of education there are various security threats and challenges are not significant difference. However traditional performance appraisal (0.043) and lack of long term plan & strategy on national gross (0.011) are statistically significant difference.

Service Nature: Due to the nature of service prospective showed lack of Long term Plan & Strategy on National Gross Production (0.046); lacking physical infrastructure(0.035); low salary and expensive market (0.000); poverty and unemployment(0.012); being late in constitution building unstable politics & NETABAJI (manipulative power players) rather than leadership(0.032); global warming & climate change: climate vulnerability its influence on human security, landslide/Flood & earthquakes(0.032); landlocked and sandwich position, geographical diversity & remoteness(0.012); decreasing ethical/moral values in society (0.014); influences from global, regional & national power centers(0.001); lacking comprehensive and collective security network & schemes in regional level(0.027); mushroom grow up of armed groups due to transitional situation(0.007); un planed settlement urbanization & migration (0.009) are statistically significant difference different and rests are not significantly difference.

Designation: From the designation perspective, showed lack of specific act & regulations(0.019); low salary and expensive market(0.012); poor economy poor implementation of policy & rules(0.029); global warming & climate change: climate vulnerability (0.006); declining social values & norms(0.039); nepotism and favoritism: (0.022); affects of information, communication, technology (0.006); and globalization lacking bridging strategy to fill the gap in between traditional approach & modern technology (0.037) and traditional approach of service delivery(0.044) are statistically significant difference and rest threats and challenges are not statistically significant difference.

Political interference has become as the routine job of political leaders and major decisions has been affected by personal biases rather than performance. Unprofessional and inefficient people are encouraged and heading towards top. A functionally devolved system needs to be equitable, efficient and ethical government to lead bureaucracy, security agencies, accordingly. Finally, the result concludes that there are major challenges in security organization in Nepal such as lack of sense of security service, humanity and human dignity, accountability, honesty in their profession. So, the performance, morale and image of Police Forces are damaged. Politicization in the security organization, groupism, nepotism, lootism, favoritism, etc. is the main challenges

in security organization in the country. Thus, police and policing should be managed and prepared with necessity research and interaction for the special and periodic reformation, re-engineering and development incorporating principles and mechanisms to ensure equity, equality, good governance, specialization, decentralization, and a strong and neutral and transparent judiciary with national and international norms and values.

Key findings from SQ 11.

- I. There are depictive policies in politics, politics in police and policing.
- II. The most rated security challenged belong to major group like economical aspects 83.26%; national/ international fraction cause and consequences 82.0%; geo-political aspects 80.84%; Socio cultural & conflict related aspects 79.0%; inadequate science & technology 77.38% and administration & diplomatic aspects are rated with mostly/fully gradually as rated by the respondents (N: 1111).
- III. Particularly, highly rated variables were: NETABAJI (Manipulative power players) rather than Leadership mean value 4.45 (the highest position in the series); external influence, political instability, internal dispute in political parties, lacking role model in leadership, political consensus (4.44); politicization in administration and security sectors. Tendency of making political services as an occupation (4.36); poverty and unemployment (4.29), low salary and expensive market (4.24); youth and brain drain (4.24), short mindedness and immaturity of national leaderships and international conflict consequences has boosted up the national security threat and challenge (4.23), poor economy poor implementation of policy & rules (4.20), rampant corruption (4.19) and Articulated mistrust in between police and public which is influenced by political interest and illegal involvement of few police (4.17).
- IV. Political interference has become as the routine job of political leaders and major decisions has been affected by personal biases rather than performance.
- V. Unprofessional and inefficient people are encouraged and heading towards top. A functionally devolved system needs to be equitable, efficient and ethical government to lead bureaucracy, security agencies, accordingly.
- VI. Finally, the result concludes that there are major challenges in security organization in Nepal such as lack of sense of security service, humanity and human dignity, accountability, honesty in their profession. So, the performance, morale and image of Police Forces are damaged. Politicization in the security organization, groupism, nepotism, lootism, favoritism, etc. is the main challenges in security organization in the country.
- VII. Police and policing should be managed and prepared with necessity research and interaction for the special and periodic reformation, re-engineering and development incorporating principles and mechanisms to ensure equity, equality, good governance, specialization, decentralization, and a strong and neutral and transparent judiciary with national and international norms and values.

Results on Possible Arenas for Citizen Involvement in Police Role and (Services Question Number 12)

Q .12 Views/rating possible arenas for citizen involvement in police role and services?

Descriptive Output of Main Heading

Table 4.44: Overall Rating on the Possible Areas and Policies for the Involvement of Citizens

S.N.	Main Arena of Police Role & Services	Missing	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
1.	Crime Prevention & Crime Investigation Arena	0.71%	2.26%	3.97%	17.06%	44.75%	31.25%	100.00%
2.	Public Order & Peace security operation Arena	0.45%	4.16%	5.71%	20.52%	39.34%	29.82%	100.00%
3.	Public Awareness Programs	0.61%	1.58%	3.24%	15.44%	41.98%	37.15%	100.00%
4.	Miscellaneous	1.29%	1.55%	3.17%	16.21%	38.99%	38.79%	100.00%

Source: Self complied

Table 4.44 table summarizes that the prevailing status of major security challenges to be faced by police in the country. For the purpose to examine the major security challenges to be faced by police the question number 11 was designed in as above mentioned six groups. All together 35 variable were selected under the six variables on the basis of previous articles, news, work papers and self observations. As per the result in the table highest rating is on economical aspects 83.26%; national/international fraction cause and consequences 82.0%; geo-political aspects 80.84%; Socio cultural & conflict related aspects 79.0%; inadequate science & technology 77.38% and administration & diplomatic aspects are rated with with mostly/fully gradually.

Descriptive Out-put of All Possible Arenas for Citizen Involvement in Police Role and Services

Table 4.45: Possible Arenas for Citizen Involvement in Ppolice Role and Services

Descriptive	Mean	Median	Std. Deviation	Variance
United: for the sake for sovereignty & integrity of nation, national and nationality	4.23	4.00	.953	.909
United against corruption & illegal connection with criminals	4.20	4.00	.985	.970

Encouraging competent citizens to join in Police Services	4.18	4.00	.964	.930
Encouragement Good Police Officer	4.17	4.00	.948	.899
Obedying the Rule: Respect others fundamental rights while enjoying self rights	4.17	4.00	.988	.977
Promoting value education community & schools	4.07	4.00	.945	.894
Gender& Sex Discrimination: Support in campaign against the gender violence and discrimination	4.06	4.00	.924	.853
Role of civil society in proper judgment and evaluation of police leaders and his/her bad performance in side and out side the organization regularly	4.05	4.00	.989	.978
By protecting the crime scene /Incident spot & evidences	4.05	4.00	.935	.874
Disaster awareness and Safety Precaution orientation	4.04	4.00	.913	.833
Information Sharing	4.04	4.00	1.032	1.064
Awareness on Domestic Violence & social inclusion: participation	4.03	4.00	.939	.881
Strengthening Police: in disaster & Rescue	4.02	4.00	.980	.961
Victim support program	3.97	4.00	.954	.910
Being supportive against Hooligans/crime & criminal	3.96	4.00	1.052	1.107
Making positive Mind Set & social harmonization	3.96	4.00	1.182	1.396
Participation and supporting Community Policing	3.94	4.00	.939	.882
Volunteering in program and promoting the concept				
Applying basic security precaution& measures at home	3.93	4.00	.922	.850
Borders Surveillance & Information: Any doubtful or illegal activities at border & national premises should be reported	3.93	4.00	1.000	.999
Immediate response asked by security officers	3.88	4.00	.968	.937
Terrorism controlling: Collative commitment against terrorism: integrated approach fighting against terrorism	3.88	4.00	1.217	1.481
Providing the records about the persons/ agencies who are living in rent house	3.88	4.00	.979	.959
Volunteering in Traffic Awareness Program	3.87	4.00	.984	.969
Support as witness	3.85	4.00	1.010	1.021
Traffic management: Volunteering Service	3.84	4.00	1.000	1.000
Volunteering in crowd management	3.66	4.00	1.058	1.119
Grand Mean of the Series	3.99			

Source:Self Complied

Table 4.45 exhibits the mean values, standard deviation and variance status of respondents on the question number 12, which summarizes the status for citizen involvement in police role and services in the country on the basis of the 26 variables of police and policing roles and responsibilities. The mean vale of series is 3.99.

Where the status of to five variable were united: for the sake for sovereignty & integrity of nation, national and nationality (4.23 the highest position in the series), united

against corruption & illegal connection with criminals (4.20), Encouraging competent citizens to join in police services (4.18), encouragement good police Officer (4.17) , obeying the rule: respect others fundamental rights while enjoying self rights (4-17), promoting value education community & schools (4.07), gender& sex discrimination: support in campaign against the gender violence and discrimination (4.06), and Role of civil society in proper judgment and evaluation of police leaders and his/her bad performance inside and outside the organization regularly (4.05).

Where the top five least rated status for citizen involvement in police role and services major challenges are 'providing the records about the persons/ agencies who are living in rent house (3.88)', 'volunteering in traffic awareness program (3.87)', 'support as witness (3.85)', ' traffic management: volunteering service (3.84)' and 'volunteering in crowd management (3. 66).

Cross-tab with Different Key Demographical Variables on Top 5 Rated Possible Arenas for Citizen Involvement in Police Role and Services

Table 4.46: Top 5 (Five) Possible Arenas for Citizen Involvement in Police Role and Services

S.N.	Possible arenas for citizen involvement in police role and services	Mean
1.	United: for the sake for sovereignty & integrity of nation, national and nationality	4.23
2.	United against corruption & illegal connection with criminals	4.20
3.	Encouraging competent citizens to join in Police Services	4.18
4.	Encouragement Good Police Officer	4.17
5.	Obeying the Rule: Respect others fundamental rights while enjoying self rights	4.17

Source: Self Complied

Table 4.46 shows the status of top five rated possible arenas for citizen involvement in police role and services in the country. Among the top rated variable was the united: for the sake for sovereignty & integrity of nation, national and nationality with mean values 4.23; in the second the united against corruption & illegal connection with criminals with mean values 4.20; in the third encouraging competent citizens to join in police services with mean values 4.18; in the fourth encouragement good police officer with mean values ; in the fifth obeying the rule: respect others fundamental rights while

enjoying self rights with mean values 4.17. . Below, those top five challenges are examined and analyzed with key demography: gender, age, education, occupation and designation gradually.

Gender: Due to the gender prospective, 82.4% male, 80.3% female on the united: for the sake for sovereignty & integrity of nation, national and nationality; 81.3% male, 80.9% female on united against corruption & illegal connection with criminals; 81.7% male, 73.5% female on encouraging competent citizens to join in police services; 82,1% male 80.9% female on encouragement good police officer and 81.3% male; 79.6% female on obeying the rule: respect others fundamental rights while enjoying self rights have rated with agree/strongly agree.

Age: 28% respondents were from the 41-50 age groups which are highest participation in the survey. Out of 41-50 group, the survey showed 83.0% on the united: for the sake for sovereignty & integrity of nation, national and nationality; 81.7%on united against corruption & illegal connection with criminals; 83.2% on encouraging competent citizens to join in police services; 84.6% on encouragement good police officer; and 83.6% on obeying the rule: respect others fundamental rights while enjoying self rights have rated with agreeableness.

Education: 48.2% respondents were from master level in the survey. Out of master level education 84.8% on the united: for the sake for sovereignty & integrity of nation, national and nationality; 82.2% on united against corruption & illegal connection with criminals; 81.5% on encouraging competent citizens to join in police services, 85.5% on encouragement good police officer; 81.9% on obeying the rule: respect others fundamental rights while enjoying self rights have rated with agreeableness.

Occupation: From the occupation prospective, 80.7% public and 85.2% security on the united: for the sake for sovereignty & integrity of nation, national and nationality; 80.3% public and 83.3% security on united against corruption & illegal connection with criminals; 89.1% public, 84.3% security on encouraging competent citizens to join in police services; 80.1% public, 87.1% security on encouragement good police officer; and 81.0% public, 83.6% security on obeying the rule: respect others fundamental rights

while enjoying self rights have rated with agreeableness. Regarding the occupation respondents 71.9% were from public/private and 28.1% were from security officers.

Designation: 473 respondents have response their designation in this survey. The highest participation was from gazette second class 69.6%. 85.5% from second; 91.1% first class and 87.2% special class on the united: for the sake for sovereignty & integrity of nation, national and nationality; 81.4% from second; 85.3% first class and 84.6% special class on united against corruption & illegal connection with criminals; 82.3% from second; 87.3% first class and 82.1% special class on encouraging competent citizens to join in police services; 84.1% from second, 79.4% first class and 89.8% special class on encouragement good police officer; and 83.6% second class, 837.4% first class on low salary and on obeying the rule: respect others fundamental rights while enjoying self rights have rated with agreeableness.

Cross-tab with Key Demography on 5 Least Possible Arenas for Citizen Involvement in Police Role and Services

Table 4.47: Least 5 (Five) Possible Arenas for Citizen Involvement in Police Role and Services

S.N.	Possible arenas for citizen involvement in police role and services	Mean
1.	Providing the records about the persons/ agencies who are living in rent house	3.88
2.	Volunteering in Traffic Awareness Program	3.87
3.	Support as witness	3.85
4.	Traffic management: Volunteering Service	3.84
5.	Volunteering in crowd management	3.66

Source: Self Complied

Table 4.47 shows the status of least five rated possible arenas for citizen involvement in police role and services in the country. Among them the providing the records about the persons/ agencies who are living in rent house with mean values 3.88; in the second volunteering in traffic awareness program mean values 3.87; in the third support as witness with mean values 3.85; in the fourth traffic management: volunteering service with mean values 3.84; in the fifth volunteering in crowd management with mean

values 3.66 are gradually. Below, those top five challenges are examined and analyzed with key demography: gender, age, education, occupation and designation gradually

Gender:: Due to the gender prospective, 71.9% male, 69.4% female on providing the records about the persons/ agencies who are living in rent house; 70.8% male, 63.9% female on volunteering in traffic awareness program with mean values; 70.8% male, 63.9% female on support as witness; 69.7% male, 69.7% female on traffic management: volunteering service and 59.6% male; 64.0% female on volunteering in crowd management have rated with agreeableness.

Age: 28% respondents were from the 41-50 age groups which are highest participation in the survey. Out of 41-50 group respondents, 72.4% providing the records about the persons/ agencies who are living in rent house; 74.3% on volunteering in traffic awareness program; 72.7% on support as witness; 68.2% on on traffic management: volunteering service; 59.8% on volunteering in crowd management have rated with agreeableness.

Education: 48.2% respondents were from master level in the survey. Out of master level respondents, 71.2% on providing the records about the persons/ agencies who are living in rent house; 72.5% on volunteering in traffic awareness program; 71.6% on support as witness; 69.3% on traffic management: volunteering service; 59.8% on volunteering in crowd management have rated with agreeableness.

Occupation: From the occupation prospective, 67.6% public and 79.2% security on providing the records about the persons/ agencies who are living in rent house; 70.0% public and 75.6% security on volunteering in traffic awareness program; 67.2% public, 76.6% security on support as witness; 68.8% public, 73.7% security on volunteering in crowd management and 59.2% public, 61.8% security on volunteering in crowd management have rated with agreeableness. Regarding the occupation respondents 71.9% were from public/private and 28.1% were from security officers.

Designation: 473 respondents have response their designation in this survey. The highest participation was from gazette second class 69.6%. 65.3% from second; 78.4% first class and 87.3% special class on providing the records about the persons/ agencies

who are living in rent house; 71.8% from second; 74.7% first class and 71.8% special class on volunteering in traffic awareness program; 69.5% from second; 74.6% first class and 76.9% special class on support as witness; 74.5% from second; 66.7% first class and 79.8% special class on traffic management volunteering service; and 51.8% from second; 54.5% first class and 58.9% special class on volunteering in crowd management have rated with agreeableness.

Independent Sample t Test and One Way ANNOVA Test with Different Key Demographical Variables on Possible Arenas for Citizen Involvement in Police Role and Services in Nepal

Independent Sample t Test

Independent sample t-test was conducted to know the effects gender and occupation. The results are discussed here.

Gender: From the prospective of gender group by respondents on Possible arenas for citizen involvement in police role and services in Nepal showed there is no effects by gender group.

Occupation: Due to the occupational perspective on Possible arenas for citizen involvement in police role and services in Nepal showed being supportive against Hooligans/crime & criminal (0.089); terrorism controlling: collative commitment against terrorism: integrated approach fighting against terrorism (0.823); volunteering in crowd management(0.648); awareness on domestic violence & social inclusion: participation(0.122); united against corruption & illegal connection with criminals(0.345); encouraging competent citizens to join in police services (0.345); obeying the rule: respect others fundamental rights while enjoying self rights (0.433); promoting value education community & schools(0.293); role of civil society in proper judgment and evaluation of police leaders and his/her bad performance inside and outside the organization regularly(0.365); strengthening police: in disaster & rescue(0.206); united: for the sake for sovereignty & integrity of nation, national and nationality (0.069) are not statistically significant difference and rests possible arenas for citizen involvement in police role and service are statistically significant difference.

One Way ANOVA Test with Different Demography

One way ANNOVA test was conducted to know the effects of age, education, service faculty and designation. The results of ANNOVA test are discussed here.

Age: From the perspective of age group on Possible arenas for citizen involvement in police role and services in Nepal showed applying basic security precaution& measures at home (0.028); immediate response asked by security officers (0.002); borders surveillance & information: any doubtful or illegal activities at border & national premises should be reported (0.012); making positive mind set & social harmonization(0.002); obeying the rule: respect others fundamental rights while enjoying self rights(0.003); strengthening police: in disaster & rescue (0.001); united: for the sake for sovereignty & integrity of nation, national and nationality (0.006) are statistically significant difference and rests possible areans are not statistically significant difference.

Education: Due to the level of education there are most possible arenas for citizen involvement in police role and services are not significant difference. However, encouragement good police officer (0.011); immediate response asked by security officers (0.042) and obeying the rule: respect others fundamental rights while enjoying self rights (0.024) are statistically significant difference.

Service Nature: Due to the nature of service prospective showed encouragement good police officer (0.007); information sharing (0.003); participation and supporting community policing volunteering in program and promoting the concept (0.000); providing the records about the persons/ agencies who are living in rent house (0.040); support as witness (0.019); borders surveillance & information: any doubtful or illegal activities at border & national premises should be reported (0.014 terrorism controlling: collative commitment against terrorism: integrated approach fighting against terrorism (0.012); united against corruption & illegal connection with criminals (0.048); obeying the rule: respect others fundamental rights while enjoying self rights (0.023); strengthening police: in disaster & rescue (0.038) are statistically significant difference and rests possible arenas for citizen involvement in police role and service are not statistically significant difference.

Designation: From the designation perspective, showed that the applying basic security precaution& measures at home (0.011); by protecting the crime scene /incident spot & evidences (0.004); immediate response asked by security officers (0.016); information sharing(0.027); borders surveillance & information: any doubtful or illegal activities at border & national premises should be reported (0.035); making positive mind set & social harmonization(0.020) and strengthening police: in disaster & rescue(0.046) are statistically significant difference and rests possible arenas for citizen involvement in police role and service are not statistically significant difference.

Key findings from SQ 12.

- I. How citizens can be involved to cooperative policing were enquired with the respondents. The respondents were judged on the basis of 1 to 5 scale from disagree to strongly agree. The top five ways according to the mean are below.
- II. Where the status of top five variable were united: for the sake for sovereignty & integrity of nation, national and nationality (4.23 the highest position in the series), united against corruption & illegal connection with criminals (4.20), Encouraging competent citizens to join in police services (4.18), encouragement good police Officer (4.17) , obeying the rule: respect others fundamental rights while enjoying self-rights (4-17), promoting value education community & schools (4.07), gender& sex discrimination: support in campaign against the gender violence and discrimination (4.06), and Role of civil society in proper judgment and evaluation of police leaders and his/her bad performance inside and outside the organization regularly (4.05).
- III. Where the top five least rated status for citizen involvement in police role and services major challenges are 'providing the records about the persons/ agencies who are living in rent house (3.88)', 'volunteering in traffic awareness program (3.87)', 'support as witness (3.85)', ' traffic management: volunteering service (3.84)' and 'volunteering in crowd management (3. 66).
- IV. Role of civil society in proper judgment and evaluation of police leaders and his/her bad performance inside and outside the organization regularly.

Results on Additional Suggestion for the Improvement (Question Number 13)

Q .13 Additional suggestion for the improvement of leadership and policing?

In the survey questionnaire a separate open question was also designed to gather the more perception and ideas from the respondents. Fundamentally, it was expected that the queries, which have not covered in other questionnaire in the survey can be collected through the open ended approach. Thus, the additional major expectations and suggestions from the respondents were coded and summarized and placed below.

Additional Suggestions and Expectations of the Respondents

While inquiring with the respondents about their suggestions to improvement leadership and policing some open space were provided in the questionnaire requesting them to suggest. On their suggestions were coded, classified and summarized, they are as follows:

Table 4.48: Suggestions and Expectations of the Respondents

-
- Make national security policy and domestic policy
 - No confusion on role and responsibility of police agencies
 - Career development policy should be well defined and transparent.
 - Border security policy should developed and must be controlled
 - Ensure no nepotism Best should be promoted rather....
 - Politicization and money game should be stopped in police recruitment and promotion.
 - Maintain good relation with student and give respect and take respect
 - Highway security should be performed by special force and should not be closed
 - Pay and pension should be increased for better service.
 - Border and industrial security skills oriented training should be provided for senior officers.
 - Besides job oriented course, top level and middle level management and leadership training like military staff college and national defense course in police forces.
 - Semi judicial power to metro police also be studied and judicial policing.
 - Appointment should be from S.P. rank age bar-26 years-like IPS in India.
 - An independent police service commission in urgently required.
 - Only the professionally sound, mentally and physically fit capable should have opportunity in top level leadership.
 - Illegal, unethical decisions must not be encouraged in security forces. Maintain good governance in organization and country
 - Security leadership should not be ridicules himself if not fit for the responsibility and command.
 - Pre promotion examination and training should be conducted each and every steps of promotion of senior officer.
-

Source: Self Compiled

Results on the Modality of this Questionnaire (Question Number 14)

Q .14 Your rating on the modality of this question?

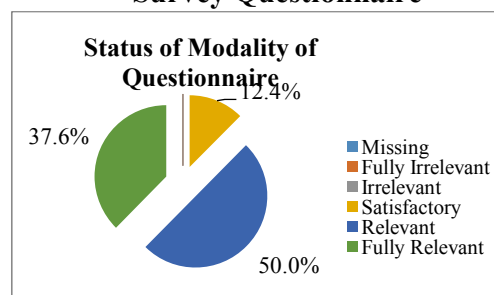
Further to be confirmed about the practicality, relevancy or boring of the questionnaire modality of survey questionnaire a test provision was made to know the perception of the respondents of the study and the question number 14 was designed for the purpose accordingly. Thus, the question was asked for purpose of direct evaluation of the pattern and modality of research question adapted in the study. The respondent had rated very positively and the result applies as the result from Cronobach's Alpha statistic analysis.

Table: 4.49: Modality of Survey Questionnaire

S. N.	Rating on modality of the survey questionnaire	Count	Table N %
1	Missing	0	0.0%
2	Fully Irrelevant	0	0.0%
3	Irrelevant	0	0.0%
4	Satisfactory	138	12.4%
5	Relevant	555	50.0%
6	Fully Relevant	418	37.6%

Source: Self Complied

Figure: 4.2 Status of Modality of Survey Questionnaire



Source: Self Complied

The Table 4.49 figure 4.2 indicate the 87.6% respondents have rated with very relevant/relevant and 12.4% have rated with satisfactory, where there was no negative rating on the modality of the survey questionnaire. The researcher was encouraged with the active and openness of the participants with providing e-mail and contact number, which helped the study for conformation in any doubt and follow-up the perception of the most respondents. Below, are examined and analysed with key demography: gender, age, education, occupation and designation gradually.

Table 4.50: Gender * Responders Grading Cross-tabulation

			Responders Grading			Total
			Satisfactory	Relevant	Fully Relevant	
Gender	Male	Count	121	481	359	961
		% of Total	10.9%	43.3%	32.3%	86.5%
	Female	Count	16	73	58	147
		% of Total	1.4%	6.6%	5.2%	13.2%
	If Any	Count	1	1	1	3
		% of Total	0.1%	0.1%	0.1%	0.3%
Total	Count	138	555	418	1111	
	% of Total	12.4%	50.0%	37.6%	100.0%	

Source: Self Complied

Gender: From the gender perspective the study presents that the 75.6% male; and 11.8% female have rated with relevant/fully relevant and 10.9% Male and 1.4% female have rated with satisfactory.

Table 4.51: Age * Responders Grading Cross-tabulation

			Responders Grading			Total
			Satisfactory	Relevant	Fully Relevant	
Age	Missing	Count	0	7	4	11
		% of Total	0.0%	0.6%	0.4%	1.0%
	20-30	Count	45	131	80	256
		% of Total	4.1%	11.8%	7.2%	23.0%
	31-40	Count	39	152	115	306
		% of Total	3.5%	13.7%	10.4%	27.5%
	41-50	Count	36	153	122	311
		% of Total	3.2%	13.8%	11.0%	28.0%
	51-60	Count	15	87	74	176
		% of Total	1.4%	7.8%	6.7%	15.8%
	61-70	Count	3	18	22	43
		% of Total	0.3%	1.6%	2.0%	3.9%
	70 & above	Count	0	7	1	8
		% of Total	0.0%	0.6%	0.1%	0.7%
Total	Count	138	555	418	1111	
	% of Total	12.4%	50.0%	37.6%	100.0%	

Source: Self Complied

Age: From the age perspective highest response was from 41-50 age groups (28.0%), where, 24.8% have rated with relevant/fully relevant whereas 3.2% have rated with satisfactory.

Table 4.52: Education * Responders Grading Cross-tabulation

			Responders Grading			Total
			Satisfactory	Relevant	Fully Relevant	
Education	Missing	Count	0	7	7	14
		% of Total	0.0%	0.6%	0.6%	1.3%
	Under SLC	Count	8	13	15	36
		% of Total	0.7%	1.2%	1.4%	3.2%
	SLC-10+2/I.A.	Count	19	63	49	131
		% of Total	1.7%	5.7%	4.4%	11.8%
	Bachelor	Count	41	181	146	368
		% of Total	3.7%	16.3%	13.1%	33.1%
	Master	Count	68	279	188	535
		% of Total	6.1%	25.1%	16.9%	48.2%
	Ph.D	Count	2	12	10	24
		% of Total	0.2%	1.1%	0.9%	2.2%
	If Any	Count	0	0	3	3
		% of Total	0.0%	0.0%	0.3%	0.3%
Total	Count	138	555	418	1111	
	% of Total	12.4%	50.0%	37.6%	100.0%	

Source: Self Complied

Education: Table 4.52 represents the education perspective highest response was from master level (48.2%), where more than 42.0% have rated relevant/fully relevant whereas 6.1% have rated with satisfactory.

Table 4.53: Occupation * Responders Grading Cross-tabulation

			Responders Grading			Total
			Satisfactory	Relevant	Fully Relevant	
Occupation	Security Officer	Count	27	146	139	312
		% of Total	2.4%	13.1%	12.5%	28.1%
	Public/Private	Count	111	409	279	799
		% of Total	10.0%	36.8%	25.1%	71.9%
Total		Count	138	555	418	1111
		% of Total	12.4%	50.0%	37.6%	100.0%

Source: Self Complied

Education: Table 4.53 represents the occupation perspective. Where 61.9% public and 25.6% have rated relevant/fully relevant whereas 12.4% have rated with satisfactory.

Table 4.54: Designation * Responders Grading Cross-tabulation

			Responders Grading			Total
			Satisfactory	Relevant	Fully Relevant	
Designation	Missing	Count	93	318	227	638
		% of Total	8.4%	28.6%	20.4%	57.4%
	Special Class	Count	2	20	17	39
		% of Total	0.2%	1.8%	1.5%	3.5%
	1st Class	Count	7	37	35	79
		% of Total	0.6%	3.3%	3.2%	7.1%
	2nd Class	Count	19	110	91	220
		% of Total	1.7%	9.9%	8.2%	19.8%
	3rd Class	Count	16	59	37	112
		% of Total	1.4%	5.3%	3.3%	10.1%
	Junior Officer	Count	1	11	11	23
		% of Total	0.1%	1.0%	1.0%	2.1%
Total	Count	138	555	418	1111	
	% of Total	12.4%	50.0%	37.6%	100.0%	

Source: Self Complied

Education: Table 4.54 .represents the designation perspective. Total 473 (42.57) respondents had declared their designation out of 1111. The highest responses were from second class (19.8) . Where 18.2 % have rated relevant/fully relevant whereas 1.7 % have rated with satisfactory.

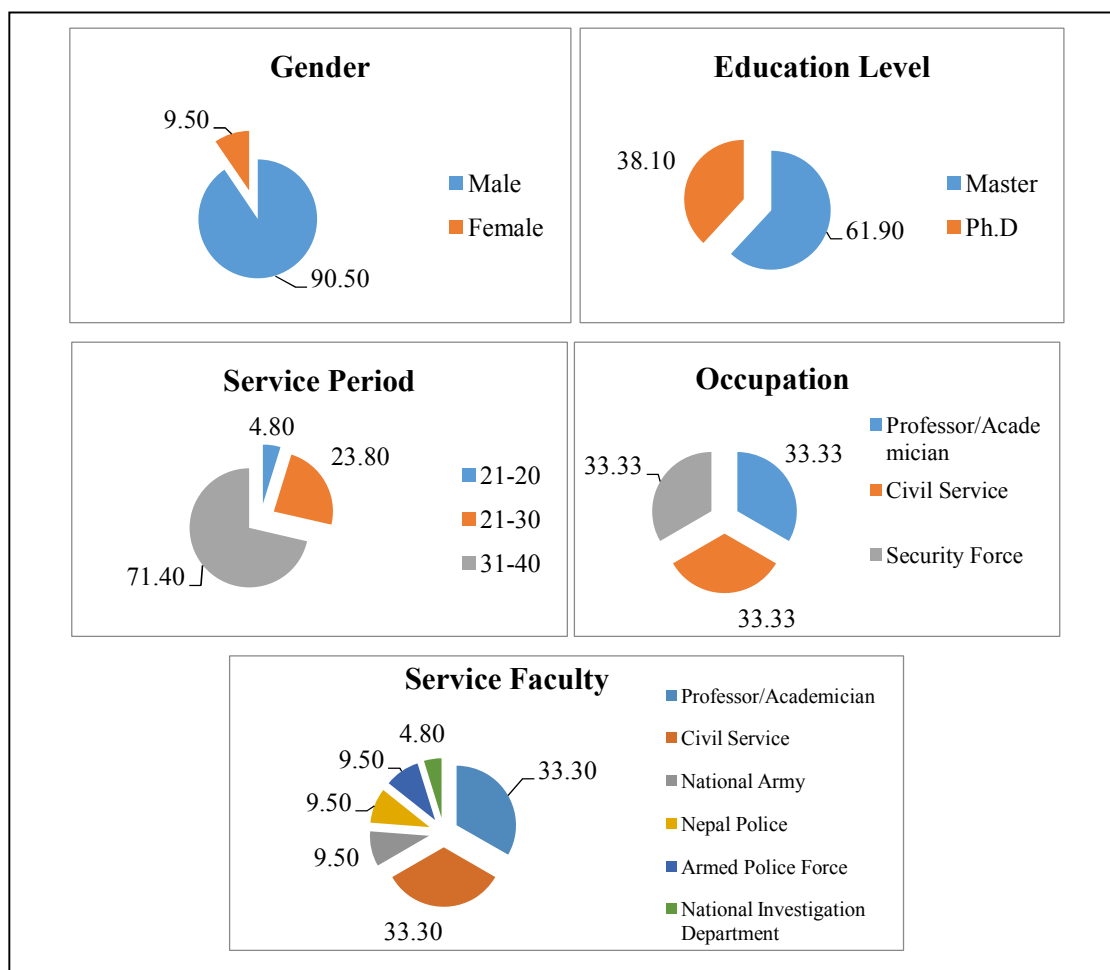
Key findings from SQ 14.

The respondent rated the questionnaire relevant/fully relevant 87.6% and 12.4% rated with Satisfactory. It can consider as a well organized model of survey questionnaire. Additionally, the respondent had rated very positively and the result applies as the result from Cronobach's Alpha statistic analysis.

Result from Interview

Twenty one veteran intellectuals, administrative and security executives who took part in this study as in-depth interviewees are part of a diverse personality in terms of their expertise, experience and effective potentiality regarding this research. Their insights, ideas, views and perceptions are presented as a collective basket of firm experience and ground realities. In this phase required attributes for senior executive police leadership and senior police officers were also rated. For this purpose, the 12 variable used in previous study were selected to be examined by the senior academician and senior executives.

Figure 4.3: Figure of Different Demography in Interview Research Question



Source: Self complied

The figure 4.3 shows that the interviews of total 21 (male 19 and 2 female) veterans were targeted on the basis of their proven talent in respective fields and expertise. All had a master degree with major disciplines of Management, Law, Public, Administration, Psychology, Political Science, Sociology, Economics, and Information Technology. Out of 21 respondents, 8 were PhD degree holders (38.1%) and Master level (69.1%). Where, 9.5% female and 90.5% male were participated respectively.

Results on Descriptive of Attributes for Required Values and Attributes for Senior Executive Police Leadership and Senior Police Officer

Descriptive Output

Table 4.55: Descriptive of Required Values and Attributes for Senior Executive Police Leadership

S.N.	Values and Attributes for Senior Executive Police Leadership	Frequency	Mean	Median	Std. Deviation	Variance
1.	Integrity	21	4.71	5.00	.561	.314
2.	Professionalism	21	4.05	4.00	.498	.248
3.	Honesty	21	4.00	4.00	.316	.100
4.	Teamwork	21	3.81	4.00	.402	.162
5.	Accountability for power/privileges	21	3.62	4.00	.669	.448
6.	Commitment	21	2.90	3.00	.436	.190
7.	Competence	21	2.90	3.00	.436	.190
8.	Communication	21	2.90	3.00	.768	.590
9.	Quality	21	2.90	3.00	.436	.190
10.	Effectiveness	21	2.86	3.00	.573	.329
11.	Respect	21	2.81	3.00	.680	.462
12.	Probity	21	2.76	3.00	.539	.290
13.	Grand Mean of the Series		3.35			

Source: Self Complied

Table 4.55 exhibits the mean values, standard deviation and variance status of respondents on the required values and attributes for senior executives police leadership, which summarizes the status of the rating on above 12 values and attributes by the respondents. Where the status of top five the values and attributes are integrity with the mean values 4.71 (the highest position in the series), professionalism in second with 4.05, honesty with 4.00, team work with 3.81 and accountability with 3.61, rest are below the average of series mean values; whereas the mean value of series is 3.35. The least rated

variable among the 12 was probity with 2.76. Below, those top five challenges are examined and analyzed with key demography: gender, age, education, occupation and designation gradually.

Crosstab of Top Five Required Values and Attributes for Senior Executive Police Leadership

Table 4.56: Top Five Required Values and Attributes

S.N.	Required Values and Attributes for Senior Executive Police Leadership	Frequency	Mean
1.	Integrity	21	4.71
2.	Professionalism	21	4.05
3.	Honesty	21	4.00
4.	Teamwork	21	3.81
5.	Accountability for power/privileges	21	3.62

Source: Self complied

Table 4.56 shows the status of top five rated required values and attributes for executive police leadership the country. Among the top rated variable integrity was with mean value 4.71(highest in the series), professionalism second with 4.05; honest third with 4.00; teamwork fourth 3.81 and accountability for power/privileges with 3.62. Below, those top five challenges are examined and analysed with key demography: gender, education, and occupation, gradually.

Gender: From the gender perspective on integrity, the study presents that the 100% male; and 50.0% female on professionalism, 84.2% male and 50.0% female; have rated with fully/strongly agreed. On honesty, 94.7% male, and 50% female have rated with mostly/agreed on teamwork 78.9% mail and 100.0% female have rated with fully/strongly agreed. On accountability 52.6% male rated moderately/satisfactory and 50.0% female have rated with fully /strongly agreed

Education: From the education perspective on integrity 69.2% from master level; 87.5% PhD level have rated fully/ strongly agreed; on professionalism 69.2% master level and 87.5% PhD level; on honesty 92.3% master level; 87.5 % PhD level; have rated with mostly/agreed. On teamwork 84.6% master level, 75.0% PhD level; on

accountability for power/privileges 61.5% master level have rated moderately/satisfactory whereas, 62.5% PhD level rated with mostly/agreed.

Occupation: From the occupation perspective on integrity 85.7% professor/academicians, and 71.4% civil service executives and 71.4 % security executives have rated with fully/strongly agreed. On professionalism 85.7% professor/academicians, 71.4% civil service executives, and 71.0% security executives; on honesty 85.7% professor/academicians, 85.7% civil service executives, and 100.0% security executives; on teamwork 71.4% 85.7% professor/academicians, 71.4% civil service and 100.0% security executives have rated with mostly/ agreed and on accountability 71.4% professor/academicians, 42.9% civil service executives have rated mostly/agree, whereas 85.7% security executives have rated with moderately/satisfactory.

Independent Sample t Test and One Way ANNOVA test by Different Key Demographical Variables with Senior Executive Officer Attributes

Independent t-Test with Different Demography

Gender: From the gender prospective required values and attributes for senior executives police leadership, showed honesty (0.014); integrity (0.001); professionalism (0.005); respect (0.017) and teamwork (0.042) are statistically significant difference with and rest are not statistically significant difference.

Education: From the educational level prospective required values and attributes for senior executives police leadership, showed the integrity (0.039) is statistically significant difference and rest are statistically not significant difference.

One Way ANOVA Test with Different Demography

Service Period: From the service period prospective required values and attributes for senior executives police leadership showed probity (0.047) and respect (0.044) are statistically significant difference and rest is statistically not significant difference.

Occupation: From the occupational prospective required values and attributes for senior executive police leadership showed accountability for power/privileges (0.041) is statistically significant difference and rest is statistically not significant difference.

Service Nature: From the service nature prospective required values and attributes for senior executive police leadership showed above all variable is not statistically significant difference. Thus, there is no effect from service faculty on the rating.

Results on Descriptive of Attributes for Required Values and Attributes for Senior Police Leadership and Senior Police Officer

Descriptive Output

Table 4.57: Descriptive of Values and Attributes for Senior Police Leadership

S.N.	Values and Attributes for Senior Police Leadership	Frequency	Mean	Median	Std. Deviation	Variance
1.	Integrity	21	4.10	4.00	.436	.190
2.	Professionalism	21	4.10	4.00	.436	.190
3.	Teamwork	21	3.90	4.00	.301	.090
4.	Responsibility	21	3.29	3.00	.463	.214
5.	Opportunity	21	3.24	3.00	.436	.190
6.	Competence	21	3.19	3.00	.512	.262
7.	Communication	21	2.90	3.00	.436	.190
8.	Quality	21	2.90	3.00	.301	.090
9.	Excellence	21	2.81	3.00	.512	.262
10.	Recognition	21	2.81	3.00	.602	.362
11.	Probity	21	2.71	3.00	.644	.414
12.	Respect	21	2.67	3.00	.483	.233
13.	Grand Mean of the Series		3.21			

Source: Self Complied

Table 4.57 exhibits the mean values, standard deviation and variance status of respondents on the required values and attributes for senior police leadership, which summarizes the status of the rating on above 12 values and attributes by the respondents. Where the status of top five the values and attributes were integrity and professionalism with the mean values 4.10 (the highest position in the series), team work with 3.90, responsibility 3.29, opportunity with 3.3.24 and competence with 3.19 (fifth position); whereas the mean vale of series is3.21. The least rated variable among the 12 was respect with 2.67.

Crosstab with Different Demographical Variables of Top Five Senior Police Leadership Attributes

Table 4.58: Crosstab of Top Five Required Values and Attributes for Senior Police Leadership

S.N.	Values and Attributes for Senior Police Leadership	Frequency	Mean
1	Integrity	21	4.10
2	Professionalism	21	4.10
3	Teamwork	21	3.90
4	Responsibility	21	3.29
5	Opportunity	21	3.24

Source: Self complied

Table 4.58 shows the status of top five rated required values and attributes for executive police leadership the country. Among the top rated variable integrity was with mean value 4.10(highest in the series), professionalism 4.10; teamwork 3.90, responsibility 3.29 and opportunity was in fifth with mean values 3.24. Below, those top five challenges are examined and analysed with key demography: gender, education, and occupation, gradually.

Gender: From the gender perspective of gender on integrity, the study presents that the 84.2% male; and 50.0% female; on professionalism, 89.5% male have rated fully/strongly agreed whereas, 100.0% female have rated with mostly/agreed. On teamwork 89.5% male have rated mostly/agreed, whereas 100.0% female have rated fully/strongly agreed. On responsibility 68.4% male and 100.0% female and on opportunity 78.95 male and 50.0% female have rated with moderately/satisfactorily.

Education: From the education perspective of education on integrity 76.9% from master level; 87.5% PhD level; on professionalism 76.9% master level , 87.5% PhD level; on teamwork 100.0% master level and 87.5 % PhD level; on teamwork 84.6% master level and 75.0% PhD level have rated with mostly/agreed; on responsibility 84.6% master level, 50.0% PhD level and on opportunity 92.3% master and 50.0% PhD level have rated moderately/satisfactory.

Occupation: From the occupation perspective of occupation on integrity 85.7% professor/ academicians, and 85.7% civil service executives and 71.4 % security

executives; on professionalism 85.7% professor/academicians, 57.1% civil service executives, and 100.0% security executives; on teamwork 71.4% professor/academicians; 100.0% civil executives and 100.0% security executive have rated with fully/strongly agreed. On responsibility 57.1% professor/academicians, 85.7% civil service executives, and 85.7 % security executives; on opportunity 57.1.% professor/academicians, 85.7% civil service and 85.7% security executives have rated with moderately/satisfactory.

Independent Sample t Test and One Way ANNOVA Test by Different Key Demographical Variables with Senior Police Leadership

Independent Sample t-Test

Gender: From the gender prospective required values and attributes for senior police officer leadership showed competence (0.014); probity (0.000); recognition(0.003); respect (0.000); responsibility (0.003), are statistically significant difference and rest are not statistically significant difference.

Education: From the educational level of respondents prospective required values and attributes for senior police officer leadership. The study shows competence (.003); excellence (0.018); opportunity (0.000); Quality(0.000); responsibility(0.018); teamwork(0.000) are statistically significant difference and rest are statistically not significant difference.

One Way ANOVA Test with Different Demography

Service period: From the service period prospective required values and attributes for senior police leadership showed communication (0.025); excellence (0.047); are statistically significant difference and rest are statistically not significant difference.

Occupation: From the occupational prospective on the required values and attributes for senior police leadership showed communication (0.025); excellence (0.047); are statistically significant difference and rest are not statistically significant difference.

Service Nature: From the service nature prospective on the required values and attributes for senior police leadership showed all variable of the serried is statistically not significant difference.

Cross Country Compression of Required Values /Attributes for Executive Police Leadership and Senior Police Officer of Canada and Nepal

Few secondary data on values and attributes for executive and senior officers elsewhere out of the country in developed nation like Canada were revealed from the primary data from the academicians and security executive. The question was designed in Likert's 5 scale rating and what attributes were desired by Nepalese respondents are captured and placed below.

Table 4.59: Required Values/Attributes for Senior Executive Service

Required Values/Attributes for Senior Executive Service In Merit Order	
CANADA\	Nepal
1. Effectiveness	1. Integrity
2. Communication	2. Professionalism
3. Integrity	3. Honesty
4. Professionalism	4. Teamwork
5. Competence	5. Accountability or powers/privileges
6. Accountability for powers/privileges	6. Commitment
7. Teamwork	7. Competence
8. Quality	8. Communication
9. Probity	9. Effectiveness
10. Respect	10. Quality
11. Commitment	11. Respect
12. Honesty	12. Probity

Required Values/Attributes for Senior Police Officer In Merit Order	
1. Communication	1. Integrity
2. Teamwork	2. Professionalism
3. Professionalism	3. Teamwork
4. Integrity	4. Responsibility
5. Probity	5. Opportunity
6. Respect	6. Recognition
7. Quality	7. Competence
8. Opportunity	8. Communication
9. Excellence	9. Probity
10. Responsibility	10. Respect
11. Recognition	11. Quality
12. Competence	12. Excellence

Source: Field survey and A. Korac-Kakabadse and N. Korac-Kakabadse (1996), Nada Korac-Kakabadse, Alexander Kouzmin, Andrew Korac-Kakabadse, Lawson Savery, (2001). "Low- and high-context communication patterns: towards mapping cross-cultural encounters", Cross Cultural Management: An International Journal, Vol. 8 Iss: 2, pp.3 - 24

Table 4.59 reveals the comparison on the required values/attributes for executive police leadership and senior police officer of Canada and Nepal. In the comparison on the values/attribute for executive level. The effectiveness top least (1st) and the honesty were in the least (12th) position, whereas the Nepalese respondents desired integrity. Additionally, integrity, professionalism team work and accountability were rated in among top five lists. This means in our police administration lack integrity, professionalism and honesty that is why honesty is not the problem in developed community/nation.

About the required values/attributes for senior police officer of Canada and Nepal found quite different. In Canada, communication was in the first, team work second, professionalism third, integrity fourth and probity fifth; whereas Nepalese respondents have desired the top five are integrity, professionalism, team work, responsibility and opportunity. The study indicates the communication in eighth, probity in the least in Nepal.

Findings from Interviews

Most of the respondents expressed their perception and views on police leadership development that system is not stable and firm. 'Yes-man' attitude has increased in the country since the restoration of democracy in 1990 and mushrooming with the beginning of the post conflict transitional status in the country. A few became the double edged agents to take the undue advantage of transitional status of the country. They had emphasized that youth leaders must have forsaken their logical visualizations, instead of being a silent watcher on a mute "Yes-man" attitude. Promotions of the incompetent and wrong people who were not fit for the rank and mandates they held. Professionalism, values and norms of the security forces have been superseded by unprofessionalism and unethical politicization for personal benefits. Professional executives and commanders have been placed under the command-ship of untrained and nonprofessional personalities who were not developed nor converted but inverted with the interest of a few senior leaders' private interest and benefits. Surprisingly, the most leaders have common interest towards earning money by hook or by crook.

Some had uttered to develop and enhance capabilities of the national army for its dual roles of dealing with both conventional and low-intensity military and insurgency. Furthermore, national veterans and intellectuals are not honored and used properly. If incompetent and unprofessional personnel get to the senior executive position, he/she knells down before the political power and becomes hesitant before them. Such sycophant executive cannot work for the sake of organization. As a result of the leaderships, whole institution and the nation become weaker.

Leaders live in glass house where all activities are observed by their peers, subordinates and staffs. The party politicization and security -crime nexus must not be encouraged. Instead of statesmanship, clan dominating system and external intervention may increase social unrest, class conflict and poverty-gap and country will be pushed towards a failed state. It can be harmful in national, regional and global security arenas gradually.

Furthermore, men/women in uniform and veterans should not be compared with other services. Their dependent family members must provide the basic needs to enable them a dignified living in community, so that they will not shake hands with 'Gundas' (hooligans), smugglers, and criminals. Most respondents were univocal that exception always may take place, but the lesson learned from the past should be assured and corrected timely for better execution in present in visualizing the future needs and threats. A just smooth careerism with the values, norms and needs of organization may lead the whole organization to accomplish the mandated missions efficiently with a high morale. The system based leadership career development strategy should be adopted in copying the people's expectation and meeting the needs of the organization.

Result on Policing From Interview

Inquiring with the respondents revealed so many interesting informative findings about the rise and fall of power player in Nepal. In the period of "Initial Phase" of Police establishment a group of people who aimed fighting for the democracy during 1990 and onwards 'Muktisena'(Freedom Fighter) emerged from armed force. Furthermore, Nepalese history reveals that no one has sustained for the long period. The effect of the

Rana, Royal Place, Returnees (Burma and India) was crucial in the key positions and leadership for almost three decades, who were replaced by 'Thakuries and Chettri' of western Nepal. They remain in the key role and responsibility positions in different segments of police administration almost two decades. The political power shifted towards Eastern Nepal and 'Koirala and concern' with the restoration of democracy in 1990s. Then power came in the hand of smugglers, tycoons, Maoist and effect of external key players and interest group. The Maoist insurgency remained for a decade and supported by some interest group of neighbors and West. The post conflict scenario is quite same as before and "Bhagbanda"(sharing system) and negotiation among the major Political parties (including Terai), and line ministers become more effective.

The most of the respondents of the interview expressed their feeling and views on the existing security situation and asking the 'God' and expressing "it is too much!"..."no one is accountable". Nonetheless, they have a hope and firm desires and plead for re-engineering, reforming and developing of police and policing. They expressed that some political leaders have made the police personnel a milking cow these days. Further, multiple kings have emerged these days; most of the government executive officials have become the cadre of different parties and spoiled the transparency and trust before the public. There is criminalization in politics and heavy politicization in police affected badly. Bad Nexus between Politicians, Smugglers and Police is challenging on rule of law, sovereignty and integrity especially in post conflict transitional Nepal. All parties tie their lips in the matter of money deal. They only struggle for their vested interests. They forget their fundamental ideology and run after money making game. They are good at in playing the game of hide and seek. This can be realized as the seventh wonder of the world.

Peoples' Expectations

- a. The peoples' expectation pertaining to policing and challenges is mentioned below;
- b. Intelligence-led policing followed by, community and proactive policing.
- c. Trustworthy police personnel.
- d. Accountable, transparent and responsible.
- e. Service oriented rather than the profit oriented
- f. Professional and qualified. f. Visionary, adoptable,
- g. Mental and physical fitness,

- h. Zero tolerance in corruption,
- i. Police institution not as political cadre but as public safeguard, i. Public participation in policing
- j. Public participation in auditing the police and policing, k. Clear -cut legal provision for the mobilization of security forces, l. Constitution should be brought in time.

Security paradigms have been shifting with the pace of digital economy and high technology. The government has not studied these intricate issues in research based approaches. However, recommendations submitted to the government all most are not implemented; they are stored in paper and file. Besides the prevention, investigation, protection, coordination, operation modality socialization: school-college, children, disable women, senior citizen friendly policing model are being expected. Skills come from training, practice and integrity, honesty, courage, patriotism, motivation from the role model ethical and transformational leadership and working environment which cannot be expected from hungry stomach, empty mind, value less education, inadequate pay package, injustice, insecurity and imbalance in institution and community.

Findings on Comparative Average Tenure of Key Heads of the Government and Police Administrations, Based on Secondary Data.

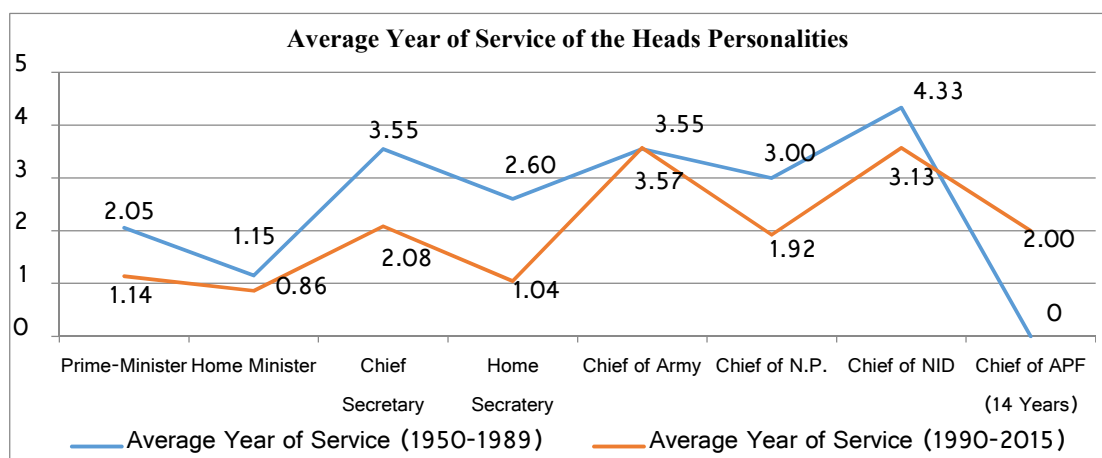
Table 4.60: Head Personalities

Description	Part One 1950 to 1989 (39 Years)			Part Two 1990 to 30th of May 2015 (25 Years)		
	Total Number	Average Year of Service	Number of Person Repeated	Total Number	Average Year of Service	Number of Person Repeated
Prime-Minister	19	2.05	6	22	1.14	5
Home Minister	34	1.15	6	29	0.86	5
Chief Secretary	11	3.55	0	12	2.08	0
Home Secretary	15	2.60	1	24	1.04	2
Chief of Army	11	3.55	0	7	3.57	0
Chief of Nepal Police	13	3.00	0	13	1.92	1
Chief of National Investigation Department	9	4.33	2	8	3.13	1
Chief of Armed Police Force (14 Years)	Not Established	Not Established	Not Established	7	2.00	0

Source: Office of Prime Minister and Council of Ministers of Nepal, Ministry of Home Affairs of Nepal,

http://en.wikipedia.org/wiki/List_of_Prime_Ministers_of_Nepal, Editor/Publisher-Gopal

Budhathoki, SanghuSaptahik (Sanghu Weekly Nepal).

Figure: 4.4 Average Year of Service

Source: compiled from secondary data.

The table 4.60 and figure 4.4 pertaining to Figure 3 is shown in ANNEX VI. Figure 3 is displaying the situation that how the police administration was evaluated by the people. It shows the period of before restoration of democracy and after the restoration of democracy and the comparison of the two periods found no significant difference. This is revealed in the frequent change on the top police leadership in the role of Prime minister, Home Minister, Chief Secretary, Home Secretary, Chief of Nepal Police (NP), Chief of Armed Police Force (APF) and Chief of National Investigation Department (NID).

The observation of police leadership from last 65 years shows frequent changes in a short period of time. The period can be divided into two types of political systems. The previous is party less kingship political system (1950 to 1990) and second is multiparty kingless political system (1990 to June, 2015). In the comparison of secondary data of the key heads of the government and national security administration, it can be visualized that in part one where highest average tenure was 4.33 years for chief of National Investigation department, whereas 3.57 years were for both Chief of Army and chief of Investigation Department in part two. In comparison between parts one and two almost all heads' average tenure are decreased except Chief of Army which remains moderately stable.

The average service tenure for Chief of NP was 3 years in part one, but declining in part two the present average tenure is 1.92 years. The figure only represents the status but the concern of all executive levels the situation is huge and alarming. Since the last decades, the scenario is worsening and the situation may prevail hopeless and imbalanced in the days ahead if visionary leadership development career plan and evaluation system may not be introduced in national security administration. It is experienced that the scenario is expensive whereas professional quality and output are superficial and unsteady. Meanwhile, 30 year service tenure is symbolized 'BLACK DAY' in NP and NID and the same applies in APF. Since the execution of this system almost 12 Chiefs have been retired in NP. In APF the system was imposed in 2009 and 4 Chiefs were retired by 2012 and a technician without the security trainings and command is in vital position who was enrolled for the architect engineer service who was appointed in the crucial role and responsibility by Maoist led government in 2012.

The post of heads and executives are being economically unproductive, professionally valueless and no accountability, and physically and personally ceremonial. Furthermore, newly appointed top executives need time for socialization and orientation. The study shows that when they become socialized before execution of the security policies and strategies, they become terminated or replaced. The same cycle repeats in the cases of top brass security executives. Effectiveness in operation of delivering of public services of people depends on the tenure of administrators; studies frequently change in administration, and political systems have differentiated the delivering system of service, safety and security of the people. Research concluded that senior executives spend their time and days not in security research, planning and administration but in socialization and personal networking. There is no stability in security administration. Security sector's re-engineering and development is the prime need for lasting peace, and reliable security and sustainable development of the nation.

30 years' service tenure, politicization in promotion of police executives, poor professionalism, ceremonial leadership development tendency, bad money matter, 'Yes-men' attitude in police leaderships and external pressure are major lapses and negligence

from the senior leaders are the root cause and consequences for weakening security and harassment to the police leaderships. This is the emerging challenge against democratic norms, values and notion in the country. Ultimately, people and country have had to suffer. Thus, police administration should be focused to develop and prepare the police and police leaderships with the pace of shifting paradigm from state centric approach towards the human centric with long-term vision and comprehensive strategies. The police executives are required to have a high level of ethical commitment not only as job or profession. Police leaderships should apply the self-actualization for the betterment and trustworthy image of services. They must dare to convince political leaders and people to be aware for securities from any types of threats.

Since the last few years, the decision taken by respective government has been challenging in the court by police officers and personnel. On the other hand, the order realized by the Supreme Court is not being implemented. On 24th September, 2014 in Certioraryfied Mandamus Writ Petition of Writ No. 071-WO-0078 of the year 2014 the Supreme Court ordered to promote and appoint the victims/ petitioners: Deputy Inspector Generals of Nepal Police: Yadav Adhikari, Parshuram Kharti, Sushilbar Singh Thapa, and Bishworaj Singh Shahi in the post of Additional Inspector General of Nepal Police if there are vacant else create the posts for them. On December 8th, 2014 the Supreme Court Judgment Execution Directorate followed execution and re-ordered to the concern agencies about the execution of the order but not implemented. Similarly, a series of writ on 'Contempt' are against the decision taken by armed police authorities. Writ no 1305 forced deployment (Petitioner Assistant Head Constable Indra Bahadur Pubachhane Magar), writ no 1305 'Contempt', Writ no 069 WO 1428 and 0269 case against illegal transfer and replacement (petitioner -Deputy Superintendent Engineer Naniram Humagain) represents merging cases in APF. However, a series of examples are there that most of them are not knocking the door of the court and does not mean that decisions are fair, acceptable and ethical. These are only few indications for injustice and lack of faith in commanders and police administrations.

Focus Group Discussion

The focus group discussions there were four participants. The group composed of one senior executive from administration, two security experts and one academician. It was conducted in Kathmandu. The group shared their insights and reached in conclusion that this study has captured wider potential responders from civil service, security forces and public from Nepal. They all agreed it is a great work that such type of research needs to be done from the government level at least once in a decade. It has also opened the doors of research since it has collected data from security, civil service and public perspective; similarly, both from rural and urban settings. It has targeted great changes awareness on the part of common people especially on ethical professional leadership and system based policing. They also recommended that such type of research from the level of security organization study can help to conduct research in this field.

CHAPTER SUMMARY

Particularly the chapter 4 discussed on the methodology used and the results were analyzed on the basis of descriptive results, independent t-test, cross-tab with key demographics, face-to-face interviews, secondary data and literature reviews, cross country analysis, focus group discussion and approaches were also applied from qualitative quantitative perspective to dig out the ground reality for key findings, final conclusion and the recommendation.

The next chapter follows the final sequential order of this study where the findings, conclusions and recommendations with future implication are designed.

CHAPTER 5: FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The aim of this chapter was to reveal the leadership style, policing style, traits and challenges in national concern. This chapter provides major findings; recommend immense information, empirical foundations and motivation for future studies. This chapter provides a brief summary of the study, relate the findings to prior research, and recommend specific and possible information and alternatives for future studies.

The chapter concludes the findings of the study and makes some recommendations for the betterment in security management in accordance with sprit of sustainable development, lasting peace and democracy for the welfare state.

Main Findings

The main findings and conclusions based on major objectives of the study are described here;

Objective 1: The first specific objective was to study the leadership strategies and policing to be adopted in the internal security organizations in Nepal. The objective had two special arena of police administration: leadership style and policing.

The findings display that people are expecting a lot from police administration for adaptation of transformational leadership followed by participative/democratic, authentic and strategic models which were rated with highest ratings respectively. The trait status does not seem sound since the negative traits seem dominant with highest rating-'moderately to mostly', whereas the majority of positive traits are rated with 'a little to moderately'. Moreover, the transformational leadership behaviour is dealt with 'a little to moderately', which needs to be improved. Similarly, in regards to the adaptation of the policing the study shows the need of system based on policing like 'intelligence-led'; 'police public partnership', and 'proactive' respectively.

Objective 2: The second specific objective of the present study was to find traits & behaviors of police leaders and challenges for good leadership and effecting policing in Nepal. The objective had two special stadiums of police leaders/officers: trait and behavior.

On the traits: The key findings of the study on the second objective in regards to examine the existing qualities and characteristics/traits of both police (NP and APF) officers display that the APF officers' trait out of forty nine traits a few negative traits like alcoholic, amoral, asocial, corrupted, egoistic, prejudiced, pretending, stressful, status-quo, were examined and the rest were positive traits in survey questionnaire. Almost out of ten traits seven negative traits have been occupied the position with highest rating with the mean value 3.02 to 3.52 in the series as remarked 'moderately to mostly'. Serial numbers from 12 to 21 are almost 'moderately' rating with mean value 2.90 to 2.99. Rests are in 'a little to moderately' with mean value range from 2.37 to 2.86.

Similarly, in regards to the NP officers' existing status of traits out of ten traits nine negative traits have been positioned with highest rating with the mean value 3.02 to 3.52 in the series as remarked 'moderately to mostly'. Whereas Serial no 12 to 19 have been rated 'moderately' with mean value 2.90 to 2.95. The rest are rated 'a little to moderately' with mean value ranging from 2.48 to 2.89.

The situation in regards to the both police officers present that the quality, which must be on the merit list for a good leadership, has not been rated on top but on the last. This signifies that both police forces have to do a lot of efforts in developing the good traits sincerely. The result of the rating could be the firmed feed back to the stakeholders and all the rank and files of national police forces.

On transformational behavior: In modern era traits theory was reformed as transformational leadership theory. In this present study (Bass and Avolio, 1994)'s '5Is': (1) Individual Behavior, (2) Inspirational Motivation, (3) Intellectual Stimulations, (4) Individualized Consideration Coaching and Development and (5) Idealized Attributes which are applied in examining the behavioral status of Nepalese Police administrators were tested to examine the prevailing transformational status of Nepalese Police officers

in the survey questionnaire with few modification adding the Likert's 5 scale rating. In this presentation, Idealized Attributes were rated with highest 32.84%; 22.71% have rated in moderately. Similarly, Individualized Consideration is in second position with 31.63%; Intellectual Stimulation with 31.63%; Inspirational Motivation with 30.54% and Idealized Behaviors with 30.12% , who have agreed fully and mostly. This indicates that Nepalese police possessed 'a little to moderately' evolution by the respective respondents. Nevertheless, there is hope/chance for the transformation and development such values and attributes.

Objective 3: The third specific objective was to recommend measures for improvement in leadership and policing arenas. The objective had two special arenas; recommendation of leadership and policing.

The study displayed that besides the lack of the above presented policing and leadership styles; poor status of professional traits and behaviors; the influence of NETABAJI (Manipulative power player) politicization, political instability, external influence, lack of accountability lack of role model leadership, open border, rampant corruption, nepotism-favoritism, inadequate information technology, poor coordination, low morale of the security forces, lack of research are the major challenges in the security organizations. Furthermore, most educated and high profile personalities have less interest to encourage their generation in police services. People are expecting proficient and accountable police forces. The specific recommendations are illustrated in the next chapter V of the study.

Most of the respondents expressed their perceptions and views on police leadership development that the system is not stable and firmed. 'Yes-man' attitude has been increased in the country since the restoration of democracy 1990 and mushrooming from the beginning of the post conflict transitional status in the country. A few became the double edged agents to take the undue advantage of transitional status of the country.

Professionalism, values and norms of the security forces have been superseded by unprofessionalism and unethical politicization for personal benefits. Professional executives and commanders have been placed under the command of untrained and

nonprofessional personalities who were neither developed nor converted but inverted with the interest of a few senior leaders' private interest and benefits. Surprisingly, the most leadership use is to become a vocal in the matter of money making process.

Instead of statesmanship, clan dominating system and external intervention may increase social unrest, class conflict and poverty-gap flourished and country will be pushed towards failure state. It can be harmful in national, regional and global security arenas gradually.

Most respondents were univocal that exception may always take place, but the lesson learned from the past should be assured and corrected timely for better execution in present in visualizing the future needs and threats. A just smooth careerism with the values, norms and needs of organization may lead the whole organization to accomplish the mandated missions efficiently with a high morale. The system based leadership career development strategy should be adopted copying the people's expectation and the need of the organization.

There is a lack of specific national security policy and internal security policies in national level. There is dearth of research based policies, programs and implementation, traditional policing approaches and resources allocation status in security forces. Officers were not encouraged for higher education and research. Furthermore, national veterans and intellectuals are not honored and used properly.

Since the last few years, the decision taken by respective government has been challenging in the court by police officers and personnel. On the other hand, the order realized by the Supreme Court is not being implemented.

This is revealed in the frequent change on the top of police leadership, in the role of Prime minister, Home Minister, Chief Secretary, Home Secretary, Chief of Nepal Police (NP), Chief of Armed Police Force (APF) and Chief of National Investigation Department (NID). Since the last decades, the scenario is worsening and the situation may prevail hopeless and imbalanced in the days ahead if visionary leadership development career plan and evaluation system may not introduce in national security administration. It is experienced that the scenario is expensive whereas professional

quality and output are superficial and unsteady. Meanwhile, 30 year service tenure is symbolized 'BLACK DAY' in NP and NID and same applies in APF.

The post of heads and executives are being economically unproductive, professionally valueless and unaccountable physically and personally ceremonial. Furthermore, newly appointed top executives need time for socialization and orientation. The study shows that when they become socialized before execution of the security policies and strategies, they become terminated or replaced. The same cycle repeats in the cases of top brass security executives.

30 years' service tenure, politicization in promotion of police executives, poor professionalism, ceremonial leadership development tendency, bad money matter, 'Yes-men' attitude in police leaderships and external pressure are major lapses and negligence from the senior leaders. This is the root cause and consequences for weakening security and harassment to the police leaders. This is also the emerging challenge against democratic norms, values and notion in the country.

Inquiring with the respondents revealed so many interesting informative findings about the rise and fall of power players in Nepal. In the period of "Initial Phase" of Police establishment a group of people who aimed fighting for the democracy during 1990 and onwards 'Muktisena'(Freedom Fighter) emerged from armed force. Furthermore, Nepalese history reveals that no one has sustained for the long period. The effect of the Rana, Royal Place, Returnees (Burma and India) was crucial in the key positions and leadership for almost three decades, who were replaced by 'Thakuries and Chetri' of western Nepal. They remain in the key role and responsibility positions in different segments of police administration almost two decades. The political power shifted towards Eastern Nepal, 'Koirala and concern' with the restoration of democracy in 1990s. Then power came in the hand of smugglers, tycoons, Maoist and the effect of external key players and interest group. The Maoist insurgency remained for a decade and supported by some interest group of neighbors and the West. The post conflict scenario is quite same as before and "Bhagbanda"(sharing system) and negotiation among the major Political parties (including Terai), and line ministers become more effective.

It is also revealed that some political leaders have made the police personnel a milking cow these days. Further, multiple kings have emerged these days; most of the government executive officials have become the cadre of different parties and spoiled the transparency and trust before the public. Bad Nexus between Politicians, Smugglers and Police is challenging on rule of law, sovereignty and integrity especially in post conflict transitional Nepal. All parties tie their lips in the matter of money deal. They only struggle for their vested interests. They forget their fundamental ideology and run after money making game. They are good at in playing the game of hide and seek. This can be realized as the seventh wonder of the world.

Reflection with Cross-country Analysis on Values/Attributes

On the observation of cross-country difference that the top five values/attributes for executive levels which were found in Canada is not same in Nepal. For instance respondents sought the 'effectiveness' in the first preference in Canada was revealed in Nepal 9th priority out of twelve and integrity was rated as the first preference. Similarly, honesty was judged in third preference whereas, it was in 12th priority in Canada. This is because we lack integrity and honesty.

Additionally, the values/attributes for senior police officers were also judged by Nepalese academicians and executives. The result displayed that the communication was in the first preference in Canada was revealed in Nepal eighth priority out of twelve and integrity was rated as the first preference. Similarly, responsibility was in tenth in Canada but fourth preference in Nepal.

The firmed output and its virtue from the aforementioned "5Is" and "12 Value/attribute for executive level and senior police officers" stated that the research taken in developed country could be a modern and scientific based philosophical asset in the concern of developing country like Nepal. Whereas, geo-politics, socio-cultural, educational background and working environment, physiological and psychological aspects differ from developed country to developing country. Those factorial effects raise the queries in definition, utilization and realization in terms of quality equality and fairness of execution of universal rights and services; policies and programs; resources

and experience. Finally, learning and research are continuous process and it should be. However, the research can be more effective and economic; relevant and reliable; if launched in homeland. Thus, "think globally and act locally" can be an inspiring theme in national concern.

Conclusion

The police service today is much more scientific, professional, and bounded with legal and moral accountability. Unethical decisions taken by anyone, anytime and anywhere is wrong and that is organized and if not corrected with due respect. Avoiding the conflict, tolerating the humiliation and injustice, not registering the case in court is weakness of democratic government and should not be underrated any more. This is the sum of professionalism, if the truth fails with conspiracy and no one thinks to be accountable, leadership is not a position in ethical policing in real democratic notion in any country indeed. Leading from front is essential in security forces of developing country like Nepal. A democratic developing country needs to develop police organizations making them capable to respond the changing paradigms. On the other hand, professionalism, values and norms have been superseded by unprofessionalism. They tune their lips in the matter of money making game. The drives of change could be value based 'intelligence-led policing' followed by public partnership'(Shrestha, 2015 from 2nd article) and 'transformational leaderships' followed by participative/ democratic, authentic and strategic models; a balanced modern technology and charming attraction in security services.

Safety and security are common substance for human being, and are viewed collectively and comprehensively. That is why the result reached out on the conclusion that there is need of an 'Intelligence-led policing' followed by 'Community/police-public participation', and 'proactive policing' and expecting professional, role model leaderships in the country. A perfect move has become the need of the hour even it has already been late. Nation may enable to create a harmony in community and inside the organization. System based visionary policing, integrity and accountability must be established.

Political interference has become as the routine job of political leaders and major decisions have been affected by personal biases rather than performance. Unprofessional and inefficient people are encouraged and heading towards top. A functionally devolved system needs to be equitable, efficient and ethical government to lead bureaucracy, security agencies, accordingly. It can be considered as a defeat of democracy and law if the victims are not willing go to the court for justice and the order from courts are not being implemented in a democratic country.

The study concludes that there are major challenges in security organization in Nepal such as lack of sense of security service, humanity and human dignity, accountability, honesty in their profession. So, the performance, morale and image of Police Forces are damaged. Politicization in the security organization, groupism, nepotism, lootism and favoritism are the main challenges in security organization in the country. Thus, police and policing are managed and prepared with necessity research and interaction for the special and periodic reformation, re-engineering and development incorporating principles and mechanisms to ensure equity, equality, good governance, specialization, decentralization, and a strong and neutral and transparent judiciary with national and international norms and values. Leadership quality can be learnt from challenges of policing into opportunity. The opportunity to make a new constitution is a historical event and an opportunity for applying new ideas and strategies in a national building process.

In some respects, leadership is analogous to parenting. However, many in leadership positions do not lead. Rather, they rule over followers. Perhaps it is a case of delusion or self-deception. It may be that leaders and managers do not have a clear understanding of their role. They may believe that their role is to baby-sit people. Effective leaders, on the other hand, believe their role is to nurture subordinates to mature as independent and contributing members of the organization. As with parenting, leadership takes a great deal of time, energy, effort, patience, persistence, concern, and thoughtfulness, as well as some degree of risk (Morreale, 2015). Both the focus of regulation and the mechanisms promoting it need to be expanded if police stops are to be

applied in a manner that is locally responsive and democratically informed (Shiner, 2006). Policing implies a set of process with specific social functions. Policing is arguably a necessity in any social order, which may be carried out by a number of different processes and institutional arrangements. A state-organised specialist 'police' organisation of the modern kind is only one example of policing (Reiner, 2000, p. 1-2).

As an 'observer observant': the policing styles in the broadest sense, looking at zero tolerance policing at one extreme and 'softer' approach to policing at the other. It is particularly concerned to explore the dilemmas and moral ambiguities inherent in the tensions between different policing approaches. Moreover, many reports and think-tanks have noticed 9/11 in the United States as "soft" policing approaches and failures in "hard" policing approaches", which was launched on an uncoordinated and ad-hoc basis, while in the United Kingdom, the government has organized and implemented the national PREVENT strategy (with varying degrees of success) in an effort to rationalize "soft" approaches in communities across the UK. The post -9/11, Mumbai Hotel attacks and Maoist insurgency in Nepal put the question mark in policing dilemmas. These incidents could be taken as a turning overprints and warnings to apply for an effective policing in combating the terrorism countering violent extremism collectively and comprehensively as a sustainable policing strategy and schemes.

The "soft" policing strategies are tools should be used more broadly, and can be more effective in long-term terrorism prevention than exclusive reliance on soft policing as a part of Community Oriented Policing (COP) and "hard" policing strategies as a paramilitary policing with IT (Information/Intelligence & Technology) based policing which may more effective with the combinations of ethical and effective transformational police leaderships in respective organization. In another words law enforcement should be associated to community oriented policing to gain the faith of citizens on police generosity in national and international arenas. As per the recommendation from focus group discussion such type of research needs to be done from the government level at least once in a decade.

Vested interests and affects of external powers houses, geopolitical situation, and psychological perspective of the worlds are the emerging challenges of developing country like Nepal. The present study provides wider considerations as a food for thoughts for implication and future researches. It also provides into mediation through the approaches of grounded theory. This research can be a first empirical study in the title in national level in national and South Asia.

Additionally, the study also indicates professionalism, values and norms should not be suppressed by unprofessionalism and the leadership development should not be affected by blessing from political party and money. Due to the poor and inefficient leadership as discussed, the police administrations have to be able to deliver the professional needed to community and nation. Therefore, it is essential that both police services must be revitalized so that delivery to the people and nation can be ensured and the country is welfare-state. Leadership should be bounded by 'RARA': Role, Responsibility, Resources and Accountability. The universal values, norms and legal procedures can be the tools to tighten the national security forces in federal democratic notion of the country. If the truth is bitter, let us swallow; it is better to cure the maladies timely.

Young police officers have been compelled to be depended heavily on centralized command for their professional career perspective and rapport building and good image. Indeed, a system based theory and policy of social and administrative process need empirical data and information. A visional policy, professional training courses, collective working environment, inspiring leadership, organizational and culture can also develop leadership and leader.

A weak and unaccountable government, mistrust among the leadership and troops, dearth of accountability, centralized power, rampant corruption are the major hurdles in enhancing democratic values and norms in the country. Governments should to pay solemn attention to the conventional responsibility for maintaining law and order; peace and security, implementation order released by the national courts and the collection of revenues. Moreover, these functions should be carried out within the wider

framework of respect for the rule of law. National development goals may become harder to be achieved if not managed the ongoing insecurity, instability, inequities, injustice in the society and at the security organization. Basically, police services are feared or misused, courts may not be able to uphold the law; similarly, legislatures could not represent their respective constituents; citizens may not be benefited with the national development growth; national sovereignty and integrity are questioned and political ideology shall be threatened. As a consequences or backdrop the failure status may lead the country towards uncertainty and instability as a curse for the future generation. Thus, the leadership and policing are crucial for rule of law in the welfare state. Moreover, for human and humanity in a wider frame work of national and global values endeavors.

Recommendations

The objective (3) is to provide recommendations for enhancing the leadership and policing in security management of Nepal. The main empirical conclusion and recommendation are illustrated in chapter 4 clearly and sincerely. The diminishing confidence in national government has led to a diminished sense of government's dedication in the past and raising the issues on the core functions of government such as defense and public service, safety, foreign policy standards etc. Nevertheless, the findings and approach can be the guiding principles in philosophical, strategic, and functional management to lead in national capacity and reality: think globally act locally. The above literature review gives significant insights to proceed ahead to address the research questions of the present study. A few efforts are going on which are inadequate and lacking long-term vision and strategy in national level supported by national directives. A coordinated and comprehensive National Security Policy and Internal/Domestic Security Policy and Strategy are entire need for present from present and future security

Moreover, below a few crucial recommendations are presented in bullet form; under the two categories: for government and organizations.

For the Government

The image of government in any nation is connected with the image of police administration because system is an integral part of national government. The national government should empower police force for better professional service performance and accountability towards the people and laws. National police service is not so much influential as it should be. So, government must be catalyst role in the connection. The key recommendations are as follows;

Leadership and Policing

- The study finds that there is the need of transformational leadership followed by participative/democratic, authentic and strategic models. Similarly, the research sought the need of system based on policing like 'intelligence-led'; 'police public partnership', and 'proactive' respectively. The trait status does not seem sound since the negative traits seem dominant with highest rating "moderately to mostly", whereas the majority of positive traits are rated with "a little to moderately". Moreover, the transformational leadership behavior is dealt with 'a little to moderately', which needs to be improved. Thus, police organizations should be encouraged providing the guidelines and support to enhance the leadership capabilities and policing through the quality professional training programs for top level, middle level and field level commanders on policing, leadership and management. Basically, adaptation of effective police should be supported by specific legal provision.
- Encouragement and inspiration for police personnel and other staffs from police forces for higher education and research study in police concern subjects like Sociology, Psychology, Police Science, Criminology, Penology, Information Management, Information Technology, International relation, Conflict management, Emergency Management etc.

Act and Regulations

- Provision of 'National Police Commission' in constitution.

- Well defined act and regulation where role, responsibility, authority, procedures and accountability must be designed properly. Particularly, Border Security Act and Regulation, Cyber Act and Regulation, VIP Security Act and Regulation. Industrial Security Act and Regulation.
- Use of the force and procedural for the engagement must be re-engineered in changing context of national policy and changing nature of crime and security threats with the pace of national and international norms and values properly.
- Code of conduct for law enforcement agencies should be reformed in accordance with UN standard with the pace of national values and norms.
- Citizen participation/auditing on police activities in the field
- The government should manage the policing with due respect on international human rights, protocols; national values and norms.
- 'Scientific education' supported with 'value education' in national level can be ideal source for any occupation and services, which are the prime need of least developing country to save the nation, nationals, nationality and humanity as a whole.
- Law abiding attitude and unaccountability tendency must be discouraged in national level. So those future generations follow the foot-print accordingly.
- The order released from respective courts must be implemented in a highest priority at all levels.
- No compromise in the execution of criminal laws and regulation, political commitment from national political parties and senior leadership are needed.

Capacity enhancement and resource allocation

- Academy of National Police Forces should be developed as an autonomous institution so that highly professional and discipline officers could be educated and developed to enhance the service delivery and accountability. Additionally, public should have opportunity to study police administration, policing, emergency management, leadership and crime management.

- For the development of human resources the training and adequate resources must be provided from quality and need perspective. The need might be in the views from national, organizational, group and individual staff.
- National highway should not be closed in any cause and cost of negotiation and bargaining purposes.
- Role and participation of public and private sectors in general police services (not in major operation) with ideal coordination with local police and administration so that professional national police could be focused on strategic arenas. It can be cost benefit policing. Public and private participation in policing should be studied so that it could be accommodated with highly professional cooperation, coordination, communication and controlling mechanism in the field level.

Strength and Budget

- There is no hard and fast rule on the number of security forces. It depends on national need, and capacity in accordance with national short-run and long-run development policy and strategy. With regards to least developing post conflict status and geopolitical environment the strength of national police forces could be at least 1 % of the national population police of the country. The number can be reduced with the application information technology and public police participation and police efficiency and their high morale and integrity gradually.
- The budgeting on policing should be transparent. At least 10% of the total budget should be granted on internal security management in the nation.

Unified Command in National Level

- No provision and practice are realized in national level for interaction and integrated mobilization in disaster and emergency in the country with the local health professionals, community and municipal groups, including private security, and other government agencies. Unified national response policy and strategies shorten the response time and confusion on responsibility and accountability including economic and optimum mobilization and utilization of the available resources. A nation must

have national level unified command (not a traditional ceremonial military provision) mass mobilization and management.

- Public should be aware and well briefed on 'National Unified Command' system and program. And rehearsal can be more effective and practical.
- Supremely, a balance should be maintained between central, local command control and operational autonomy in security forces. Basically, police forces need operational autonomy and capability/mobility.
- Poverty reduction and employment growth policy and program can be effective to manage the brain-drain and youth-drain youth in the nation. If country becomes failure with long-term strategy and program then series of causes and consequences may lead the nation towards the uncertainty.

No Undue Politicization

- Unrealistic unfairness and injustice lead police organizations towards uncertainty, unaccountability and lawlessness, which directly hamper the national policy and programs. Thus, respective government should recognize value, norms, and the contributions of those in management positions who possess in those experiences, skills as well as leadership. For the appointment of top level leadership in police services; the system and organizational culture to cover professionalism skill, trait and experience must be defined precisely in legal form. Present status seeks advancement on to a “leadership” position with strong professional skills, knowledge and experience. Undue politicization makes waste of professional integrity and talents.

Border Management

- Border represents the national sovereignty and integrity of an independent nation. There is no meaning of any defense (Military) and policing (police), if the international border is not managed with due respect to the international values, custom and norms. It should be controlled and managed with two way interaction and understanding. So, that third factor threat and involvement against "India-Nepal" and

"China-Nepal" may be terraced timely and clearly. There is no question of any party politics. There should not be any question and queries to manage the international border. It must be managed with due respect on mutual understanding of good neighborhood. Lesson is learnt that terrorism, transitional crime and cybercrime have no specific border. Thus, a nation should have capacity to control, to monitor her, to defend own territory (including the national sky).

- Additionally, and Humanitarian Border security modality can be appropriate, relevant, and economic in between "Indo-Nepal" and "Sino-Nepal". Very clearly, Nepal should use her strategic position in between two big population, big economy and modern technology: India and China sincerely and ethically by maintaining the history, culture, custom, and integrity.

National Intelligence

- Intelligence in modern policing must adapt to the realities of collaboration in information gathering and intelligence sharing among the security agencies and concern stakeholders in a system based approaches. The traditional, hierarchical intelligence functions need to be reengineered and supported with cooperative and fluid configuration which can gather information and move intelligence to the concern for their role and responsibility.
- NID should be re-engineered, made resourceful and should be placed under the chain of command of Prime Minister whereas Nepal police should have a national level bureau for the crime and concern purposes.

SAARC Comprehensive Security

- SAARC should have comprehensive security strategies on the common interest problems to make possible solution and more effective police interventions during the humanitarian concern programs and services.
- Common security threats and issues of human and humanitarian like terrorism, transnational, cybercrime and global warming, food, water and energy should be faced collectively.

Pay, Pension & Morale

- Security services should not be compared with other services. The police are not simply crime fighters. They have to perform the civic purpose which is focused on improving safety, well-being and harmonization within communities and promoting measures to prevent crime, harm and disorder.
- Morale of Police forces must be maintained. The specific programs for modernizing police pay, pension and their conditions. So that they will not negotiate with crime and criminal and may not be compelled for rampant corruption for their personal and family basic needs.

Government, Ex. Employees

- Experience of Veterans can be the additional asset for national programs. Existing National Co-ordination Council of Government, Ex. Employee's Association, Nepal can be developed and utilized as abridge in between government and government Ex. employee from security force and national public services.
- Additionally, it can be utilized as a means to reach the mass people for specific national policy, program agendas of national interest like disaster, emergency and other awareness programs. Ultimately this scheme and strategy tighten-up the reliability and loyalty towards national government and people.

Suggestion for Police Leadership Journey Model RARA

The ultimate aim of the police is to create and develop police image through the display of RARA model where R: Responsibility, A: Authority, R: Resources. A: Accountability. 'RARA' does not come in isolation. These are the result of peoples' satisfaction towards police job. From time to time peoples' judgments over the police performance become important if police are to gain trusting relation with public. People remark better if police performance administration is enhanced with leadership capability for policing. Policing creates feeling in the people that they are protected in every respect.

How does this happen? The root cause is police force. These are keen to develop their KASH: Knowledge, Attitude, Skills and Hospitality); through their organizational and personal studies for the sake of better service safety and security. This principle fits everywhere value system preferred.

From time to time whether police force is gaining or not, there should be strategic auditing so the police forces timely got feedbacks which results the opportunity to enhance their professionalism of service to the people at large. Below the figure 4.5 and 4.6 are representing the "RARA" model as a police leadership journey followed by

Figure 4.5: Police Leadership Journey

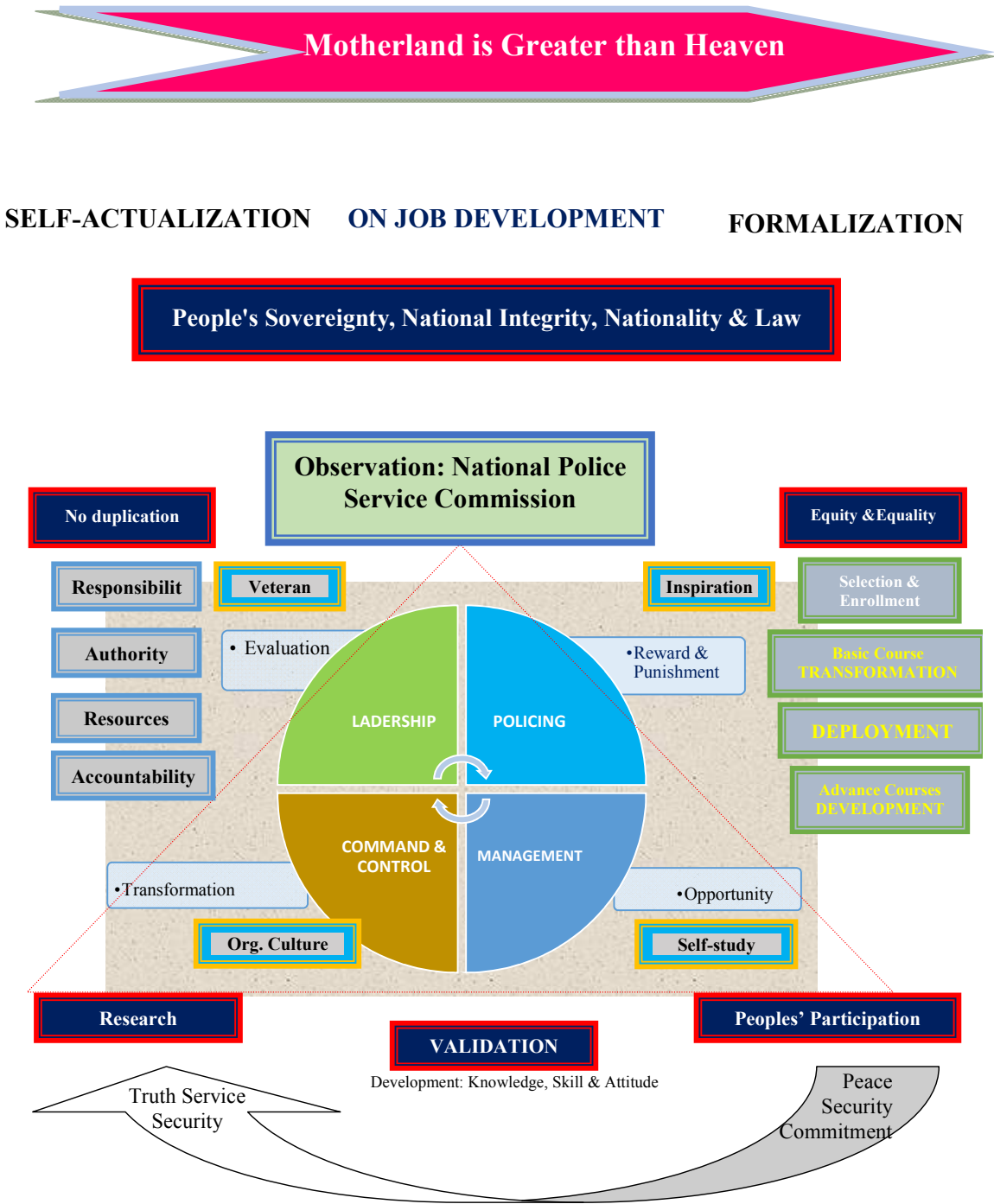
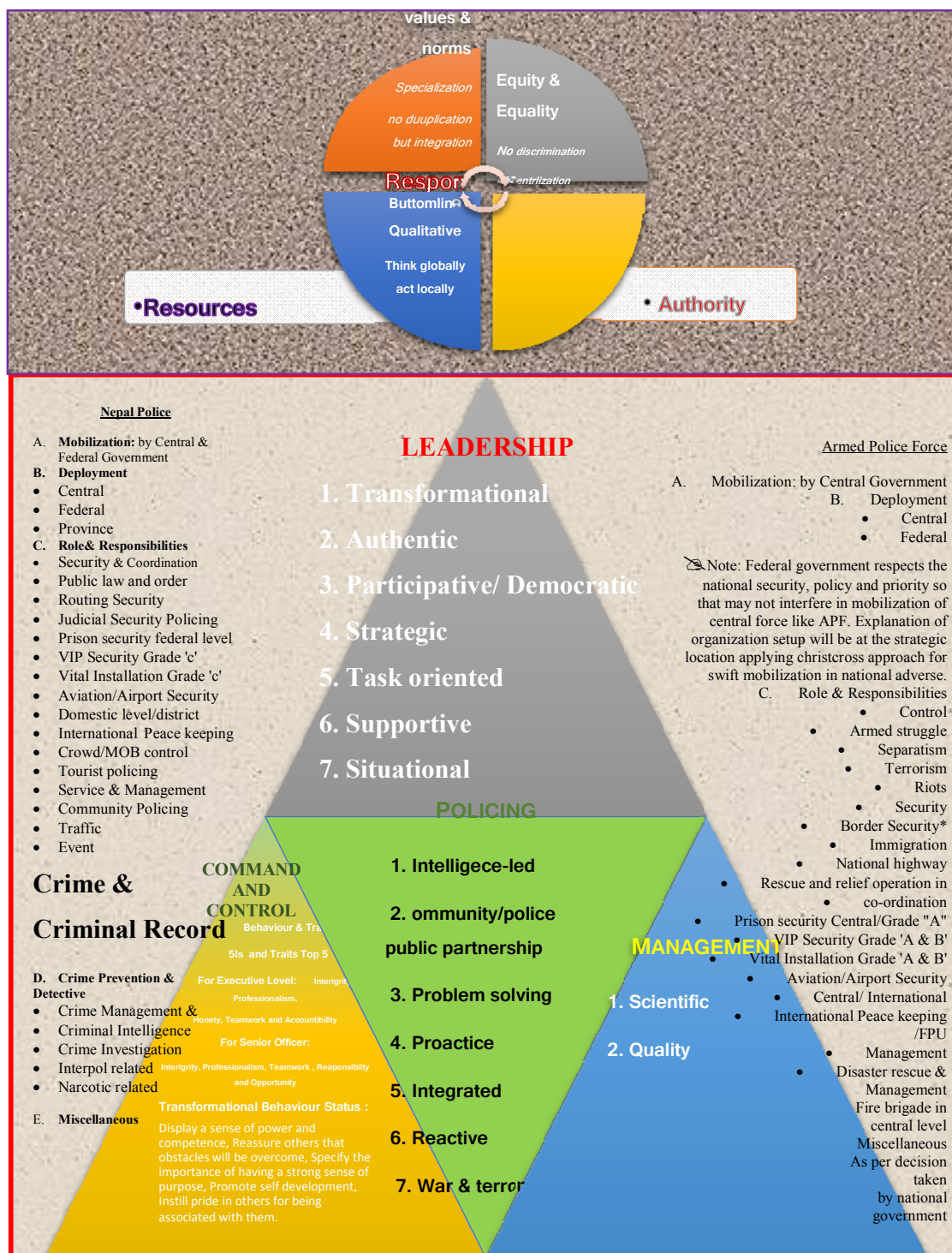


Figure 4.6: The Four Pillars/Knots of Domestic Security Management

"LPMCC" foundation for "RARA"



For Police Forces

Generally, accountability provides the legitimacy to the government and public institution including police forces to their actions and ensure. Thus, public accountability should be considered as a national tenet of democratic notion in national level.

Enrollment

- Selection process should be transparent, economic and basic compulsory qualities and qualification once defined in laws must be implemented sincerely. Additionally, resources person should be developed properly. Existing provision in APF, Nepal GTO, T.O. I.O. provision has been adapting since the establishment of APF Commission but the necessary resources person are not developed however the provisions applied and managed most with retired army officers. With this reference the provision if placed in act and regulation should be supported with the implementation system and preparedness for proper implementation. It applies in the height, and should be re assessed in modern context.
- Central selection system based procedure can be economic and practical so that candidates could be participated at a time in more jobs in the country. For this compulsory and optional subject should be managed in accordance with the prime need of the organizations and specific act.

Training Infrastructure and Technology

- Police and policing can be made and developed in overnight. It needs study, practice, on job learning and experience. Thus, priority should be given on learning environment with basic resources and technology in teaching institutions. So, that more time and resources may not be invested in correctional, treatment and defend on the causes and consequences caused by ignorance, inefficiency, inexperience of police leaders and personnel of the national police forces.
- Training provision, career development should be interlinked clearly and precisely.

- Basic courses must not be run in other regular units except defined training institutions. So that career foundation can be firmed properly.
- Job specialization and power decentralization should be precisely well defined. So that the existing structure rank and file system of national police forces needs to fully adapt to the changing context in which police to better reflect the rapidly evolving knowledge base on policing. The professional based practical modality of the courses knowledge application would help to face the challenges and issues now facing police forces. In brief professional course should be re-engineered and developed in changing paradigm. Whereas; professional course for middle level and high level management are lacking. Comparatively, APF has to take prompt initiation.
- Training allowance, calories, basic scales for uniforms and belongings should be re accessed.
- Need of policy framework as a “Citizens' Observation on policing” to monitor and evaluate the role of police in the field with citizen participation. In present context contemporary policing can be marked as a diversification, complexity and uncertainty of crime control problems particularly in developing country like Nepal.
- Police leadership and policing are challenged not just by the shifting paradigm, but also by the decreasing effectiveness as the central agents of crime control and prevention. Crime and problem analysis information technology should be provided to police forces.
- Police forces should have their own database system and infrastructure in present context.

Miscellaneous

- Think out of the box: the threats not yet known, the HIV/AIDS of terrorism ne disease.
- Shifting nature of threats and crime, the demand for greater cost-effectiveness. More change is needed in organizational and operational challenges with the pace of shifting paradigm of security.

- Effective policing and its success require professional, accountable and inspiration resources for capacity enhancement, organizational set-up and operational mobility growth of the national police forces.
- Utilizing policing in education and health as a national campaign is highly recommended. For instance, certain percentage (at least 20%) of total strength of security forces should be trained and developed on basic health and teaching capability to be deployed as volunteers in health posts and government schools in remote area of the country. This fosters a sense of volunteerism on the part of people. This scheme further helps police forces to reveal the social reality. This ultimately develops Public-Police relation, the fear psychology of the learners before the police also decrease.

Recommendation for Future Researchers and Implication

Indeed the title is symbolic of the broad range of topics covered in present research. This title "Leadership and Policing in Security Management of Nepal" was critically important in the way they were interrelated for the overall success of domestic security management of a nation. In this regard, the present chapter concludes this thesis by summarizing the motivation and the achievements of this research and recommending future empirical research work in this crucial arena of domestic security which have still not received adequate attention in national level. While there were considerable worries about the leadership and policing processing of these materials at the beginning of the study, the research presented in this thesis has come a long way in removing many of these reservations. This could be a promising area of research as national level policies, programs and their implementation. Thus, in this researcher perception, future research should focus more on the scaling up the synthesis of this study. Shifting paradigm is the peculiarity of security philosophy; whereas leadership and policing are the fundamentals to manage, to lead and to face the changes with the purpose of national and international values, norms and practices on the service, safety, and security of human, human being and surroundings.

Security management is a vast and versatile arena in national building and rule of laws. Specially, it's crucial matter of national obligation. A single research thesis may not full fill the needs on the matter of national, organizational, group and individual needs. Finally, further work, that needs to be carried out in sticking together and separately in micro and macro approach on leadership and policing from first 'R': recruitment to last 'R'; retirement; much larger quantities of this material than is presently available.

Implication

Basically, this exploratory study on the basis of empirical approaches concludes with the research questions raised by the study implication for system based policing and transformational accountable leadership for reliable professional service delivery. The answers to what is lacking? What is required? are the foundations for good governance in a big organization like security forces, which accelerate policy formulation, reformation, and implementation.

Honestly, the insights hopefully will encourage future inquiries on policing, and leadership. And the present study offers some efficient tools and firmed foundations to aid more with this profound academic research. This research will have implication on doing researches related to Police administration and policing. The future research will address many issues which could not be raised in this study. While studying security management, issues, challenges all the concerned agencies involved in security like; Nepal Army, NID, Private security sectors were not covered in the scope because of the specific research objectives.

Security is a huge range and paradigm. Thus, there are immense potential rooms and arenas to be addressed which could not be raised in this study. Finally the research believes a research is the beginning of further research as a continuous process for the betterment as foot print for the future generation and their peace, security, rights and needs. People are expecting proficient and accountable police forces as prerequisites of rule of law for human being and humanity as whole.

The title of this research is "Leadership and Policing in Security Management of Nepal". One of the prime objectives of this research study is to suggest implications. It

has policy, social, training, research, and personal level implication based on abovementioned key findings. The study has made the researcher more studying, ethical, patience, and social. Since the research have to meet a numbers of respondents in the field and learnt some new thing for them in course of this research study.

The future research can conduct research on the gaps I have left here. The research can touch upon the areas of National Security, Intelligence Leadership, Administrative Leadership and Security Leadership, Federal Policing and Leadership Role, Future of Women Leadership in Nepal taking wider population, sampling and methods. Similarly, Water, Food Security and Leadership in SAARC, Comprehensive Security and Leadership Role in SAARC are other emerging

The research has theoretical, methodological and practical implications. Trait and behavioral and transformational conceptual study and findings, tasted and self created tools and variables have made the possible for generating "RARA": as practical model for the journey in police leadership and policing. It is a food for thought and additional research can be effective for further strengthening as a refined explanatory mode and its practicality and efficacy. Present study presents the specific recommendation as problem-solving framework can be an effective tool in the instruction of problem solving for reformation, engineering and transformation as a diagnostic approach as applied in the present study to identify the prevailing security issues, challenges, traits, and status. In other hands, also examined peoples' perception and expectation for the adaptation of transformational leadership followed by participative, strategic, and authentic styles. Similarly, on the concern of policing the intelligence-led followed by community, proactive styles. Additionally, the position and chance for transformational behavior and people's psychology in the participation in policing are the assets in diagnostic approaches. As per the recommendation from focus group discussion such type of research needs to be done from the government level at least once in a decade. Furthermore mixed method of research supported in awaking the importance of internal security, its philosophical, physiological, and sociological needs, somehow.

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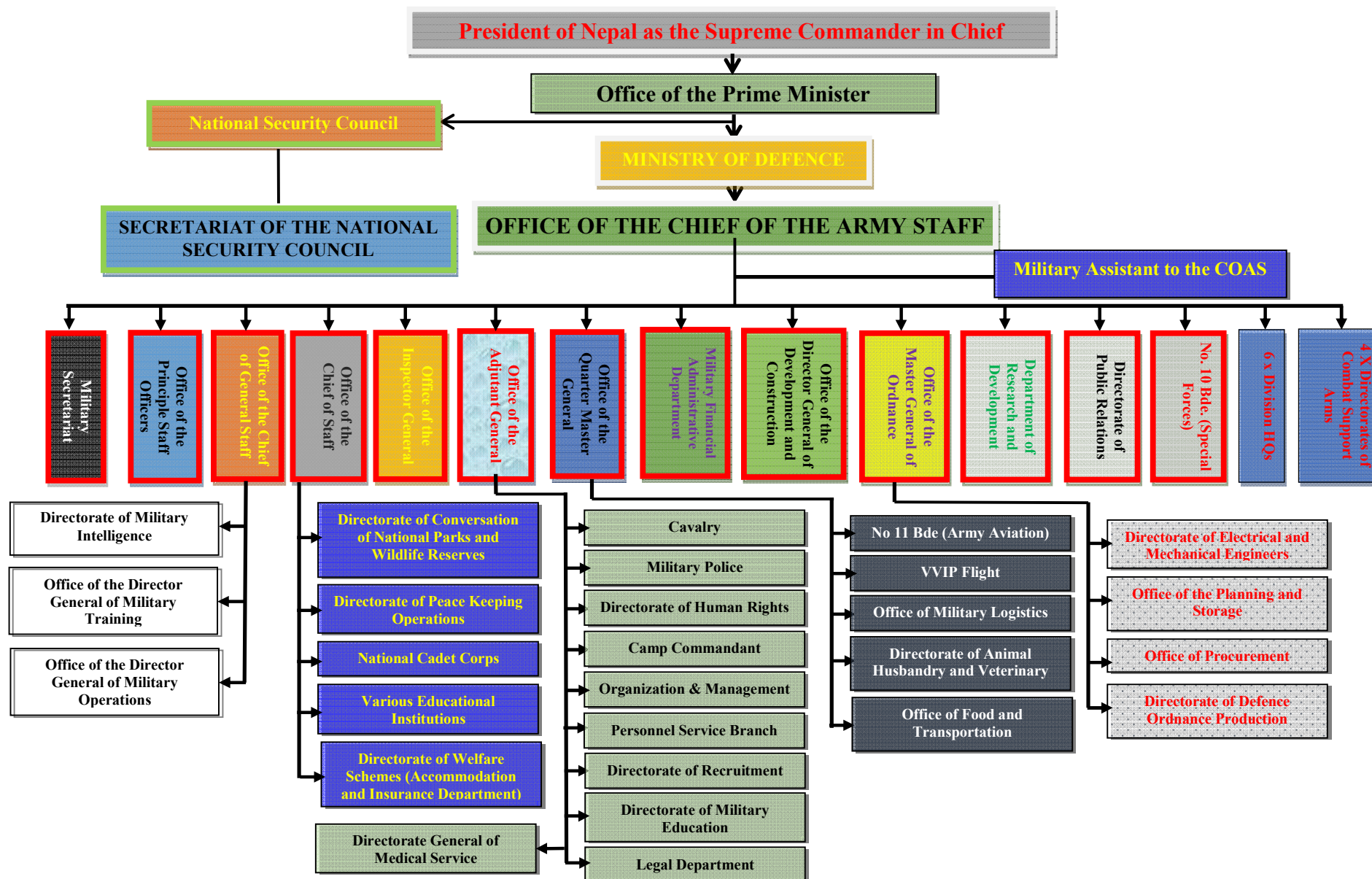
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ANNEX B.1: Police Regulation

Armed Police Force Regulation, 2060 (2003) Date of publication in Nepal Gazette 12.02.2060 (26.05.2003)		Police Regulation, 2049 (1992) (including 12th amendment Regulation, 2008) Date of publication in Nepal Gazette: 21.12.1992	
Chapter - 8 Code of conduct		Chapter - 8 Code of conduct	
64.	Punctually and regularity	68.	Restriction to having gift or presents
65.	Discipline and obedience	69.	Restriction to receiving donation
66.	No participation in politics	70.	Restriction of buying immovable property without permission
67.	No criticism against government	71.	Submitting of record-list of personal property
68.	Prohibition on publishing news on governmental activities	72.	Restriction in including in business and other profession
69.	Prohibition on accepting donations, gifts, presents and or loans	73.	Restriction to publish any disclosed information in course of Government/ public service
70.	Prohibition on the establishment, management and the conduct of a company/business	74.	Restriction to consult with radio or mass media
71.	Prohibition on participating in an election	75.	Restriction to criticism of the Government of Nepal
72.	Prohibition to be involved in a demonstration or strike	76.	Restriction to participating in the election
73.	Prohibition on conducting a strike, obstructing the way or <i>gherau</i>	77.	Prohibition in participating in politics
74.	Prohibition on representation	78.	Defense against actions of the police personnel
75.	Details of property	79.	Punctually and regularity
76.	To abide by a code of conduct as prescribed for the service or post	80.	Discipline and Obedience
77.	Not to influence	81.	Restriction to influencing superiors
78.	No subscription of immovable property without prior notification	82.	Submitting of Appointment - Certificate
79.	No contact with a radio station or newspaper	83.	Prohibition for Polygamy, Child Marriage and Unparallel Marriage
80.	Defence of functions performed by Armed Police		
81.	Prohibition on marriage		
82.	No loss or damage		
Source: Armed Police Force Regulation, 2060 (2003)		Source: Police Regulation, 2049 (1992)	

ANNEX B.2: Nepal Army Organizational Chart



ANNEX: B.3: Role of Nepal Army

Inside the Nation:

- a. Safe guard to national territory sovereignty & integrity
- b. National Park Security
- c. Aviation Security
- d. Disaster management: rescue & relief
- e. VVIP/VIP Security
- f. Industrial Security

Outside the nation

- a. Nepalese Diplomatic Mission as military attaché'
- b. International Peacekeeping(military observer and UN military)
- c. In different National Ritual and custom
- d. Security in Nepal Rastrya bank

Miscellaneous

(Decision taken by Nepal government)

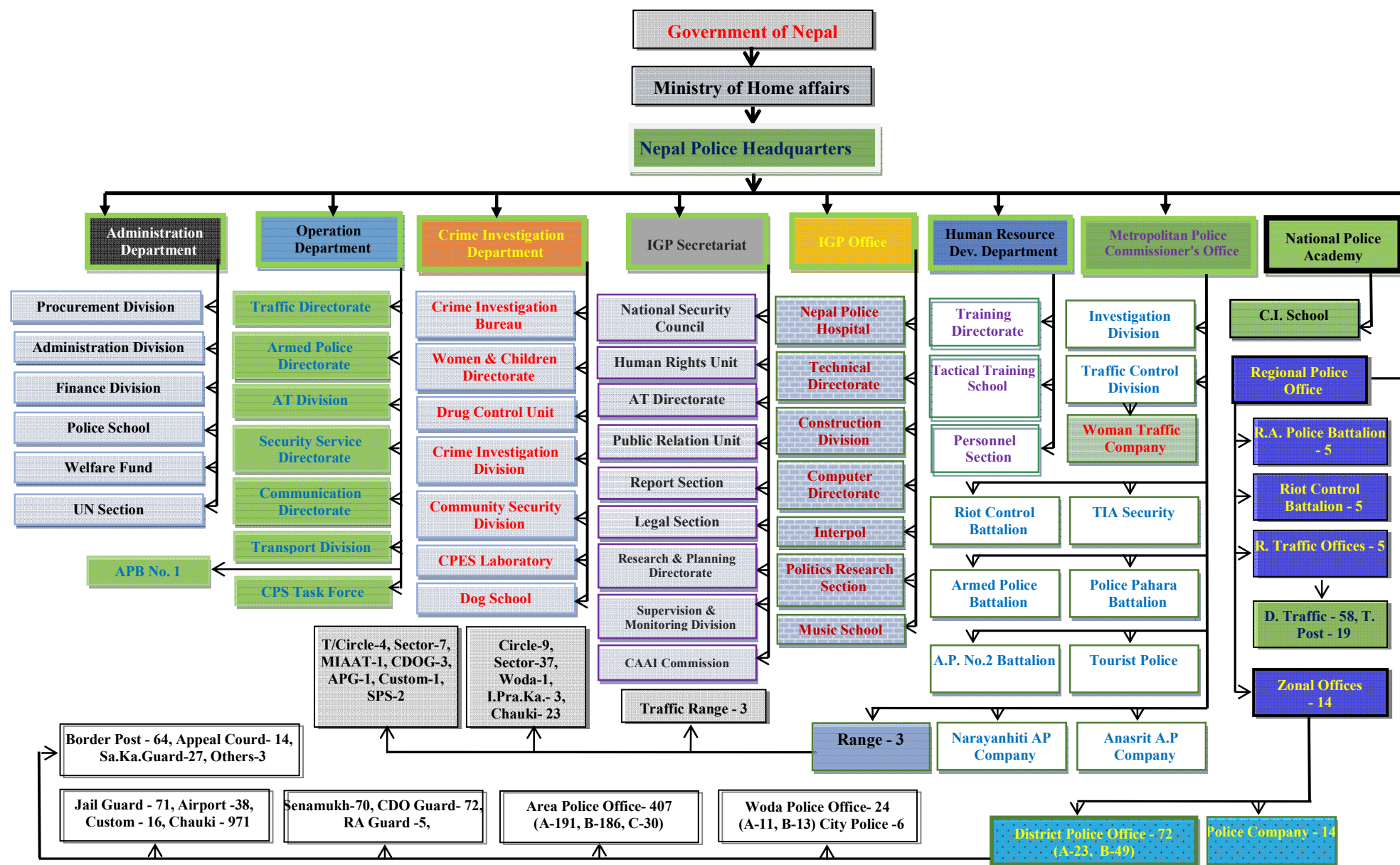
- a. Bomb disposal
- b. Communication tower security

Role Performed before:

- Counter Terrorism
- Custom and Revenue Patrol:
- Security in different Examination:
- Security in National Election
- Election Security

Source: Army Act 2006 and www.nepalarmy.mil.np

ANNEX: B.4: Nepal Police Organizational Chart



ANNEX: B.5: Duties of Police Employees listed under

1. To obey the orders issued by the competent authority according to the law; and promptly execute and serve warrants issued by such authority.
2. To collect information regarding activities which are likely to affect law and order, and submit the same to higher authorities.
3. To prevent crimes, and protect people from unnecessary harassments.
4. To trace out criminals and cause them to be punished according to the law.
5. To arrest persons who must be arrested according to the law, and for whose arrest there exist adequate grounds.
6. To discharge duties this must be discharged according to the laws in force.
7. To provide assistance to the best of his or her capacity to any person lying disabled or helpless on the road, and take charge of lunatics and persons who are dangerously intoxicated and cannot look after themselves.
8. To take necessary action immediately in case any arrested or detained person sustains injuries or falls ill, and take proper care of him or her while guarding him or her or shifting him or her elsewhere.
9. To make necessary arrangements for relations and accommodation for persons who are arrested or are under detention.
10. To refrain from indulging in indecent behavior and undue harassment to any person while conducting a search.
11. To behave the public decently, and treat women and children with full respect and due politeness.
12. To make all possible efforts for safety against loss or damage by fire.
13. To make every possible effort to save people from accidents or dangers
14. Others Provision as Duties, Power and Responsibilities are given under.
15. Police employees to remain on constant duty: to be on constant duty, and a police employee may be deputed at any time to any part of the country
16. Power of Chief District Officer to Issue warrant.

17. Power of police employees to arrest without warrant.
18. Arrangements of motor vehicles or passengers on public thoroughfares, etc.
19. Arrangements for public assemblies and processions.
20. Police to take charge of unclaimed property.
21. Police to take charge of unclaimed property.
22. Chief District Officer to impound property and issue Notification.
23. Property to devolve on Government of Nepal where no one claims it.
24. In relation to unclaimed dead bodies.
25. Duty of police employees to maintain diaries.
26. Special arrangements for maintaining public peace and security.
27. Police reinforcement on application by any person.
28. Dispatch of police reinforcements in the neighborhood of railways or other installations.

ANNEX B.6 Nepal Police Units and Strength

Nepal Police Units and Strength 2015			
Area of Study: Nepal	Total Police Units	Female Police	Police Strength
A. NP HQs including Departments and National Academy and direct command unit in Central Level	12	596	5388
B. NP Kathmandu Valley Metropolitan Police	148	930	10800
C. Eastern Region	537	743	6129
D. Central/Mid Region	548	629	9512
E. Western Region	451	486	10805
F. Mid-Western Region	389	480	12620
G. Far-Western Region	254	232	12162
Total	2339	4096	Total: 67,416 Female: 5.3%

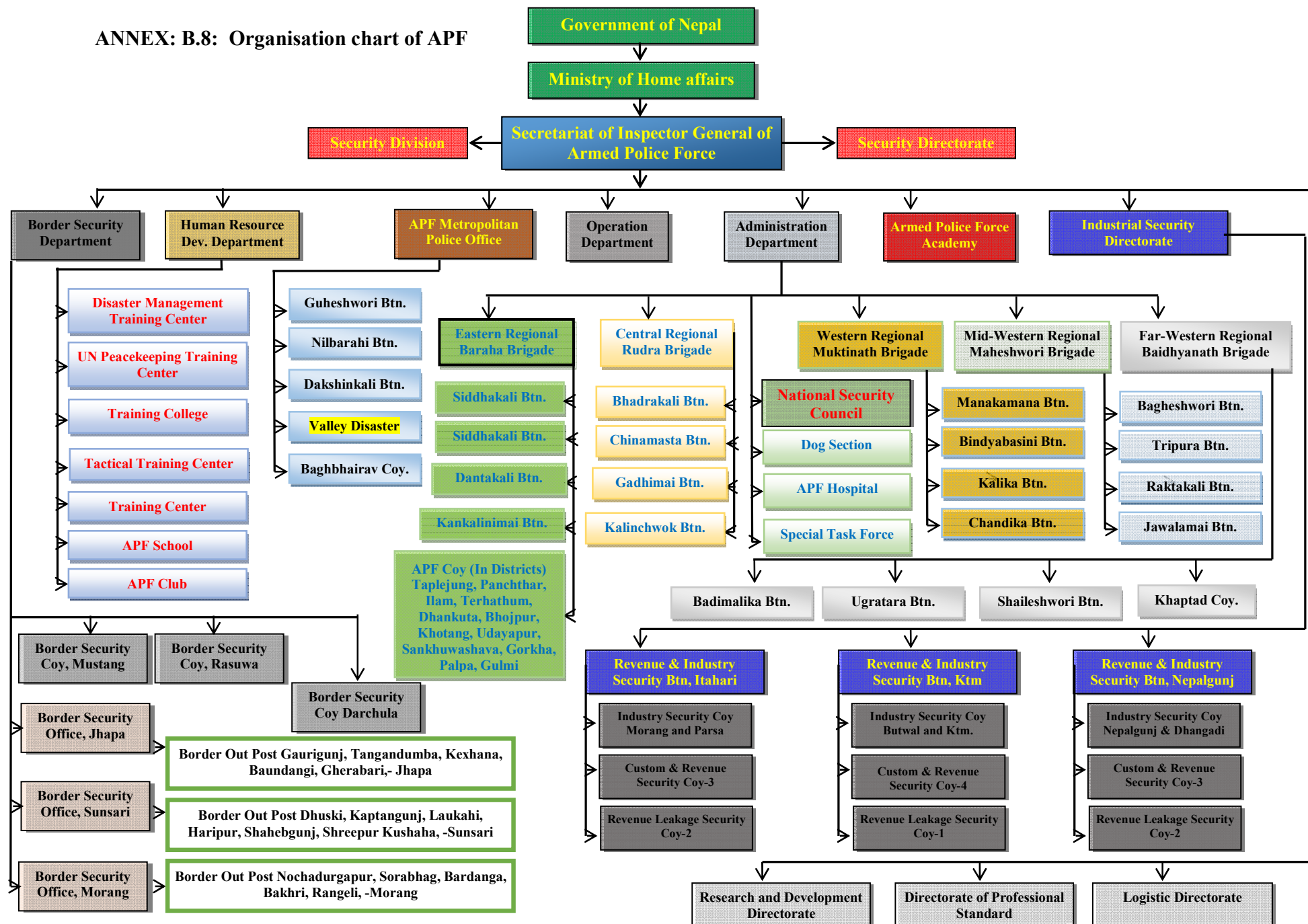
Note: Total number of Police Units is 2339 (including temporary posts)

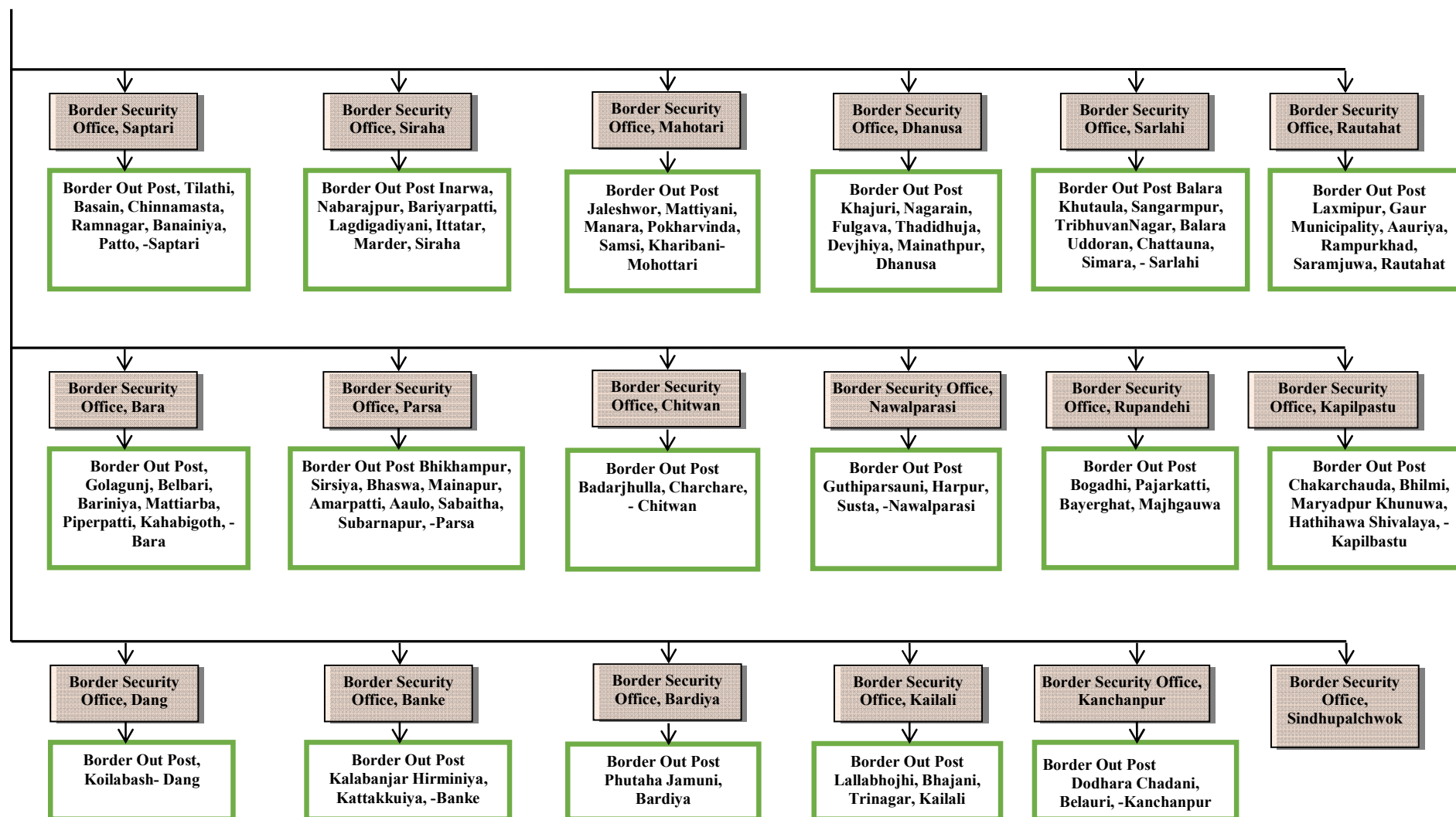
Source: : Nepal Police Headquarters, : <http://nepalpolice.gov.np/>

ANNEX B.7: Rank wise ratio in police forces

Rank		NP(67,416)			APF (36,758)		
		Number	Ratio 2015	Ratio 1995	Number	Ratio 2015	Ratio 2001
1.	I.G.	1	1	1	1	1	1
2.	A.I.G	8	1:8	1:2	6	1:6	1:2
3.	D.I.G	34	1:4.25	1:4	18	1:3	1:7
4.	S.S.P.	77	1:2.35	1:3	27	1:1.5	1:1.42
5.	S.P.	137	1:1.77	1:3	92	1:3.40	1:3.2
6.	DY. S. P.	387	1:2.82	1:3	370	1:4.02	1:5.28
7.	Inspector	1253	1:3.23	1:3	1044	1:2.82	1:3.01
8.	Senior Sub-Inspector	Not applicable	Not applicable	Not applicable	40	1:0.03 (Both SSI and SI are allegeable for the promotion in inspector)	1:0.03 (Both SSI and SI are allegeable for the promotion in inspector)
9.	Sub-Inspector	3,645	1:2.90	1:3	1303	1:32.57	1:37.88
10.	Assistant Sub-Inspector	6,667	1:1.82	1:2	1657	1:1.27	1:1.32
11.	Senior Head Constable	Not applicable	Not applicable	Not applicable	2810	1:1.69	1:1.35
12.	Head Constable	12,574	1:1.88	1:2	3518	1:1.25	1:1.50
13.	Assistant Head Constable	Not applicable	Not applicable	Not applicable	6109	1:1.73	1:1.28
14.	Constable	39,374	1:3.13	1:3	17786	1:2.91	1:2.74
15.	Recruit	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
16.	Auxiliary Staff/ Flowers	65	-	-	1977	-	-
17.	Sayas	Not applicable	Not applicable	Not applicable	Not applicable	-	-
18.	Trainee Inspector	Not applicable	Not applicable	Not applicable	Not applicable	-	-
19.	Trainee(Assistant Sub-Inspector)	30	-	-	Not applicable	-	-
20.	Recruit	650	-	-	Not applicable	-	-
TOTAL		67,416			36,758	-	

ANNEX: B.8: Organisation chart of APF





ANNEX: B.9: Role of Armed Police Force, Nepal

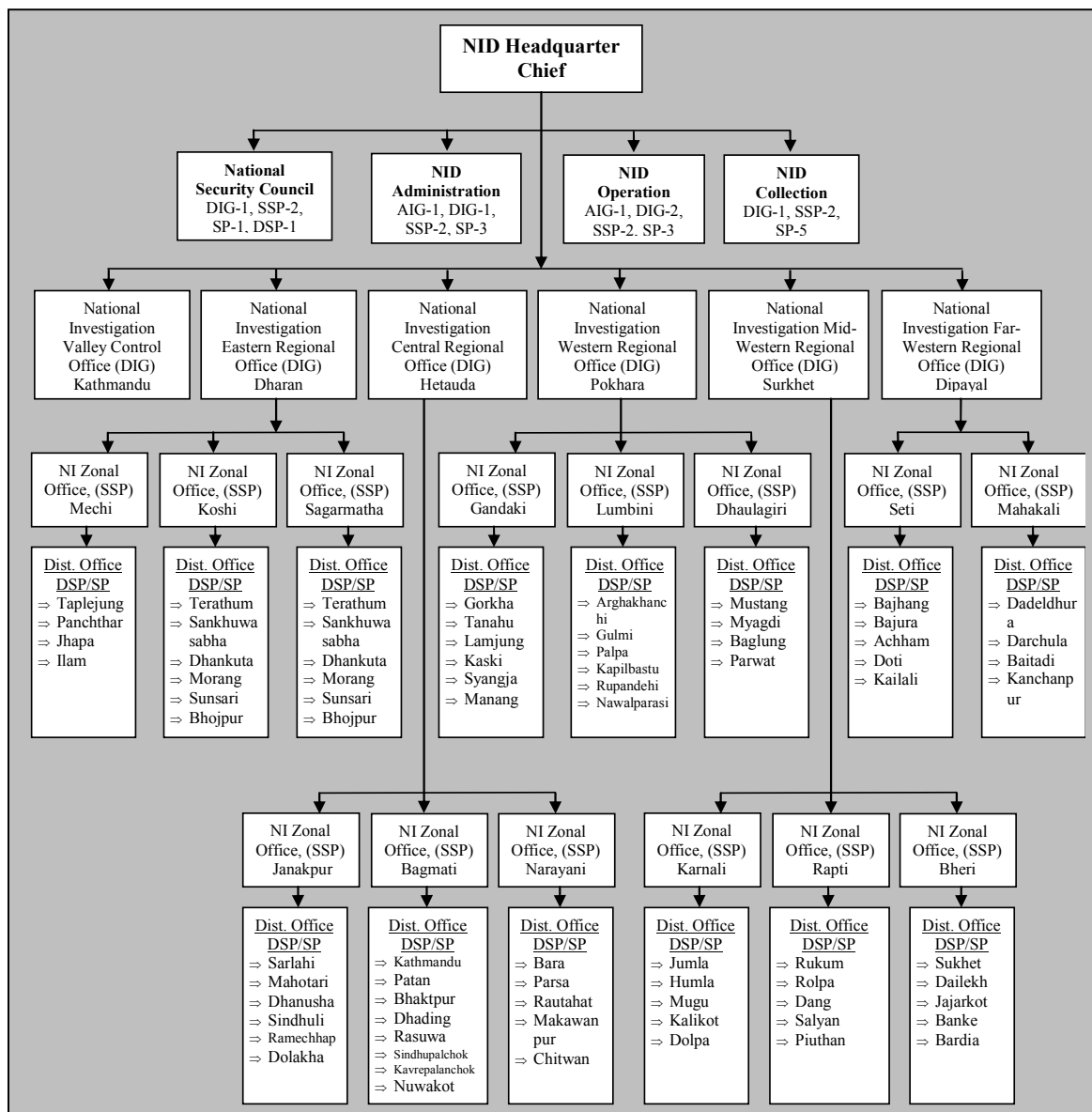
<p>Inside the country</p> <ol style="list-style-type: none"> To control any ongoing or would be armed conflict within the country, To control any ongoing or would be armed rebellion or separatist activities within the country, To control any ongoing or would be terrorist activities within the country, To control any ongoing or would be riot within the country, To assist in rendering relief to natural calamity or epidemic victims, To rescue any citizen or else from hostage captivity or in the event of occurrence of heinous and serious crimes or unrest of grave nature or of anticipation, Borders Security To protect the personalities and public vital installations, institutes and other facilities considered to be given protection by the Government of Nepal, To perform tasks assigned as per this act and under its regulations or in accordance to other prevalent laws, To perform other tasks assigned from time to time by the Government of Nepal. To assist Nepal Army during the external intervention. 	<p>Miscellaneous / Other Role:</p> <ul style="list-style-type: none"> Preliminary Investigation Role: Custom and Revenue Patrol: Industrial Security: Security in different Examination: In different National Ritual and custom <p>Out of the Country</p> <ul style="list-style-type: none"> UN Mission (UNPOL & FPU): <p>APF Recent Mobilized</p> <p><i>Presently APF has been mobilized for following mission</i></p> <ul style="list-style-type: none"> Border Security Custom and Revenue Patrolling VVIP/VIP Security Vital Installation District HQs Security in major district Fire Fighting High way security and Immediate Rescue UN Peace Keeping (FPU & UNPOL) Regular Security with as a back-up Nepal Police Industrial Security <p>Sources APF Act, Local Administration Act, & Decisions taken by respective government</p>
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ANNEX B.10: APF units and strengths 2015 (B.S. 2071) approved by government of Nepal

Area of Study: Nepal	Police Units	Strength in 2014	Remarks
A. APF HQs including Departments and National Armed Police Force Academy and direct command unit in Central Level	16	2655	
B. APF Kathmandu Valley Metro Security Office	10	3769	
	Kathmandu	7	2696
	Lalitpur	2	836
	Bhaktapur	1	761
C. Far-western Region	14	3755	
D. Mid-Western Region	18	4631	
E. Western Region	29	5744	
F. Central Region	60	7866	
G. Eastern Region	52	8338	
	Total Permanent Unit: 199	Total: 36758	
	Temporary Unit: 191	Female: 4.96%	

Source: Armed Police Force, Nepal Headquarter

ANNEX B.11: Organizational Structure of National Investigation Department (NID)



Source: Bhattarai, Rajan, Sharma Wagle, Geja (2010). **Emergency Security Challenges of Nepal** . Publication: Nepal institute for policy studies. ISBN: 978-9937-2-2859-6

ANNEX B.12: Few key notes on report of NHRC

Few notes the Report of NHRC

Nepal is a source country for men, women and children who are subjected to forced labor and sex trafficking. Yet there is no household survey conducted ever in Nepal to estimate the magnitude of trafficking or in modern slavery state. Based on the program enforcement data (GOs, NGOs and Nepal Police), nearly 29,000 persons were trafficked or attempted to trafficked. Among them, roughly 16,000 were attempted to traffic while 13,000 persons were trafficked. On the other hand, the Global Slavery Index 2013 estimated that at least 250,000 to 270,000 Nepalese were enslaved. Cross-border trafficking of children for labor exploitation has been widely reported, especially in circus performance, agriculture, manufacturing and construction work (NHRC, July, 2014, p. 11).

On Situation of Foreign Labor Migration Foreign labor migration of Nepal has emerged as one of the major contributors of national economy. It contributed to nearly one-quarter of Gross Domestic Product (GDP) in FY 2011/12. Despite this, foreign labor migration has also brought the challenges to protect and promote the rights of MWs, especially of woman migrant workers (WMWs). According to the Population Census 2011, there were 1.92 million absentees population in 2011 in Nepal. This figure is nearly three-fold increase from 2001. Among the absentees population, 85 per cent originated from the rural areas. More than half (52%) of the absentees were from the hills, while Terai accounted for 42 per cent and 6 per cent for mountains (NHRC, July, 2014).

Central Child Welfare Board (CCWB) record indicated that 1578 number of missing children were reported in Child Seeking Center in Brikutimandap, Kathmandu in FY 2011/12. CCWB record reveals that 160 events of sexual violence against children were complied in 2010, 217 in 2011 and 135 in 2012. The survivors of sexual violence were both girls and boys, but girls are mainly the victims of violence. Data also show that significantly large numbers of cases of sexual violence against children are registered in the districts courts . A 5-year (FY 2008/09 to FY 2012/13) average number of the trafficking cases registered in the Supreme Court come out to be 73 and the 5-year average number of trafficking cases decided by the Court is 22. The five-year average conviction rate comes out to be 36% only. On the other hand, the pending rates are very high in each fiscal year

Trafficking takes place for the purpose of organ transplant to India; to Korea and Hong Kong for the purpose of marriage. Nepali migrants are smuggled to developed countries. Boys also are exploited in domestic servitude and trafficking of Nepalese minor girls to Gulf Countries and to Khasa, Tibet has been on rise

ANNEX: B.13: A Brief Note on Investigating Allegations of Extra-Judicial Killings in the Terai OHCHR-Nepal Summary of Concerns

A Brief note on Investigating Allegations of Extra-Judicial Killings in the Terai OHCHR-Nepal Summary of Concerns) (OHCHR-Nepal Summary of Concerns , July, 2010)
<ul style="list-style-type: none"> • Issues Identified: These factors include political and public pressure upon the police, lack of access to justice for victims, an absence of credible internal accountability mechanisms within security and law enforcement structures. • Refusal to file First Information Reports: In many cases, the police have refused to file First Information Reports (FIR) submitted by the relatives of a victim of an alleged extra-judicial killing. • Cover-up of incidents: “Encounter Killings”: In a number of cases monitored by OHCHR, the version of events provided by police is contradicted by eye-witness testimony as well as evidence collected by the police themselves, and post mortem data. • Vetting and promotion: In some cases, police officials against whom there are credible allegations of involvement in extra-judicial killings have been promoted, rather than investigated. The fact that the Nepal Police has not only shown reluctance to investigate allegations against its officers, but has actively promoted them, risks sending a message to officers and the general public that serious violations of human rights such as extrajudicial killings are condoned by the Nepal Police leadership. • Non-cooperation by the Nepal Army: Six of the deaths documented in this report are alleged to have resulted from the use of unlawful force by Nepal Army personnel while patrolling in Bardiya and Chitwan National Parks, and the Parsa Wildlife Reserve. • The Role of the National Human Rights Commission: This pattern of non- or partial implementation damages the credibility of the NHRC, and calls into question the commitment of the Government. It also limits the NHRC’s ability to effectively act as a deterrent to prevent future violations. • Conclusions and Recommendations: In Nepal, the activities of criminal armed groups and political organizations advocating the use of violence have created a serious public security problem, particularly in the Eastern and Central Terai regions. This report suggests that many of the problems underlying the resort to, and lack of accountability for, extra-judicial killings are systemic.

BANNEX B.14: Trafficking Case in Fiscal Year

Fiscal Year	Number of trafficking cases
2000/01	92
2005/06	97
2009/10	161
2010/11	183
2011/12	118
2012/13	144
2013/14	186

Source: <http://www.nepalpolice.gov.np/1.html> (Accessed on April 14, 2013).

ANNEX B.15: Estimated Number of Current Hard Drug Users, 2069 (2012)

S.N.	Area	Number of current hard drug users by sex					
		2069			2063		
		Total	Male	Female	Total	Male	Female
1.	Kathmandu Valley	36998	33513	3485	17458	15580	1878
2.	Sunsari	7407	6956	451	3186	2854	332
3.	Kaski	6917	6414	503	5112	4794	318
4.	Morang	6415	6228	187	1316	1266	50
5.	Jhapa	6008	5764	244	3523	3378	145
6.	Rupandehi	5997	5750	247	2587	2454	133
7.	Chitwan	4515	4151	364	2071	1880	191
8.	Banke	4050	3876	174			
9.	Parsa	2130	1993	137	1301	1212	89
10.	Makwanpur				481	462	19
11.	Others	11097	10559	538	9274	9074	200
Total		91534	85204	6330	46309	42954	3355

Note: Marijuana users only or alcohol users only are excluded here

Source: (Government of Nepal Central Bureau of Statistics, 2012)

ANNEX: B.16: Status of the Pledging by Public Prosecutors on Writs and Cases and Disposition in Nepal

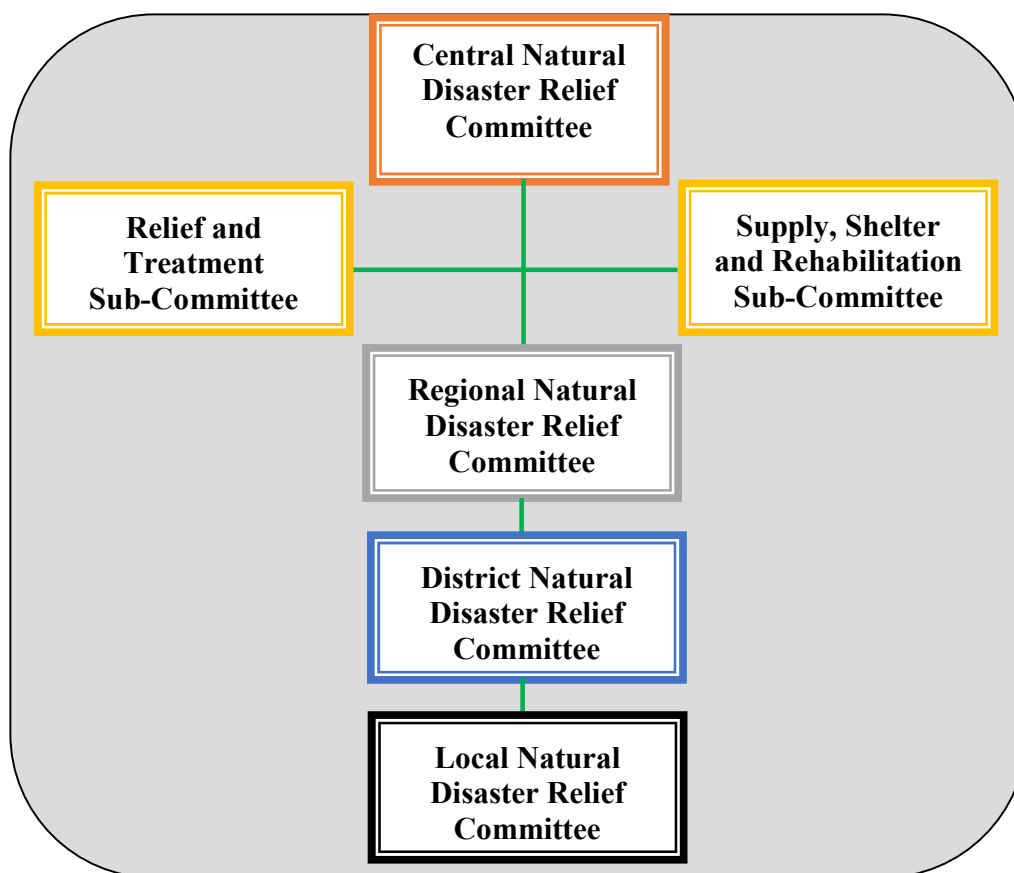
Fiscal Year	Registration			Settled				Yet to Be Decided in Percent %	Conviction Percent%
	From Last fiscal Year	Running Fiscal Year	Total cases	Convicted	No convicted cases	Remaining cases	Total		
2006/07	153497239	12744	28093	8512	3862	0	12374	15719	68.79
2007/08	15539	12705	28244	8081	3170	0	11251	16993	71.82
2008/09	158119316	15163	30974	9714	4109	22	13845	17129	70.16
2009/10	16727	19640	36367	11855	4883	480	17218	19149	68.85
2010/11	19833	21103	40936	14605	6004	1549	22158	18778	65.91
2011/12	18951	29672	48623	17781	6795	700	25276	23347	70.35
2012/13	22805	30813	53618	17172	6301	566	24039	29579	71.43
2013/14	29157	35075	64232	21226	8867	863	30956	33276	68.57

Source: www.attorneygeneral.gov.np

ANNEX: B.17: Status of the Cases Filed by Public Prosecutor at District Court and District Administrative Office 2005-2013

Fiscal Year	Registration			Settled				Disposed in Percentage %	Remaining Cases %	Conviction Percent%
	From Last fiscal Year	Running Fiscal Year	Total Cases	Convicted	No convicted	Others	Total			
2004/05	6842	6513	13355	4883	898		5781	43.29	7574	84.47
2005/06	7574	5497	13071	4658	847		5505	42.12	7566	84.61
2006/07	7239	7749	14988	5459	1198		6657	44.42	8331	82.00
2007/08	8408	8093	16501	5464	1081		6545	39.66	9956	83.49
2008/09	9316	9649	18965	7321	1615	19	8955	47.22	10010	81.75
2009/10	9682	11796	21478	8594	1795	157	10546	49.10	10932	81.49
2010/11	11463	13257	24720	10269	2283	138	12690	51.33	12030	80.92
2011/12	12059	17972	30031	12586	2870	232	15688	52.24	14343	80.23
2012/13	13873	18687	32560	12436	2253	119	14808	45.48	17752	83.98
2013/14	15730	22145	37875	16608	3324	134	20066	52.98	17809	82.77

Source: www.attorneygeneral.gov.np

ANNEX: B.18: Organizational Structure of Disaster Management of Nepal

ANNEX B.19 : Status of Crime in 2011 to 2015

Crime Data (2011-2014)					
Case Titles	Crime Titles	2011-12	2012-13	2013-14	Total
Homicide Crime	Robbery and Murder	8	7	0	15
	Homicide	778	679	642	2099
	Poisoning	0	0	1	1
	Attempt to Murder	582	551	656	1789
	Illegal Abortion	15	28	19	62
	Accidental Homicide	1997	2064	2434	6495
	Retail Homicide	641	758	896	2295
	Cow Slaughter	38	30	39	107
	Intake of Poisoning	1334	1150	1307	3791
	Suicidal burning	33	27	32	92
Suicide	Hanging	2504	2665	3080	8249
	Weapons and Instruments	27	20	14	61
	Jumping	57	70	63	190
	Electrocution	3	7	2	12
	Drowning	19	35	6	60
	Dokoity (Danka)	126	123	73	322
Theft/Stealing	Burglary/Robbery (Rahajani)	12	12	18	42
	Theft (Chori)	813	742	822	2377
	Archaeological Theft	7	0	3	10
	Nakabajani theft	42	51	101	194
	Force full Theft (Looting)	20	63	64	147
	Vehicle Theft	43	38	36	117
	Stealing animals (Theft)	6	13	11	30
	Gambling	126	188	156	470
Organized and Economic Crime	Counterfeit	27	24	14	65
	Cheating	276	400	411	1087
	Drugs	1715	1847	1792	5354
	Black marketing	61	32	55	148
	The ancient monument	4	9	4	17
	Illegal Donation Collections	18	13	19	50
	Forge of Govt.Seal/Signature	132	135	135	402
	Passport Related	18	12	5	35
	Kidnapping	118	88	90	296
	Illegal Weapon Possession	387	271	273	931
	Ancient Heritage Protection	11	0	45	56

	Public offence	6149	6915	9975	23039
	Citizenship	51	120	74	245
	Hurt Battery	56	60	64	180
	Crime against the State	1	0	0	1
	Conversion (Change of Religion)	2	0	1	3
	Necessary Goods Protection	6	3	3	12
	Case against Caste Untouchable	11	12	16	39
	Human Trafficking	118	144	186	448
	Polygamy	248	350	422	1020
	Child Marriage	13	19	15	47
	Rape	557	677	910	2144
	Attempt to Rape	160	245	421	826
	Accused of Witch (Boksi)	14	18	39	71
	Unnatural Sex	12	11	20	43
	Domestic Violence	1	4	3	8
	Damage from Vehicle	77	51	48	176
	Vehicle Loss	0	0	1	1
	Traffic Accidents	1754	1626	1592	4972
	Arson	76	46	83	205
	Explosive	71	18	27	116
	Bomb Blast	10	3	0	13
	Offence against Bank	32	32	27	91
	Crime against teli-communication act	17	17	20	54
	Irregularity in Exam	63	37	31	131
	Crime to Electricity authority	8	19	0	27
	Attempted Kidnapping	66	39	27	132
	Cyber Crime	1	0	39	40
	Escaped from police custody	0	1	0	1
	Others	5	13	23	41
	Total	21577	22632	27385	71594

Source: Nepal Police HQs

ANNEX B.20: The application of hard and soft technology to crime prevention and police

	Hard Technology	Soft Technology
Crime Prevention (Marx2, 2011, p. 17)	<ul style="list-style-type: none"> ➤ CCTV ➤ Street lighting ➤ Citizen protection devices (eg. mace, tasers) ➤ Metal detectors, ➤ ignition interlock system (drunk drivers) ➤ GPS 	
Police..... Instrumentation (Marx2, 2011, p. 17)	<ul style="list-style-type: none"> ➤ Improved police protection devices (helmets, vests, cars, buildings) ➤ Improved/new weapons ➤ Less than lethal forces (mobile/riot control) ➤ Computers in squad cars ➤ Hands free patrol car control (Project 54) ➤ Offender and citizen ID's via biometrics/ fingerprints) ➤ Mobile data centers ➤ Video in patrol cars 	<ul style="list-style-type: none"> ➤ Threat assessment instruments ➤ Risk assessment instruments ➤ Bullying ID protocol ➤ Sex offender registration ➤ Risk assessment prior to involuntary civil commitment ➤ Profiling potential offenders ➤ facial recognition software used in conjunction with CCTV ➤ Crime mapping (hot spots) ➤ Crime analysis (e.g. COMPSTAT) ➤ Criminal history data systems enhancement ➤ Info sharing w/in CJS and private sector ➤ New technologies to monitor communications (phone, mail, internet) to/from targeted individuals ➤ Amber alerts ➤ Creation of watch lists of potential violent offenders ➤ Gunshot location devices
Intelligence drown, 3D System	<p>Most intelligence technologies fit into four basic categories:</p> <ul style="list-style-type: none"> ➤ Sensors—optical, electronic, chemical, acoustic, nuclear, seismic, and geospatial—that collect data. ➤ Platforms—manned or robotic aircraft, ships, submarines, and satellites—that carry sensors where they need to be. ➤ Computers, networks, and software that process, compile, collate, and deliver data and finished intelligence. ➤ Enabling devices—covert communications, miniaturized cameras, hidden containers, and lock-picking tools—that make traditional espionage operations possible. 	
Investigation	➤ DNA, Finger print, forensic, ballistic lab	
Instrumentation	➤ Surveillance systems that include video analytics analyze video footage in real-time and detect abnormal activities that could pose a threat to an organization's security.	

Source: (Marx2, 2011, p. 17) and compiled from different sources.

ANNEX: C. 1: Information About the Variety of Sources

Information Source	Best For	The Information	Watch For
Books	<ol style="list-style-type: none"> 1. Comprehensive information about the topic 2. Background and historical information 3. Bibliography of other sources 	<ol style="list-style-type: none"> 1. Often places an event into some sort of historical context 2. Can provide broad overviews of an event 3. Can be intended for a broad audience depending on the book, ranging from scholars to a general audience 	<ol style="list-style-type: none"> 1. Dated information 2. Content level can range from general public to expert 3. Bias or slant (dependent on author)
Popular/Special Interest Magazine	<ol style="list-style-type: none"> 1. Current information 2. Shorter, easy to understand articles 3. Photographs and illustrations 	<ol style="list-style-type: none"> 1. Is contained in long-form stories. Weekly magazines begin to discuss the impact of an event on society, culture and public policy 2. Can include detailed analysis of events, interviews, as well as opinions and analysis 3. Offers perspectives of an event from particular groups or geared toward specific audiences 4. Is intended for a general audience or specific non-professional groups 	<ol style="list-style-type: none"> 1. Authors are usually not experts 2. Articles can lack depth 3. Sources not always cited 4. Editorial bias of a publication
Professional/Trade Magazines	<ol style="list-style-type: none"> 1. Specialized information related to a particular discipline or profession 2. Current information 3. Some bibliographies 	<ol style="list-style-type: none"> 1. Is contained in long-form articles or reports 2. May provide context and analysis of an event as it relates to a specific interest group 3. Is intended for a professional organizations or groups with similar interests 	<ol style="list-style-type: none"> 1. Article length can vary between short, easy to understand to lengthy and highly specific 2. Sources not always cited 3. Characteristics similar to both popular and scholarly sources sometimes make it difficult to recognize source type
Scholarly/Academic Journals	<ol style="list-style-type: none"> 1. In depth information 2. Articles written by experts 3. Charts and graphs 4. Recent research on a topic 5. Bibliographies of other sources 	<ol style="list-style-type: none"> 1. Is often theoretical, carefully analyzing the impact of an event on society, culture and public policy 2. Is peer-reviewed 3. Often narrow in topic 4. Is intended for other scholars, researchers, professionals and university students in the field 	<ol style="list-style-type: none"> 1. Terminology and depth of articles may be difficult to understand by novices 2. Dated information (sort your results by date if you are looking for the most recent information, as some journals extend

Newspapers	<ol style="list-style-type: none"> 1. Daily information 2. Localized information and events 3. Beginning to apply chronology to an event and explain why the event occurred 	<ol style="list-style-type: none"> 1. May include statistics, photographs and editorial coverage 2. Includes quotes from experts, government officials, witnesses, etc. 3. Is intended for a general audience 	<p>back several decades)</p> <ol style="list-style-type: none"> 1. Authors usually not experts
Web Sites	<ul style="list-style-type: none"> • Government information • Varied points of view on a topic • Statistics • Company information 	<ul style="list-style-type: none"> • Is primarily provided through resources like Internet news sites when related to a specific event • Explains the who, what, when and where of an event • Is intended for a general audience 	<ul style="list-style-type: none"> • Credibility and accuracy cannot be assured (check for author credentials, publication date, etc.) • Information may be highly biased • Sources not always cited

Source: (University of Illinois Library, 2013).

ANNEX: C. 2: Participation of Experts & Executives in Modeling the Final Survey

Questioners

Participation of Experts & Executives in Modeling the Final Survey Questionnaire				
s. No.	Academicians, Experts or Executives	Designation & Off.	Edu.	Expertise
1.	Gobinda Dhakal	Professor CDPA, T.U. Nepal	Ph.D.	Public Administration Rural Dev. Gold Medalist, Research Guide, Former Head of CDPA
2.	Indrajit Rai	Campus Chief, British Gurkha College.	Ph.D.	Strategic Studies, Gold Medalist (First in Nepal) (Military Science)
3.	Umesh Mainali	Ret. Home Secretary, Nepal	MPA	Public Administration & Security Expert
4.	Rabi Raj Thapa	Retd. Additional IG, APF, Nepal	MA	Security Expert (Civil & Armed Police force)
5.	Chunda B. Shrestha	Former Superintendent of Police	Ph.D.	Security Expert
6.	Narendra Paudel	Lecturer CDPA, T.U. Nepal	Ph.D.	Public Policy, Assistant Lecture
7.	Shiva Ram Dhakal	Visiting Prof. Gandhi University	Ph.D.	Environmental Science, Sustainable Dev., Expert Distance Edu.
8.	Brahamdev Ray	Director, Center for Governance & State Management NASC	MA	Governance & State Management/Training
9.	Puskar N. Regmi	Chief of Ops. Dept. (AIGP), Nepal police HQs, Nepal	MPA	Security Expert Civil Police
10.	Aashis Adhikari	Advocate	ML	Legal Expert
11.	Kalapalata (Mrs)	Training officer, NASC	MPA	Research & Training
12.	Trilochan Pokharel	Deputy Director of Studies, Nepal Administrative Staff College & General Secretary of Population Association on Nepal (PAN).	MA	Population Gold Medalist
13.	Uttam Khadka	Deputy Executive Director National Armed Police Force Academy, Nepal	MA	Security Expert

ANNEX C.3 Survey Questionnaire

A Survey on Leadership and Policing in Security Management of Nepal 2013
Survey Questionnaire for Public/Security Officers

Dear Sir/Madam/Colleague; Jaye-Nepal! All responses are confidential and participation in this academic research is voluntary and your identity will not be named or organization will not be identified in the Study and will remain anonymous. Your honest involvement in the survey is expected. Your identity will not be disclosed and your information will be protected under prevailing law of Nepal.

Thakur Mohan Shrestha, PhD Scholar, Singhania University, Rajasthan, India 2011051041

PART: ONE**(Individual Information)**

First Name : **Family Name :**

Zone **District**

Please mark (✓) or Add on your choice.

<p><u>Gender</u></p> <p><input type="radio"/> Male</p> <p><input type="radio"/> Female</p> <p><input type="radio"/> If any</p>	<p><u>Age</u></p> <p><input type="radio"/> 20-30. <input type="radio"/> 31-40</p> <p><input type="radio"/> 41-50 <input type="radio"/> 51-60</p> <p><input type="radio"/> 61-70 <input type="radio"/> 70 & above</p>	<p><u>Edu. Attainment</u></p> <p><input type="radio"/> Under SLC <input type="radio"/> Master</p> <p><input type="radio"/> SLC - 10+2/I.A. <input type="radio"/> Ph.D</p> <p><input type="radio"/> Bachelor <input type="radio"/> If any</p>
---------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p><u>Inside Kathmandu Valley</u></p> <p><input type="radio"/> Metropolitan <input type="radio"/> Sub-metropolitan</p> <p><input type="radio"/> Municipality <input type="radio"/> VDC</p>	<p><u>Out of Kathmandu Valley</u></p> <p><input type="radio"/> Sub-metropolitan</p> <p><input type="radio"/> Municipality <input type="radio"/> VDC</p>
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------

<u>Occupation/Service</u>		
<input type="radio"/> Business Holder <input type="radio"/> Civil Servant <input type="radio"/> Professor/Teacher/ Trainer <input type="radio"/> Driver <input type="radio"/> Economist <input type="radio"/> Engineer <input type="radio"/> Farmer <input type="radio"/> General People	<input type="radio"/> Lawyer/Public Prosecutor <input type="radio"/> Journalist/Press <input type="radio"/> Judge & Concern <input type="radio"/> Labor Worker <input type="radio"/> Nursing <input type="radio"/> Doctor <input type="radio"/> Politicians <input type="radio"/> Student	<input type="radio"/> Social Worker/Human rights activities <input type="radio"/> Bankers <input type="radio"/> Others <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>

<u>For Security Service/Short Details</u>									
Your Service सेवा		First Recruiting		Present Status		If Retired		Years of Service	
Nepal Army(NA)		Senior Officer (SO.)INSP/2ndLeut.		Special Class		Special Class		03-05	21-25
Nepal Police(NP)		Junior Officer (JSOs.)		1st Class		1st Class		06-10	26-30
Armed Police Force (APF)		Other Rank		2nd Class		2nd Class		11-15	31-35
National intelligence Dept. (NID)				3rd Class		3rd Class		16-20	36-40
				Junior Officer		Junior Officer			

Ranks or Designation

- ☐ On Job
 ☐ Retired
☐ Gazette Officer Special
 ☐ Gazette officer 1st Class
☐ Gazette officer 2nd Class
 ☐ Gazette officer 3rd Class
☐ Non gazette officer
 ☐ Others

Years of Service/Occupation

- ☐ 01-05
 ☐ 06-10
 ☐ 11-15
 ☐ 16-20
 ☐ 21- 25
 ☐ 26-30
 ☐ 31 +

PART: TWO

1. Are your family members enrolled in Govt. security services? If yes, tick (✓) the concerned boxes.

Yes ☐No ☐• **If yes**

- ☐ Nepal Police
 ☐ Armed Police Force
 ☐ Nepal Army
☐ N.I.D. (National Investigation Department).

• **Do you wish to encourage your family member to be enrolled in police services?**

- ☐ Strongly Not
 ☐ Interested
 ☐ Not Interested
☐ Strongly Interested
 ☐ Somehow Interested

2. Knowledge about role of Police Services in Nepal.

Police Services	Not at all 1	A little 2	To some Extent 3	Mostly 4	Full 5
Nepal Police	1	2	3	4	5
Armed Police Force	1	2	3	4	5

3. Your views on inspiring to join police service. Please mark (✓) on your Choice.

Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
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S.N.	Inspiring Events	Lowest.....Highest				
1.	Career Prospect	1	2	3	4	5
2.	Employment	1	2	3	4	5
3.	Initiation by Family	1	2	3	4	5
4.	Power & Facility	1	2	3	4	5
5.	Prestige/Patriotism	1	2	3	4	5
6.	Service Motive	1	2	3	4	5

4. Your views on Police Services. Please mark (✓) on your Choice.

Very Poor 1	Poor 2	Average 3	Good 4	Very Good 5
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S.N.	Description	Lowest.....Highest				
1.	Effectiveness of Armed Police Force	1	2	3	4	5
2.	Effectiveness of Nepal Police	1	2	3	4	5
3.	Level of team spirit & cohesiveness among officers.	1	2	3	4	5
4.	Relationship between the citizens and the police in Nepal	1	2	3	4	5
5.	Resource allocation in Police Services	1	2	3	4	5
6.	Situation of Cooperation & Coordination among Security Agencies in the field	1	2	3	4	5
7.	Human Resource Development & Capacity Enhancement Policy & Plan	1	2	3	4	5
8.	Career Development Plan	1	2	3	4	5
9.	Status of Policing & Program	1	2	3	4	5
10.	Status of Morale of Police Officers	1	2	3	4	5

5. Your views on the role of following elements for the development of police leadership in Nepal.

Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
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SN	Basis	Lowest.....Highest				
1.	Act & Regulation	1	2	3	4	5
2.	Blessing from Political Power Centre	1	2	3	4	5
3.	By birth	1	2	3	4	5
4.	Career Development Plan	1	2	3	4	5
5.	Challenging Job	1	2	3	4	5
6.	Charismatic leader Situation	1	2	3	4	5
7.	Division of Labor, Decentralization & Accountability	1	2	3	4	5
8.	Educational Level	1	2	3	4	5
9.	Enthusiasm /Attraction towards Service	1	2	3	4	5
10.	Fair Competition & Evaluation	1	2	3	4	5
11.	Field Experience	1	2	3	4	5
12.	Inspired by previous philosophy and role model	1	2	3	4	5
13.	Job Security	1	2	3	4	5
14.	Luck	1	2	3	4	5
15.	Money	1	2	3	4	5
16.	Officer's Professional Talent & Integrity towards Service Himself	1	2	3	4	5
17.	Organizational Behavioural Culture	1	2	3	4	5
18.	Organizational Grooming	1	2	3	4	5
19.	Positive Attitude of Subordinate & Staffs	1	2	3	4	5
20.	Positive Role & Attitude of Supervisor	1	2	3	4	5
21.	Professional Trainings	1	2	3	4	5
22.	Respect & Recognition of Talent	1	2	3	4	5
23.	Socio-Culture Background	1	2	3	4	5
24.	The role of Time, Place, & Situation	1	2	3	4	5
If you want to add more						

6. **Your views on types of leadership and policing that can be adopted in the internal security Management in Nepal.** (A brief note on leadership style and policing are attached herewith)

Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
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Leadership Style	Lowest...Highest					Policing	Lowest Highest				
Authentic Leadership style	1	2	3	4	5	Community/ Police Public Partnership Policing	1	2	3	4	5
Participative/Democratic Style	1	2	3	4	5	Integrated Policing	1	2	3	4	5
Situational Leadership Style	1	2	3	4	5	Intelligence Led Policing	1	2	3	4	5
Strategic Style	1	2	3	4	5	Proactive Policing	1	2	3	4	5
Supportive Style	1	2	3	4	5	Problem Solving Policing	1	2	3	4	5
Task-Oriented Leadership	1	2	3	4	5	Reactive Policing	1	2	3	4	5
Transformational Style	1	2	3	4	5	War &Terror Policing	1	2	3	4	5
If you want to add more											

7. **Your perception/rating on following positive and negative traits of Nepalese Police Leaders.**

Not at All 1	A Little 2	Moderately 3	Mostly 4	Fully 5
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ARMED POLICE LEADERS					The Qualities & Characteristics	NEPAL POLICE LEADERS				
Lowest.....Highest						Lowest.....Highest				
1	2	3	4	5	Ability/ Courage to take Ethical decisions	1	2	3	4	5
1	2	3	4	5	adapatability	1	2	3	4	5
1	2	3	4	5	Care, Command & Control of Staffs	1	2	3	4	5
1	2	3	4	5	Capacity for abstract thought	1	2	3	4	5
1	2	3	4	5	Courageous & Committed	1	2	3	4	5
1	2	3	4	5	Creative & innovator	1	2	3	4	5
1	2	3	4	5	Discipline & Hard worker	1	2	3	4	5
1	2	3	4	5	Emotional stability and maturity	1	2	3	4	5
1	2	3	4	5	Enthusiastic & Visionary	1	2	3	4	5
1	2	3	4	5	Exceptional Quality	1	2	3	4	5
1	2	3	4	5	Flexible	1	2	3	4	5
1	2	3	4	5	Good communicator	1	2	3	4	5
1	2	3	4	5	Honesty & integrity	1	2	3	4	5

1	2	3	4	5	Intelligent & Educated	1	2	3	4	5
1	2	3	4	5	Knowledge of ICT (Information, Communication & Technology)	1	2	3	4	5
1	2	3	4	5	Knowledge of Criminology, Sociology & Psychology	1	2	3	4	5
1	2	3	4	5	Inspiring Leadership	1	2	3	4	5
1	2	3	4	5	Lead by Example	1	2	3	4	5
1	2	3	4	5	Leaders believe in the ability of their subordinates	1	2	3	4	5
1	2	3	4	5	Loyal to law & people.	1	2	3	4	5
1	2	3	4	5	Managing organizational stress	1	2	3	4	5
1	2	3	4	5	Mentally & physically fit	1	2	3	4	5
1	2	3	4	5	Officer Behavior	1	2	3	4	5
1	2	3	4	5	Open-Minded	1	2	3	4	5
1	2	3	4	5	Polite	1	2	3	4	5
1	2	3	4	5	Quality in work	1	2	3	4	5
1	2	3	4	5	Responsible & Accountable	1	2	3	4	5
1	2	3	4	5	Sense of humanity & Value Oriented	1	2	3	4	5
1	2	3	4	5	Socialization Skill	1	2	3	4	5
1	2	3	4	5	Status Consciousness	1	2	3	4	5
1	2	3	4	5	Team Sprit Co-Operation	1	2	3	4	5
1	2	3	4	5	Trained to lead a force	1	2	3	4	5
1	2	3	4	5	Trustworthy	1	2	3	4	5
1	2	3	4	5	Tolerance Love	1	2	3	4	5
1	2	3	4	5	Will Power to persist to work hard	1	2	3	4	5
1	2	3	4	5	Willingness to take Risk	1	2	3	4	5
1	2	3	4	5	Alcoholic	1	2	3	4	5
1	2	3	4	5	Amoral	1	2	3	4	5
1	2	3	4	5	Asocial	1	2	3	4	5
1	2	3	4	5	Conspirator	1	2	3	4	5
1	2	3	4	5	Corrupted	1	2	3	4	5
1	2	3	4	5	Insensitive	1	2	3	4	5
1	2	3	4	5	Resistent to change	1	2	3	4	5
1	2	3	4	5	Prejudiced	1	2	3	4	5
1	2	3	4	5	Pretending	1	2	3	4	5
1	2	3	4	5	Egoistic	1	2	3	4	5
1	2	3	4	5	Status-Quo	1	2	3	4	5
1	2	3	4	5	Stressful	1	2	3	4	5
1	2	3	4	5	Suspicious	1	2	3	4	5

PART: THREE**8. Your views and rating for effective Police Officers in the basis of following behavior.**

Not at All 1	A Little 2	Moderately 3	Mostly 4	Fully 5
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S N	Style	Behaviors	Your Mark Lowest ---Highest				
1.	Idealized Behaviors living one's ideals	Talk about their most important values and beliefs	1	2	3	4	5
		Specify the importance of having a strong sense of purpose	1	2	3	4	5
		Consider the moral and ethical consequences of decisions	1	2	3	4	5
		Champion exciting new possibilities	1	2	3	4	5
		Talk about the importance of trusting each other	1	2	3	4	5
2.	Inspiratio-nal Motivation inspiring others	Talk optimistically about the future	1	2	3	4	5
		Talk enthusiastically about what needs to be accomplished	1	2	3	4	5
		Articulate a compelling vision of the future	1	2	3	4	5
		Express confidence that goals will be achieved	1	2	3	4	5
		Provide an exciting image of what is essential to consider	1	2	3	4	5
		Take a stand on controversial issues	1	2	3	4	5
3.	Intellectu-al Stimulati-on stimulating others	Re-examine critical assumptions to question whether they are appropriate	1	2	3	4	5
		Seek differing perspectives when solving problems	1	2	3	4	5
		Get others to look at problems from many different angles	1	2	3	4	5
		Suggest new ways of looking at how to complete assignments	1	2	3	4	5
		Encourage non-traditional thinking to deal with traditional problems	1	2	3	4	5
		Encourage rethinking those ideas which have never been questioned before	1	2	3	4	5
4.	Individualized Consideration coaching and development	Spend time teaching and coaching	1	2	3	4	5
		Treat others as individuals rather than just as members of the group	1	2	3	4	5
		Help others to develop their strengths	1	2	3	4	5
		Listen attentively to others' concerns	1	2	3	4	5
		Promote self development	1	2	3	4	5
5.	Idealized Attributes: Respect, trust, and faith	Instill pride in others for being associated with them	1	2	3	4	5
		Go beyond their self-interests for the good of the group	1	2	3	4	5
		Act in ways that build others' respect	1	2	3	4	5
		Display a sense of power and competence	1	2	3	4	5
		Make personal sacrifices for others' benefit	1	2	3	4	5
		Reassure others that obstacles will be overcome	1	2	3	4	5

9. Your opinion on Command, Role & Management of Police Services in Federal System
Tick Mark (✓) on your ratings on following.

N	Command, Role & Management	Nepal Police	Armed Police Force	Federal Govt.	Central Govt.	Both Central &
A.	COMMAND in National level:					
	1. Nepal Police					
	2. Armed Police Force					
B. \\	ORGANIZATION DEPLOYMENT					
	1. Central					
	2. Regional					
	3. Local					
C.	RECRUITING:					
	1. Senior Officer Inspector					
	2. Junior Officer					
	3. Other Ranks					
D.	TRAININGS:					
	1. Senior Officer					
	2. Junior Officer					
	3. Other Ranks					
E.	POSTING					
	1. 1st class officer to Special Class (Senior officer)					
	2. 3rd class to Second class (Senior officer)					
	3. Junior Officer					
	4. Other Ranks					
F.	REWARD & PUNISHMENT					
	1. 1st class officer to Special Class (Senior officer)					
	2. 3rd class to Second class (Senior officer)					
	3. Junior Officer					
	4. Other Ranks					
G.	PROMOTION					
	1. 1st class officer to Special Class (Senior officer)					
	2. 3rd class to Second class (Senior officer)					
	3. Junior Officer					
	4. Other Ranks					
H.	MOBILIZATION:					
	1. Nepal Police					
	2. Armed Police Force					
I.	ROLE, ACCOUNTABILITY & RESPONSIBILITY					
	1. Airport Security					
	2. Anti Kidnapping/Hijacking					
	3. Armed Struggle Control					
	4. Border Security					
	5. Crime Control					
	6. Crime Investigation					
	7. Court Security					

	8. Crowd Control					
	9. Custom & Revenue Security					
	10. Diplomatic Missions/ Embassy					
	11. Disaster Management					
	12. Immigration Security					
	13. Industrial/Vital-Installation Security					
	14. MOB & Riot Control					
	15. National Highway Security					
	16. Narcotic drugs Control					
	17. Organized Crime					
	18. Prison Security					
	19. Terrorism Control					
	20. Traffic Management					
	21. Tourist Police					
	22. Separatism Control					
	23. VIPs Security					
	24. VVIPs Security					
J.	MISCELLANEOUS					
	1. Controlling Private Security Agencies					
	2. Coordination in Flag Meeting/Border					
	3. Coordination in International level					
	4. Food Security					
	5. Global Warming					
	6. Participation in UN Peacekeeping mission					
	7. Water Security					
If you want to add more						

11. Existing Major security Threats and challenges being faced in Nepal Tick Mark (✓) on your ratings on following.

Strongly disagree 1		Disagree 2	Neutral 3	Agree 4	Strongly agree 5	
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S.N	Sector	Major Threats and Challenges being faced in Nepal	Lowest....Highest				
1.	Administration & Diplomatic Aspects	a. Lacking national security & internal security policy	1	2	3	4	5
		b. Lack of strategies for security sector reform & development	1	2	3	4	5
		c. Lack of specific act & regulations.	1	2	3	4	5
		d. Nepotism & Poor Governance in Service delivery issues	1	2	3	4	5
		e. Not being able to Receiving Support from neighbor Countries	1	2	3	4	5
		f. Traditional Performance Appraisal	1	2	3	4	5
2.	Economical Aspects आर्थिक अवस्थाबाट उत्पन्न चुनौतीहरू	a. Lack of Long term Plan & Strategy on National Gross Production	1	2	3	4	5
		b. Lacking Physical Infrastructure	1	2	3	4	5
		c. Low Salary and Expensive market	1	2	3	4	5
		d. Poor Economy Poor Implementation of Policy & Rules	1	2	3	4	5
		e. Poverty and Unemployment	1	2	3	4	5
		f. Youth and Brain Drain	1	2	3	4	5
3.	Geo-political Aspects	a. Being late in Constitution Building Unstable Politics & NETABAJI (Manipulative power players) rather than Leadership;	1	2	3	4	5
		b. External influence, Political instability, Internal Dispute in Political Parties, Lacking Role model in Leadership, political consensus.	1	2	3	4	5
		c. Global warming & Climate change: climate vulnerability its Influence on Human Security , Landslide/ Flood & Earthquakes	1	2	3	4	5
	Geo-political Aspects	d. Lacking regular seminars, research and survey on key National & regional human security issues and challenges.	1	2	3	4	5
		e. Landlocked and sandwich Position, Geographical Diversity & Remoteness	1	2	3	4	5
		f. Politicization in Administration and Security Sectors. Tendency of Making Political Service as an Occupation	1	2	3	4	5
4.	Socio-cultural & Conflict Related Aspects	a. Articulated mistrust in between police and public which is influenced by political interest and illegal involvement of few police personnel.	1	2	3	4	5
		b. Declining Social Values & Norms	1	2	3	4	5
		c. Decreasing Ethical/moral values in Society	1	2	3	4	5
		d. Rampant Corruption	1	2	3	4	5
		e. Nepotism and favoritism	1	2	3	4	5
		f. Un controlled Fashion and multiculturalism/Practices	1	2	3	4	5

5.	Inadequate Science & Technology	a. Affects of Information, Communication , Technology and Globalization	1	2	3	4	5
		b. Inadequate Technology and lack of relevant skill and knowledge	1	2	3	4	5
		c. Lacking Bridging Strategy to fill the gap in between Traditional approach & Modern Technology	1	2	3	4	5
		d. Misuse of Technology by Interest Group	1	2	3	4	5
		e. Cyber crime & Small arms proliferation,	1	2	3	4	5
		f. Traditional Approach of Service Delivery	1	2	3	4	5
6.	National / international Fraction cause and consequences	a. Influences from Global, Regional & National Power Centers	1	2	3	4	5
		b. Lacking Comprehensive and Collective Security Network & Schemes in Regional Level	1	2	3	4	5
		a. Un planed Settlement Urbanization & Migration	1	2	3	4	5
		c. Mushroom grow up of armed groups due to Transitional situation	1	2	3	4	5
		d. Shortminedednessand Imaturity of national leaderships and International conflit consequences has boosted up the national security threat and challenge.	1	2	3	4	5
If you want to Add more							

12. In your views/opinion on the possible areas & Policies for the involvement of citizens in Police role & services.

Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
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S. No.	Possible Area for Police Public Partnership	Disagree.....Agree				
1. Crime Prevention & Crime Investigation Arena	a. Applying basic security precaution& measures at home	1	2	3	4	5
	b. Being supportive against Hooligans/crime & criminal	1	2	3	4	5
	c. By protecting the crime scene /Incident spot & evidences	1	2	3	4	5
	d. Encouragement Good Police Officer:	1	2	3	4	5
	e. Immediate response asked by security officers:	1	2	3	4	5
	f. Information Sharing	1	2	3	4	5
	g. Participation and supporting Communituty Policing Volunteering in program & promoting the concept	1	2	3	4	5
	h. Providing the records about the persons/ agencies who are living in rent house	1	2	3	4	5
	i. Support as witness	1	2	3	4	5
	j. Victim support program	1	2	3	4	5
2. Public order & Peace Security operation Arena	a. Borders Surveillance & Information: Any doubtful or illegal activities at border & national premises should be reported.	1	2	3	4	5
	b. Terrorism controlling: Colletive commitment against terrorism: integrated approach fighting against terrorism	1	2	3	4	5
	c. Volunteering in Traffic Awareness Program	1	2	3	4	5
	d. Volunteering in crowd management	1	2	3	4	5
3. Public Awareness Programs	a. Awareness on Domestic Violence & social inclusion: participation in awareness campagin	1	2	3	4	5
	b. Disaster awareness and Safety Precaution orientation	1	2	3	4	5
	c. Gender& Sex Discrimination: Support in campaign against the Gender Violence and Discrimination	1	2	3	4	5
	d. United against corruption & illegal connection with criminals	1	2	3	4	5
4. Miscellaneous	a. Encouraging competent citizens to joine in Police Services	1	2	3	4	5
	b. Making positive Mind Set & social harmonization	1	2	3	4	5
	c. Obeying the Rule: Respect others fundamental rights while enjoying self rights	1	2	3	4	5
	d. Strengthening Police: in disaster & Rescue	1	2	3	4	5
	e. Traffic management: Volunteering Service.	1	2	3	4	5
	f. United: for the sake for sovereignty & integrity of nation, national & nationality	1	2	3	4	5

4. Miscellaneous	g. Promoting value education community & schools.	1	2	3	4	5
	h. Role of civil society in proper judgment and evaluation of police leaders and his/her bad performance in side and out side the organization regularly.	1	2	3	4	5
If you want add more						

13. Your additional suggestion for the improvements of leadership & policing.

- a.

 b.

14. Please mark your rating on the modality of the question of this research on following 1-5 scale.

Fully Irrelevant	Irrelevant	Satisfactory	Relevant	Fully relevant
1	2	3	4	5
<u>If have any major comment/Remarks?</u>				

You are requested & encouraged to provide your email/contact no., if you are interested to be in touch;

E-mail:
Contact No.

Thanks once again for your participation & your outstanding cooperation and comments are highly appreciated

Note: The Question number 10 was reached to security officers (Nepal Army, Nepal Police, Armed Police Force, National Investigation Department, Security Experts, CDO)

ANNEX C4: ROAD MAP of the Research on Leadership and Policing in Security Management of Nepal

S. No.	Descriptions	Research Methodology MM(Q Q)	Tools	Interpretation & Test
A.	Research Objectives (RO)	a. Pilot Survey: N : 51 b. Final Survey : N: 1111 c. Focus Group Discussion: N: 3 d. Field visit: Frequently/ Contact	a. Objective/Subjective Questionnaires b. Face to Face Interview c. Computer: Excel & SPSS-21 d. Description	i. Pilot Survey, ii. Reliability Test, iii. Chi-squared, • Cross Tab with gender, age, education, occupation designation. • Independent Sample Test with gender and occupation. • One way ANNOVA Test with age, education, service faculty and designation iv. Focus Group Discussion v. Interviews
	1. To study the leadership strategies and policing adopted in the internal security organizations in Nepal. RO 1	a. Questions on Leadership styles & Policing at least b. Direct question: Q. No. 6 c. Supportive Q. No. 9	a. Mean/Standard Deviation on the perception of respondents b. Descriptive Output	
	2. To find traits & behaviors of police leaders and challenges for good leadership and effecting policing in Nepal; RO 2	a. Direct question No. 7 (<i>improvised 49 traits</i>) & 8 " <i>5 I s</i> " of Bass b. Supportive Q. No. 4, 5, 10, 11,	For Traits/Attributes/Values/ Behaviour/ a. RQ, with 49 self developed in Likert 5 scale rating b. 5Is of Bass and Avolio (1994), c. 12 attributes for Cross country study For Challenges: a. RQ and Interviews b. RQ with 6 main groups with 35 sub variable (self created). c. Supportive question as alternative tools.	
	3. To recommend measures for improvement in leadership and policing arenas. RO 3	Direct Question: 13 Expected From: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10,11, 12, 13	a. Mean/Standard Deviation on the perception of respondents b. Description	
B	Research Questions (RQs)	Research Methodology MM(Q Q)	Tools	Interpretation & Test
	RQ.1 What type of leadership strategies and policing	Related with Research Objective: 1	e. Objective/Subjective Questionnaires f. Face to Face Interview	

	can be adopted in the internal security organization of Nepal?		g. Computer: Excel & SPSS-21 Description	
	RQ.2 What are the treats of good police leadership and policing in Nepal?	Related with Research Objective: 2	h. Objective/Subjective Questionnaires i. Face to Face Interview j. Computer: Excel & SPSS-21 a. Description	
	RQ.3 What are the main challenges for good police leadership and policing in Nepal?	Related with Research Objective: 2	k. Objective/Subjective Questionnaires l. Face to Face Interview m. Computer: Excel & SPSS-21 a. Description	
	RQ 4 What majors can be taken to improve the international security management of Nepal in the field of police leadership and policing?	Related with Research Objective: 3	n. Objective/Subjective Questionnaires o. Face to Face Interview p. Computer: Excel & SPSS-21 a. Description	
C	Hypothesis (H)	Research Methodology MM(Q Q)	Tools	Interpretation & Test
	H1 There is no significant effects on responses due to gender. H2 There is no significant effects on responses due to age group. H3 There is no significant effects on responses due to education level. H4 There is no significant effects on responses due to occupation. H5 There is no significant effects on responses due to designation.	SPSS tools were run	t-Test, ANOVA	Based on P values .05 all the Hypotheses are interpreted. For detail, see Chapter 4.

ANNEX: D1**Gender * Authentic Leadership Style Cross-tabulation**

Gender		Authentic Leadership style Cross-tabulation							Total
		Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
Gender	Male	Count	4	9	43	137	525	243	961
		% within Gender	0.4%	0.9%	4.5%	14.3%	54.6%	25.3%	100.0%
	Female	Count	2	5	0	33	71	36	147
		% within Gender	1.4%	3.4%	0.0%	22.4%	48.3%	24.5%	100.0%
	If Any	Count	0	0	0	1	1	1	3
		% within Gender	0.0%	0.0%	0.0%	33.3%	33.3%	33.3%	100.0%
Total	Count	6	14	43	171	597	280	1111	
	% within Gender	0.5%	1.3%	3.9%	15.4%	53.7%	25.2%	100.0%	

ANNEX: D2**Gender * Participative/Democratic Style Cross-tabulation**

Gender		Participative/Democratic style Cross-tabulation							
		Participative/Democratic style						Total	
		Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
Gender	Male	Count	4	28	73	83	520	253	961
		% within Gender	0.4%	2.9%	7.6%	8.6%	54.1%	26.3%	100.0%
	Female	Count	1	1	15	15	62	53	147
		% within Gender	0.7%	0.7%	10.2%	10.2%	42.2%	36.1%	100.0%
	If Any	Count	0	0	1	0	0	2	3
		% within Gender	0.0%	0.0%	33.3%	0.0%	0.0%	66.7%	100.0%
Total	Count	5	29	89	98	582	308	1111	
	% within Gender	0.5%	2.6%	8.0%	8.8%	52.4%	27.7%	100.0%	

ANNEX: D3**Gender * Situational Leadership Style Cross-tabulation**

Gender			Situational Leadership style Cross-tabulation					Total	
			Situational Leadership style						
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Gender	Male	Count	12	18	94	332	390	115	961
		% within Gender	1.2%	1.9%	9.8%	34.5%	40.6%	12.0%	100.0%
	Female	Count	1	2	12	49	56	27	147
		% within Gender	0.7%	1.4%	8.2%	33.3%	38.1%	18.4%	100.0%
	If Any	Count	0	0	0	0	2	1	3
		% within Gender	0.0%	0.0%	0.0%	0.0%	66.7%	33.3%	100.0%
Total	Count	13	20	106	381	448	143	1111	
	% within Gender	1.2%	1.8%	9.5%	34.3%	40.3%	12.9%	100.0%	

ANNEX: D4**Gender * Strategic Style Cross-Tabulation**

			Strategic style						Total
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Gender	Male	Count	11	19	67	182	484	198	961
		% within Gender	1.1%	2.0%	7.0%	18.9%	50.4%	20.6%	100.0%
	Female	Count	2	3	8	42	56	36	147
		% within Gender	1.4%	2.0%	5.4%	28.6%	38.1%	24.5%	100.0%
	If Any	Count	0	0	0	0	2	1	3
		% within Gender	0.0%	0.0%	0.0%	0.0%	66.7%	33.3%	100.0%
Total	Count	13	22	75	224	542	235	1111	
	% within Gender	1.2%	2.0%	6.8%	20.2%	48.8%	21.2%	100.0%	

ANNEX: D5**Gender * Supportive Style Cross-tabulation**

Gender			Supportive style Cross-tabulation						
			Supportive style						Total
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Gender	Male	Count	15	20	56	255	454	161	961
		% within Gender	1.6%	2.1%	5.8%	26.5%	47.2%	16.8%	100.0%
	Female	Count	2	2	6	42	58	37	147
		% within Gender	1.4%	1.4%	4.1%	28.6%	39.5%	25.2%	100.0%
	If Any	Count	0	1	0	0	1	1	3
		% within Gender	0.0%	33.3%	0.0%	0.0%	33.3%	33.3%	100.0%
Total	Count	17	23	62	297	513	199	1111	
	% within Gender	1.5%	2.1%	5.6%	26.7%	46.2%	17.9%	100.0%	

ANNEX: D6**Gender * Task-Oriented Leadership Cross-tabulation**

Gender		Task-Oriented Leadership						Total	
		Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
Gender	Male	Count	8	18	62	216	475	182	961
		% within Gender	0.8%	1.9%	6.5%	22.5%	49.4%	18.9%	100.0%
	Female	Count	2	2	14	36	55	38	147
		% within Gender	1.4%	1.4%	9.5%	24.5%	37.4%	25.9%	100.0%
	If Any	Count	0	0	1	0	1	1	3
		% within Gender	0.0%	0.0%	33.3%	0.0%	33.3%	33.3%	100.0%
Total		Count	10	20	77	252	531	221	1111
		% within Gender	0.9%	1.8%	6.9%	22.7%	47.8%	19.9%	100.0%

ANNEX: D7**Gender * Transformational Style Cross-tabulation**

Gender			Transformational style						Total
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Gender	Male	Count	7	14	42	76	531	291	961
		% within Gender	0.7%	1.5%	4.4%	7.9%	55.3%	30.3%	100.0%
	Female	Count	2	2	2	18	57	66	147
		% within Gender	1.4%	1.4%	1.4%	12.2%	38.8%	44.9%	100.0%
	If Any	Count	0	1	0	0	0	2	3
		% within Gender	0.0%	33.3%	0.0%	0.0%	0.0%	66.7%	100.0%
Total		Count	9	17	44	94	588	359	1111
		% within Gender	0.8%	1.5%	4.0%	8.5%	52.9%	32.3%	100.0%

ANNEX: D8**Age * Authentic Leadership Style Cross-tabulation**

		Authentic Leadership style						Total
		Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Age	Missing	Count	0	0	1	1	5	11
		% within Age	0.0%	0.0%	9.1%	9.1%	45.5%	100.0%
	20-30	Count	2	2	14	44	144	256
		% within Age	0.8%	0.8%	5.5%	17.2%	56.3%	100.0%
	31-40	Count	3	6	6	54	162	306
		% within Age	1.0%	2.0%	2.0%	17.6%	52.9%	100.0%
	41-50	Count	0	3	15	39	157	311
		% within Age	0.0%	1.0%	4.8%	12.5%	50.5%	100.0%
	51-60	Count	0	0	6	27	101	176
		% within Age	0.0%	0.0%	3.4%	15.3%	57.4%	100.0%
	61-70	Count	0	2	1	6	23	43
		% within Age	0.0%	4.7%	2.3%	14.0%	53.5%	100.0%
	70 & above	Count	1	1	0	0	5	8
		% within Age	12.5%	12.5%	0.0%	0.0%	62.5%	100.0%
	Total	Count	6	14	43	171	597	1111
		% within Age	0.5%	1.3%	3.9%	15.4%	53.7%	100.0%

ANNEX: D9**Age * Participative/Democratic Style Cross-tabulation**

		Participative/Democratic style						Total
		Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Age	Missing	Count	0	1	1	0	6	11
		% within Age	0.0%	9.1%	9.1%	0.0%	54.5%	100.0%
	20-30	Count	1	8	18	21	135	256
		% within Age	0.4%	3.1%	7.0%	8.2%	52.7%	100.0%
	31-40	Count	1	8	30	28	154	306
		% within Age	0.3%	2.6%	9.8%	9.2%	50.3%	100.0%
	41-50	Count	2	10	19	29	168	311
		% within Age	0.6%	3.2%	6.1%	9.3%	54.0%	100.0%
	51-60	Count	0	1	17	19	91	176
		% within Age	0.0%	0.6%	9.7%	10.8%	51.7%	100.0%
	61-70	Count	0	1	3	1	25	43
		% within Age	0.0%	2.3%	7.0%	2.3%	58.1%	100.0%
	70 & above	Count	1	0	1	0	3	8
		% within Age	12.5%	0.0%	12.5%	0.0%	37.5%	100.0%
	Total	Count	5	29	89	98	582	1111
		% within Age	0.5%	2.6%	8.0%	8.8%	52.4%	100.0%

ANNEX: D10**Age * Situational Leadership Style Cross-tabulation**

		Situational Leadership style						Total
		Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Age	Missing	Count	0	1	3	2	4	11
		% within Age	0.0%	9.1%	27.3%	18.2%	36.4%	100.0%
	20-30	Count	3	4	20	83	102	256
		% within Age	1.2%	1.6%	7.8%	32.4%	39.8%	100.0%
	31-40	Count	4	5	27	123	99	306
		% within Age	1.3%	1.6%	8.8%	40.2%	32.4%	100.0%
	41-50	Count	2	6	39	107	129	311
		% within Age	0.6%	1.9%	12.5%	34.4%	41.5%	100.0%

51-60	Count	3	3	13	53	87	17	176
	% within Age	1.7%	1.7%	7.4%	30.1%	49.4%	9.7%	100.0%
61-70	Count	0	1	4	11	22	5	43
	% within Age	0.0%	2.3%	9.3%	25.6%	51.2%	11.6%	100.0%
70 & above	Count	1	0	0	2	5	0	8
	% within Age	12.5%	0.0%	0.0%	25.0%	62.5%	0.0%	100.0%
Total	Count	13	20	106	381	448	143	1111
	% within Age	1.2%	1.8%	9.5%	34.3%	40.3%	12.9%	100.0%

ANNEX: D11**Age * Strategic Style Cross-tabulation**

Age		Strategic style Cross-tabulation							
		Missing	Strongly disagree	Strategic style				Total	
				Disagree	Neutral	Agree	Strongly agree		
Age	Missing	Count	0	1	2	2	5	1	11
		% within Age	0.0%	9.1%	18.2%	18.2%	45.5%	9.1%	100.0%
	20-30	Count	2	6	12	59	113	64	256
		% within Age	0.8%	2.3%	4.7%	23.0%	44.1%	25.0%	100.0%
	31-40	Count	3	7	21	68	139	68	306
		% within Age	1.0%	2.3%	6.9%	22.2%	45.4%	22.2%	100.0%
	41-50	Count	2	4	27	57	162	59	311
		% within Age	0.6%	1.3%	8.7%	18.3%	52.1%	19.0%	100.0%
	51-60	Count	4	3	8	31	98	32	176
		% within Age	2.3%	1.7%	4.5%	17.6%	55.7%	18.2%	100.0%
	61-70	Count	1	1	4	6	21	10	43
		% within Age	2.3%	2.3%	9.3%	14.0%	48.8%	23.3%	100.0%
	70 & above	Count	1	0	1	1	4	1	8
		% within Age	12.5%	0.0%	12.5%	12.5%	50.0%	12.5%	100.0%
	Total	Count	13	22	75	224	542	235	1111
		% within Age	1.2%	2.0%	6.8%	20.2%	48.8%	21.2%	100.0%

ANNEX: D12**Age * Supportive Style Cross-tabulation**

Age		Supportive style						Total	
		Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
Age	Missing	Count	0	0	1	1	8	1	11
		% within Age	0.0%	0.0%	9.1%	9.1%	72.7%	9.1%	100.0%
	20-30	Count	5	3	14	74	109	51	256
		% within Age	2.0%	1.2%	5.5%	28.9%	42.6%	19.9%	100.0%
	31-40	Count	4	8	14	88	138	54	306
		% within Age	1.3%	2.6%	4.6%	28.8%	45.1%	17.6%	100.0%
	41-50	Count	3	9	19	80	143	57	311
		% within Age	1.0%	2.9%	6.1%	25.7%	46.0%	18.3%	100.0%
	51-60	Count	3	1	13	44	90	25	176
		% within Age	1.7%	0.6%	7.4%	25.0%	51.1%	14.2%	100.0%
	61-70	Count	1	2	1	6	23	10	43
		% within Age	2.3%	4.7%	2.3%	14.0%	53.5%	23.3%	100.0%
	70 & above	Count	1	0	0	4	2	1	8
		% within Age	12.5%	0.0%	0.0%	50.0%	25.0%	12.5%	100.0%
	Total	Count	17	23	62	297	513	199	1111
		% within Age	1.5%	2.1%	5.6%	26.7%	46.2%	17.9%	100.0%

ANNEX: D13**Age * Task-Oriented Leadership Cross-tabulation**

		Task-Oriented Leadership						Total
		Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Age	Missing	Count	0	0	3	3	4	11
		% within Age	0.0%	0.0%	27.3%	27.3%	36.4%	100.0%
	20-30	Count	1	2	21	67	115	256
		% within Age	0.4%	0.8%	8.2%	26.2%	44.9%	100.0%
	31-40	Count	3	9	18	71	146	306
		% within Age	1.0%	2.9%	5.9%	23.2%	47.7%	100.0%
	41-50	Count	4	3	23	55	157	311
		% within Age	1.3%	1.0%	7.4%	17.7%	50.5%	100.0%
	51-60	Count	1	4	11	46	81	176
		% within Age	0.6%	2.3%	6.3%	26.1%	46.0%	100.0%
	61-70	Count	0	2	1	9	25	43
		% within Age	0.0%	4.7%	2.3%	20.9%	58.1%	100.0%
	70 & above	Count	1	0	0	1	3	8
		% within Age	12.5%	0.0%	0.0%	12.5%	37.5%	100.0%
	Total	Count	10	20	77	252	531	1111
		% within Age	0.9%	1.8%	6.9%	22.7%	47.8%	100.0%

ANNEX: D14**Age * Transformational Style Cross-tabulation**

		Transformational style						Total
		Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Age	Missing	Count	0	0	2	3	3	11
		% within Age	0.0%	0.0%	18.2%	27.3%	27.3%	100.0%
	20-30	Count	2	4	12	19	111	256
		% within Age	0.8%	1.6%	4.7%	7.4%	43.4%	100.0%
	31-40	Count	1	4	12	29	156	306
		% within Age	0.3%	1.3%	3.9%	9.5%	51.0%	100.0%
	41-50	Count	5	7	5	28	177	311
		% within Age	1.6%	2.3%	1.6%	9.0%	56.9%	100.0%
	51-60	Count	0	1	12	13	110	176
		% within Age	0.0%	0.6%	6.8%	7.4%	62.5%	100.0%
	61-70	Count	0	1	1	2	27	43
		% within Age	0.0%	2.3%	2.3%	4.7%	62.8%	100.0%
	70 & above	Count	1	0	0	0	4	8
		% within Age	12.5%	0.0%	0.0%	0.0%	50.0%	100.0%
	Total	Count	9	17	44	94	588	1111
		% within Age	0.8%	1.5%	4.0%	8.5%	52.9%	100.0%

ANNEX: D15**Education * Authentic Leadership Style Cross-tabulation**

		Authentic Leadership style						Total
		Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Education	Missing	Count	0	0	1	2	9	14
		% within Education	0.0%	0.0%	7.1%	14.3%	64.3%	100.0%
	Under SLC	Count	0	2	2	8	19	36
		% within Education	0.0%	5.6%	5.6%	22.2%	52.8%	100.0%
	SLC-	Count	0	1	6	25	69	131
		% within Education	0.0%	0.8%	4.6%	19.1%	53.5%	100.0%

10+2/I.A.	% within Education	0.0%	0.8%	4.6%	19.1%	52.7%	22.9%	100.0%
	Count	4	4	15	48	202	95	368
Bachelor	% within Education	1.1%	1.1%	4.1%	13.0%	54.9%	25.8%	100.0%
	Count	2	7	17	86	281	142	535
Master	% within Education	0.4%	1.3%	3.2%	16.1%	52.5%	26.5%	100.0%
	Count	0	0	2	1	15	6	24
Ph.D	% within Education	0.0%	0.0%	8.3%	4.2%	62.5%	25.0%	100.0%
	Count	0	0	0	1	2	0	3
If Any	% within Education	0.0%	0.0%	0.0%	33.3%	66.7%	0.0%	100.0%
	Count	6	14	43	171	597	280	1111
Total	% within Education	0.5%	1.3%	3.9%	15.4%	53.7%	25.2%	100.0%

ANNEX: D16

Education * Participative/Democratic Style Cross-tabulation

Education		Participative/Democratic style						Total	
		Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
Education	Missing	Count	0	1	0	2	7	4	14
		% within Education	0.0%	7.1%	0.0%	14.3%	50.0%	28.6%	100.0%
	Under SLC	Count	0	4	2	7	17	6	36
		% within Education	0.0%	11.1%	5.6%	19.4%	47.2%	16.7%	100.0%
	SLC-10+2/I.A.	Count	1	2	11	14	71	32	131
		% within Education	0.8%	1.5%	8.4%	10.7%	54.2%	24.4%	100.0%
	Bachelor	Count	2	10	32	37	186	101	368
		% within Education	0.5%	2.7%	8.7%	10.1%	50.5%	27.4%	100.0%
	Master	Count	2	12	41	38	288	154	535
		% within Education	0.4%	2.2%	7.7%	7.1%	53.8%	28.8%	100.0%
	Ph.D	Count	0	0	2	0	13	9	24
		% within Education	0.0%	0.0%	8.3%	0.0%	54.2%	37.5%	100.0%
	If Any	Count	0	0	1	0	0	2	3
		% within Education	0.0%	0.0%	33.3%	0.0%	0.0%	66.7%	100.0%
Total	Count	5	29	89	98	582	308	1111	
	% within Education	0.5%	2.6%	8.0%	8.8%	52.4%	27.7%	100.0%	

ANNEX: D17**Education * Situational Leadership Style Cross-tabulation**

Education		Situational Leadership style						Total	
		Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
Education	Missing	Count	0	1	2	2	7	2	14
		% within Education	0.0%	7.1%	14.3%	14.3%	50.0%	14.3%	100.0%
	Under SLC	Count	0	0	5	11	18	2	36
		% within Education	0.0%	0.0%	13.9%	30.6%	50.0%	5.6%	100.0%
	SLC-10+2/I.A.	Count	2	2	18	43	49	17	131
		% within Education	1.5%	1.5%	13.7%	32.8%	37.4%	13.0%	100.0%
	Bachelor	Count	7	9	29	130	142	51	368
		% within Education	1.9%	2.4%	7.9%	35.3%	38.6%	13.9%	100.0%
	Master	Count	2	8	50	188	221	66	535
		% within Education	0.4%	1.5%	9.3%	35.1%	41.3%	12.3%	100.0%
	Ph.D	Count	2	0	2	6	9	5	24
		% within Education	8.3%	0.0%	8.3%	25.0%	37.5%	20.8%	100.0%
	If Any	Count	0	0	0	1	2	0	3
		% within Education	0.0%	0.0%	0.0%	33.3%	66.7%	0.0%	100.0%
Total	Count	13	20	106	381	448	143	1111	
	% within Education	1.2%	1.8%	9.5%	34.3%	40.3%	12.9%	100.0%	

ANNEX: D18**Education * Strategic Style Cross-tabulation**

Education		Strategic style Cross-tabulation							Total
		Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
Education	Missing	Count	0	1	2	3	7	1	14
		% within Education	0.0%	7.1%	14.3%	21.4%	50.0%	7.1%	100.0%
	Under SLC	Count	0	1	3	14	15	3	36
		% within Education	0.0%	2.8%	8.3%	38.9%	41.7%	8.3%	100.0%
	SLC-10+2/I.A.	Count	4	6	14	34	51	22	131
		% within Education	3.1%	4.6%	10.7%	26.0%	38.9%	16.8%	100.0%
	Bachelor	Count	5	3	30	67	190	73	368
		% within Education	1.4%	0.8%	8.2%	18.2%	51.6%	19.8%	100.0%
	Master	Count	2	11	25	105	263	129	535
		% within Education	0.4%	2.1%	4.7%	19.6%	49.2%	24.1%	100.0%
	Ph.D	Count	2	0	0	1	14	7	24
		% within Education	8.3%	0.0%	0.0%	4.2%	58.3%	29.2%	100.0%
	If Any	Count	0	0	1	0	2	0	3
		% within Education	0.0%	0.0%	33.3%	0.0%	66.7%	0.0%	100.0%
Total	Count	13	22	75	224	542	235	1111	
	% within Education	1.2%	2.0%	6.8%	20.2%	48.8%	21.2%	100.0%	

ANNEX: D19**Education * Supportive Style Cross-tabulation**

Education		Supportive style						Total	
		Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
Education	Missing	Count	0	0	0	1	11	2	14
		% within Education	0.0%	0.0%	0.0%	7.1%	78.6%	14.3%	100.0%
	Under SLC	Count	2	4	1	8	15	6	36
		% within Education	5.6%	11.1%	2.8%	22.2%	41.7%	16.7%	100.0%
	SLC-10+2/I.A.	Count	2	3	9	31	54	32	131
		% within Education	1.5%	2.3%	6.9%	23.7%	41.2%	24.4%	100.0%
	Bachelor	Count	8	8	23	100	167	62	368
		% within Education	2.2%	2.2%	6.3%	27.2%	45.4%	16.8%	100.0%
	Master	Count	3	8	26	151	254	93	535
		% within Education	0.6%	1.5%	4.9%	28.2%	47.5%	17.4%	100.0%
	Ph.D	Count	2	0	3	5	10	4	24
		% within Education	8.3%	0.0%	12.5%	20.8%	41.7%	16.7%	100.0%
	If Any	Count	0	0	0	1	2	0	3
		% within Education	0.0%	0.0%	0.0%	33.3%	66.7%	0.0%	100.0%
Total	Count	17	23	62	297	513	199	1111	
	% within Education	1.5%	2.1%	5.6%	26.7%	46.2%	17.9%	100.0%	

ANNEX: D20**Education * Task-Oriented Leadership Cross-tabulation**

Education			Task-Oriented Leadership						Total
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Education	Missing	Count	0	0	0	4	10	0	14
		% within Education	0.0%	0.0%	0.0%	28.6%	71.4%	0.0%	100.0%
	Under SLC	Count	0	2	5	10	13	6	36
		% within Education	0.0%	5.6%	13.9%	27.8%	36.1%	16.7%	100.0%
	SLC-10+2/I.A.	Count	2	2	15	32	61	19	131
		% within Education	1.5%	1.5%	11.5%	24.4%	46.6%	14.5%	100.0%
	Bachelor	Count	4	7	24	84	177	72	368
		% within Education	1.1%	1.9%	6.5%	22.8%	48.1%	19.6%	100.0%
	Master	Count	2	8	32	117	256	120	535
		% within Education	0.4%	1.5%	6.0%	21.9%	47.9%	22.4%	100.0%
	Ph.D	Count	2	1	1	4	12	4	24
		% within Education	8.3%	4.2%	4.2%	16.7%	50.0%	16.7%	100.0%
	If Any	Count	0	0	0	1	2	0	3
		% within Education	0.0%	0.0%	0.0%	33.3%	66.7%	0.0%	100.0%
Total	Count	10	20	77	252	531	221	1111	
	% within Education	0.9%	1.8%	6.9%	22.7%	47.8%	19.9%	100.0%	

ANNEX: D21**Education * Transformational Style Cross-tabulation**

Education			Transformational style					Total	
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Education	Missing	Count	0	0	1	3	7	3	14
		% within Education	0.0%	0.0%	7.1%	21.4%	50.0%	21.4%	100.0%
	Under SLC	Count	1	1	2	2	23	7	36
		% within Education	2.8%	2.8%	5.6%	5.6%	63.9%	19.4%	100.0%
	SLC-10+2/I.A.	Count	2	3	7	6	72	41	131
		% within Education	1.5%	2.3%	5.3%	4.6%	55.0%	31.3%	100.0%
	Bachelor	Count	3	9	13	36	175	132	368
		% within Education	0.8%	2.4%	3.5%	9.8%	47.6%	35.9%	100.0%
	Master	Count	3	4	20	45	296	167	535
		% within Education	0.6%	0.7%	3.7%	8.4%	55.3%	31.2%	100.0%
	Ph.D	Count	0	0	1	2	14	7	24
		% within Education	0.0%	0.0%	4.2%	8.3%	58.3%	29.2%	100.0%
	If Any	Count	0	0	0	0	1	2	3
		% within Education	0.0%	0.0%	0.0%	0.0%	33.3%	66.7%	100.0%
Total	Count	9	17	44	94	588	359	1111	
	% within Education	0.8%	1.5%	4.0%	8.5%	52.9%	32.3%	100.0%	

ANNEX: D22**Occupation * Authentic Leadership Style Cross-tabulation**

			Authentic Leadership style						Total
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Occupation	Security Officer	Count	0	4	14	31	178	85	312
		% within Occupation	0.0%	1.3%	4.5%	9.9%	57.1%	27.2%	100.0%
	Public/Private	Count	6	10	29	140	419	195	799
		% within Occupation	0.8%	1.3%	3.6%	17.5%	52.4%	24.4%	100.0%
Total		Count	6	14	43	171	597	280	1111
		% within Occupation	0.5%	1.3%	3.9%	15.4%	53.7%	25.2%	100.0%

ANNEX: D23**Occupation * Participative/Democratic Style Cross-tabulation**

			Participative/Democratic style						Total
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Occupation	Security Officer	Count	1	12	13	20	181	85	312
		% within Occupation	0.3%	3.8%	4.2%	6.4%	58.0%	27.2%	100.0%
	Public/Private	Count	4	17	76	78	401	223	799
		% within Occupation	0.5%	2.1%	9.5%	9.8%	50.2%	27.9%	100.0%
Total		Count	5	29	89	98	582	308	1111
		% within Occupation	0.5%	2.6%	8.0%	8.8%	52.4%	27.7%	100.0%

ANNEX: D24**Occupation * Situational Leadership Style Cross-tabulation**

Occupation			Situational Leadership Style Cross-tabulation						
			Situational Leadership style						Total
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Occupation	Security Officer	Count	1	5	26	113	124	43	312
		% within Occupation	0.3%	1.6%	8.3%	36.2%	39.7%	13.8%	100.0%
	Public/Private	Count	12	15	80	268	324	100	799
		% within Occupation	1.5%	1.9%	10.0%	33.5%	40.6%	12.5%	100.0%
Total		Count	13	20	106	381	448	143	1111
		% within Occupation	1.2%	1.8%	9.5%	34.3%	40.3%	12.9%	100.0%

ANNEX: D25**Occupation * Strategic Style Cross-tabulation**

Occupation			Strategic style Cross-tabulation						
			Missing	Strongly disagree	Strategic style		Agree	Strongly agree	Total
					Disagree	Neutral			
Occupation	Security Officer	Count	2	4	21	36	176	73	312
		% within Occupation	0.6%	1.3%	6.7%	11.5%	56.4%	23.4%	100.0%
	Public/Private	Count	11	18	54	188	366	162	799
		% within Occupation	1.4%	2.3%	6.8%	23.5%	45.8%	20.3%	100.0%
Total		Count	13	22	75	224	542	235	1111
		% within Occupation	1.2%	2.0%	6.8%	20.2%	48.8%	21.2%	100.0%

ANNEX: D26**Occupation * Supportive Style Cross-tabulation**

Occupation			Supportive style Cross-tabulation						Total
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Occupation	Security Officer	Count	3	6	14	77	159	53	312
		% within Occupation	1.0%	1.9%	4.5%	24.7%	51.0%	17.0%	100.0%
	Public/Private	Count	14	17	48	220	354	146	799
		% within Occupation	1.8%	2.1%	6.0%	27.5%	44.3%	18.3%	100.0%
Total		Count	17	23	62	297	513	199	1111
		% within Occupation	1.5%	2.1%	5.6%	26.7%	46.2%	17.9%	100.0%

ANNEX: D27**Occupation * Task-Oriented Leadership Cross-tabulation**

			Task-Oriented Leadership						Total
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Occupation	Security Officer	Count	1	7	17	48	168	71	312
		% within Occupation	0.3%	2.2%	5.4%	15.4%	53.8%	22.8%	100.0%
			9	13	60	204	363	150	799

	Private	% within Occupation	1.1%	1.6%	7.5%	25.5%	45.4%	18.8%	100.0%
		Count	10	20	77	252	531	221	1111
Total		% within Occupation	0.9%	1.8%	6.9%	22.7%	47.8%	19.9%	100.0%

ANNEX: D28**Occupation * Transformational Style Cross-tabulation**

Occupation			Transformational style						Total
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Occupation	Security Officer	Count	3	4	9	15	194	87	312
		% within Occupation	1.0%	1.3%	2.9%	4.8%	62.2%	27.9%	100.0%
	Public/Private	Count	6	13	35	79	394	272	799
		% within Occupation	0.8%	1.6%	4.4%	9.9%	49.3%	34.0%	100.0%
Total		Count	9	17	44	94	588	359	1111
		% within Occupation	0.8%	1.5%	4.0%	8.5%	52.9%	32.3%	100.0%

ANNEX: D29**Designation * Authentic Leadership Style Cross-tabulation**

Designation			Authentic Leadership style						Total
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Designation	Missing	Count	5	9	22	119	345	138	638
		% within Designation	0.8%	1.4%	3.4%	18.7%	54.1%	21.6%	100.0%
	Special Class	Count	0	0	2	3	25	9	39
		% within Designation	0.0%	0.0%	5.1%	7.7%	64.1%	23.1%	100.0%
	1st Class	Count	0	2	2	6	41	28	79
		% within Designation	0.0%	2.5%	2.5%	7.6%	51.9%	35.4%	100.0%
	2nd Class	Count	1	2	9	27	120	61	220
		% within Designation	0.5%	0.9%	4.1%	12.3%	54.5%	27.7%	100.0%
	3rd Class	Count	0	1	7	15	56	33	112
		% within Designation	0.0%	0.9%	6.3%	13.4%	50.0%	29.5%	100.0%
	Junior Officer	Count	0	0	1	1	10	11	23
		% within Designation	0.0%	0.0%	4.3%	4.3%	43.5%	47.8%	100.0%
	Total	Count	6	14	43	171	597	280	1111
		% within Designation	0.5%	1.3%	3.9%	15.4%	53.7%	25.2%	100.0%

ANNEX: D30**Designation * Participative/Democratic Style Cross-tabulation**

			Participative/Democratic style						Total
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Designation	Missing	Count	3	17	64	63	315	176	638
		% within Designation	0.5%	2.7%	10.0%	9.9%	49.4%	27.6%	100.0%
	Special Class	Count	0	1	2	0	26	10	39
		% within Designation	0.0%	2.6%	5.1%	0.0%	66.7%	25.6%	100.0%
	1st Class	Count	0	0	7	8	39	25	79
		% within Designation	0.0%	0.0%	8.9%	10.1%	49.4%	31.6%	100.0%
	2nd Class	Count	2	8	11	18	131	50	220
		% within Designation	0.9%	3.6%	5.0%	8.2%	59.5%	22.7%	100.0%
	3rd Class	Count	0	3	4	9	60	36	112
		% within Designation	0.0%	2.7%	3.6%	8.0%	53.6%	32.1%	100.0%
	Junior Officer	Count	0	0	1	0	11	11	23
		% within Designation	0.0%	0.0%	4.3%	0.0%	47.8%	47.8%	100.0%
	Total	Count	5	29	89	98	582	308	1111
		% within Designation	0.5%	2.6%	8.0%	8.8%	52.4%	27.7%	100.0%

ANNEX: D31**Designation * Situational Leadership Style Cross-tabulation**

			Situational Leadership style						Total
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Designation	Missing	Count	11	14	66	222	245	80	638
		% within Designation	1.7%	2.2%	10.3%	34.8%	38.4%	12.5%	100.0%
	Special Class	Count	0	0	2	15	17	5	39
		% within Designation	0.0%	0.0%	5.1%	38.5%	43.6%	12.8%	100.0%
	1st Class	Count	0	2	9	30	33	5	79
		% within Designation	0.0%	2.5%	11.4%	38.0%	41.8%	6.3%	100.0%
	2nd Class	Count	2	2	20	72	97	27	220
		% within Designation	0.9%	0.9%	9.1%	32.7%	44.1%	12.3%	100.0%
	3rd Class	Count	0	0	8	38	46	20	112
		% within Designation	0.0%	0.0%	7.1%	33.9%	41.1%	17.9%	100.0%
	Junior Officer	Count	0	2	1	4	10	6	23
		% within Designation	0.0%	8.7%	4.3%	17.4%	43.5%	26.1%	100.0%
	Total	Count	13	20	106	381	448	143	1111
		% within Designation	1.2%	1.8%	9.5%	34.3%	40.3%	12.9%	100.0%

ANNEX: D32**Designation * Strategic Style Cross-tabulation**

Designation			Strategic style						Total
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Designation	Missing	Count	9	16	42	153	296	122	638
		% within Designation	1.4%	2.5%	6.6%	24.0%	46.4%	19.1%	100.0%
	Special Class	Count	0	1	4	7	18	9	39
		% within Designation	0.0%	2.6%	10.3%	17.9%	46.2%	23.1%	100.0%
	1st Class	Count	1	1	4	8	45	20	79
		% within Designation	1.3%	1.3%	5.1%	10.1%	57.0%	25.3%	100.0%
	2nd Class	Count	2	4	20	32	117	45	220
		% within Designation	0.9%	1.8%	9.1%	14.5%	53.2%	20.5%	100.0%
	3rd Class	Count	1	0	4	21	54	32	112
		% within Designation	0.9%	0.0%	3.6%	18.8%	48.2%	28.6%	100.0%
	Junior Officer	Count	0	0	1	3	12	7	23
		% within Designation	0.0%	0.0%	4.3%	13.0%	52.2%	30.4%	100.0%
	Total	Count	13	22	75	224	542	235	1111
		% within Designation	1.2%	2.0%	6.8%	20.2%	48.8%	21.2%	100.0%

ANNEX: D33**Designation * Supportive Style Cross-tabulation**

Designation			Supportive style					Total	
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Designation	Missing	Count	12	16	37	171	282	120	638
		% within Designation	1.9%	2.5%	5.8%	26.8%	44.2%	18.8%	100.0%
	Special Class	Count	0	1	1	10	23	4	39
		% within Designation	0.0%	2.6%	2.6%	25.6%	59.0%	10.3%	100.0%
	1st Class	Count	1	0	5	16	39	18	79
		% within Designation	1.3%	0.0%	6.3%	20.3%	49.4%	22.8%	100.0%
	2nd Class	Count	3	5	13	57	113	29	220
		% within Designation	1.4%	2.3%	5.9%	25.9%	51.4%	13.2%	100.0%
	3rd Class	Count	1	1	6	36	47	21	112
		% within Designation	0.9%	0.9%	5.4%	32.1%	42.0%	18.8%	100.0%
	Junior Officer	Count	0	0	0	7	9	7	23
		% within Designation	0.0%	0.0%	0.0%	30.4%	39.1%	30.4%	100.0%
	Total	Count	17	23	62	297	513	199	1111
		% within Designation	1.5%	2.1%	5.6%	26.7%	46.2%	17.9%	100.0%

ANNEX: D34**Designation * Task-Oriented Leadership Cross-tabulation**

Designation			Task-Oriented Leadership						Total
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Designation	Missing	Count	8	11	50	165	292	112	638
		% within Designation	1.3%	1.7%	7.8%	25.9%	45.8%	17.6%	100.0%
	Special Class	Count	0	0	3	9	23	4	39
		% within Designation	0.0%	0.0%	7.7%	23.1%	59.0%	10.3%	100.0%
	1st Class	Count	0	1	2	15	31	30	79
		% within Designation	0.0%	1.3%	2.5%	19.0%	39.2%	38.0%	100.0%
	2nd Class	Count	2	7	13	44	113	41	220
		% within Designation	0.9%	3.2%	5.9%	20.0%	51.4%	18.6%	100.0%
	3rd Class	Count	0	0	6	17	63	26	112
		% within Designation	0.0%	0.0%	5.4%	15.2%	56.3%	23.2%	100.0%
	Junior Officer	Count	0	1	3	2	9	8	23
		% within Designation	0.0%	4.3%	13.0%	8.7%	39.1%	34.8%	100.0%
	Total	Count	10	20	77	252	531	221	1111
		% within Designation	0.9%	1.8%	6.9%	22.7%	47.8%	19.9%	100.0%

ANNEX: D35**Designation * Transformational Style Cross-tabulation**

Designation			Transformational style					Total	
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Designation	Missing	Count	5	11	31	65	310	216	638
		% within Designation	0.8%	1.7%	4.9%	10.2%	48.6%	33.9%	100.0%
	Special Class	Count	0	1	3	2	28	5	39
		% within Designation	0.0%	2.6%	7.7%	5.1%	71.8%	12.8%	100.0%
	1st Class	Count	0	0	4	5	45	25	79
		% within Designation	0.0%	0.0%	5.1%	6.3%	57.0%	31.6%	100.0%
	2nd Class	Count	2	4	3	17	134	60	220
		% within Designation	0.9%	1.8%	1.4%	7.7%	60.9%	27.3%	100.0%
	3rd Class	Count	2	1	3	5	59	42	112
		% within Designation	1.8%	0.9%	2.7%	4.5%	52.7%	37.5%	100.0%
	Junior Officer	Count	0	0	0	0	12	11	23
		% within Designation	0.0%	0.0%	0.0%	0.0%	52.2%	47.8%	100.0%
	Total	Count	9	17	44	94	588	359	1111
		% within Designation	0.8%	1.5%	4.0%	8.5%	52.9%	32.3%	100.0%

Independent Sample T-test and one way ANNOVA test with Different Demographical Variables with Leadership Style

ANNEX: D36

Independent Sample t Test with Gender

Leadership Style		Sig.	t	df	Sig. (2-tailed)
Authentic Leadership style	Equal variances assumed	.014	1.453	1106	.147
	Equal variances not assumed		1.301	180.535	.195
Participative/Democratic style	Equal variances assumed	.341	-.976	1106	.329
	Equal variances not assumed		-.952	190.029	.342
Situational Leadership style	Equal variances assumed	.940	-1.702	1106	.089
	Equal variances not assumed		-1.710	194.000	.089
Strategic style	Equal variances assumed	.141	.423	1106	.672
	Equal variances not assumed		.408	188.718	.684
Supportive style	Equal variances assumed	.904	-1.456	1106	.146
	Equal variances not assumed		-1.448	192.688	.149
Task-Oriented Leadership	Equal variances assumed	.014	.212	1106	.832
	Equal variances not assumed		.194	182.817	.847
Transformational style	Equal variances assumed	.015	-1.755	1106	.080
	Equal variances not assumed		-1.661	186.491	.098

Source: Self Complied

ANNEX: D37

Independent Sample t Test with Occupation

Leadership Style		Sig.	t	df	Sig. (2-tailed)
Authentic Leadership style	Equal variances assumed	.076	2.000	1109	.046
	Equal variances not assumed		2.077	615.275	.038
Participative/Democratic style	Equal variances assumed	.002	1.347	1109	.178
	Equal variances not assumed		1.384	600.588	.167
Situational Leadership style	Equal variances assumed	.180	1.154	1109	.249
	Equal variances not assumed		1.201	618.243	.230
Strategic style	Equal variances assumed	.000	3.168	1109	.002
	Equal variances not assumed		3.332	632.371	.001
Supportive style	Equal variances assumed	.015	1.258	1109	.209
	Equal variances not assumed		1.316	624.569	.189
Task-Oriented Leadership	Equal variances assumed	.001	3.037	1109	.002
	Equal variances not assumed		3.135	607.210	.002
Transformational style	Equal variances assumed	.006	.347	1109	.729
	Equal variances not assumed		.364	628.749	.716

Source: Self Complied

ANNEX: D38**One way ANOVA Test with Age group**

Leadership Style		Sum of Squares	df	Mean Square	F	Sig.
Authentic Leadership style	Between Groups	10.852	6	1.809	2.398	.026
	Within Groups	832.484	1104	.754		
	Total	843.336	1110			
Participative/Democratic style	Between Groups	2.258	6	.376	.379	.893
	Within Groups	1095.679	1104	.992		
	Total	1097.937	1110			
Situational Leadership style	Between Groups	7.949	6	1.325	1.401	.211
	Within Groups	1043.763	1104	.945		
	Total	1051.712	1110			
Strategic style	Between Groups	5.734	6	.956	.959	.452
	Within Groups	1099.816	1104	.996		
	Total	1105.550	1110			
Supportive style	Between Groups	3.581	6	.597	.597	.733
	Within Groups	1103.414	1104	.999		
	Total	1106.995	1110			
Task-Oriented Leadership	Between Groups	4.581	6	.763	.808	.564
	Within Groups	1043.310	1104	.945		
	Total	1047.890	1110			
Transformational style	Between Groups	7.105	6	1.184	1.434	.198
	Within Groups	911.604	1104	.826		
	Total	918.709	1110			

Source: Self Compiled**ANNEX: D39****One way ANOVA Test with Education Group**

Leadership Style		Sum of Squares	df	Mean Square	F	Sig.
Authentic Leadership style	Between Groups	4.875	6	.812	1.070	.379
	Within Groups	838.461	1104	.759		
	Total	843.336	1110			
Participative/Democratic style	Between Groups	9.685	6	1.614	1.638	.133
	Within Groups	1088.252	1104	.986		
	Total	1097.937	1110			
Situational Leadership style	Between Groups	1.471	6	.245	.258	.956
	Within Groups	1050.241	1104	.951		
	Total	1051.712	1110			
Strategic style	Between Groups	27.859	6	4.643	4.757	.000
	Within Groups	1077.691	1104	.976		
	Total	1105.550	1110			
Supportive style	Between Groups	11.704	6	1.951	1.966	.068
	Within Groups	1095.292	1104	.992		
	Total	1106.995	1110			
Task-Oriented Leadership	Between Groups	13.055	6	2.176	2.321	.031
	Within Groups	1034.835	1104	.937		
	Total	1047.890	1110			
Transformational style	Between Groups	4.725	6	.787	.951	.457
	Within Groups	913.985	1104	.828		
	Total	918.709	1110			

Source: Self Compiled

ANNEX: D40**One way ANOVA Test with Service Faculty Group**

Leadership Style		Sum of Squares	df	Mean Square	F	Sig.
Authentic Leadership style	Between Groups	27.227	25	1.089	1.448	.072
	Within Groups	816.108	1085	.752		
	Total	843.336	1110			
Participative/Democratic style	Between Groups	32.169	25	1.287	1.310	.141
	Within Groups	1065.768	1085	.982		
	Total	1097.937	1110			
Situational Leadership style	Between Groups	38.252	25	1.530	1.638	.025
	Within Groups	1013.460	1085	.934		
	Total	1051.712	1110			
Strategic style	Between Groups	34.387	25	1.375	1.393	.095
	Within Groups	1071.163	1085	.987		
	Total	1105.550	1110			
Supportive style	Between Groups	51.859	25	2.074	2.133	.001
	Within Groups	1055.137	1085	.972		
	Total	1106.995	1110			
Task-Oriented Leadership	Between Groups	36.003	25	1.440	1.544	.043
	Within Groups	1011.887	1085	.933		
	Total	1047.890	1110			
Transformational style	Between Groups	36.574	25	1.463	1.799	.009
	Within Groups	882.135	1085	.813		
	Total	918.709	1110			

Source: Self Complied**ANNEX: D41****One way ANOVA Test with Designation Group**

Leadership Style		Sum of Squares	df	Mean Square	F	Sig.
Authentic Leadership style	Between Groups	11.342	5	2.268	3.013	.010
	Within Groups	831.994	1105	.753		
	Total	843.336	1110			
Participative/Democratic style	Between Groups	11.432	5	2.286	2.325	.041
	Within Groups	1086.505	1105	.983		
	Total	1097.937	1110			
Situational Leadership style	Between Groups	10.701	5	2.140	2.272	.045
	Within Groups	1041.011	1105	.942		
	Total	1051.712	1110			
Strategic style	Between Groups	15.035	5	3.007	3.047	.010
	Within Groups	1090.515	1105	.987		
	Total	1105.550	1110			
Supportive style	Between Groups	5.618	5	1.124	1.127	.344
	Within Groups	1101.377	1105	.997		
	Total	1106.995	1110			
Task-Oriented Leadership	Between Groups	21.054	5	4.211	4.531	.000
	Within Groups	1026.836	1105	.929		
	Total	1047.890	1110			
Transformational style	Between Groups	7.632	5	1.526	1.851	.100
	Within Groups	911.077	1105	.825		
	Total	918.709	1110			

Source: Self Complied

Corsssta with Different Demographical Variables with Policing Style

ANNEX D42

Gender * Community/Police Public Partnership Policing Cross-tabulation

Gender		Community/Police Public Partnership Policing							Total
		Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
Gender	Male	Count	2	59	50	97	501	252	961
		% within Gender	0.2%	6.1%	5.2%	10.1%	52.1%	26.2%	100.0%
	Female	Count	0	6	5	15	75	46	147
		% within Gender	0.0%	4.1%	3.4%	10.2%	51.0%	31.3%	100.0%
	If Any	Count	1	0	0	0	2	0	3
		% within Gender	33.3%	0.0%	0.0%	0.0%	66.7%	0.0%	100.0%
Total	Count	3	65	55	112	578	298	1111	
	% within Gender	0.3%	5.9%	5.0%	10.1%	52.0%	26.8%	100.0%	

ANNEX D43

Gender * Integrated Policing Cross-tabulation

Gender		Integrated Policing Cross-tabulation							
			Missing	Strongly disagree	Integrated Policing				Total
					Disagree	Neutral	Agree	Strongly agree	
Gender	Male	Count	8	42	121	293	383	114	961
		% within Gender	0.8%	4.4%	12.6%	30.5%	39.9%	11.9%	100.0%
	Female	Count	0	7	17	42	56	25	147
		% within Gender	0.0%	4.8%	11.6%	28.6%	38.1%	17.0%	100.0%
	If Any	Count	1	0	0	0	1	1	3
		% within Gender	33.3%	0.0%	0.0%	0.0%	33.3%	33.3%	100.0%
Total	Count	9	49	138	335	440	140	1111	
	% within Gender	0.8%	4.4%	12.4%	30.2%	39.6%	12.6%	100.0%	

ANNEX D44

Gender * Intelligence Led Policing Cross-tabulation

Gender		Intelligence Led Policing Cross-tabulation							Total
		Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
Gender	Male	Count	6	13	63	48	565	266	961
		% within Gender	0.6%	1.4%	6.6%	5.0%	58.8%	27.7%	100.0%
	Female	Count	0	0	13	12	75	47	147
		% within Gender	0.0%	0.0%	8.8%	8.2%	51.0%	32.0%	100.0%
	If Any	Count	1	0	0	0	1	1	3
		% within Gender	33.3%	0.0%	0.0%	0.0%	33.3%	33.3%	100.0%
Total	Count	7	13	76	60	641	314	1111	
	% within Gender	0.6%	1.2%	6.8%	5.4%	57.7%	28.3%	100.0%	

ANNEX D45

Gender * Proactive Policing Cross-tabulation

			Proactive Policing						Total
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Gender	Male	Count	11	9	61	190	439	251	961
		% within Gender	1.1%	0.9%	6.3%	19.8%	45.7%	26.1%	100.0%
	Female	Count	0	2	7	35	66	37	147
		% within Gender	0.0%	1.4%	4.8%	23.8%	44.9%	25.2%	100.0%
	If Any	Count	1	0	0	0	1	1	3
		% within Gender	33.3%	0.0%	0.0%	0.0%	33.3%	33.3%	100.0%
Total	Count	12	11	68	225	506	289	1111	
	% within Gender	1.1%	1.0%	6.1%	20.3%	45.5%	26.0%	100.0%	

ANNEX D46**Gender * Problem Solving Policing Cross-tabulation**

Gender		Problem Solving Policing Cross-tabulation							
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
Gender	Male	Count	5	11	37	225	466	217	961
		% within Gender	0.5%	1.1%	3.9%	23.4%	48.5%	22.6%	100.0%
	Female	Count	2	1	7	27	65	45	147
		% within Gender	1.4%	0.7%	4.8%	18.4%	44.2%	30.6%	100.0%
	If Any	Count	1	0	0	0	2	0	3
		% within Gender	33.3%	0.0%	0.0%	0.0%	66.7%	0.0%	100.0%
	Total	Count	8	12	44	252	533	262	1111
		% within Gender	0.7%	1.1%	4.0%	22.7%	48.0%	23.6%	100.0%

ANNEX D47**Gender * Reactive Policing Cross-tabulation**

Gender		Reactive Policing Cross-tabulation							Total
		Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
Gender	Male	Count	6	35	133	363	316	108	961
		% within Gender	0.6%	3.6%	13.8%	37.8%	32.9%	11.2%	100.0%
	Female	Count	0	4	22	51	51	19	147
		% within Gender	0.0%	2.7%	15.0%	34.7%	34.7%	12.9%	100.0%
	If Any	Count	1	0	0	1	1	0	3
		% within Gender	33.3%	0.0%	0.0%	33.3%	33.3%	0.0%	100.0%
Total	Count	7	39	155	415	368	127	1111	
	% within Gender	0.6%	3.5%	14.0%	37.4%	33.1%	11.4%	100.0%	

ANNEX D48**Gender * War & Terror Policing Cross-tabulation**

Gender			War & Terror Policing						Total
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Gender	Male	Count	9	218	217	324	149	44	961
		% within Gender	0.9%	22.7%	22.6%	33.7%	15.5%	4.6%	100.0%
	Female	Count	0	33	35	50	20	9	147
		% within Gender	0.0%	22.4%	23.8%	34.0%	13.6%	6.1%	100.0%
	If Any	Count	1	0	2	0	0	0	3
		% within Gender	33.3%	0.0%	66.7%	0.0%	0.0%	0.0%	100.0%
Total	Count	10	251	254	374	169	53	1111	
	% within Gender	0.9%	22.6%	22.9%	33.7%	15.2%	4.8%	100.0%	

ANNEX D49**Age * Community/Police Public Partnership Policing Cross-tabulation**

Age		Community/Police Public Partnership Policing							Total
		Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
Age	Missing	Count	0	0	1	1	7	2	11
		% within Age	0.0%	0.0%	9.1%	9.1%	63.6%	18.2%	100.0%
	20-30	Count	0	18	12	31	133	62	256
		% within Age	0.0%	7.0%	4.7%	12.1%	52.0%	24.2%	100.0%
	31-40	Count	1	18	19	38	147	83	306
		% within Age	0.3%	5.9%	6.2%	12.4%	48.0%	27.1%	100.0%
	41-50	Count	1	19	13	24	165	89	311
		% within Age	0.3%	6.1%	4.2%	7.7%	53.1%	28.6%	100.0%
	51-60	Count	0	7	7	14	103	45	176
		% within Age	0.0%	3.9%	3.9%	7.9%	58.5%	25.6%	100.0%

	% within Age	0.0%	4.0%	4.0%	8.0%	58.5%	25.6%	100.0%
61-70	Count	0	2	2	4	20	15	43
	% within Age	0.0%	4.7%	4.7%	9.3%	46.5%	34.9%	100.0%
70 & above	Count	1	1	1	0	3	2	8
	% within Age	12.5%	12.5%	12.5%	0.0%	37.5%	25.0%	100.0%
Total	Count	3	65	55	112	578	298	1111
	% within Age	0.3%	5.9%	5.0%	10.1%	52.0%	26.8%	100.0%

ANNEX D50

Age * Integrated Policing Cross-tabulation

		Missing	Strongly disagree	Integrated Policing				Strongly agree	Total
				Disagree	Neutral	Agree			
Age	Missing	Count	0	0	2	6	2	1	11
		% within Age	0.0%	0.0%	18.2%	54.5%	18.2%	9.1%	100.0%
	20-30	Count	1	12	37	71	97	38	256
		% within Age	0.4%	4.7%	14.5%	27.7%	37.9%	14.8%	100.0%
	31-40	Count	2	14	36	94	123	37	306
		% within Age	0.7%	4.6%	11.8%	30.7%	40.2%	12.1%	100.0%
	41-50	Count	3	11	37	99	119	42	311
		% within Age	1.0%	3.5%	11.9%	31.8%	38.3%	13.5%	100.0%
	51-60	Count	1	10	21	55	76	13	176
		% within Age	0.6%	5.7%	11.9%	31.3%	43.2%	7.4%	100.0%
	61-70	Count	1	2	4	9	20	7	43
		% within Age	2.3%	4.7%	9.3%	20.9%	46.5%	16.3%	100.0%
	70 & above	Count	1	0	1	1	3	2	8
		% within Age	12.5%	0.0%	12.5%	12.5%	37.5%	25.0%	100.0%
	Total	Count	9	49	138	335	440	140	1111
		% within Age	0.8%	4.4%	12.4%	30.2%	39.6%	12.6%	100.0%

ANNEX D51

Age * Intelligence Led Policing Cross-tabulation

		Missing	Strongly disagree	Intelligence Led Policing				Strongly agree	Total
				Disagree	Neutral	Agree			
Age	Missing	Count	0	1	1	2	4	3	11
		% within Age	0.0%	9.1%	9.1%	18.2%	36.4%	27.3%	100.0%
	20-30	Count	1	3	25	15	138	74	256
		% within Age	0.4%	1.2%	9.8%	5.9%	53.9%	28.9%	100.0%
	31-40	Count	2	2	23	16	170	93	306
		% within Age	0.7%	0.7%	7.5%	5.2%	55.6%	30.4%	100.0%
	41-50	Count	2	6	16	16	188	83	311
		% within Age	0.6%	1.9%	5.1%	5.1%	60.5%	26.7%	100.0%
	51-60	Count	1	0	7	8	118	42	176
		% within Age	0.6%	0.0%	4.0%	4.5%	67.0%	23.9%	100.0%
	61-70	Count	0	1	1	3	21	17	43
		% within Age	0.0%	2.3%	2.3%	7.0%	48.8%	39.5%	100.0%
	70 & above	Count	1	0	3	0	2	2	8
		% within Age	12.5%	0.0%	37.5%	0.0%	25.0%	25.0%	100.0%
	Total	Count	7	13	76	60	641	314	1111
		% within Age	0.6%	1.2%	6.8%	5.4%	57.7%	28.3%	100.0%

ANNEX D52**Age * Proactive Policing Cross-tabulation**

		Proactive Policing							Total
		Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
Age	Missing	Count	0	0	1	3	4	3	11
		% within Age	0.0%	0.0%	9.1%	27.3%	36.4%	27.3%	100.0%
	20-30	Count	2	5	20	65	100	64	256
		% within Age	0.8%	2.0%	7.8%	25.4%	39.1%	25.0%	100.0%
	31-40	Count	5	1	18	59	135	88	306
		% within Age	1.6%	0.3%	5.9%	19.3%	44.1%	28.8%	100.0%
	41-50	Count	2	1	16	60	152	80	311
		% within Age	0.6%	0.3%	5.1%	19.3%	48.9%	25.7%	100.0%
	51-60	Count	2	3	11	29	92	39	176
		% within Age	1.1%	1.7%	6.3%	16.5%	52.3%	22.2%	100.0%
	61-70	Count	0	1	2	8	18	14	43
		% within Age	0.0%	2.3%	4.7%	18.6%	41.9%	32.6%	100.0%
	70 & above	Count	1	0	0	1	5	1	8
		% within Age	12.5%	0.0%	0.0%	12.5%	62.5%	12.5%	100.0%
	Total	Count	12	11	68	225	506	289	1111
		% within Age	1.1%	1.0%	6.1%	20.3%	45.5%	26.0%	100.0%

ANNEX D53**Age * Problem Solving Policing Cross-tabulation**

Age			Problem Solving Policing						Total
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Age	Missing	Count	0	0	2	2	6	1	11
		% within Age	0.0%	0.0%	18.2%	18.2%	54.5%	9.1%	100.0%
	20-30	Count	2	4	10	53	123	64	256
		% within Age	0.8%	1.6%	3.9%	20.7%	48.0%	25.0%	100.0%
	31-40	Count	2	2	15	74	139	74	306
		% within Age	0.7%	0.7%	4.9%	24.2%	45.4%	24.2%	100.0%
	41-50	Count	2	4	9	72	154	70	311
		% within Age	0.6%	1.3%	2.9%	23.2%	49.5%	22.5%	100.0%
	51-60	Count	1	1	6	42	89	37	176
		% within Age	0.6%	0.6%	3.4%	23.9%	50.6%	21.0%	100.0%
	61-70	Count	0	1	0	8	19	15	43
		% within Age	0.0%	2.3%	0.0%	18.6%	44.2%	34.9%	100.0%
	70 & above	Count	1	0	2	1	3	1	8
		% within Age	12.5%	0.0%	25.0%	12.5%	37.5%	12.5%	100.0%
	Total	Count	8	12	44	252	533	262	1111
		% within Age	0.7%	1.1%	4.0%	22.7%	48.0%	23.6%	100.0%

ANNEX D54**Age * Reactive Policing Cross-tabulation**

		Reactive Policing							Total
		Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
Age	Missing	Count	0	0	3	5	3	0	11
		% within Age	0.0%	0.0%	27.3%	45.5%	27.3%	0.0%	100.0%
	20-30	Count	1	7	34	86	96	32	256
		% within Age	0.4%	2.7%	13.3%	33.6%	37.5%	12.5%	100.0%
	31-40	Count	2	11	43	124	91	35	306
		% within Age	0.7%	3.6%	14.1%	40.5%	29.7%	11.4%	100.0%
	41-50	Count	2	14	43	111	107	34	311

	% within Age	0.6%	4.5%	13.8%	35.7%	34.4%	10.9%	100.0%
51-60	Count	1	6	28	64	56	21	176
	% within Age	0.6%	3.4%	15.9%	36.4%	31.8%	11.9%	100.0%
61-70	Count	0	1	2	21	14	5	43
	% within Age	0.0%	2.3%	4.7%	48.8%	32.6%	11.6%	100.0%
70 & above	Count	1	0	2	4	1	0	8
	% within Age	12.5%	0.0%	25.0%	50.0%	12.5%	0.0%	100.0%
Total	Count	7	39	155	415	368	127	1111
	% within Age	0.6%	3.5%	14.0%	37.4%	33.1%	11.4%	100.0%

ANNEX D55

Age * War & Terror Policing Cross-tabulation

		War & Terror Policing						Total
		Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Missing	Count	0	2	2	4	2	1	11
	% within Age	0.0%	18.2%	18.2%	36.4%	18.2%	9.1%	100.0%
20-30	Count	1	57	58	87	40	13	256
	% within Age	0.4%	22.3%	22.7%	34.0%	15.6%	5.1%	100.0%
31-40	Count	2	72	72	101	39	20	306
	% within Age	0.7%	23.5%	23.5%	33.0%	12.7%	6.5%	100.0%
Age 41-50	Count	2	79	74	107	40	9	311
	% within Age	0.6%	25.4%	23.8%	34.4%	12.9%	2.9%	100.0%
51-60	Count	4	34	39	57	37	5	176
	% within Age	2.3%	19.3%	22.2%	32.4%	21.0%	2.8%	100.0%
61-70	Count	0	5	8	15	11	4	43
	% within Age	0.0%	11.6%	18.6%	34.9%	25.6%	9.3%	100.0%
70 & above	Count	1	2	1	3	0	1	8
	% within Age	12.5%	25.0%	12.5%	37.5%	0.0%	12.5%	100.0%
Total	Count	10	251	254	374	169	53	1111
	% within Age	0.9%	22.6%	22.9%	33.7%	15.2%	4.8%	100.0%

ANNEX D 56

Education * Community/Police Public Partnership Policing Cross-tabulation

		Community/Police Public Partnership Policing						Total
		Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Missing	Count	0	0	1	1	10	2	14
	% within Education	0.0%	0.0%	7.1%	7.1%	71.4%	14.3%	100.0%
Under SLC	Count	0	2	3	6	18	7	36
	% within Education	0.0%	5.6%	8.3%	16.7%	50.0%	19.4%	100.0%
SLC-10+2/I.A.	Count	1	6	9	14	66	35	131
	% within Education	0.8%	4.6%	6.9%	10.7%	50.4%	26.7%	100.0%
Education Bachelor	Count	1	28	20	43	181	95	368
	% within Education	0.3%	7.6%	5.4%	11.7%	49.2%	25.8%	100.0%
Master	Count	1	27	19	47	289	152	535
	% within Education	0.2%	5.0%	3.6%	8.8%	54.0%	28.4%	100.0%
Ph.D	Count	0	1	3	1	12	7	24
	% within Education	0.0%	4.2%	12.5%	4.2%	50.0%	29.2%	100.0%
If Any	Count	0	1	0	0	2	0	3
	% within Education	0.0%	4.2%	0.0%	0.0%	66.7%	0.0%	100.0%

	% within Education	0.0%	33.3%	0.0%	0.0%	66.7%	0.0%	100.0%
	Count	3	65	55	112	578	298	1111
Total	% within Education	0.3%	5.9%	5.0%	10.1%	52.0%	26.8%	100.0%

ANNEX D 57

Education * Integrated Policing Cross-tabulation

Education		Integrated Policing						Total	
		Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
Education	Missing	Count	0	0	2	7	4	1	14
		% within Education	0.0%	0.0%	14.3%	50.0%	28.6%	7.1%	100.0%
	Under SLC	Count	0	4	4	14	12	2	36
		% within Education	0.0%	11.1%	11.1%	38.9%	33.3%	5.6%	100.0%
	SLC-10+2/I.A.	Count	1	2	15	36	59	18	131
		% within Education	0.8%	1.5%	11.5%	27.5%	45.0%	13.7%	100.0%
	Bachelor	Count	4	17	59	107	133	48	368
		% within Education	1.1%	4.6%	16.0%	29.1%	36.1%	13.0%	100.0%
	Master	Count	3	25	54	163	222	68	535
		% within Education	0.6%	4.7%	10.1%	30.5%	41.5%	12.7%	100.0%
	Ph.D	Count	1	1	4	6	9	3	24
		% within Education	4.2%	4.2%	16.7%	25.0%	37.5%	12.5%	100.0%
	If Any	Count	0	0	0	2	1	0	3
		% within Education	0.0%	0.0%	0.0%	66.7%	33.3%	0.0%	100.0%
Total	Count	9	49	138	335	440	140	1111	
	% within Education	0.8%	4.4%	12.4%	30.2%	39.6%	12.6%	100.0%	

ANNEX D 58

Education * Intelligence Led Policing Cross-tabulation

		Intelligence Led Policing						Total	
		Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
Education	Missing	Count	0	1	0	2	6	5	14
		% within Education	0.0%	7.1%	0.0%	14.3%	42.9%	35.7%	100.0%
	Under SLC	Count	0	2	5	1	21	7	36
		% within Education	0.0%	5.6%	13.9%	2.8%	58.3%	19.4%	100.0%
	SLC-10+2/I.A.	Count	2	2	7	6	78	36	131
		% within Education	1.5%	1.5%	5.3%	4.6%	59.5%	27.5%	100.0%
	Bachelor	Count	4	7	34	21	200	102	368
		% within Education	1.1%	1.9%	9.2%	5.7%	54.3%	27.7%	100.0%
	Master	Count	1	1	27	29	323	154	535
		% within Education	0.2%	0.2%	5.0%	5.4%	60.4%	28.8%	100.0%
Ph.D	Count	0	0	2	1	12	9	24	
	% within Education	0.0%	0.0%	8.3%	4.2%	50.0%	37.5%	100.0%	

	If Any	Count	0	0	1	0	1	1	3
		% within Education	0.0%	0.0%	33.3%	0.0%	33.3%	33.3%	100.0%
Total		Count	7	13	76	60	641	314	1111
		% within Education	0.6%	1.2%	6.8%	5.4%	57.7%	28.3%	100.0%

ANNEX D 59

Education * Proactive Policing Cross-tabulation

			Proactive Policing					Total	
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Education	Missing	Count	0	0	1	6	4	3	14
		% within Education	0.0%	0.0%	7.1%	42.9%	28.6%	21.4%	100.0%
	Under SLC	Count	2	0	3	8	17	6	36
		% within Education	5.6%	0.0%	8.3%	22.2%	47.2%	16.7%	100.0%
	SLC-10+2/I.A.	Count	1	2	12	30	60	26	131
		% within Education	0.8%	1.5%	9.2%	22.9%	45.8%	19.8%	100.0%
	Bachelor	Count	4	5	23	73	181	82	368
		% within Education	1.1%	1.4%	6.3%	19.8%	49.2%	22.3%	100.0%
	Master	Count	3	4	29	102	234	163	535
		% within Education	0.6%	0.7%	5.4%	19.1%	43.7%	30.5%	100.0%
Ph.D	Count	1	0	0	4	10	9	24	
	% within Education	4.2%	0.0%	0.0%	16.7%	41.7%	37.5%	100.0%	
If Any	Count	1	0	0	2	0	0	3	
	% within Education	33.3%	0.0%	0.0%	66.7%	0.0%	0.0%	100.0%	
Total	Count	12	11	68	225	506	289	1111	
	% within Education	1.1%	1.0%	6.1%	20.3%	45.5%	26.0%	100.0%	

ANNEX D 60

Education * Problem Solving Policing Cross-tabulation

		Problem Solving Policing						Total	
		Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
Education	Missing	Count	0	0	1	2	9	2	14
		% within Education	0.0%	0.0%	7.1%	14.3%	64.3%	14.3%	100.0%
	Under SLC	Count	0	0	0	11	17	8	36
		% within Education	0.0%	0.0%	0.0%	30.6%	47.2%	22.2%	100.0%
	SLC-10+2/I.A.	Count	2	3	7	26	65	28	131
		% within Education	1.5%	2.3%	5.3%	19.8%	49.6%	21.4%	100.0%
	Bachelor	Count	3	7	16	80	179	83	368
		% within Education	0.8%	1.9%	4.3%	21.7%	48.6%	22.6%	100.0%
	Master	Count	2	2	16	126	258	131	535
% within Education		0.4%	0.4%	3.0%	23.6%	48.2%	24.5%	100.0%	
Ph.D	Count	1	0	2	7	5	9	24	

	% within Education Count	4.2%	0.0%	8.3%	29.2%	20.8%	37.5%	100.0%
If Any	% within Education Count	0	0	2	0	0	1	3
	% within Education Count	0.0%	0.0%	66.7%	0.0%	0.0%	33.3%	100.0%
Total	% within Education Count	8	12	44	252	533	262	1111
	% within Education	0.7%	1.1%	4.0%	22.7%	48.0%	23.6%	100.0%

ANNEX D 61

Education * Reactive Policing Cross-tabulation

			Missing	Strongly disagree	Reactive Policing Disagree	Neutral	Agree	Strongly agree	Total
Education	Missing	Count	0	0	2	4	7	1	14
		% within Education Count	0.0%	0.0%	14.3%	28.6%	50.0%	7.1%	100.0%
	Under SLC	Count	0	1	3	10	17	5	36
		% within Education Count	0.0%	2.8%	8.3%	27.8%	47.2%	13.9%	100.0%
	SLC-10+2/I.A.	Count	2	3	12	49	45	20	131
		% within Education Count	1.5%	2.3%	9.2%	37.4%	34.4%	15.3%	100.0%
	Bachelor	Count	3	11	56	134	131	33	368
		% within Education Count	0.8%	3.0%	15.2%	36.4%	35.6%	9.0%	100.0%
	Master	Count	1	22	79	211	160	62	535
		% within Education Count	0.2%	4.1%	14.8%	39.4%	29.9%	11.6%	100.0%
	Ph.D	Count	1	1	3	7	7	5	24
		% within Education Count	4.2%	4.2%	12.5%	29.2%	29.2%	20.8%	100.0%
	If Any	Count	0	1	0	0	1	1	3
		% within Education Count	0.0%	33.3%	0.0%	0.0%	33.3%	33.3%	100.0%
Total		Count	7	39	155	415	368	127	1111
		% within Education	0.6%	3.5%	14.0%	37.4%	33.1%	11.4%	100.0%

ANNEX D 62

Education * War & Terror Policing Cross tabulation

			Missing	Strongly disagree	War & Terror Policing Disagree	Neutral	Agree	Strongly agree	Total
Education	Missing	Count	0	3	3	5	3	0	14
		% within Education Count	0.0%	21.4%	21.4%	35.7%	21.4%	0.0%	100.0%
	Under SLC	Count	0	4	8	9	14	1	36
		% within Education Count	0.0%	11.1%	22.2%	25.0%	38.9%	2.8%	100.0%
	SLC-10+2/I.A.	Count	1	28	28	43	28	3	131
		% within Education Count	0.8%	21.4%	21.4%	32.8%	21.4%	2.3%	100.0%
	Bachelor	Count	4	83	78	141	40	22	368
		% within Education Count	1.1%	22.6%	21.2%	38.3%	10.9%	6.0%	100.0%
	Master	Count	4	128	132	165	82	24	535
		% within Education	0.7%	23.9%	24.7%	30.8%	15.3%	4.5%	100.0%

		Count	1	4	5	10	2	2	24
	Ph.D	% within Education	4.2%	16.7%	20.8%	41.7%	8.3%	8.3%	100.0%
		Count	0	1	0	1	0	1	3
	If Any	% within Education	0.0%	33.3%	0.0%	33.3%	0.0%	33.3%	100.0%
		Count	10	251	254	374	169	53	1111
Total		% within Education	0.9%	22.6%	22.9%	33.7%	15.2%	4.8%	100.0%

ANNEX D 63**Occupation * Community/Police Public Partnership Policing Cross-tabulation**

			Community/Police Public Partnership Policing						Total
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Occupation	Security	Count	1	27	13	20	162	89	312
	Officer	% within Occupation	0.3%	8.7%	4.2%	6.4%	51.9%	28.5%	100.0%
	Public/	Count	2	38	42	92	416	209	799
	Private	% within Occupation	0.3%	4.8%	5.3%	11.5%	52.1%	26.2%	100.0%
Total		Count	3	65	55	112	578	298	1111
		% within Occupation	0.3%	5.9%	5.0%	10.1%	52.0%	26.8%	100.0%

ANNEX D 64**Occupation * Integrated Policing Cross-tabulation**

Occupation			Integrated Policing					Cross-tabulation	
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
Occupation	Security	Count	3	14	35	86	134	40	312
	Officer	% within Occupation	1.0%	4.5%	11.2%	27.6%	42.9%	12.8%	100.0%
	Public/	Count	6	35	103	249	306	100	799
	Private	% within Occupation	0.8%	4.4%	12.9%	31.2%	38.3%	12.5%	100.0%
Total		Count	9	49	138	335	440	140	1111
		% within Occupation	0.8%	4.4%	12.4%	30.2%	39.6%	12.6%	100.0%

ANNEX D 65**Occupation * Intelligence Led Policing Cross-tabulation**

			Intelligence Led Policing						Total
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Occupation	Security	Count	2	4	16	12	181	97	312
	Officer	% within Occupation	0.6%	1.3%	5.1%	3.8%	58.0%	31.1%	100.0%
	Public/	Count	5	9	60	48	460	217	799
	Private	% within Occupation	0.6%	1.1%	7.5%	6.0%	57.6%	27.2%	100.0%
Total		Count	7	13	76	60	641	314	1111
		% within Occupation	0.6%	1.2%	6.8%	5.4%	57.7%	28.3%	100.0%

ANNEX D 66**Occupation * Proactive Policing Cross-tabulation**

			Proactive Policing					Total	
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Occupation	Security	Count	3	0	23	36	154	96	312
	Officer	% within Occupation	1.0%	0.0%	7.4%	11.5%	49.4%	30.8%	100.0%
	Public/	Count	9	11	45	189	352	193	799
	Private	% within Occupation	1.1%	1.4%	5.6%	23.7%	44.1%	24.2%	100.0%
Total		Count	12	11	68	225	506	289	1111
		% within Occupation	1.1%	1.0%	6.1%	20.3%	45.5%	26.0%	100.0%

ANNEX D 67**Occupation * Problem Solving Policing Cross-tabulation**

			Problem Solving Policing						Total
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Occupation	Security	Count	1	2	9	78	144	78	312
	Officer	% within Occupation	0.3%	0.6%	2.9%	25.0%	46.2%	25.0%	100.0%
	Public/	Count	7	10	35	174	389	184	799
	Private	% within Occupation	0.9%	1.3%	4.4%	21.8%	48.7%	23.0%	100.0%
Total		Count	8	12	44	252	533	262	1111
		% within Occupation	0.7%	1.1%	4.0%	22.7%	48.0%	23.6%	100.0%

ANNEX D 68**Occupation * Reactive Policing Cross-tabulation**

			Reactive Policing						Total
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Occupation	Security	Count	1	12	36	119	109	35	312
	Officer	% within Occupation	0.3%	3.8%	11.5%	38.1%	34.9%	11.2%	100.0%
	Public/	Count	6	27	119	296	259	92	799
	Private	% within Occupation	0.8%	3.4%	14.9%	37.0%	32.4%	11.5%	100.0%
Total		Count	7	39	155	415	368	127	1111
		% within Occupation	0.6%	3.5%	14.0%	37.4%	33.1%	11.4%	100.0%

ANNEX D 69**Occupation * War & Terror Policing Cross-tabulation**

			War & Terror Policing						Total
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Occupation	Security	Count	1	86	77	94	43	11	312
	Officer	% within Occupation	0.3%	27.6%	24.7%	30.1%	13.8%	3.5%	100.0%
	Public/	Count	9	165	177	280	126	42	799
	Private	% within Occupation	1.1%	20.7%	22.2%	35.0%	15.8%	5.3%	100.0%
Total		Count	10	251	254	374	169	53	1111
		% within Occupation	0.9%	22.6%	22.9%	33.7%	15.2%	4.8%	100.0%

ANNEX D 70**Designation * Community/Police Public Partnership Policing Cross-tabulation**

			Community/Police Public Partnership Policing						Total
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Designation	Missing	Count	2	33	38	67	333	165	638
		% within Designation	0.3%	5.2%	6.0%	10.5%	52.2%	25.9%	100.0%
	Special Class	Count	0	5	2	2	14	16	39
		% within Designation	0.0%	12.8%	5.1%	5.1%	35.9%	41.0%	100.0%
	1st Class	Count	0	4	2	5	40	28	79
		% within Designation	0.0%	5.1%	2.5%	6.3%	50.6%	35.4%	100.0%
	2nd Class	Count	1	12	9	21	132	45	220
		% within Designation	0.5%	5.5%	4.1%	9.5%	60.0%	20.5%	100.0%
	3rd Class	Count	0	8	3	16	48	37	112
		% within Designation	0.0%	7.1%	2.7%	14.3%	42.9%	33.0%	100.0%

		% within Designation	0.0%	7.1%	2.7%	14.3%	42.9%	33.0%	100.0%
	Junior Officer	Count	0	3	1	1	11	7	23
		% within Designation	0.0%	13.0%	4.3%	4.3%	47.8%	30.4%	100.0%
Total		Count	3	65	55	112	578	298	1111
		% within Designation	0.3%	5.9%	5.0%	10.1%	52.0%	26.8%	100.0%

ANNEX D 71

Designation * Integrated Policing Cross-tabulation

Designation			Integrated Policing						Total
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Designation	Missing	Count	6	29	89	195	244	75	638
		% within Designation	0.9%	4.5%	13.9%	30.6%	38.2%	11.8%	100.0%
	Special Class	Count	1	0	3	12	16	7	39
		% within Designation	2.6%	0.0%	7.7%	30.8%	41.0%	17.9%	100.0%
	1st Class	Count	0	2	10	20	34	13	79
		% within Designation	0.0%	2.5%	12.7%	25.3%	43.0%	16.5%	100.0%
	2nd Class	Count	1	13	23	72	89	22	220
		% within Designation	0.5%	5.9%	10.5%	32.7%	40.5%	10.0%	100.0%
	3rd Class	Count	1	4	11	29	46	21	112
		% within Designation	0.9%	3.6%	9.8%	25.9%	41.1%	18.8%	100.0%
	Junior Officer	Count	0	1	2	7	11	2	23
		% within Designation	0.0%	4.3%	8.7%	30.4%	47.8%	8.7%	100.0%
Total	Count	9	49	138	335	440	140	1111	
	% within Designation	0.8%	4.4%	12.4%	30.2%	39.6%	12.6%	100.0%	

ANNEX D 72

Designation * Intelligence Led Policing Cross-tabulation

Designation			Intelligence Led Policing						Total
			Missing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Designation	Missing	Count	5	9	52	38	352	182	638
		% within Designation	0.8%	1.4%	8.2%	6.0%	55.2%	28.5%	100.0%
	Special Class	Count	0	0	1	2	21	15	39
		% within Designation	0.0%	0.0%	2.6%	5.1%	53.8%	38.5%	100.0%
	1st Class	Count	0	0	5	1	47	26	79
		% within Designation	0.0%	0.0%	6.3%	1.3%	59.5%	32.9%	100.0%
	2nd Class	Count	1	3	12	10	142	52	220
		% within Designation	0.5%	1.4%	5.5%	4.5%	64.5%	23.6%	100.0%
	3rd Class	Count	1	1	6	8	64	32	112
		% within Designation	0.9%	0.9%	5.4%	7.1%	57.1%	28.6%	100.0%
	Junior	Count	0	0	0	1	15	7	23
		% within Designation	0.0%	0.0%	0.0%	4.3%	65.2%	28.6%	100.0%

	Officer	% within Designation	0.0%	0.0%	0.0%	4.3%	65.2%	30.4%	100.0%
Total	Count		7	13	76	60	641	314	1111
	% within Designation		0.6%	1.2%	6.8%	5.4%	57.7%	28.3%	100.0%

	Officer	% within Designation	0.0%	26.1%	13.0%	39.1%	21.7%	0.0%	100.0%
		Count	10	251	254	374	169	53	1111
Total		% within Designation	0.9%	22.6%	22.9%	33.7%	15.2%	4.8%	100.0%

Independent Sample T-test and one way ANNOVA test with Different Demographical Variables with Leadership Style

ANNEX: D77

Independent Sample t Test with Gender

Policing Style		Sig.	t	df	Sig. (2-tailed)
Community/Police Public Partnership Policing	Equal variances assumed	.070	-1.667	1106	.096
	Equal variances not assumed		-1.801	205.181	.073
Integrated Policing	Equal variances assumed	.710	-1.216	1106	.224
	Equal variances not assumed		-1.207	192.374	.229
Intelligence Led Policing	Equal variances assumed	.314	-.391	1106	.696
	Equal variances not assumed		-.401	196.974	.689
Proactive Policing	Equal variances assumed	.442	-.174	1106	.862
	Equal variances not assumed		-.186	204.157	.852
Problem Solving Policing	Equal variances assumed	.552	-1.168	1106	.243
	Equal variances not assumed		-1.082	184.036	.281
Reactive Policing	Equal variances assumed	.890	-.874	1106	.382
	Equal variances not assumed		-.889	195.825	.375
War & Terror Policing	Equal variances assumed	.829	-.316	1106	.752
	Equal variances not assumed		-.316	193.472	.753

Source: Self Compiled

ANNEX: D78

Independent Sample t Test with Occupation

Policing Style		Sig.	t	df	Sig. (2-tailed)
Community/Police Public Partnership Policing	Equal variances assumed	.083	-.328	1109	.743
	Equal variances not assumed		-.311	511.763	.756
Integrated Policing	Equal variances assumed	.964	.867	1109	.386
	Equal variances not assumed		.865	563.992	.388
Intelligence Led Policing	Equal variances assumed	.767	1.714	1109	.087
	Equal variances not assumed		1.747	591.110	.081
Proactive Policing	Equal variances assumed	.002	3.090	1109	.002
	Equal variances not assumed		3.161	595.528	.002
Problem Solving Policing	Equal variances assumed	.278	.960	1109	.337
	Equal variances not assumed		.998	615.471	.319
Reactive Policing	Equal variances assumed	.477	.838	1109	.402
	Equal variances not assumed		.852	587.974	.394
War & Terror Policing	Equal variances assumed	.905	-2.509	1109	.012
	Equal variances not assumed		-2.531	577.771	.012

Source: Self Compiled

ANNEX: D79**One way ANOVA Test with Age Group**

Policing Style		Sum of Squares	df	Mean Square	F	Sig.
Community/Police Public Partnership Policing	Between Groups	9.569	6	1.595	1.422	.203
	Within Groups	1237.985	1104	1.121		
	Total	1247.554	1110			
Integrated Policing	Between Groups	2.642	6	.440	.397	.881
	Within Groups	1224.375	1104	1.109		
	Total	1227.017	1110			
Intelligence Led Policing	Between Groups	12.958	6	2.160	2.670	.014
	Within Groups	892.940	1104	.809		
	Total	905.897	1110			
Proactive Policing	Between Groups	6.737	6	1.123	1.182	.314
	Within Groups	1049.193	1104	.950		
	Total	1055.930	1110			
Problem Solving Policing	Between Groups	9.488	6	1.581	1.946	.071
	Within Groups	897.326	1104	.813		
	Total	906.814	1110			
Reactive Policing	Between Groups	10.358	6	1.726	1.705	.116
	Within Groups	1117.748	1104	1.012		
	Total	1128.106	1110			
War & Terror Policing	Between Groups	16.726	6	2.788	2.083	.053
	Within Groups	1477.242	1104	1.338		
	Total	1493.968	1110			

Source: Self Compiled**ANNEX: D80****One way ANOVA Test with Education Group**

Policing Style		Sum of Squares	df	Mean Square	F	Sig.
Community/Police Public Partnership Policing	Between Groups	10.418	6	1.736	1.549	.159
	Within Groups	1237.135	1104	1.121		
	Total	1247.554	1110			
Integrated Policing	Between Groups	10.096	6	1.683	1.527	.166
	Within Groups	1216.921	1104	1.102		
	Total	1227.017	1110			
Intelligence Led Policing	Between Groups	11.927	6	1.988	2.455	.023
	Within Groups	893.970	1104	.810		
	Total	905.897	1110			
Proactive Policing	Between Groups	24.281	6	4.047	4.331	.000
	Within Groups	1031.649	1104	.934		
	Total	1055.930	1110			
Problem Solving Policing	Between Groups	5.857	6	.976	1.196	.306
	Within Groups	900.957	1104	.816		
	Total	906.814	1110			
Reactive Policing	Between Groups	6.706	6	1.118	1.100	.360
	Within Groups	1121.401	1104	1.016		
	Total	1128.106	1110			
War & Terror Policing	Between Groups	9.801	6	1.634	1.215	.296
	Within Groups	1484.166	1104	1.344		
	Total	1493.968	1110			

Source: Self Compiled

ANNEX: D81**One way ANOVA Test with Service Faculty Group**

Policing Style		Sum of Squares	df	Mean Square	F	Sig.
Community/Police Public Partnership Policing	Between Groups	28.343	25	1.134	1.009	.451
	Within Groups	1219.211	1085	1.124		
	Total	1247.554	1110			
Integrated Policing	Between Groups	44.984	25	1.799	1.652	.023
	Within Groups	1182.033	1085	1.089		
	Total	1227.017	1110			
Intelligence Led Policing	Between Groups	29.572	25	1.183	1.465	.066
	Within Groups	876.325	1085	.808		
	Total	905.897	1110			
Proactive Policing	Between Groups	38.846	25	1.554	1.658	.022
	Within Groups	1017.084	1085	.937		
	Total	1055.930	1110			
Problem Solving Policing	Between Groups	22.162	25	.886	1.087	.349
	Within Groups	884.652	1085	.815		
	Total	906.814	1110			
Reactive Policing	Between Groups	23.282	25	.931	.915	.585
	Within Groups	1104.824	1085	1.018		
	Total	1128.106	1110			
War & Terror Policing	Between Groups	75.361	25	3.014	2.306	.000
	Within Groups	1418.607	1085	1.307		
	Total	1493.968	1110			

Source: Self Compiled**ANNEX: D82****One way ANOVA Test with Designation Group**

Policing Style		Sum of Squares	df	Mean Square	F	Sig.
Community/Police Public Partnership Policing	Between Groups	4.204	5	.841	.747	.588
	Within Groups	1243.350	1105	1.125		
	Total	1247.554	1110			
Integrated Policing	Between Groups	9.744	5	1.949	1.769	.116
	Within Groups	1217.274	1105	1.102		
	Total	1227.017	1110			
Intelligence Led Policing	Between Groups	6.827	5	1.365	1.678	.137
	Within Groups	899.070	1105	.814		
	Total	905.897	1110			
Proactive Policing	Between Groups	16.969	5	3.394	3.610	.003
	Within Groups	1038.961	1105	.940		
	Total	1055.930	1110			
Problem Solving Policing	Between Groups	4.147	5	.829	1.015	.407
	Within Groups	902.667	1105	.817		
	Total	906.814	1110			
Reactive Policing	Between Groups	1.917	5	.383	.376	.865
	Within Groups	1126.189	1105	1.019		
	Total	1128.106	1110			
War & Terror Policing	Between Groups	12.555	5	2.511	1.873	.096
	Within Groups	1481.412	1105	1.341		
	Total	1493.968	1110			

Source: Self Compiled

Corssta with Deiffernt Demographical Variables with APF Traits

QN 07 on Top 5 Rated Traits of APF leadership

Descriptive	Mean
Stressful	3.52
Status_Quo	3.41
Suspicious	3.31
Egoistic	3.23
Flexible	3.21

ANNEX: D83

Gender * Stressful Cross-tabulation

		Stressful						Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully	
Gender	Male	Count	12	32	158	237	285	961
		% within Gender	1.2%	3.3%	16.4%	24.7%	29.7%	100.0%
	Female	Count	5	2	14	51	41	147
		% within Gender	3.4%	1.4%	9.5%	34.7%	27.9%	100.0%
	If Any	Count	1	0	0	0	1	3
		% within Gender	33.3%	0.0%	0.0%	0.0%	33.3%	100.0%
Total		Count	18	34	172	288	327	1111
		% within Gender	1.6%	3.1%	15.5%	25.9%	29.4%	100.0%

ANNEX: D84

Gender * Status Quo Cross-tabulation

		Status_Quo						Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully	
Gender	Male	Count	12	63	163	207	289	961
		% within Gender	1.2%	6.6%	17.0%	21.5%	30.1%	100.0%
	Female	Count	6	10	28	31	40	147
		% within Gender	4.1%	6.8%	19.0%	21.1%	27.2%	100.0%
	If Any	Count	1	0	1	0	1	3
		% within Gender	33.3%	0.0%	33.3%	0.0%	33.3%	100.0%
Total		Count	19	73	192	238	330	1111
		% within Gender	1.7%	6.6%	17.3%	21.4%	29.7%	100.0%

ANNEX: D85

Gender * Suspicious Cross-tabulation

		Suspicious						Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully	
Gender	Male	Count	10	44	211	264	219	961
		% within Gender	1.0%	4.6%	22.0%	27.5%	22.8%	100.0%
	Female	Count	6	6	25	51	34	147
		% within Gender	4.1%	4.1%	17.0%	34.7%	23.1%	100.0%
	If Any	Count	1	0	1	0	1	3
		% within Gender	33.3%	0.0%	33.3%	0.0%	33.3%	100.0%
Total		Count	17	50	237	315	254	1111
		% within Gender	1.5%	4.5%	21.3%	28.4%	22.9%	100.0%

ANNEX: D86**Gender * Egoistic Cross-tabulation**

			Egoistic					Total
			Missing	Not at all	A Little	Moderately	Mostly	
Gender	Male	Count	11	58	224	229	249	961
		% within Gender	1.1%	6.0%	23.3%	23.8%	25.9%	100.0%
	Female	Count	5	14	28	50	35	147
		% within Gender	3.4%	9.5%	19.0%	34.0%	23.8%	100.0%
	If Any	Count	1	0	0	0	1	3
		% within Gender	33.3%	0.0%	0.0%	0.0%	33.3%	100.0%
	Total	Count	17	72	252	279	285	1111
		% within Gender	1.5%	6.5%	22.7%	25.1%	25.7%	100.0%

ANNEX: D87**Gender * Flexible Cross-tabulation**

			Flexible					Total
			Missing	Not at all	A Little	Moderately	Mostly	
Gender	Male	Count	20	120	124	245	252	961
		% within Gender	2.1%	12.5%	12.9%	25.5%	26.2%	100.0%
	Female	Count	7	12	25	52	29	147
		% within Gender	4.8%	8.2%	17.0%	35.4%	19.7%	100.0%
	If Any	Count	0	1	1	0	1	3
		% within Gender	0.0%	33.3%	33.3%	0.0%	33.3%	100.0%
	Total	Count	27	133	150	297	282	1111
		% within Gender	2.4%	12.0%	13.5%	26.7%	25.4%	100.0%

ANNEX: D88**Age * Stressful Cross tabulation**

			Stressful					Total
			Missing	Not at all	A Little	Moderately	Mostly	
Age	Missing	Count	0	1	1	6	1	11
		% within Age	0.0%	9.1%	9.1%	54.5%	9.1%	100.0%
	20-30	Count	5	7	41	72	80	256
		% within Age	2.0%	2.7%	16.0%	28.1%	31.3%	100.0%
	31-40	Count	4	11	46	90	91	306
		% within Age	1.3%	3.6%	15.0%	29.4%	29.7%	100.0%
	41-50	Count	3	6	43	72	98	311
		% within Age	1.0%	1.9%	13.8%	23.2%	31.5%	100.0%
	51-60	Count	3	7	31	40	49	176
		% within Age	1.7%	4.0%	17.6%	22.7%	27.8%	100.0%
	61-70	Count	1	1	9	8	7	43
		% within Age	2.3%	2.3%	20.9%	18.6%	16.3%	100.0%
	70 & above	Count	2	1	1	0	1	8
		% within Age	25.0%	12.5%	12.5%	0.0%	12.5%	100.0%
	Total	Count	18	34	172	288	327	1111
		% within Age	1.6%	3.1%	15.5%	25.9%	29.4%	100.0%

ANNEX: D89**Age * Status_Quo Cross-tabulation**

		Status_Quo						Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully	
Age	Missing	Count	0	1	2	4	3	11
		% within Age	0.0%	9.1%	18.2%	36.4%	27.3%	100.0%
	20-30	Count	4	18	48	49	81	256
		% within Age	1.6%	7.0%	18.8%	19.1%	31.6%	100.0%
	31-40	Count	5	20	48	73	95	306
		% within Age	1.6%	6.5%	15.7%	23.9%	31.0%	100.0%
	41-50	Count	3	18	56	69	81	311
		% within Age	1.0%	5.8%	18.0%	22.2%	26.0%	100.0%
	51-60	Count	5	15	33	29	51	176
		% within Age	2.8%	8.5%	18.8%	16.5%	29.0%	100.0%
	61-70	Count	1	1	3	14	16	43
		% within Age	2.3%	2.3%	7.0%	32.6%	37.2%	100.0%
	70 & above	Count	1	0	2	0	3	8
		% within Age	12.5%	0.0%	25.0%	0.0%	37.5%	100.0%
	Total	Count	19	73	192	238	330	1111
		% within Age	1.7%	6.6%	17.3%	21.4%	29.7%	100.0%

ANNEX: D90**Age * Suspicious Cross-tabulation**

		Suspicious						Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully	
Age	Missing	Count	0	0	4	4	1	11
		% within Age	0.0%	0.0%	36.4%	36.4%	9.1%	100.0%
	20-30	Count	4	10	45	76	68	256
		% within Age	1.6%	3.9%	17.6%	29.7%	26.6%	100.0%
	31-40	Count	4	12	64	98	79	306
		% within Age	1.3%	3.9%	20.9%	32.0%	25.8%	100.0%
	41-50	Count	3	12	73	75	68	311
		% within Age	1.0%	3.9%	23.5%	24.1%	21.9%	100.0%
	51-60	Count	4	13	42	48	29	176
		% within Age	2.3%	7.4%	23.9%	27.3%	16.5%	100.0%
	61-70	Count	1	2	7	13	9	43
		% within Age	2.3%	4.7%	16.3%	30.2%	20.9%	100.0%
	70 & above	Count	1	1	2	1	3	8
		% within Age	12.5%	12.5%	25.0%	12.5%	37.5%	100.0%
	Total	Count	17	50	237	315	254	1111
		% within Age	1.5%	4.5%	21.3%	28.4%	22.9%	100.0%

ANNEX: D91**Age * Egoistic Cross-tabulation**

		Egoistic						Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully	
Age	Missing	Count	0	0	5	4	1	11
		% within Age	0.0%	0.0%	45.5%	36.4%	9.1%	100.0%
	20-30	Count	2	13	53	71	42	256
		% within Age	0.8%	5.1%	20.7%	27.7%	16.4%	100.0%
	31-40	Count	5	22	66	86	76	306
		% within Age	1.6%	7.2%	21.6%	28.1%	16.7%	100.0%
	41-50	Count	4	20	73	68	77	311
		% within Age	1.3%	6.4%	23.5%	21.9%	24.8%	100.0%
	51-60	Count	4	15	45	40	31	176
		% within Age	2.3%	8.5%	25.6%	22.7%	17.6%	100.0%
	61-70	Count	1	1	9	9	9	43

70 & above	% within Age	2.3%	2.3%	20.9%	20.9%	32.6%	20.9%	100.0%
	Count	1	1	1	1	1	3	8
Total	% within Age	12.5%	12.5%	12.5%	12.5%	12.5%	37.5%	100.0%
	Count	17	72	252	279	285	206	1111
	% within Age	1.5%	6.5%	22.7%	25.1%	25.7%	18.5%	100.0%

ANNEX: D92**Age * Flexible Cross-tabulation**

		Flexible						Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully	
Missing	Count	0	0	1	5	5	0	11
	% within Age	0.0%	0.0%	9.1%	45.5%	45.5%	0.0%	100.0%
20-30	Count	7	24	47	79	56	43	256
	% within Age	2.7%	9.4%	18.4%	30.9%	21.9%	16.8%	100.0%
31-40	Count	7	30	42	87	83	57	306
	% within Age	2.3%	9.8%	13.7%	28.4%	27.1%	18.6%	100.0%
Age 41-50	Count	6	40	43	79	69	74	311
	% within Age	1.9%	12.9%	13.8%	25.4%	22.2%	23.8%	100.0%
51-60	Count	5	32	14	33	57	35	176
	% within Age	2.8%	18.2%	8.0%	18.8%	32.4%	19.9%	100.0%
61-70	Count	1	7	3	12	10	10	43
	% within Age	2.3%	16.3%	7.0%	27.9%	23.3%	23.3%	100.0%
70 & above	Count	1	0	0	2	2	3	8
	% within Age	12.5%	0.0%	0.0%	25.0%	25.0%	37.5%	100.0%
Total	Count	27	133	150	297	282	222	1111
	% within Age	2.4%	12.0%	13.5%	26.7%	25.4%	20.0%	100.0%

ANNEX: D93**Education * Stressful Cross-tabulation**

		Stressful						Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully	
Missing	Count	0	1	1	5	3	4	14
	% within Education	0.0%	7.1%	7.1%	35.7%	21.4%	28.6%	100.0%
Under SLC	Count	0	2	6	8	11	9	36
	% within Education	0.0%	5.6%	16.7%	22.2%	30.6%	25.0%	100.0%
SLC-10+2/I.A.	Count	1	7	21	38	30	34	131
	% within Education	0.8%	5.3%	16.0%	29.0%	22.9%	26.0%	100.0%
Education Bachelor	Count	5	10	63	94	106	90	368
	% within Education	1.4%	2.7%	17.1%	25.5%	28.8%	24.5%	100.0%
Master	Count	10	14	77	138	170	126	535
	% within Education	1.9%	2.6%	14.4%	25.8%	31.8%	23.6%	100.0%
Ph.D	Count	2	0	4	3	6	9	24
	% within Education	8.3%	0.0%	16.7%	12.5%	25.0%	37.5%	100.0%
If Any	Count	0	0	0	2	1	0	3
	% within Education	0.0%	0.0%	0.0%	66.7%	33.3%	0.0%	100.0%
Total	Count	18	34	172	288	327	272	1111
	% within Education	1.6%	3.1%	15.5%	25.9%	29.4%	24.5%	100.0%

ANNEX: D94**Education * Status Quo Cross-tabulation**

Education			Status Quo						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Education	Missing	Count	0	1	3	3	5	2	14
		% within Education	0.0%	7.1%	21.4%	21.4%	35.7%	14.3%	100.0%
	Under SLC	Count	0	3	5	9	12	7	36
		% within Education	0.0%	8.3%	13.9%	25.0%	33.3%	19.4%	100.0%
	SLC-10+2/I.A.	Count	2	14	17	24	38	36	131
		% within Education	1.5%	10.7%	13.0%	18.3%	29.0%	27.5%	100.0%
	Bachelor	Count	6	28	62	80	102	90	368
		% within Education	1.6%	7.6%	16.8%	21.7%	27.7%	24.5%	100.0%
	Master	Count	9	27	101	119	160	119	535
		% within Education	1.7%	5.0%	18.9%	22.2%	29.9%	22.2%	100.0%
	Ph.D	Count	2	0	4	3	11	4	24
		% within Education	8.3%	0.0%	16.7%	12.5%	45.8%	16.7%	100.0%
	If Any	Count	0	0	0	0	2	1	3
		% within Education	0.0%	0.0%	0.0%	0.0%	66.7%	33.3%	100.0%
Total	Count	19	73	192	238	330	259	1111	
	% within Education	1.7%	6.6%	17.3%	21.4%	29.7%	23.3%	100.0%	

ANNEX: D95**Education * Suspicious Cross-tabulation**

Education		Suspicious Cross-tabulation					Total		
		Missing	Not at all	A Little	Moderately	Mostly	Fully		
Education	Missing	Count	0	0	5	6	2	1	14
		% within Education	0.0%	0.0%	35.7%	42.9%	14.3%	7.1%	100.0%
	Under SLC	Count	1	2	8	9	9	7	36
		% within Education	2.8%	5.6%	22.2%	25.0%	25.0%	19.4%	100.0%
	SLC-10+2/I.A.	Count	1	8	28	38	32	24	131
		% within Education	0.8%	6.1%	21.4%	29.0%	24.4%	18.3%	100.0%
	Bachelor	Count	5	20	73	96	81	93	368
		% within Education	1.4%	5.4%	19.8%	26.1%	22.0%	25.3%	100.0%
	Master	Count	8	20	117	159	126	105	535
		% within Education	1.5%	3.7%	21.9%	29.7%	23.6%	19.6%	100.0%
	Ph.D	Count	2	0	5	5	4	8	24
		% within Education	8.3%	0.0%	20.8%	20.8%	16.7%	33.3%	100.0%
	If Any	Count	0	0	1	2	0	0	3
		% within Education	0.0%	0.0%	33.3%	66.7%	0.0%	0.0%	100.0%
Total	Count	17	50	237	315	254	238	1111	
	% within Education	1.5%	4.5%	21.3%	28.4%	22.9%	21.4%	100.0%	

ANNEX: D96**Education * Egoistic Cross-tabulation**

			Egoistic					Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully
Education	Missing	Count	0	0	6	4	2	2
		% within Education	0.0%	0.0%	42.9%	28.6%	14.3%	14.3%
	Under SLC	Count	0	3	8	7	10	8
		% within Education	0.0%	8.3%	22.2%	19.4%	27.8%	22.2%
	SLC-10+2/I.A.	Count	1	12	27	37	35	19
		% within Education	0.8%	9.2%	20.6%	28.2%	26.7%	14.5%
	Bachelor	Count	6	23	81	91	86	81
		% within Education	1.6%	6.3%	22.0%	24.7%	23.4%	22.0%
	Master	Count	8	33	125	136	142	91
		% within Education	1.5%	6.2%	23.4%	25.4%	26.5%	17.0%
Education	Ph.D	Count	2	1	4	3	9	5
		% within Education	8.3%	4.2%	16.7%	12.5%	37.5%	20.8%
	If Any	Count	0	0	1	1	1	0
		% within Education	0.0%	0.0%	33.3%	33.3%	33.3%	0.0%
	Total	Count	17	72	252	279	285	206
		% within Education	1.5%	6.5%	22.7%	25.1%	25.7%	18.5%

ANNEX: D97**Education * Flexible Cross-tabulation**

			Flexible					Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully
Education	Missing	Count	0	0	2	4	6	2
		% within Education	0.0%	0.0%	14.3%	28.6%	42.9%	14.3%
	Under SLC	Count	0	7	9	4	9	7
		% within Education	0.0%	19.4%	25.0%	11.1%	25.0%	19.4%
	SLC-10+2/I.A.	Count	3	14	15	35	39	25
		% within Education	2.3%	10.7%	11.5%	26.7%	29.8%	19.1%
	Bachelor	Count	9	42	50	93	84	90
		% within Education	2.4%	11.4%	13.6%	25.3%	22.8%	24.5%
	Master	Count	11	68	73	153	137	93
		% within Education	2.1%	12.7%	13.6%	28.6%	25.6%	17.4%
Education	Ph.D	Count	3	2	1	7	6	5
		% within Education	12.5%	8.3%	4.2%	29.2%	25.0%	20.8%
	If Any	Count	1	0	0	1	1	0
		% within Education	33.3%	0.0%	0.0%	33.3%	33.3%	0.0%
	Total	Count	27	133	150	297	282	222
		% within Education	2.4%	12.0%	13.5%	26.7%	25.4%	20.0%

ANNEX: D98**Occupation * Stressful Cross-tabulation**

Occupation			Stressful Cross tabulation						
			Missing	Not at all	A Little	Moderately	Mostly	Fully	Total
Occupation	Security Officer	Count	6	14	50	48	88	106	312
		% within Occupation	1.9%	4.5%	16.0%	15.4%	28.2%	34.0%	100.0%
	Public/Private	Count	12	20	122	240	239	166	799
		% within Occupation	1.5%	2.5%	15.3%	30.0%	29.9%	20.8%	100.0%
Total		Count	18	34	172	288	327	272	1111
		% within Occupation	1.6%	3.1%	15.5%	25.9%	29.4%	24.5%	100.0%

ANNEX: D99**Occupation * Status_Quo Cross-tabulation**

Occupation			Status_Quo Cross-tabulation						
			Status_Quo						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Occupation	Security	Count	6	22	63	54	79	88	312
	Officer	% within Occupation	1.9%	7.1%	20.2%	17.3%	25.3%	28.2%	100.0%
	Public/	Count	13	51	129	184	251	171	799
	Private	% within Occupation	1.6%	6.4%	16.1%	23.0%	31.4%	21.4%	100.0%
Total		Count	19	73	192	238	330	259	1111
		% within Occupation	1.7%	6.6%	17.3%	21.4%	29.7%	23.3%	100.0%

ANNEX: D100**Occupation * Suspicious Cross-tabulation**

Occupation		Suspicious Cross-tabulation							Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully		
Occupation	Security	Count	6	16	75	55	56	104	312
	Officer	% within Occupation	1.9%	5.1%	24.0%	17.6%	17.9%	33.3%	100.0%
	Public/	Count	11	34	162	260	198	134	799
	Private	% within Occupation	1.4%	4.3%	20.3%	32.5%	24.8%	16.8%	100.0%
Total		Count	17	50	237	315	254	238	1111
		% within Occupation	1.5%	4.5%	21.3%	28.4%	22.9%	21.4%	100.0%

ANNEX: D101**Occupation * Egoistic Cross-tabulation**

Occupation			Egoistic						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Occupation	Security Officer	Count	7	19	83	43	67	93	312
		% within Occupation	2.2%	6.1%	26.6%	13.8%	21.5%	29.8%	100.0%
	Public/Private	Count	10	53	169	236	218	113	799
		% within Occupation	1.3%	6.6%	21.2%	29.5%	27.3%	14.1%	100.0%
Total		Count	17	72	252	279	285	206	1111
		% within Occupation	1.5%	6.5%	22.7%	25.1%	25.7%	18.5%	100.0%

ANNEX: D102**Occupation * Flexible Cross-tabulation**

			Flexible						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Occupation	Security	Count	7	46	15	50	109	85	312
	Officer	% within Occupation	2.2%	14.7%	4.8%	16.0%	34.9%	27.2%	100.0%
	Public/	Count	20	87	135	247	173	137	799
	Private	% within Occupation	2.5%	10.9%	16.9%	30.9%	21.7%	17.1%	100.0%
Total		Count	27	133	150	297	282	222	1111
		% within Occupation	2.4%	12.0%	13.5%	26.7%	25.4%	20.0%	100.0%

ANNEX: D103**Designation * Stressful Cross-tabulation**

			Stressful						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Designation	Missing	Count	12	16	101	180	196	133	638
		% within Designation	1.9%	2.5%	15.8%	28.2%	30.7%	20.8%	100.0%
	Special Class	Count	0	3	9	7	8	12	39
		% within Designation	0.0%	7.7%	23.1%	17.9%	20.5%	30.8%	100.0%
	1st Class	Count	1	3	16	8	17	34	79
		% within Designation	1.3%	3.8%	20.3%	10.1%	21.5%	43.0%	100.0%
	2nd Class	Count	2	5	32	60	63	58	220
		% within Designation	0.9%	2.3%	14.5%	27.3%	28.6%	26.4%	100.0%
	3rd Class	Count	3	4	12	29	35	29	112
		% within Designation	2.7%	3.6%	10.7%	25.9%	31.3%	25.9%	100.0%
	Junior Officer	Count	0	3	2	4	8	6	23
		% within Designation	0.0%	13.0%	8.7%	17.4%	34.8%	26.1%	100.0%
Total		Count	18	34	172	288	327	272	1111
		% within Designation	1.6%	3.1%	15.5%	25.9%	29.4%	24.5%	100.0%

ANNEX: D104**Designation * Status Quo Cross-tabulation**

			Status Quo						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Designation	Missing	Count	12	42	100	149	194	141	638
		% within Designation	1.9%	6.6%	15.7%	23.4%	30.4%	22.1%	100.0%
	Special Class	Count	0	1	10	9	6	13	39
		% within Designation	0.0%	2.6%	25.6%	23.1%	15.4%	33.3%	100.0%
	1st Class	Count	1	5	18	10	23	22	79
		% within Designation	1.3%	6.3%	22.8%	12.7%	29.1%	27.8%	100.0%
	2nd Class	Count	3	17	44	40	66	50	220
		% within Designation	1.4%	7.7%	20.0%	18.2%	30.0%	22.7%	100.0%
	3rd Class	Count	3	6	17	26	33	27	112
		% within Designation	2.7%	5.4%	15.2%	23.2%	29.5%	24.1%	100.0%
	Total	Count	18	66	179	234	319	253	1111
		% within Designation	1.6%	5.9%	16.1%	21.1%	28.7%	22.8%	100.0%

		% within Designation	2.7%	5.4%	15.2%	23.2%	29.5%	24.1%	100.0%
	Junior Officer	Count	0	2	3	4	8	6	23
		% within Designation	0.0%	8.7%	13.0%	17.4%	34.8%	26.1%	100.0%
Total		Count	19	73	192	238	330	259	1111
		% within Designation	1.7%	6.6%	17.3%	21.4%	29.7%	23.3%	100.0%

ANNEX: D105**Designation * Suspicious Cross-tabulation**

			Missing	Not at all	Suspicious				Total
					A Little	Moderately	Mostly	Fully	
	Missing	Count	11	25	121	210	166	105	638
		% within Designation	1.7%	3.9%	19.0%	32.9%	26.0%	16.5%	100.0%
	Special Class	Count	0	5	13	10	2	9	39
		% within Designation	0.0%	12.8%	33.3%	25.6%	5.1%	23.1%	100.0%
	1st Class	Count	1	3	20	10	14	31	79
		% within Designation	1.3%	3.8%	25.3%	12.7%	17.7%	39.2%	100.0%
Designation	2nd Class	Count	2	12	55	55	46	50	220
		% within Designation	0.9%	5.5%	25.0%	25.0%	20.9%	22.7%	100.0%
	3rd Class	Count	3	4	22	27	23	33	112
		% within Designation	2.7%	3.6%	19.6%	24.1%	20.5%	29.5%	100.0%
	Junior Officer	Count	0	1	6	3	3	10	23
		% within Designation	0.0%	4.3%	26.1%	13.0%	13.0%	43.5%	100.0%
Total		Count	17	50	237	315	254	238	1111
		% within Designation	1.5%	4.5%	21.3%	28.4%	22.9%	21.4%	100.0%

ANNEX: D106**Designation * Egoistic Cross-tabulation**

			Missing	Not at all	Egoistic				Total
					A Little	Moderately	Mostly	Fully	
	Missing	Count	10	39	130	186	182	91	638
		% within Designation	1.6%	6.1%	20.4%	29.2%	28.5%	14.3%	100.0%
	Special Class	Count	1	2	10	8	6	12	39
		% within Designation	2.6%	5.1%	25.6%	20.5%	15.4%	30.8%	100.0%
	1st Class	Count	1	7	23	9	20	19	79
		% within Designation	1.3%	8.9%	29.1%	11.4%	25.3%	24.1%	100.0%
	2nd Class	Count	2	13	60	48	43	54	220
		% within Designation	0.9%	5.9%	27.3%	21.8%	19.5%	24.5%	100.0%
	3rd Class	Count	3	7	24	27	25	26	112
		% within Designation	2.7%	6.3%	21.4%	24.1%	22.3%	23.2%	100.0%

	Junior Officer	Count	0	4	5	1	9	4	23
		% within Designation	0.0%	17.4%	21.7%	4.3%	39.1%	17.4%	100.0%
Total		Count	17	72	252	279	285	206	1111
		% within Designation	1.5%	6.5%	22.7%	25.1%	25.7%	18.5%	100.0%

ANNEX: D107**Designation * Flexible Cross-tabulation**

Designation			Flexible					Total	
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Designation	Missing	Count	19	72	103	200	137	107	638
		% within Designation	3.0%	11.3%	16.1%	31.3%	21.5%	16.8%	100.0%
	Special Class	Count	0	7	1	5	15	11	39
		% within Designation	0.0%	17.9%	2.6%	12.8%	38.5%	28.2%	100.0%
	1st Class	Count	1	15	5	11	21	26	79
		% within Designation	1.3%	19.0%	6.3%	13.9%	26.6%	32.9%	100.0%
	2nd Class	Count	4	30	22	51	68	45	220
		% within Designation	1.8%	13.6%	10.0%	23.2%	30.9%	20.5%	100.0%
	3rd Class	Count	3	4	17	27	34	27	112
		% within Designation	2.7%	3.6%	15.2%	24.1%	30.4%	24.1%	100.0%
	Junior Officer	Count	0	5	2	3	7	6	23
		% within Designation	0.0%	21.7%	8.7%	13.0%	30.4%	26.1%	100.0%
Total	Count	27	133	150	297	282	222	1111	
	% within Designation	2.4%	12.0%	13.5%	26.7%	25.4%	20.0%	100.0%	

Existing Traits of Armed Police Force Leaderships least 5 traits

Responsible & Accountable	2.57
Inspiring Leadership	2.57
Team Spirit Co-Operation	2.46
Exceptional Quality	2.38
Capacity for abstract thought	2.37

ANNEX: D108**Gender * Responsible & Accountable Cross-tabulation**

			Responsible & Accountable						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Gender	Male	Count	9	290	158	198	272	34	961
		% within Gender	0.9%	30.2%	16.4%	20.6%	28.3%	3.5%	100.0%
	Female	Count	7	29	24	45	33	9	147
		% within Gender	4.8%	19.7%	16.3%	30.6%	22.4%	6.1%	100.0%
	If Any	Count	1	0	2	0	0	0	3
		% within Gender	33.3%	0.0%	66.7%	0.0%	0.0%	0.0%	100.0%
Total	Count	17	319	184	243	305	43	1111	
	% within Gender	1.5%	28.7%	16.6%	21.9%	27.5%	3.9%	100.0%	

ANNEX: D109**Gender * Inspiring Leadership Cross-tabulation**

Gender		Inspiring Leadership Cross-tabulation							Total
		Missing	Not at all	Inspiring Leadership					
				A Little	Moderately	Mostly	Fully		
Gender	Male	Count	12	247	210	195	255	42	961
		% within Gender	1.2%	25.7%	21.9%	20.3%	26.5%	4.4%	100.0%
	Female	Count	4	39	28	39	33	4	147
		% within Gender	2.7%	26.5%	19.0%	26.5%	22.4%	2.7%	100.0%
	If Any	Count	0	2	1	0	0	0	3
		% within Gender	0.0%	66.7%	33.3%	0.0%	0.0%	0.0%	100.0%
Total	Count	16	288	239	234	288	46	1111	
	% within Gender	1.4%	25.9%	21.5%	21.1%	25.9%	4.1%	100.0%	

ANNEX: D110**Gender * Team Spirit Co-Operation Cross-tabulation**

Gender			Team Spirit Co-Operation						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Gender	Male	Count	10	352	140	162	232	65	961
		% within Gender	1.0%	36.6%	14.6%	16.9%	24.1%	6.8%	100.0%
	Female	Count	5	50	17	28	42	5	147
		% within Gender	3.4%	34.0%	11.6%	19.0%	28.6%	3.4%	100.0%
	If Any	Count	1	1	1	0	0	0	3
		% within Gender	33.3%	33.3%	33.3%	0.0%	0.0%	0.0%	100.0%
Total	Count	16	403	158	190	274	70	1111	
	% within Gender	1.4%	36.3%	14.2%	17.1%	24.7%	6.3%	100.0%	

ANNEX: D111**Gender * Exceptional Quality Cross-tabulation**

		Exceptional Quality Cross tabulation							Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully		
Gender	Male	Count	27	238	271	202	187	36	961
		% within Gender	2.8%	24.8%	28.2%	21.0%	19.5%	3.7%	100.0%
	Female	Count	5	35	56	30	19	2	147
		% within Gender	3.4%	23.8%	38.1%	20.4%	12.9%	1.4%	100.0%
	If Any	Count	0	2	1	0	0	0	3
		% within Gender	0.0%	66.7%	33.3%	0.0%	0.0%	0.0%	100.0%
Total	Count	32	275	328	232	206	38	1111	
	% within Gender	2.9%	24.8%	29.5%	20.9%	18.5%	3.4%	100.0%	

ANNEX: D112**Gender * Capacity for Abstract Thought Cross-tabulation**

Gender			Capacity for abstract thought						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Gender	Male	Count	11	262	310	165	171	42	961
		% within Gender	1.1%	27.3%	32.3%	17.2%	17.8%	4.4%	100.0%
	Female	Count	4	34	40	37	29	3	147
		% within Gender	2.7%	23.1%	27.2%	25.2%	19.7%	2.0%	100.0%
	If Any	Count	0	1	2	0	0	0	3
		% within Gender	0.0%	33.3%	66.7%	0.0%	0.0%	0.0%	100.0%
Total	Count	15	297	352	202	200	45	1111	
	% within Gender	1.4%	26.7%	31.7%	18.2%	18.0%	4.1%	100.0%	

ANNEX: D113**Age * Responsible & Accountable Cross-tabulation**

		Responsible & Accountable						Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully	
Age	Missing	Count	0	1	1	4	4	11
		% within Age	0.0%	9.1%	9.1%	36.4%	36.4%	100.0%
	20-30	Count	4	68	43	59	71	256
		% within Age	1.6%	26.6%	16.8%	23.0%	27.7%	100.0%
	31-40	Count	4	71	56	83	78	306
		% within Age	1.3%	23.2%	18.3%	27.1%	25.5%	100.0%
	41-50	Count	4	101	50	57	86	311
		% within Age	1.3%	32.5%	16.1%	18.3%	27.7%	100.0%
	51-60	Count	3	58	28	32	53	176
		% within Age	1.7%	33.0%	15.9%	18.2%	30.1%	100.0%
	61-70	Count	1	17	3	8	12	43
		% within Age	2.3%	39.5%	7.0%	18.6%	27.9%	100.0%
	70 & above	Count	1	3	3	0	1	8
		% within Age	12.5%	37.5%	37.5%	0.0%	12.5%	100.0%
	Total	Count	17	319	184	243	305	1111
		% within Age	1.5%	28.7%	16.6%	21.9%	27.5%	100.0%

ANNEX: D114**Age * Inspiring Leadership Cross-tabulation**

		Inspiring Leadership						Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully	
Age	Missing	Count	0	5	2	2	0	11
		% within Age	0.0%	45.5%	18.2%	18.2%	0.0%	100.0%
	20-30	Count	2	64	62	56	13	256
		% within Age	0.8%	25.0%	24.2%	21.9%	5.1%	100.0%
	31-40	Count	4	63	78	70	13	306
		% within Age	1.3%	20.6%	25.5%	22.9%	4.2%	100.0%
	41-50	Count	4	80	60	65	11	311
		% within Age	1.3%	25.7%	19.3%	20.9%	3.5%	100.0%
	51-60	Count	4	58	28	33	6	176
		% within Age	2.3%	33.0%	15.9%	18.8%	3.4%	100.0%
	61-70	Count	1	17	5	8	2	43
		% within Age	2.3%	39.5%	11.6%	18.6%	4.7%	100.0%
	70 & above	Count	1	1	4	0	1	8
		% within Age	12.5%	12.5%	50.0%	0.0%	12.5%	100.0%
	Total	Count	16	288	239	234	46	1111
		% within Age	1.4%	25.9%	21.5%	21.1%	4.1%	100.0%

ANNEX: D115**Age * Team Spirit Co-Operation Cross-tabulation**

		Team Spirit Co-Operation						Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully	
Age	Missing	Count	0	5	1	1	0	11
		% within Age	0.0%	45.5%	9.1%	9.1%	0.0%	100.0%
	20-30	Count	3	90	41	42	14	256
		% within Age	1.2%	35.2%	16.0%	16.4%	5.5%	100.0%
	31-40	Count	4	101	50	58	14	306
		% within Age	1.3%	33.0%	16.3%	19.0%	4.6%	100.0%
	41-50	Count	4	114	36	49	31	311
		% within Age	1.3%	36.7%	11.6%	15.8%	10.0%	100.0%
	51-60	Count	3	67	27	31	10	176
		% within Age	1.7%	38.1%	15.3%	17.6%	5.7%	100.0%
	61-70	Count	1	23	1	9	0	43

70 & above	% within Age	2.3%	53.5%	2.3%	20.9%	20.9%	0.0%	100.0%
	Count	1	3	2	0	1	1	8
	% within Age	12.5%	37.5%	25.0%	0.0%	12.5%	12.5%	100.0%
	Count	16	403	158	190	274	70	1111
Total	% within Age	1.4%	36.3%	14.2%	17.1%	24.7%	6.3%	100.0%

ANNEX: D116**Age * Exceptional Quality Cross-tabulation**

		Exceptional Quality						Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully	
Missing	Count	0	4	1	3	3	0	11
	% within Age	0.0%	36.4%	9.1%	27.3%	27.3%	0.0%	100.0%
20-30	Count	8	61	78	63	40	6	256
	% within Age	3.1%	23.8%	30.5%	24.6%	15.6%	2.3%	100.0%
31-40	Count	6	61	102	69	55	13	306
	% within Age	2.0%	19.9%	33.3%	22.5%	18.0%	4.2%	100.0%
Age 41-50	Count	7	81	90	63	57	13	311
	% within Age	2.3%	26.0%	28.9%	20.3%	18.3%	4.2%	100.0%
51-60	Count	9	57	45	26	34	5	176
	% within Age	5.1%	32.4%	25.6%	14.8%	19.3%	2.8%	100.0%
61-70	Count	1	8	9	8	16	1	43
	% within Age	2.3%	18.6%	20.9%	18.6%	37.2%	2.3%	100.0%
70 & above	Count	1	3	3	0	1	0	8
	% within Age	12.5%	37.5%	37.5%	0.0%	12.5%	0.0%	100.0%
Total	Count	32	275	328	232	206	38	1111
	% within Age	2.9%	24.8%	29.5%	20.9%	18.5%	3.4%	100.0%

ANNEX: D117**Age * Capacity for Abstract Thought Cross-tabulation**

		Capacity for abstract thought						Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully	
Missing	Count	0	4	2	0	4	1	11
	% within Age	0.0%	36.4%	18.2%	0.0%	36.4%	9.1%	100.0%
20-30	Count	2	75	70	52	44	13	256
	% within Age	0.8%	29.3%	27.3%	20.3%	17.2%	5.1%	100.0%
31-40	Count	3	77	94	59	61	12	306
	% within Age	1.0%	25.2%	30.7%	19.3%	19.9%	3.9%	100.0%
Age 41-50	Count	5	87	106	56	48	9	311
	% within Age	1.6%	28.0%	34.1%	18.0%	15.4%	2.9%	100.0%
51-60	Count	3	41	65	27	34	6	176
	% within Age	1.7%	23.3%	36.9%	15.3%	19.3%	3.4%	100.0%
61-70	Count	1	12	11	8	9	2	43
	% within Age	2.3%	27.9%	25.6%	18.6%	20.9%	4.7%	100.0%
70 & above	Count	1	1	4	0	0	2	8
	% within Age	12.5%	12.5%	50.0%	0.0%	0.0%	25.0%	100.0%
Total	Count	15	297	352	202	200	45	1111
	% within Age	1.4%	26.7%	31.7%	18.2%	18.0%	4.1%	100.0%

ANNEX: D118**Education * Responsible & Accountable Cross-tabulation**

		Responsible & Accountable						Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully	
Education	Missing	Count	0	2	3	4	5	14
	% within Education	0.0%	14.3%	21.4%	28.6%	35.7%	0.0%	100.0%
Under SLC	Count	0	9	5	8	12	2	36

	% within Education	0.0%	25.0%	13.9%	22.2%	33.3%	5.6%	100.0%
SLC-	Count	2	29	21	37	34	8	131
10+2/I.A.	% within Education	1.5%	22.1%	16.0%	28.2%	26.0%	6.1%	100.0%
Bachelor	Count	5	124	53	75	100	11	368
	% within Education	1.4%	33.7%	14.4%	20.4%	27.2%	3.0%	100.0%
Master	Count	8	150	97	112	146	22	535
	% within Education	1.5%	28.0%	18.1%	20.9%	27.3%	4.1%	100.0%
Ph.D	Count	2	4	5	6	7	0	24
	% within Education	8.3%	16.7%	20.8%	25.0%	29.2%	0.0%	100.0%
If Any	Count	0	1	0	1	1	0	3
	% within Education	0.0%	33.3%	0.0%	33.3%	33.3%	0.0%	100.0%
Total	Count	17	319	184	243	305	43	1111
	% within Education	1.5%	28.7%	16.6%	21.9%	27.5%	3.9%	100.0%

ANNEX: D119**Education * Inspiring Leadership Cross-tabulation**

			Inspiring Leadership					Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully
Education	Missing	Count	0	5	5	1	3	0
		% within Education	0.0%	35.7%	35.7%	7.1%	21.4%	0.0%
	Under SLC	Count	0	9	7	8	12	0
		% within Education	0.0%	25.0%	19.4%	22.2%	33.3%	0.0%
	SLC-	Count	2	27	24	34	37	7
	10+2/I.A.	% within Education	1.5%	20.6%	18.3%	26.0%	28.2%	5.3%
	Bachelor	Count	4	94	87	73	94	16
		% within Education	1.1%	25.5%	23.6%	19.8%	25.5%	4.3%
	Master	Count	8	148	107	112	137	23
		% within Education	1.5%	27.7%	20.0%	20.9%	25.6%	4.3%
	Ph.D	Count	2	5	8	4	5	0
		% within Education	8.3%	20.8%	33.3%	16.7%	20.8%	0.0%
	If Any	Count	0	0	1	2	0	0
		% within Education	0.0%	0.0%	33.3%	66.7%	0.0%	0.0%
	Total	Count	16	288	239	234	288	46
		% within Education	1.4%	25.9%	21.5%	21.1%	25.9%	4.1%

ANNEX: D120**Education * Team Spirit Co-Operation Cross-tabulation**

			Team Spirit Co-Operation					Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully
Education	Missing	Count	0	2	4	4	4	0
		% within Education	0.0%	14.3%	28.6%	28.6%	28.6%	0.0%
	Under SLC	Count	0	12	4	12	7	1
		% within Education	0.0%	33.3%	11.1%	33.3%	19.4%	2.8%
	SLC-	Count	1	48	21	27	26	8
	10+2/I.A.	% within Education	0.8%	36.6%	16.0%	20.6%	19.8%	6.1%
	Bachelor	Count	5	133	55	57	88	30
		% within Education	1.4%	36.1%	14.9%	15.5%	23.9%	8.2%
	Master	Count	8	197	71	85	143	31
		% within Education	1.5%	36.8%	13.3%	15.9%	26.7%	5.8%
	Ph.D	Count	2	9	3	5	5	0
		% within Education	8.3%	37.5%	12.5%	20.8%	20.8%	0.0%
	If Any	Count	0	2	0	0	1	0
		% within Education	0.0%	66.7%	0.0%	0.0%	33.3%	0.0%
	Total	Count	16	403	158	190	274	70
		% within Education	1.4%	36.3%	14.2%	17.1%	24.7%	6.3%

ANNEX: D121**Education * Exceptional Quality Cross-tabulation**

Education			Exceptional Quality					Total	
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Education	Missing	Count	0	3	7	1	3	0	14
		% within Education	0.0%	21.4%	50.0%	7.1%	21.4%	0.0%	100.0%
	Under SLC	Count	0	7	7	7	10	5	36
		% within Education	0.0%	19.4%	19.4%	19.4%	27.8%	13.9%	100.0%
	SLC-10+2/I.A.	Count	6	28	37	26	29	5	131
		% within Education	4.6%	21.4%	28.2%	19.8%	22.1%	3.8%	100.0%
	Bachelor	Count	11	94	108	76	63	16	368
		% within Education	3.0%	25.5%	29.3%	20.7%	17.1%	4.3%	100.0%
	Master	Count	13	139	160	116	96	11	535
		% within Education	2.4%	26.0%	29.9%	21.7%	17.9%	2.1%	100.0%
	Ph.D	Count	2	3	8	5	5	1	24
		% within Education	8.3%	12.5%	33.3%	20.8%	20.8%	4.2%	100.0%
	If Any	Count	0	1	1	1	0	0	3
		% within Education	0.0%	33.3%	33.3%	33.3%	0.0%	0.0%	100.0%
Total	Count	32	275	328	232	206	38	1111	
	% within Education	2.9%	24.8%	29.5%	20.9%	18.5%	3.4%	100.0%	

ANNEX: D122**Education * Capacity for Abstract Thought Cross-tabulation**

Education			Capacity for abstract thought						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Education	Missing	Count	0	6	5	0	3	0	14
		% within Education	0.0%	42.9%	35.7%	0.0%	21.4%	0.0%	100.0%
	Under SLC	Count	0	13	7	4	10	2	36
		% within Education	0.0%	36.1%	19.4%	11.1%	27.8%	5.6%	100.0%
	SLC-10+2/I.A.	Count	2	33	42	21	26	7	131
		% within Education	1.5%	25.2%	32.1%	16.0%	19.8%	5.3%	100.0%
	Bachelor	Count	4	91	122	69	63	19	368
		% within Education	1.1%	24.7%	33.2%	18.8%	17.1%	5.2%	100.0%
	Master	Count	7	146	168	103	94	17	535
		% within Education	1.3%	27.3%	31.4%	19.3%	17.6%	3.2%	100.0%
	Ph.D	Count	2	7	8	3	4	0	24
		% within Education	8.3%	29.2%	33.3%	12.5%	16.7%	0.0%	100.0%
	If Any	Count	0	1	0	2	0	0	3
		% within Education	0.0%	33.3%	0.0%	66.7%	0.0%	0.0%	100.0%
Total	Count	15	297	352	202	200	45	1111	
	% within Education	1.4%	26.7%	31.7%	18.2%	18.0%	4.1%	100.0%	

ANNEX: D123**Occupation * Responsible & Accountable Cross-tabulation**

			Responsible & Accountable						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Occupation	Security	Count	6	119	52	48	79	8	312
	Officer	% within Occupation	1.9%	38.1%	16.7%	15.4%	25.3%	2.6%	100.0%
	Public/	Count	11	200	132	195	226	35	799
	Private	% within Occupation	1.4%	25.0%	16.5%	24.4%	28.3%	4.4%	100.0%
Total		Count	17	319	184	243	305	43	1111
		% within Occupation	1.5%	28.7%	16.6%	21.9%	27.5%	3.9%	100.0%

ANNEX: D124**Occupation * Inspiring Leadership Cross-tabulation**

			Inspiring Leadership						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Occupation	Security	Count	7	86	47	43	114	15	312
	Officer	% within Occupation	2.2%	27.6%	15.1%	13.8%	36.5%	4.8%	100.0%
	Public/	Count	9	202	192	191	174	31	799
	Private	% within Occupation	1.1%	25.3%	24.0%	23.9%	21.8%	3.9%	100.0%
Total		Count	16	288	239	234	288	46	1111
		% within Occupation	1.4%	25.9%	21.5%	21.1%	25.9%	4.1%	100.0%

ANNEX: D125**Occupation * Team Spirit Co-Operation Cross-tabulation**

			Team Spirit Co-Operation						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Occupation	Security	Count	7	129	30	38	78	30	312
	Officer	% within Occupation	2.2%	41.3%	9.6%	12.2%	25.0%	9.6%	100.0%
	Public/	Count	9	274	128	152	196	40	799
	Private	% within Occupation	1.1%	34.3%	16.0%	19.0%	24.5%	5.0%	100.0%
Total		Count	16	403	158	190	274	70	1111
		% within Occupation	1.4%	36.3%	14.2%	17.1%	24.7%	6.3%	100.0%

ANNEX: D126**Occupation * Exceptional Quality Cross-tabulation**

			Exceptional Quality						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Occupation	Security	Count	8	109	68	49	63	15	312
	Officer	% within Occupation	2.6%	34.9%	21.8%	15.7%	20.2%	4.8%	100.0%
	Public/	Count	24	166	260	183	143	23	799
	Private	% within Occupation	3.0%	20.8%	32.5%	22.9%	17.9%	2.9%	100.0%
Total		Count	32	275	328	232	206	38	1111
		% within Occupation	2.9%	24.8%	29.5%	20.9%	18.5%	3.4%	100.0%

ANNEX: D127**Occupation * Capacity for Abstract Thought Cross-tabulation**

			Capacity for abstract thought						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Occupation	Security	Count	5	90	116	41	49	11	312
	Officer	% within Occupation	1.6%	28.8%	37.2%	13.1%	15.7%	3.5%	100.0%
	Public/	Count	10	207	236	161	151	34	799
	Private	% within Occupation	1.3%	25.9%	29.5%	20.2%	18.9%	4.3%	100.0%
Total		Count	15	297	352	202	200	45	1111
		% within Occupation	1.4%	26.7%	31.7%	18.2%	18.0%	4.1%	100.0%

ANNEX: D128**Designation * Responsible & Accountable Cross-tabulation**

Designation			Responsible & Accountable Cross tabulation						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Designation	Missing	Count	11	171	101	155	172	28	638
		% within Designation	1.7%	26.8%	15.8%	24.3%	27.0%	4.4%	100.0%
	Special Class	Count	0	13	7	6	12	1	39
		% within Designation	0.0%	33.3%	17.9%	15.4%	30.8%	2.6%	100.0%
	1st Class	Count	1	32	16	11	16	3	79
		% within Designation	1.3%	40.5%	20.3%	13.9%	20.3%	3.8%	100.0%
	2nd Class	Count	2	65	37	44	65	7	220
		% within Designation	0.9%	29.5%	16.8%	20.0%	29.5%	3.2%	100.0%
	3rd Class	Count	3	25	19	25	37	3	112
		% within Designation	2.7%	22.3%	17.0%	22.3%	33.0%	2.7%	100.0%
	Junior Officer	Count	0	13	4	2	3	1	23
		% within Designation	0.0%	56.5%	17.4%	8.7%	13.0%	4.3%	100.0%
Total	Count	17	319	184	243	305	43	1111	
	% within Designation	1.5%	28.7%	16.6%	21.9%	27.5%	3.9%	100.0%	

ANNEX: D129**Designation * Inspiring Leadership Cross-tabulation**

Designation			Inspiring Leadership Cross-tabulation						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Designation	Missing	Count	8	170	158	145	131	26	638
		% within Designation	1.3%	26.6%	24.8%	22.7%	20.5%	4.1%	100.0%
	Special Class	Count	1	12	3	5	15	3	39
		% within Designation	2.6%	30.8%	7.7%	12.8%	38.5%	7.7%	100.0%
	1st Class	Count	1	21	12	11	30	4	79
		% within Designation	1.3%	26.6%	15.2%	13.9%	38.0%	5.1%	100.0%
	2nd Class	Count	3	57	43	46	62	9	220
		% within Designation	1.4%	25.9%	19.5%	20.9%	28.2%	4.1%	100.0%
	3rd Class	Count	3	23	18	25	41	2	112
		% within Designation	2.7%	20.5%	16.1%	22.3%	36.6%	1.8%	100.0%
	Junior Officer	Count	0	5	5	2	9	2	23
		% within Designation	0.0%	21.7%	21.7%	8.7%	39.1%	8.7%	100.0%
Total	Count	16	288	239	234	288	46	1111	
	% within Designation	1.4%	25.9%	21.5%	21.1%	25.9%	4.1%	100.0%	

ANNEX: D130**Designation * Team Spirit Co-Operation Cross-tabulation**

			Missing	Not at all	Team Spirit Co-Operation A Little	Moderately	Mostly	Fully	Total
Designation	Missing	Count	9	222	106	113	159	29	638
		% within Designation	1.4%	34.8%	16.6%	17.7%	24.9%	4.5%	100.0%
	Special Class	Count	0	16	5	8	5	5	39
		% within Designation	0.0%	41.0%	12.8%	20.5%	12.8%	12.8%	100.0%
	1st Class	Count	2	35	7	11	19	5	79
		% within Designation	2.5%	44.3%	8.9%	13.9%	24.1%	6.3%	100.0%
	2nd Class	Count	2	78	27	34	59	20	220
		% within Designation	0.9%	35.5%	12.3%	15.5%	26.8%	9.1%	100.0%
	3rd Class	Count	3	38	10	22	29	10	112
		% within Designation	2.7%	33.9%	8.9%	19.6%	25.9%	8.9%	100.0%
	Junior Officer	Count	0	14	3	2	3	1	23
		% within Designation	0.0%	60.9%	13.0%	8.7%	13.0%	4.3%	100.0%
Total		Count	16	403	158	190	274	70	1111
		% within Designation	1.4%	36.3%	14.2%	17.1%	24.7%	6.3%	100.0%

ANNEX: D131**Designation * Exceptional Quality Cross-tabulation**

			Missing	Not at all	Exceptional Quality A Little	Moderately	Mostly	Fully	Total
Designation	Missing	Count	21	132	203	148	112	22	638
		% within Designation	3.3%	20.7%	31.8%	23.2%	17.6%	3.4%	100.0%
	Special Class	Count	1	18	6	5	9	0	39
		% within Designation	2.6%	46.2%	15.4%	12.8%	23.1%	0.0%	100.0%
	1st Class	Count	1	30	22	11	11	4	79
		% within Designation	1.3%	38.0%	27.8%	13.9%	13.9%	5.1%	100.0%
	2nd Class	Count	6	64	58	44	40	8	220
		% within Designation	2.7%	29.1%	26.4%	20.0%	18.2%	3.6%	100.0%
	3rd Class	Count	3	23	35	22	26	3	112
		% within Designation	2.7%	20.5%	31.3%	19.6%	23.2%	2.7%	100.0%
	Junior Officer	Count	0	8	4	2	8	1	23
		% within Designation	0.0%	34.8%	17.4%	8.7%	34.8%	4.3%	100.0%
Total		Count	32	275	328	232	206	38	1111
		% within Designation	2.9%	24.8%	29.5%	20.9%	18.5%	3.4%	100.0%

ANNEX: D132**Designation * Capacity for Abstract Thought Cross-tabulation**

Designation			Capacity for abstract thought						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Designation	Missing	Count	9	160	196	118	124	31	638
		% within Designation	1.4%	25.1%	30.7%	18.5%	19.4%	4.9%	100.0%
	Special Class	Count	0	10	15	4	9	1	39
		% within Designation	0.0%	25.6%	38.5%	10.3%	23.1%	2.6%	100.0%
	1st Class	Count	1	23	30	15	4	6	79
		% within Designation	1.3%	29.1%	38.0%	19.0%	5.1%	7.6%	100.0%
	2nd Class	Count	3	62	73	41	38	3	220
		% within Designation	1.4%	28.2%	33.2%	18.6%	17.3%	1.4%	100.0%
	3rd Class	Count	2	32	31	21	24	2	112
		% within Designation	1.8%	28.6%	27.7%	18.8%	21.4%	1.8%	100.0%
	Junior Officer	Count	0	10	7	3	1	2	23
		% within Designation	0.0%	43.5%	30.4%	13.0%	4.3%	8.7%	100.0%
Total	Count	15	297	352	202	200	45	1111	
	% within Designation	1.4%	26.7%	31.7%	18.2%	18.0%	4.1%	100.0%	

Independent Sample t-test one way ANNOVA t-test with Different Demographical Variable with Traits of Armed Police Force Leaderships

ANNEX: D133**Independent Sample t Test with Gender**

The Qualities and Characteristics		Sig.	t	df	Sig. (2-tailed)
Ability/Courage to take Ethical decisions	Equal variances assumed	.005	-.626	1106	.531
	Equal variances not assumed		-.658	200.645	.511
Adaptability	Equal variances assumed	.042	.112	1106	.911
	Equal variances not assumed		.118	200.020	.906
Alcoholic	Equal variances assumed	.521	.258	1106	.796
	Equal variances not assumed		.250	189.258	.803
Amoral	Equal variances assumed	.882	.057	1106	.955
	Equal variances not assumed		.056	192.242	.955
Asocial	Equal variances assumed	.486	-1.021	1106	.308
	Equal variances not assumed		-.979	188.059	.329
Capacity for abstract thought	Equal variances assumed	.820	-.548	1106	.583
	Equal variances not assumed		-.558	195.854	.577
Care, Command & Control of Staffs	Equal variances assumed	.501	1.207	1106	.228
	Equal variances not assumed		1.172	189.547	.243
Conspirator	Equal variances assumed	.743	-.600	1106	.549
	Equal variances not assumed		-.592	191.519	.555
Corrupted	Equal variances assumed	.934	-.001	1106	.999
	Equal variances not assumed		-.001	189.271	.999
Courageous & Committed	Equal variances assumed	.223	-.384	1106	.701
	Equal variances not assumed		-.368	187.908	.713
Creative & innovator	Equal variances assumed	.045	1.949	1106	.052
	Equal variances not assumed		1.829	185.498	.069

Discipline & Hard worker	Equal variances assumed	.048	-.151	1106	.880
	Equal variances not assumed		-.155	196.919	.877
Egoistic	Equal variances assumed	.035	2.782	1106	.005
	Equal variances not assumed		2.799	194.228	.006
Emotional stability and maturity	Equal variances assumed	.183	.902	1106	.367
	Equal variances not assumed		.928	197.312	.355
Enthusiastic & Visionary	Equal variances assumed	.016	-.812	1106	.417
	Equal variances not assumed		-.850	200.133	.396
Exceptional Quality	Equal variances assumed	.001	1.957	1106	.051
	Equal variances not assumed		2.143	207.636	.033
Flexible	Equal variances assumed	.024	1.805	1106	.071
	Equal variances not assumed		1.851	196.972	.066
Good communicator	Equal variances assumed	.331	.496	1106	.620
	Equal variances not assumed		.485	190.307	.629
Honesty & integrity	Equal variances assumed	.247	2.205	1106	.028
	Equal variances not assumed		2.271	197.529	.024
Insensitive	Equal variances assumed	.333	2.127	1106	.034
	Equal variances not assumed		2.096	191.462	.037
Inspiring Leadership	Equal variances assumed	.521	.945	1106	.345
	Equal variances not assumed		.959	195.328	.339
Intelligent & Educated	Equal variances assumed	.099	.420	1106	.674
	Equal variances not assumed		.428	195.761	.669
Knowledge of Criminology, Sociology & Psychology	Equal variances assumed	.533	.865	1106	.387
	Equal variances not assumed		.866	193.458	.388
Knowledge of ICT (Information, Communication & Technology)	Equal variances assumed	.023	1.223	1106	.221
	Equal variances not assumed		1.084	179.483	.280
Lead by Example	Equal variances assumed	.658	.604	1106	.546
	Equal variances not assumed		.606	193.683	.545
Leaders believe in the ability of their subordinates	Equal variances assumed	.918	.330	1106	.742
	Equal variances not assumed		.326	191.961	.745
Loyal to law and People	Equal variances assumed	.453	.690	1106	.491
	Equal variances not assumed		.692	193.897	.490
Managing organizational stress	Equal variances assumed	.009	-.634	1106	.526
	Equal variances not assumed		-.668	201.123	.505
Mentally & Physically fit	Equal variances assumed	.004	.148	1106	.882
	Equal variances not assumed		.161	206.324	.872
Officer Behavior	Equal variances assumed	.021	.790	1106	.430
	Equal variances not assumed		.830	200.814	.407
Open Minded	Equal variances assumed	.224	1.520	1106	.129
	Equal variances not assumed		1.471	189.213	.143
Polite	Equal variances assumed	.341	.109	1106	.913
	Equal variances not assumed		.110	194.257	.912
Prejudiced	Equal variances assumed	.430	-2.511	1106	.012
	Equal variances not assumed		-2.528	194.336	.012
Pretending	Equal variances assumed	.109	.773	1106	.439
	Equal variances not assumed		.780	194.647	.436
Quality in work	Equal variances assumed	.067	.073	1106	.942
	Equal variances not assumed		.075	196.693	.940
Resistant to change	Equal variances assumed	.585	-.199	1106	.842
	Equal variances not assumed		-.191	188.116	.849
Responsible & Accountable	Equal variances assumed	.252	-.768	1106	.443
	Equal variances not assumed		-.760	191.943	.448
Sense of humanity & Value Oriented	Equal variances assumed	.029	1.663	1106	.097
	Equal variances not assumed		1.791	204.668	.075
Socialization Skill	Equal variances assumed	.017	2.733	1106	.006
	Equal variances not assumed		2.852	199.542	.005
Status Consciousness	Equal variances assumed	.026	-.420	1106	.674
	Equal variances not assumed		-.438	199.255	.662

Status_Quo	Equal variances assumed	.166	1.554	1106	.120
	Equal variances not assumed		1.454	185.216	.148
Stressful	Equal variances assumed	.306	.041	1106	.967
	Equal variances not assumed		.041	194.129	.967
Suspicious	Equal variances assumed	.286	1.207	1106	.228
	Equal variances not assumed		1.184	190.883	.238
Team Spirit Co-Operation	Equal variances assumed	.992	.093	1106	.926
	Equal variances not assumed		.093	193.748	.926
Tolerance Love	Equal variances assumed	.565	-.824	1106	.410
	Equal variances not assumed		-.803	189.926	.423
Trained to lead a force	Equal variances assumed	.504	.433	1106	.665
	Equal variances not assumed		.435	193.888	.664
Trustworthy	Equal variances assumed	.001	.277	1106	.781
	Equal variances not assumed		.307	209.719	.759
Will Power to persist to work hard	Equal variances assumed	.025	-.143	1106	.886
	Equal variances not assumed		-.151	201.650	.880
Willingness to take Risk	Equal variances assumed	.336	.660	1106	.509
	Equal variances not assumed		.668	195.099	.505

Source: Self Compiled

ANNEX: D134

Independent Sample t Test with Occupation

The Qualities and Characteristics		Sig.	t	df	Sig. (2-tailed)
Ability/Courage to take Ethical decisions	Equal variances assumed	.000	-1.974	1109	.049
	Equal variances not assumed		-1.843	498.075	.066
Adaptability	Equal variances assumed	.000	-3.847	1109	.000
	Equal variances not assumed		-3.656	514.113	.000
Alcoholic	Equal variances assumed	.000	-1.640	1109	.101
	Equal variances not assumed		-1.559	514.271	.120
Amoral	Equal variances assumed	.000	-.722	1109	.471
	Equal variances not assumed		-.673	497.182	.501
Asocial	Equal variances assumed	.000	-3.028	1109	.003
	Equal variances not assumed		-2.864	509.489	.004
Capacity for abstract thought	Equal variances assumed	.025	-2.394	1109	.017
	Equal variances not assumed		-2.428	584.465	.015
Care, Command & Control of Staffs	Equal variances assumed	.068	1.801	1109	.072
	Equal variances not assumed		1.773	549.867	.077
Conspirator	Equal variances assumed	.044	-5.015	1109	.000
	Equal variances not assumed		-5.144	598.766	.000
Corrupted	Equal variances assumed	.002	-2.342	1109	.019
	Equal variances not assumed		-2.268	532.364	.024
Courageous & Committed	Equal variances assumed	.905	-.269	1109	.788
	Equal variances not assumed		-.266	555.171	.790
Creative & innovator	Equal variances assumed	.027	2.664	1109	.008
	Equal variances not assumed		2.723	594.232	.007
Discipline & Hard worker	Equal variances assumed	.082	-2.772	1109	.006
	Equal variances not assumed		-2.766	565.139	.006
Egoistic	Equal variances assumed	.000	2.175	1109	.030
	Equal variances not assumed		2.013	490.069	.045
Emotional stability and maturity	Equal variances assumed	.000	3.592	1109	.000
	Equal variances not assumed		3.336	493.162	.001
Enthusiastic & Visionary	Equal variances assumed	.000	-2.382	1109	.017
	Equal variances not assumed		-2.215	494.167	.027
Exceptional Quality	Equal variances assumed	.000	-1.244	1109	.214

	Equal variances not assumed		-1.177	510.035	.240
Flexible	Equal variances assumed	.007	4.294	1109	.000
	Equal variances not assumed		4.134	526.637	.000
Good communicator	Equal variances assumed	.863	.629	1109	.529
	Equal variances not assumed		.611	534.891	.542
Honesty & integrity	Equal variances assumed	.000	1.032	1109	.302
	Equal variances not assumed		.951	486.718	.342
Insensitive	Equal variances assumed	.012	1.098	1109	.273
	Equal variances not assumed		1.038	509.650	.300
Inspiring Leadership	Equal variances assumed	.000	2.083	1109	.037
	Equal variances not assumed		1.971	509.779	.049
Intelligent & Educated	Equal variances assumed	.000	2.635	1109	.009
	Equal variances not assumed		2.531	524.511	.012
Knowledge of Criminology, Sociology & Psychology	Equal variances assumed	.628	-3.894	1109	.000
	Equal variances not assumed		-3.932	578.904	.000
Knowledge of ICT	Equal variances assumed	.847	-.520	1109	.603
(Information, Communication & Technology)	Equal variances not assumed		-.521	571.373	.602
Lead by Example	Equal variances assumed	.000	-1.549	1109	.122
	Equal variances not assumed		-1.469	512.450	.142
Leaders believe in the ability of their subordinates	Equal variances assumed	.886	1.172	1109	.241
	Equal variances not assumed		1.143	539.548	.254
Loyal to law and People	Equal variances assumed	.000	-1.586	1109	.113
	Equal variances not assumed		-1.503	511.887	.133
Managing organizational stress	Equal variances assumed	.000	-2.388	1109	.017
	Equal variances not assumed		-2.269	513.730	.024
Mentally & Physically fit	Equal variances assumed	.000	2.557	1109	.011
	Equal variances not assumed		2.426	512.351	.016
Officer Behavior	Equal variances assumed	.000	-3.220	1109	.001
	Equal variances not assumed		-3.092	524.052	.002
Open Minded	Equal variances assumed	.011	3.537	1109	.000
	Equal variances not assumed		3.630	599.335	.000
Polite	Equal variances assumed	.000	2.826	1109	.005
	Equal variances not assumed		2.676	510.603	.008
Prejudiced	Equal variances assumed	.002	-4.026	1109	.000
	Equal variances not assumed		-3.850	519.965	.000
Pretending	Equal variances assumed	.000	2.528	1109	.012
	Equal variances not assumed		2.401	513.467	.017
Quality in work	Equal variances assumed	.001	-3.301	1109	.001
	Equal variances not assumed		-3.221	540.389	.001
Resistant to change	Equal variances assumed	.018	-1.243	1109	.214
	Equal variances not assumed		-1.194	523.996	.233
Responsible & Accountable	Equal variances assumed	.061	-4.009	1109	.000
	Equal variances not assumed		-3.945	549.597	.000
Sense of humanity & Value Oriented	Equal variances assumed	.000	-.583	1109	.560
	Equal variances not assumed		-.529	473.569	.597
Socialization Skill	Equal variances assumed	.000	5.953	1109	.000
	Equal variances not assumed		5.479	485.452	.000
Status Consciousness	Equal variances assumed	.000	-2.971	1109	.003
	Equal variances not assumed		-2.801	506.485	.005
Status_Quo	Equal variances assumed	.004	.144	1109	.885
	Equal variances not assumed		.139	526.473	.889
Stressful	Equal variances assumed	.000	2.349	1109	.019
	Equal variances not assumed		2.207	503.464	.028
Suspicious	Equal variances assumed	.000	2.328	1109	.020
	Equal variances not assumed		2.153	489.350	.032
Team Spirit Co-Operation	Equal variances assumed	.000	-.147	1109	.883
	Equal variances not assumed		-.139	511.576	.889
Tolerance Love	Equal variances assumed	.000	-.661	1109	.509

Trained to lead a force	Equal variances not assumed		-.607	484.705	.544
	Equal variances assumed	.000	-1.192	1109	.234
Trustworthy	Equal variances not assumed		-1.149	528.475	.251
	Equal variances assumed	.000	-2.678	1109	.008
Will Power to persist to work hard	Equal variances not assumed		-2.477	489.749	.014
	Equal variances assumed	.000	-4.564	1109	.000
Willingness to take Risk	Equal variances not assumed		-4.245	494.409	.000
	Equal variances assumed	.248	2.019	1109	.044
	Equal variances not assumed		1.993	552.636	.047

Source: Self Complied

ANNEX: D135

One way ANOVA test with Age Group

Description		Sum of Squares	df	Mean Square	F	Sig.
Ability/Courage to take Ethical decisions	Between Groups	10.702	6	1.784	1.072	.377
	Within Groups	1836.186	1104	1.663		
	Total	1846.887	1110			
Adaptability	Between Groups	37.041	6	6.173	3.546	.002
	Within Groups	1922.130	1104	1.741		
	Total	1959.170	1110			
Alcoholic	Between Groups	20.574	6	3.429	1.693	.119
	Within Groups	2236.504	1104	2.026		
	Total	2257.078	1110			
Amoral	Between Groups	11.973	6	1.996	1.090	.366
	Within Groups	2021.845	1104	1.831		
	Total	2033.818	1110			
Asocial	Between Groups	28.750	6	4.792	2.550	.019
	Within Groups	2074.222	1104	1.879		
	Total	2102.972	1110			
Capacity for abstract thought	Between Groups	5.922	6	.987	.678	.667
	Within Groups	1606.773	1104	1.455		
	Total	1612.695	1110			
Care, Command & Control of Staffs	Between Groups	15.799	6	2.633	1.488	.179
	Within Groups	1953.020	1104	1.769		
	Total	1968.819	1110			
Conspirator	Between Groups	33.586	6	5.598	2.885	.009
	Within Groups	2142.118	1104	1.940		
	Total	2175.705	1110			
Corrupted	Between Groups	14.789	6	2.465	1.182	.313
	Within Groups	2301.555	1104	2.085		
	Total	2316.344	1110			
Courageous & Committed	Between Groups	11.449	6	1.908	1.206	.300
	Within Groups	1746.374	1104	1.582		
	Total	1757.824	1110			
Creative & innovator	Between Groups	15.286	6	2.548	2.683	.014
	Within Groups	1048.419	1104	.950		
	Total	1063.705	1110			
Discipline & Hard worker	Between Groups	19.507	6	3.251	1.522	.168
	Within Groups	2358.970	1104	2.137		
	Total	2378.477	1110			
Egoistic	Between Groups	9.838	6	1.640	1.043	.396
	Within Groups	1735.907	1104	1.572		
	Total	1745.744	1110			
Emotional stability and maturity	Between Groups	24.068	6	4.011	2.222	.039
	Within Groups	1992.627	1104	1.805		

	Total	2016.695	1110			
	Between Groups	16.717	6	2.786	1.634	.134
Enthusiastic & Visionary	Within Groups	1882.239	1104	1.705		
	Total	1898.956	1110			
	Between Groups	20.620	6	3.437	2.339	.030
Exceptional Quality	Within Groups	1622.360	1104	1.470		
	Total	1642.979	1110			
	Between Groups	5.380	6	.897	.485	.820
Flexible	Within Groups	2042.418	1104	1.850		
	Total	2047.798	1110			
	Between Groups	3.360	6	.560	.505	.805
Good communicator	Within Groups	1224.735	1104	1.109		
	Total	1228.095	1110			
	Between Groups	15.846	6	2.641	1.380	.219
Honesty & integrity	Within Groups	2112.309	1104	1.913		
	Total	2128.155	1110			
	Between Groups	2.724	6	.454	.332	.920
Insensitive	Within Groups	1508.659	1104	1.367		
	Total	1511.383	1110			
	Between Groups	9.959	6	1.660	1.025	.407
Inspiring Leadership	Within Groups	1787.060	1104	1.619		
	Total	1797.019	1110			
	Between Groups	25.584	6	4.264	2.397	.026
Intelligent & Educated	Within Groups	1963.788	1104	1.779		
	Total	1989.372	1110			
	Between Groups	33.260	6	5.543	2.819	.010
Knowledge of Criminology, Sociology & Psychology	Within Groups	2171.165	1104	1.967		
	Total	2204.425	1110			
	Between Groups	10.406	6	1.734	1.573	.152
Knowledge of ICT (Information, Communication & Technology)	Within Groups	1217.504	1104	1.103		
	Total	1227.910	1110			
	Between Groups	16.961	6	2.827	1.772	.102
Lead by Example	Within Groups	1761.088	1104	1.595		
	Total	1778.049	1110			
	Between Groups	13.428	6	2.238	1.987	.065
Leaders believe in the ability of their subordinates	Within Groups	1243.776	1104	1.127		
	Total	1257.204	1110			
	Between Groups	22.761	6	3.794	2.027	.059
Loyal to law and People	Within Groups	2066.135	1104	1.871		
	Total	2088.896	1110			
	Between Groups	10.145	6	1.691	1.098	.361
Managing organizational stress	Within Groups	1699.924	1104	1.540		
	Total	1710.068	1110			
	Between Groups	18.739	6	3.123	2.069	.054
Mentally & Physically fit	Within Groups	1666.712	1104	1.510		
	Total	1685.451	1110			
	Between Groups	6.232	6	1.039	.549	.771
Officer Behavior	Within Groups	2090.601	1104	1.894		
	Total	2096.833	1110			
	Between Groups	11.367	6	1.895	1.783	.099
Open Minded	Within Groups	1173.342	1104	1.063		
	Total	1184.709	1110			
	Between Groups	17.369	6	2.895	1.518	.169
Polite	Within Groups	2104.737	1104	1.906		
	Total	2122.106	1110			
	Between Groups	26.129	6	4.355	2.066	.055
Prejudiced	Within Groups	2327.540	1104	2.108		
	Total	2353.669	1110			

Pretending	Between Groups	10.302	6	1.717	.994	.428
	Within Groups	1907.338	1104	1.728		
	Total	1917.640	1110			
Quality in work	Between Groups	7.762	6	1.294	.673	.671
	Within Groups	2120.992	1104	1.921		
	Total	2128.754	1110			
Resistant to change	Between Groups	8.018	6	1.336	.984	.434
	Within Groups	1498.781	1104	1.358		
	Total	1506.799	1110			
Responsible & Accountable	Between Groups	19.741	6	3.290	1.952	.070
	Within Groups	1861.146	1104	1.686		
	Total	1880.887	1110			
Sense of humanity & Value Oriented	Between Groups	7.915	6	1.319	.922	.478
	Within Groups	1580.427	1104	1.432		
	Total	1588.342	1110			
Socialization Skill	Between Groups	25.604	6	4.267	2.169	.044
	Within Groups	2172.138	1104	1.968		
	Total	2197.743	1110			
Status Consciousness	Between Groups	3.067	6	.511	.274	.949
	Within Groups	2057.101	1104	1.863		
	Total	2060.167	1110			
Status_Quo	Between Groups	4.883	6	.814	.491	.816
	Within Groups	1831.410	1104	1.659		
	Total	1836.293	1110			
Stressful	Between Groups	17.812	6	2.969	2.091	.052
	Within Groups	1567.522	1104	1.420		
	Total	1585.334	1110			
Suspicious	Between Groups	10.425	6	1.738	1.142	.336
	Within Groups	1680.297	1104	1.522		
	Total	1690.722	1110			
Team Spirit Co-Operation	Between Groups	14.097	6	2.350	1.217	.295
	Within Groups	2132.027	1104	1.931		
	Total	2146.124	1110			
Tolerance Love	Between Groups	10.001	6	1.667	1.186	.311
	Within Groups	1551.351	1104	1.405		
	Total	1561.352	1110			
Trained to lead a force	Between Groups	16.804	6	2.801	1.421	.203
	Within Groups	2176.084	1104	1.971		
	Total	2192.887	1110			
Trustworthy	Between Groups	17.645	6	2.941	1.894	.079
	Within Groups	1714.454	1104	1.553		
	Total	1732.099	1110			
Will Power to persist to work hard	Between Groups	29.925	6	4.988	2.827	.010
	Within Groups	1947.944	1104	1.764		
	Total	1977.869	1110			
Willingness to take Risk	Between Groups	6.027	6	1.004	.734	.622
	Within Groups	1511.177	1104	1.369		
	Total	1517.204	1110			

Source: Self Complied

ANNEX: D136
One way ANOVA Test with Education Group

Description		Sum of Squares	df	Mean Square	F	Sig.
Ability/Courage to take Ethical decisions	Between Groups	9.644	6	1.607	.966	.447
	Within Groups	1837.243	1104	1.664		
	Total	1846.887	1110			
Adaptability	Between Groups	18.212	6	3.035	1.726	.111
	Within Groups	1940.958	1104	1.758		
	Total	1959.170	1110			
Alcoholic	Between Groups	5.431	6	.905	.444	.850
	Within Groups	2251.647	1104	2.040		
	Total	2257.078	1110			
Amoral	Between Groups	6.320	6	1.053	.574	.752
	Within Groups	2027.498	1104	1.837		
	Total	2033.818	1110			
Asocial	Between Groups	6.888	6	1.148	.605	.727
	Within Groups	2096.084	1104	1.899		
	Total	2102.972	1110			
Capacity for abstract thought	Between Groups	7.383	6	1.230	.846	.534
	Within Groups	1605.312	1104	1.454		
	Total	1612.695	1110			
Care, Command & Control of Staffs	Between Groups	4.897	6	.816	.459	.839
	Within Groups	1963.922	1104	1.779		
	Total	1968.819	1110			
Conspirator	Between Groups	12.061	6	2.010	1.026	.407
	Within Groups	2163.644	1104	1.960		
	Total	2175.705	1110			
Corrupted	Between Groups	6.575	6	1.096	.524	.791
	Within Groups	2309.769	1104	2.092		
	Total	2316.344	1110			
Courageous & Committed	Between Groups	8.002	6	1.334	.841	.538
	Within Groups	1749.821	1104	1.585		
	Total	1757.824	1110			
Creative & innovator	Between Groups	7.149	6	1.192	1.245	.281
	Within Groups	1056.556	1104	.957		
	Total	1063.705	1110			
Discipline & Hard worker	Between Groups	16.339	6	2.723	1.273	.267
	Within Groups	2362.138	1104	2.140		
	Total	2378.477	1110			
Egoistic	Between Groups	3.578	6	.596	.378	.893
	Within Groups	1742.166	1104	1.578		
	Total	1745.744	1110			
Emotional stability and maturity	Between Groups	11.289	6	1.881	1.036	.400
	Within Groups	2005.406	1104	1.816		
	Total	2016.695	1110			
Enthusiastic & Visionary	Between Groups	8.385	6	1.397	.816	.557
	Within Groups	1890.571	1104	1.712		
	Total	1898.956	1110			
Exceptional Quality	Between Groups	15.457	6	2.576	1.747	.107
	Within Groups	1627.523	1104	1.474		
	Total	1642.979	1110			
Flexible	Between Groups	10.413	6	1.735	.940	.465
	Within Groups	2037.386	1104	1.845		
	Total	2047.798	1110			
Good communicator	Between Groups	2.350	6	.392	.353	.908
	Within Groups	1225.745	1104	1.110		

	Total	1228.095	1110			
	Between Groups	6.477	6	1.079	.562	.761
Honesty & integrity	Within Groups	2121.678	1104	1.922		
	Total	2128.155	1110			
	Between Groups	4.821	6	.803	.589	.740
Insensitive	Within Groups	1506.562	1104	1.365		
	Total	1511.383	1110			
	Between Groups	10.407	6	1.734	1.072	.377
Inspiring Leadership	Within Groups	1786.612	1104	1.618		
	Total	1797.019	1110			
	Between Groups	17.545	6	2.924	1.637	.133
Intelligent & Educated	Within Groups	1971.826	1104	1.786		
	Total	1989.372	1110			
	Between Groups	12.133	6	2.022	1.018	.412
Knowledge of Criminology, Sociology & Psychology	Within Groups	2192.292	1104	1.986		
	Total	2204.425	1110			
	Between Groups	2.678	6	.446	.402	.878
Knowledge of ICT (Information, Communication & Technology)	Within Groups	1225.232	1104	1.110		
	Total	1227.910	1110			
	Between Groups	9.882	6	1.647	1.028	.405
Lead by Example	Within Groups	1768.167	1104	1.602		
	Total	1778.049	1110			
	Between Groups	10.954	6	1.826	1.617	.139
Leaders believe in the ability of their subordinates	Within Groups	1246.250	1104	1.129		
	Total	1257.204	1110			
	Between Groups	15.089	6	2.515	1.339	.237
Loyal to law and People	Within Groups	2073.808	1104	1.878		
	Total	2088.896	1110			
	Between Groups	19.215	6	3.203	2.091	.052
Managing organizational stress	Within Groups	1690.853	1104	1.532		
	Total	1710.068	1110			
	Between Groups	6.653	6	1.109	.729	.626
Mentally & Physically fit	Within Groups	1678.798	1104	1.521		
	Total	1685.451	1110			
	Between Groups	10.925	6	1.821	.964	.449
Officer Behavior	Within Groups	2085.908	1104	1.889		
	Total	2096.833	1110			
	Between Groups	12.020	6	2.003	1.886	.080
Open Minded	Within Groups	1172.689	1104	1.062		
	Total	1184.709	1110			
	Between Groups	20.730	6	3.455	1.815	.093
Polite	Within Groups	2101.376	1104	1.903		
	Total	2122.106	1110			
	Between Groups	16.972	6	2.829	1.336	.238
Prejudiced	Within Groups	2336.696	1104	2.117		
	Total	2353.669	1110			
	Between Groups	16.219	6	2.703	1.570	.153
Pretending	Within Groups	1901.421	1104	1.722		
	Total	1917.640	1110			
	Between Groups	18.727	6	3.121	1.633	.135
Quality in work	Within Groups	2110.027	1104	1.911		
	Total	2128.754	1110			
	Between Groups	6.140	6	1.023	.753	.607
Resistant to change	Within Groups	1500.659	1104	1.359		
	Total	1506.799	1110			
	Between Groups	10.231	6	1.705	1.006	.420
Responsible & Accountable	Within Groups	1870.657	1104	1.694		
	Total	1880.887	1110			

Sense of humanity & Value Oriented	Between Groups	8.446	6	1.408	.984	.435
	Within Groups	1579.896	1104	1.431		
	Total	1588.342	1110			
Socialization Skill	Between Groups	38.715	6	6.452	3.299	.003
	Within Groups	2159.028	1104	1.956		
	Total	2197.743	1110			
Status Consciousness	Between Groups	18.380	6	3.063	1.656	.128
	Within Groups	2041.787	1104	1.849		
	Total	2060.167	1110			
Status_Quo	Between Groups	3.099	6	.516	.311	.931
	Within Groups	1833.195	1104	1.661		
	Total	1836.293	1110			
Stressful	Between Groups	.918	6	.153	.107	.996
	Within Groups	1584.416	1104	1.435		
	Total	1585.334	1110			
Suspicious	Between Groups	6.002	6	1.000	.655	.686
	Within Groups	1684.720	1104	1.526		
	Total	1690.722	1110			
Team Spirit Co-Operation	Between Groups	5.707	6	.951	.491	.816
	Within Groups	2140.418	1104	1.939		
	Total	2146.124	1110			
Tolerance Love	Between Groups	21.444	6	3.574	2.562	.018
	Within Groups	1539.908	1104	1.395		
	Total	1561.352	1110			
Trained to lead a force	Between Groups	14.561	6	2.427	1.230	.288
	Within Groups	2178.326	1104	1.973		
	Total	2192.887	1110			
Trustworthy	Between Groups	21.357	6	3.559	2.297	.033
	Within Groups	1710.742	1104	1.550		
	Total	1732.099	1110			
Will Power to persist to work hard	Between Groups	15.184	6	2.531	1.423	.202
	Within Groups	1962.685	1104	1.778		
	Total	1977.869	1110			
Willingness to take Risk	Between Groups	8.532	6	1.422	1.041	.397
	Within Groups	1508.673	1104	1.367		
	Total	1517.204	1110			

Source: Self Complied

ANNEX: D137

One way ANOVA Test with Service Faculty Group

Description		Sum of Squares	df	Mean Square	F	Sig.
Ability/Courage to take Ethical decisions	Between Groups	55.706	25	2.228	1.350	.117
	Within Groups	1791.181	1085	1.651		
	Total	1846.887	1110			
Adaptability	Between Groups	71.321	25	2.853	1.640	.025
	Within Groups	1887.849	1085	1.740		
	Total	1959.170	1110			
Alcoholic	Between Groups	76.453	25	3.058	1.522	.049
	Within Groups	2180.626	1085	2.010		
	Total	2257.078	1110			
Amoral	Between Groups	19.015	25	.761	.410	.996
	Within Groups	2014.803	1085	1.857		
	Total	2033.818	1110			
Asocial	Between Groups	67.083	25	2.683	1.430	.079
	Within Groups	2035.889	1085	1.876		

	Total	2102.972	1110			
Capacity for abstract thought	Between Groups	38.177	25	1.527	1.052	.393
	Within Groups	1574.517	1085	1.451		
	Total	1612.695	1110			
Care, Command & Control of Staffs	Between Groups	56.825	25	2.273	1.290	.155
	Within Groups	1911.994	1085	1.762		
	Total	1968.819	1110			
Conspirator	Between Groups	104.388	25	4.176	2.187	.001
	Within Groups	2071.317	1085	1.909		
	Total	2175.705	1110			
Corrupted	Between Groups	44.616	25	1.785	.852	.674
	Within Groups	2271.728	1085	2.094		
	Total	2316.344	1110			
Courageous & Committed	Between Groups	36.855	25	1.474	.929	.564
	Within Groups	1720.968	1085	1.586		
	Total	1757.824	1110			
Creative & innovator	Between Groups	30.119	25	1.205	1.265	.173
	Within Groups	1033.586	1085	.953		
	Total	1063.705	1110			
Discipline & Hard worker	Between Groups	78.600	25	3.144	1.483	.060
	Within Groups	2299.877	1085	2.120		
	Total	2378.477	1110			
Egoistic	Between Groups	53.295	25	2.132	1.367	.108
	Within Groups	1692.449	1085	1.560		
	Total	1745.744	1110			
Emotional stability and maturity	Between Groups	93.752	25	3.750	2.116	.001
	Within Groups	1922.943	1085	1.772		
	Total	2016.695	1110			
Enthusiastic & Visionary	Between Groups	67.188	25	2.688	1.592	.033
	Within Groups	1831.768	1085	1.688		
	Total	1898.956	1110			
Exceptional Quality	Between Groups	43.669	25	1.747	1.185	.242
	Within Groups	1599.310	1085	1.474		
	Total	1642.979	1110			
Flexible	Between Groups	159.209	25	6.368	3.659	.000
	Within Groups	1888.589	1085	1.741		
	Total	2047.798	1110			
Good communicator	Between Groups	37.709	25	1.508	1.375	.104
	Within Groups	1190.386	1085	1.097		
	Total	1228.095	1110			
Honesty & integrity	Between Groups	89.835	25	3.593	1.913	.005
	Within Groups	2038.320	1085	1.879		
	Total	2128.155	1110			
Insensitive	Between Groups	13.057	25	.522	.378	.998
	Within Groups	1498.325	1085	1.381		
	Total	1511.383	1110			
Inspiring Leadership	Between Groups	71.322	25	2.853	1.794	.010
	Within Groups	1725.697	1085	1.591		
	Total	1797.019	1110			
Intelligent & Educated	Between Groups	60.182	25	2.407	1.354	.115
	Within Groups	1929.189	1085	1.778		
	Total	1989.372	1110			
Knowledge of Criminology, Sociology & Psychology	Between Groups	80.008	25	3.200	1.634	.026
	Within Groups	2124.417	1085	1.958		
	Total	2204.425	1110			
Knowledge of ICT (Information, Communication & Technology)	Between Groups	21.862	25	.874	.787	.763
	Within Groups	1206.048	1085	1.112		
	Total	1227.910	1110			

Lead by Example	Between Groups	49.899	25	1.996	1.253	.182
	Within Groups	1728.149	1085	1.593		
	Total	1778.049	1110			
Leaders believe in the ability of their subordinates	Between Groups	29.569	25	1.183	1.045	.402
	Within Groups	1227.635	1085	1.131		
	Total	1257.204	1110			
Loyal to law and People	Between Groups	63.730	25	2.549	1.366	.109
	Within Groups	2025.166	1085	1.867		
	Total	2088.896	1110			
Managing organizational stress	Between Groups	63.833	25	2.553	1.683	.019
	Within Groups	1646.236	1085	1.517		
	Total	1710.068	1110			
Mentally & Physically fit	Between Groups	60.838	25	2.434	1.625	.027
	Within Groups	1624.613	1085	1.497		
	Total	1685.451	1110			
Officer Behavior	Between Groups	101.318	25	4.053	2.204	.001
	Within Groups	1995.515	1085	1.839		
	Total	2096.833	1110			
Open Minded	Between Groups	50.759	25	2.030	1.943	.004
	Within Groups	1133.950	1085	1.045		
	Total	1184.709	1110			
Polite	Between Groups	53.860	25	2.154	1.130	.299
	Within Groups	2068.246	1085	1.906		
	Total	2122.106	1110			
Prejudiced	Between Groups	82.491	25	3.300	1.576	.036
	Within Groups	2271.178	1085	2.093		
	Total	2353.669	1110			
Pretending	Between Groups	53.033	25	2.121	1.234	.197
	Within Groups	1864.607	1085	1.719		
	Total	1917.640	1110			
Quality in work	Between Groups	81.995	25	3.280	1.739	.014
	Within Groups	2046.759	1085	1.886		
	Total	2128.754	1110			
Resistant to change	Between Groups	33.412	25	1.336	.984	.486
	Within Groups	1473.387	1085	1.358		
	Total	1506.799	1110			
Responsible & Accountable	Between Groups	74.895	25	2.996	1.800	.009
	Within Groups	1805.992	1085	1.665		
	Total	1880.887	1110			
Sense of humanity & Value Oriented	Between Groups	62.945	25	2.518	1.791	.010
	Within Groups	1525.397	1085	1.406		
	Total	1588.342	1110			
Socialization Skill	Between Groups	136.423	25	5.457	2.872	.000
	Within Groups	2061.320	1085	1.900		
	Total	2197.743	1110			
Status Consciousness	Between Groups	74.468	25	2.979	1.628	.027
	Within Groups	1985.700	1085	1.830		
	Total	2060.167	1110			
Status_Quo	Between Groups	35.821	25	1.433	.863	.659
	Within Groups	1800.472	1085	1.659		
	Total	1836.293	1110			
Stressful	Between Groups	27.253	25	1.090	.759	.797
	Within Groups	1558.081	1085	1.436		
	Total	1585.334	1110			
Suspicious	Between Groups	43.708	25	1.748	1.152	.276
	Within Groups	1647.014	1085	1.518		
	Total	1690.722	1110			
Team Spirit Co-Operation	Between Groups	47.185	25	1.887	.976	.498
	Within Groups	2098.939	1085	1.935		

Tolerance Love	Total	2146.124	1110			
	Between Groups	35.134	25	1.405	.999	.465
	Within Groups	1526.218	1085	1.407		
Trained to lead a force	Total	1561.352	1110			
	Between Groups	44.814	25	1.793	.905	.599
	Within Groups	2148.073	1085	1.980		
Trustworthy	Total	2192.887	1110			
	Between Groups	97.236	25	3.889	2.581	.000
	Within Groups	1634.863	1085	1.507		
Will Power to persist to work hard	Total	1732.099	1110			
	Between Groups	91.368	25	3.655	2.102	.001
	Within Groups	1886.500	1085	1.739		
Willingness to take Risk	Total	1977.869	1110			
	Between Groups	65.072	25	2.603	1.945	.004
	Within Groups	1452.133	1085	1.338		
	Total	1517.204	1110			

Source: Self Complied

ANNEX: D138

One way ANOVA Test with Designation Group

Description		Sum of Squares	df	Mean Square	F	Sig.
Ability/Courage to take Ethical decisions	Between Groups	5.352	5	1.070	.642	.668
	Within Groups	1841.536	1105	1.667		
	Total	1846.887	1110			
Adaptability	Between Groups	17.857	5	3.571	2.033	.072
	Within Groups	1941.313	1105	1.757		
	Total	1959.170	1110			
Alcoholic	Between Groups	10.267	5	2.053	1.010	.410
	Within Groups	2246.811	1105	2.033		
	Total	2257.078	1110			
Amoral	Between Groups	11.746	5	2.349	1.284	.268
	Within Groups	2022.072	1105	1.830		
	Total	2033.818	1110			
Asocial	Between Groups	21.081	5	4.216	2.238	.049
	Within Groups	2081.892	1105	1.884		
	Total	2102.972	1110			
Capacity for abstract thought	Between Groups	10.383	5	2.077	1.432	.210
	Within Groups	1602.312	1105	1.450		
	Total	1612.695	1110			
Care, Command & Control of Staffs	Between Groups	25.822	5	5.164	2.937	.012
	Within Groups	1942.998	1105	1.758		
	Total	1968.819	1110			
Conspirator	Between Groups	48.820	5	9.764	5.073	.000
	Within Groups	2126.885	1105	1.925		
	Total	2175.705	1110			
Corrupted	Between Groups	36.534	5	7.307	3.541	.004
	Within Groups	2279.810	1105	2.063		
	Total	2316.344	1110			
Courageous & Committed	Between Groups	13.022	5	2.604	1.649	.144
	Within Groups	1744.802	1105	1.579		
	Total	1757.824	1110			
Creative & innovator	Between Groups	10.509	5	2.102	2.205	.052
	Within Groups	1053.196	1105	.953		
	Total	1063.705	1110			

Discipline & Hard worker	Between Groups	7.633	5	1.527	.712	.615
	Within Groups	2370.844	1105	2.146		
	Total	2378.477	1110			
Egoistic	Between Groups	1.617	5	.323	.205	.960
	Within Groups	1744.127	1105	1.578		
	Total	1745.744	1110			
Emotional stability and maturity	Between Groups	32.105	5	6.421	3.575	.003
	Within Groups	1984.590	1105	1.796		
	Total	2016.695	1110			
Enthusiastic & Visionary	Between Groups	8.172	5	1.634	.955	.444
	Within Groups	1890.783	1105	1.711		
	Total	1898.956	1110			
Exceptional Quality	Between Groups	10.538	5	2.108	1.427	.212
	Within Groups	1632.441	1105	1.477		
	Total	1642.979	1110			
Flexible	Between Groups	30.962	5	6.192	3.393	.005
	Within Groups	2016.837	1105	1.825		
	Total	2047.798	1110			
Good communicator	Between Groups	8.352	5	1.670	1.513	.183
	Within Groups	1219.743	1105	1.104		
	Total	1228.095	1110			
Honesty & integrity	Between Groups	11.513	5	2.303	1.202	.306
	Within Groups	2116.642	1105	1.916		
	Total	2128.155	1110			
Insensitive	Between Groups	2.113	5	.423	.309	.907
	Within Groups	1509.270	1105	1.366		
	Total	1511.383	1110			
Inspiring Leadership	Between Groups	17.584	5	3.517	2.184	.054
	Within Groups	1779.434	1105	1.610		
	Total	1797.019	1110			
Intelligent & Educated	Between Groups	19.620	5	3.924	2.201	.052
	Within Groups	1969.751	1105	1.783		
	Total	1989.372	1110			
Knowledge of Criminology, Sociology & Psychology	Between Groups	28.882	5	5.776	2.934	.012
	Within Groups	2175.543	1105	1.969		
	Total	2204.425	1110			
Knowledge of ICT (Information, Communication & Technology)	Between Groups	6.139	5	1.228	1.111	.353
	Within Groups	1221.771	1105	1.106		
	Total	1227.910	1110			
Lead by Example	Between Groups	9.716	5	1.943	1.214	.300
	Within Groups	1768.332	1105	1.600		
	Total	1778.049	1110			
Leaders believe in the ability of their subordinates	Between Groups	10.865	5	2.173	1.927	.087
	Within Groups	1246.340	1105	1.128		
	Total	1257.204	1110			
Loyal to law and People	Between Groups	11.567	5	2.313	1.231	.292
	Within Groups	2077.329	1105	1.880		
	Total	2088.896	1110			
Managing organizational stress	Between Groups	6.662	5	1.332	.864	.504
	Within Groups	1703.407	1105	1.542		
	Total	1710.068	1110			
Mentally & Physically fit	Between Groups	15.537	5	3.107	2.056	.069
	Within Groups	1669.913	1105	1.511		
	Total	1685.451	1110			
Officer Behavior	Between Groups	14.526	5	2.905	1.542	.174
	Within Groups	2082.307	1105	1.884		
	Total	2096.833	1110			
Open Minded	Between Groups	17.295	5	3.459	3.274	.006

	Within Groups	1167.414	1105	1.056		
	Total	1184.709	1110			
	Between Groups	29.257	5	5.851	3.089	.009
Polite	Within Groups	2092.849	1105	1.894		
	Total	2122.106	1110			
	Between Groups	20.755	5	4.151	1.966	.081
Prejudiced	Within Groups	2332.914	1105	2.111		
	Total	2353.669	1110			
	Between Groups	20.823	5	4.165	2.426	.034
Pretending	Within Groups	1896.817	1105	1.717		
	Total	1917.640	1110			
	Between Groups	10.773	5	2.155	1.124	.346
Quality in work	Within Groups	2117.982	1105	1.917		
	Total	2128.754	1110			
	Between Groups	3.940	5	.788	.579	.716
Resistant to change	Within Groups	1502.859	1105	1.360		
	Total	1506.799	1110			
	Between Groups	21.921	5	4.384	2.606	.024
Responsible & Accountable	Within Groups	1858.966	1105	1.682		
	Total	1880.887	1110			
	Between Groups	5.310	5	1.062	.741	.593
Sense of humanity & Value Oriented	Within Groups	1583.032	1105	1.433		
	Total	1588.342	1110			
	Between Groups	73.237	5	14.647	7.618	.000
Socialization Skill	Within Groups	2124.506	1105	1.923		
	Total	2197.743	1110			
	Between Groups	3.571	5	.714	.384	.860
Status Consciousness	Within Groups	2056.597	1105	1.861		
	Total	2060.167	1110			
	Between Groups	1.829	5	.366	.220	.954
Status_Quo	Within Groups	1834.464	1105	1.660		
	Total	1836.293	1110			
	Between Groups	8.710	5	1.742	1.221	.297
Stressful	Within Groups	1576.624	1105	1.427		
	Total	1585.334	1110			
	Between Groups	18.302	5	3.660	2.419	.034
Suspicious	Within Groups	1672.420	1105	1.514		
	Total	1690.722	1110			
	Between Groups	15.683	5	3.137	1.627	.150
Team Spirit Co-Operation	Within Groups	2130.441	1105	1.928		
	Total	2146.124	1110			
	Between Groups	9.456	5	1.891	1.347	.242
Tolerance Love	Within Groups	1551.896	1105	1.404		
	Total	1561.352	1110			
	Between Groups	10.599	5	2.120	1.073	.373
Trained to lead a force	Within Groups	2182.288	1105	1.975		
	Total	2192.887	1110			
	Between Groups	13.104	5	2.621	1.685	.135
Trustworthy	Within Groups	1718.995	1105	1.556		
	Total	1732.099	1110			
	Between Groups	21.204	5	4.241	2.395	.036
Will Power to persist to work hard	Within Groups	1956.664	1105	1.771		
	Total	1977.869	1110			
	Between Groups	17.755	5	3.551	2.617	.023
Willingness to take Risk	Within Groups	1499.449	1105	1.357		
	Total	1517.204	1110			

Source: Self Compiled

Crosstab with Different Demographical Variables with Nepal Police Traits

Nepal Police leadership Top Five Traits

ANNEX: D139

Gender * Suspicious Cross-tabulation

			Suspicious						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Gender	Male	Count	10	37	159	214	301	240	961
		% within Gender	1.0%	3.9%	16.5%	22.3%	31.3%	25.0%	100.0%
	Female	Count	3	7	20	37	58	22	147
		% within Gender	2.0%	4.8%	13.6%	25.2%	39.5%	15.0%	100.0%
	If Any	Count	0	0	1	1	1	0	3
		% within Gender	0.0%	0.0%	33.3%	33.3%	33.3%	0.0%	100.0%
Total	Count	13	44	180	252	360	262	1111	
	% within Gender	1.2%	4.0%	16.2%	22.7%	32.4%	23.6%	100.0%	

ANNEX: D140

Gender * Stressful Cross-tabulation

			Stressful						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Gender	Male	Count	12	38	139	245	340	187	961
		% within Gender	1.2%	4.0%	14.5%	25.5%	35.4%	19.5%	100.0%
	Female	Count	2	7	17	54	46	21	147
		% within Gender	1.4%	4.8%	11.6%	36.7%	31.3%	14.3%	100.0%
	If Any	Count	0	0	0	1	0	2	3
		% within Gender	0.0%	0.0%	0.0%	33.3%	0.0%	66.7%	100.0%
Total	Count	14	45	156	300	386	210	1111	
	% within Gender	1.3%	4.1%	14.0%	27.0%	34.7%	18.9%	100.0%	

ANNEX: D141

Gender * Status Quo Cross-tabulation

		Status Quo						Total	
		Missing	Not at all	A Little	Moderately	Mostly	Fully		
Gender	Male	Count	9	80	158	228	260	226	961
		% within Gender	0.9%	8.3%	16.4%	23.7%	27.1%	23.5%	100.0%
	Female	Count	2	13	30	46	37	19	147
		% within Gender	1.4%	8.8%	20.4%	31.3%	25.2%	12.9%	100.0%
	If Any	Count	0	0	1	1	1	0	3
		% within Gender	0.0%	0.0%	33.3%	33.3%	33.3%	0.0%	100.0%
Total	Count	11	93	189	275	298	245	1111	
	% within Gender	1.0%	8.4%	17.0%	24.8%	26.8%	22.1%	100.0%	

ANNEX: D142

Gender * Egoistic Cross-tabulation

			Egoistic						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Gender	Male	Count	15	73	172	226	262	213	961
		% within Gender	1.6%	7.6%	17.9%	23.5%	27.3%	22.2%	100.0%
	Female	Count	3	16	30	48	32	18	147
		% within Gender	2.0%	10.9%	20.4%	32.7%	21.8%	12.2%	100.0%
	If Any	Count	0	0	0	1	1	1	3
		% within Gender	0.0%	0.0%	0.0%	33.3%	33.3%	33.3%	100.0%
Total	Count	18	89	202	275	295	232	1111	
	% within Gender	1.6%	8.0%	18.2%	24.8%	26.6%	20.9%	100.0%	

ANNEX: D143**Gender * Pretending Cross-tabulation**

			Pretending						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Gender	Male	Count	19	57	219	240	232	194	961
		% within Gender	2.0%	5.9%	22.8%	25.0%	24.1%	20.2%	100.0%
	Female	Count	4	12	34	38	35	24	147
		% within Gender	2.7%	8.2%	23.1%	25.9%	23.8%	16.3%	100.0%
	If Any	Count	0	0	0	0	1	2	3
		% within Gender	0.0%	0.0%	0.0%	0.0%	33.3%	66.7%	100.0%
Total	Count		23	69	253	278	268	220	1111
	% within Gender		2.1%	6.2%	22.8%	25.0%	24.1%	19.8%	100.0%

ANNEX: D144**Age * Suspicious Cross-tabulation**

Age		Suspicious							Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully		
Age	Missing	Count	0	1	2	4	1	3	11
		% within Age	0.0%	9.1%	18.2%	36.4%	9.1%	27.3%	100.0%
	20-30	Count	3	11	43	63	90	46	256
		% within Age	1.2%	4.3%	16.8%	24.6%	35.2%	18.0%	100.0%
	31-40	Count	1	17	47	66	105	70	306
		% within Age	0.3%	5.6%	15.4%	21.6%	34.3%	22.9%	100.0%
	41-50	Count	4	7	51	64	106	79	311
		% within Age	1.3%	2.3%	16.4%	20.6%	34.1%	25.4%	100.0%
	51-60	Count	3	4	33	45	46	45	176
		% within Age	1.7%	2.3%	18.8%	25.6%	26.1%	25.6%	100.0%
	61-70	Count	1	3	3	10	11	15	43
		% within Age	2.3%	7.0%	7.0%	23.3%	25.6%	34.9%	100.0%
	70 & above	Count	1	1	1	0	1	4	8
		% within Age	12.5%	12.5%	12.5%	0.0%	12.5%	50.0%	100.0%
	Total	Count	13	44	180	252	360	262	1111
		% within Age	1.2%	4.0%	16.2%	22.7%	32.4%	23.6%	100.0%

ANNEX: D145**Age * Stressful Cross-tabulation**

Age		Stressful							Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully		
Age	Missing	Count	0	1	0	4	3	3	11
		% within Age	0.0%	9.1%	0.0%	36.4%	27.3%	27.3%	100.0%
	20-30	Count	2	13	33	70	93	45	256
		% within Age	0.8%	5.1%	12.9%	27.3%	36.3%	17.6%	100.0%
	31-40	Count	2	11	48	91	102	52	306
		% within Age	0.7%	59.53.6%	15.7%	29.7%	33.3%	17.0%	100.0%
	41-50	Count	4	11	36	72	117	71	311
		% within Age	1.3%	3.5%	11.6%	23.2%	37.6%	22.8%	100.0%
	51-60	Count	3	8	33	46	58	28	176
		% within Age	1.7%	4.5%	18.8%	26.1%	33.0%	15.9%	100.0%
	61-70	Count	1	1	5	16	12	8	43
		% within Age	2.3%	2.3%	11.6%	37.2%	27.9%	18.6%	100.0%
	70 & above	Count	2	0	1	1	1	3	8
		% within Age	25.0%	0.0%	12.5%	12.5%	12.5%	37.5%	100.0%
	Total	Count	14	45	156	300	386	210	1111
		% within Age	1.3%	4.1%	14.0%	27.0%	34.7%	18.9%	100.0%

ANNEX: D146**Age * Status_Quo Cross-tabulation**

		Status_Quo						Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully	
	Missing	Count	0	1	3	5	1	11
		% within Age	0.0%	9.1%	27.3%	45.5%	9.1%	100.0%
	20-30	Count	0	23	39	68	74	256
		% within Age	0.0%	9.0%	15.2%	26.6%	28.9%	100.0%
	31-40	Count	1	29	47	82	84	306
		% within Age	0.3%	9.5%	15.4%	26.8%	27.5%	100.0%
Age	41-50	Count	4	20	57	67	87	311
		% within Age	1.3%	6.4%	18.3%	21.5%	28.0%	100.0%
	51-60	Count	4	17	36	41	39	176
		% within Age	2.3%	9.7%	20.5%	23.3%	22.2%	100.0%
	61-70	Count	1	3	5	11	12	43
		% within Age	2.3%	7.0%	11.6%	25.6%	27.9%	100.0%
	70 & above	Count	1	0	2	1	3	8
		% within Age	12.5%	0.0%	25.0%	12.5%	37.5%	100.0%
Total		Count	11	93	189	275	298	1111
		% within Age	1.0%	8.4%	17.0%	24.8%	26.8%	100.0%

ANNEX: 147**Age * Egoistic Cross-tabulation**

		Egoistic						Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully	
	Missing	Count	0	2	3	3	0	11
		% within Age	0.0%	18.2%	27.3%	27.3%	0.0%	100.0%
	20-30	Count	1	18	42	76	72	256
		% within Age	0.4%	7.0%	16.4%	29.7%	28.1%	100.0%
	31-40	Count	3	29	55	80	84	306
		% within Age	1.0%	9.5%	18.0%	26.1%	27.5%	100.0%
Age	41-50	Count	6	20	51	80	77	311
		% within Age	1.9%	6.4%	16.4%	25.7%	24.8%	100.0%
	51-60	Count	6	18	41	26	45	176
		% within Age	3.4%	10.2%	23.3%	14.8%	25.6%	100.0%
	61-70	Count	1	0	9	10	11	43
		% within Age	2.3%	0.0%	20.9%	23.3%	27.9%	100.0%
	70 & above	Count	1	2	1	0	2	8
		% within Age	12.5%	25.0%	12.5%	0.0%	25.0%	100.0%
Total		Count	18	89	202	275	295	1111
		% within Age	1.6%	8.0%	18.2%	24.8%	26.6%	100.0%

ANNEX: D148**Age * Pretending Cross-tabulation**

		Pretending						Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully	
	Missing	Count	1	1	4	4	0	11
		% within Age	9.1%	9.1%	36.4%	36.4%	0.0%	100.0%
	20-30	Count	3	19	52	81	59	256
		% within Age	1.2%	7.4%	20.3%	31.6%	23.0%	100.0%
Age	31-40	Count	1	22	72	83	72	306
		% within Age	0.3%	7.2%	23.5%	27.1%	23.5%	100.0%
	41-50	Count	9	14	73	62	77	311
		% within Age	2.9%	4.5%	23.5%	19.9%	24.8%	100.0%
	51-60	Count	7	10	44	35	44	176
		% within Age	4.0%	5.7%	25.0%	19.9%	25.0%	100.0%

61-70	Count	1	2	7	11	15	7	43
	% within Age	2.3%	4.7%	16.3%	25.6%	34.9%	16.3%	100.0%
70 & above	Count	1	1	1	2	0	3	8
	% within Age	12.5%	12.5%	12.5%	25.0%	0.0%	37.5%	100.0%
Total	Count	23	69	253	278	268	220	1111
	% within Age	2.1%	6.2%	22.8%	25.0%	24.1%	19.8%	100.0%

ANNEX: D149**Education * Suspicious Cross-tabulation**

			Missing	Not at all	Suspicious A Little	Moderately	Mostly	Fully	Total
Education	Missing	Count	0	0	3	7	1	3	14
		% within Education	0.0%	0.0%	21.4%	50.0%	7.1%	21.4%	100.0%
	Under SLC	Count	0	2	4	10	9	11	36
		% within Education	0.0%	5.6%	11.1%	27.8%	25.0%	30.6%	100.0%
	SLC-10+2/I.A.	Count	0	7	15	26	47	36	131
		% within Education	0.0%	5.3%	11.5%	19.8%	35.9%	27.5%	100.0%
	Bachelor	Count	5	13	58	72	124	96	368
		% within Education	1.4%	3.5%	15.8%	19.6%	33.7%	26.1%	100.0%
	Master	Count	6	22	94	134	172	107	535
		% within Education	1.1%	4.1%	17.6%	25.0%	32.1%	20.0%	100.0%
	Ph.D	Count	2	0	6	2	7	7	24
		% within Education	8.3%	0.0%	25.0%	8.3%	29.2%	29.2%	100.0%
	If Any	Count	0	0	0	1	0	2	3
		% within Education	0.0%	0.0%	0.0%	33.3%	0.0%	66.7%	100.0%
Total	Count	13	44	180	252	360	262	1111	
	% within Education	1.2%	4.0%	16.2%	22.7%	32.4%	23.6%	100.0%	

ANNEX: 150**Education * Stressful Cross-tabulation**

		Stressful						Total	
		Missing	Not at all	A Little	Moderately	Mostly	Fully		
Education	Missing	Count	0	1	1	6	3	3	14
		% within Education	0.0%	7.1%	7.1%	42.9%	21.4%	21.4%	100.0%
	Under SLC	Count	0	5	3	7	11	10	36
		% within Education	0.0%	13.9%	8.3%	19.4%	30.6%	27.8%	100.0%
	SLC-10+2/I.A.	Count	0	5	21	33	45	27	131
		% within Education	0.0%	3.8%	16.0%	25.2%	34.4%	20.6%	100.0%
	Bachelor	Count	5	13	55	94	128	73	368
		% within Education	1.4%	3.5%	14.9%	25.5%	34.8%	19.8%	100.0%
	Master	Count	6	21	72	154	190	92	535
		% within Education	1.1%	3.9%	13.5%	28.8%	35.5%	17.2%	100.0%

	Count	3	0	4	5	7	5	24
Ph.D	% within Education	12.5%	0.0%	16.7%	20.8%	29.2%	20.8%	100.0%
	Count	0	0	0	1	2	0	3
If Any	% within Education	0.0%	0.0%	0.0%	33.3%	66.7%	0.0%	100.0%
	Count	14	45	156	300	386	210	1111
Total	% within Education	1.3%	4.1%	14.0%	27.0%	34.7%	18.9%	100.0%

ANNEX: D151**Education * Status_Quo Cross-tabulation**

		Missing	Not at all	Status_Quo A Little	Moderately	Mostly	Fully	Total
	Count	0	1	6	4	2	1	14
Missing	% within Education	0.0%	7.1%	42.9%	28.6%	14.3%	7.1%	100.0%
	Count	0	3	4	10	10	9	36
Under SLC	% within Education	0.0%	8.3%	11.1%	27.8%	27.8%	25.0%	100.0%
	Count	1	12	17	35	38	28	131
SLC-10+2/I.A.	% within Education	0.8%	9.2%	13.0%	26.7%	29.0%	21.4%	100.0%
	Count	4	36	60	98	89	81	368
Education Bachelor	% within Education	1.1%	9.8%	16.3%	26.6%	24.2%	22.0%	100.0%
	Count	4	39	96	124	151	121	535
Master	% within Education	0.7%	7.3%	17.9%	23.2%	28.2%	22.6%	100.0%
	Count	2	2	5	4	8	3	24
Ph.D	% within Education	8.3%	8.3%	20.8%	16.7%	33.3%	12.5%	100.0%
	Count	0	0	1	0	0	2	3
If Any	% within Education	0.0%	0.0%	33.3%	0.0%	0.0%	66.7%	100.0%
	Count	11	93	189	275	298	245	1111
Total	% within Education	1.0%	8.4%	17.0%	24.8%	26.8%	22.1%	100.0%

ANNEX: D152**Education * Egoistic Cross-tabulation**

		Missing	Not at all	Egoistic A Little	Moderately	Mostly	Fully	Total
	Count	0	0	5	3	5	1	14
Missing	% within Education	0.0%	0.0%	35.7%	21.4%	35.7%	7.1%	100.0%
	Count	1	3	4	7	13	8	36
Under SLC	% within Education	2.8%	8.3%	11.1%	19.4%	36.1%	22.2%	100.0%
	Count	0	11	17	33	38	32	131
SLC-10+2/I.A.	% within Education	0.0%	8.4%	13.0%	25.2%	29.0%	24.4%	100.0%
	Count	7	31	63	90	91	86	368
Education Bachelor	% within Education	1.9%	8.4%	17.1%	24.5%	24.7%	23.4%	100.0%

	Count	7	42	108	136	140	102	535
Master	% within Education	1.3%	7.9%	20.2%	25.4%	26.2%	19.1%	100.0%
	Count	3	2	5	3	8	3	24
Ph.D	% within Education	12.5%	8.3%	20.8%	12.5%	33.3%	12.5%	100.0%
	Count	0	0	0	3	0	0	3
If Any	% within Education	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Count	18	89	202	275	295	232	1111
Total	% within Education	1.6%	8.0%	18.2%	24.8%	26.6%	20.9%	100.0%

ANNEX: D153**Education * Pretending Cross-tabulation**

		Missing	Not at all	Pretending A Little	Moderately	Mostly	Fully	Total
	Count	1	0	4	5	0	4	14
Missing	% within Education	7.1%	0.0%	28.6%	35.7%	0.0%	28.6%	100.0%
	Count	1	2	7	10	7	9	36
Under SLC	% within Education	2.8%	5.6%	19.4%	27.8%	19.4%	25.0%	100.0%
	Count	1	7	18	36	36	33	131
SLC-10+2/I.A.	% within Education	0.8%	5.3%	13.7%	27.5%	27.5%	25.2%	100.0%
	Count	5	22	89	80	90	82	368
Education Bachelor	% within Education	1.4%	6.0%	24.2%	21.7%	24.5%	22.3%	100.0%
	Count	12	36	129	140	130	88	535
Master	% within Education	2.2%	6.7%	24.1%	26.2%	24.3%	16.4%	100.0%
	Count	3	2	6	6	4	3	24
Ph.D	% within Education	12.5%	8.3%	25.0%	25.0%	16.7%	12.5%	100.0%
	Count	0	0	0	1	1	1	3
If Any	% within Education	0.0%	0.0%	0.0%	33.3%	33.3%	33.3%	100.0%
	Count	23	69	253	278	268	220	1111
Total	% within Education	2.1%	6.2%	22.8%	25.0%	24.1%	19.8%	100.0%

ANNEX: D154**Occupation * Suspicious Cross-tabulation**

		Missing	Not at all	Suspicious A Little	Moderately	Mostly	Fully	Total
	Count	3	19	63	47	93	87	312
Occupation Security Officer	% within Occupation	1.0%	6.1%	20.2%	15.1%	29.8%	27.9%	100.0%
	Count	10	25	117	205	267	175	799
Public/Private	% within Occupation	1.3%	3.1%	14.6%	25.7%	33.4%	21.9%	100.0%
	Count	13	44	180	252	360	262	1111
Total	% within Occupation	1.2%	4.0%	16.2%	22.7%	32.4%	23.6%	100.0%

ANNEX: D155**Occupation * Stressful Crosstabulation**

Occupation			Stressful						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Occupation	Security Officer	Count	3	15	63	51	101	79	312
		% within Occupation	1.0%	4.8%	20.2%	16.3%	32.4%	25.3%	100.0%
	Public/Private	Count	11	30	93	249	285	131	799
		% within Occupation	1.4%	3.8%	11.6%	31.2%	35.7%	16.4%	100.0%
Total		Count	14	45	156	300	386	210	1111
		% within Occupation	1.3%	4.1%	14.0%	27.0%	34.7%	18.9%	100.0%

ANNEX: D156**Occupation * Status Quo Cross-tabulation**

Occupation			Status_Quo Cross-tabulation						
			Status_Quo						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Occupation	Security Officer	Count	3	29	65	46	85	84	312
		% within Occupation	1.0%	9.3%	20.8%	14.7%	27.2%	26.9%	100.0%
	Public/Private	Count	8	64	124	229	213	161	799
		% within Occupation	1.0%	8.0%	15.5%	28.7%	26.7%	20.2%	100.0%
Total		Count	11	93	189	275	298	245	1111
		% within Occupation	1.0%	8.4%	17.0%	24.8%	26.8%	22.1%	100.0%

ANNEX: D157**Occupation * Egoistic Cross-tabulation**

Occupation			Egoistic Cross-tabulation						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Occupation	Security Officer	Count	4	29	69	43	74	93	312
		% within Occupation	1.3%	9.3%	22.1%	13.8%	23.7%	29.8%	100.0%
	Public/Private	Count	14	60	133	232	221	139	799
		% within Occupation	1.8%	7.5%	16.6%	29.0%	27.7%	17.4%	100.0%
Total		Count	18	89	202	275	295	232	1111
		% within Occupation	1.6%	8.0%	18.2%	24.8%	26.6%	20.9%	100.0%

ANNEX: D158**Occupation * Pretending Cross-tabulation**

Occupation			Pretending Cross-tabulation						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Occupation									
Occupation	Security Officer	Count	6	25	86	42	75	78	312
		% within Occupation	1.9%	8.0%	27.6%	13.5%	24.0%	25.0%	100.0%
	Public/	Count	17	44	167	236	193	142	799

	Private	% within Occupation	2.1%	5.5%	20.9%	29.5%	24.2%	17.8%	100.0%
		Count	23	69	253	278	268	220	1111
Total		% within Occupation	2.1%	6.2%	22.8%	25.0%	24.1%	19.8%	100.0%

ANNEX: D159**Designation * Suspicious Cross-tabulation**

			Missing	Not at all	Suspicious A Little	Moderately	Mostly	Fully	Total
Designation	Missing	Count	8	23	91	159	223	134	638
		% within Designation	1.3%	3.6%	14.3%	24.9%	35.0%	21.0%	100.0%
	Special Class	Count	0	3	11	6	11	8	39
		% within Designation	0.0%	7.7%	28.2%	15.4%	28.2%	20.5%	100.0%
	1st Class	Count	2	2	16	11	20	28	79
		% within Designation	2.5%	2.5%	20.3%	13.9%	25.3%	35.4%	100.0%
	2nd Class	Count	3	7	41	49	70	50	220
		% within Designation	1.4%	3.2%	18.6%	22.3%	31.8%	22.7%	100.0%
	3rd Class	Count	0	6	17	26	27	36	112
		% within Designation	0.0%	5.4%	15.2%	23.2%	24.1%	32.1%	100.0%
	Junior Officer	Count	0	3	4	1	9	6	23
		% within Designation	0.0%	13.0%	17.4%	4.3%	39.1%	26.1%	100.0%
Total		Count	13	44	180	252	360	262	1111
		% within Designation	1.2%	4.0%	16.2%	22.7%	32.4%	23.6%	100.0%

ANNEX: D160**Designation * Stressful Cross tabulation**

			Missing	Not at all	Stressful A Little	Moderately	Mostly	Fully	Total
Designation	Missing	Count	10	27	78	195	220	108	638
		% within Designation	1.6%	4.2%	12.2%	30.6%	34.5%	16.9%	100.0%
	Special Class	Count	0	1	8	12	9	9	39
		% within Designation	0.0%	2.6%	20.5%	30.8%	23.1%	23.1%	100.0%
	1st Class	Count	2	1	18	9	26	23	79
		% within Designation	2.5%	1.3%	22.8%	11.4%	32.9%	29.1%	100.0%
	2nd Class	Count	2	9	33	45	91	40	220
		% within Designation	0.9%	4.1%	15.0%	20.5%	41.4%	18.2%	100.0%
	3rd Class	Count	0	4	14	32	36	26	112
		% within Designation	0.0%	3.6%	12.5%	28.6%	32.1%	23.2%	100.0%
	Junior Officer	Count	0	3	5	7	4	4	23
		% within Designation	0.0%	13.0%	21.7%	30.4%	17.4%	17.4%	100.0%
Total		Count	14	45	156	300	386	210	1111
		% within Designation	1.3%	4.1%	14.0%	27.0%	34.7%	18.9%	100.0%

ANNEX: D161**Designation * Status_Quo Cross-tabulation**

Designation			Status_Quo						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Designation	Missing	Count	7	50	99	183	174	125	638
		% within Designation	1.1%	7.8%	15.5%	28.7%	27.3%	19.6%	100.0%
	Special Class	Count	0	1	9	8	8	13	39
		% within Designation	0.0%	2.6%	23.1%	20.5%	20.5%	33.3%	100.0%
	1st Class	Count	2	8	15	9	19	26	79
		% within Designation	2.5%	10.1%	19.0%	11.4%	24.1%	32.9%	100.0%
	2nd Class	Count	2	18	41	54	58	47	220
		% within Designation	0.9%	8.2%	18.6%	24.5%	26.4%	21.4%	100.0%
	3rd Class	Count	0	11	22	19	34	26	112
		% within Designation	0.0%	9.8%	19.6%	17.0%	30.4%	23.2%	100.0%
	Junior Officer	Count	0	5	3	2	5	8	23
		% within Designation	0.0%	21.7%	13.0%	8.7%	21.7%	34.8%	100.0%
Total	Count	11	93	189	275	298	245	1111	
	% within Designation	1.0%	8.4%	17.0%	24.8%	26.8%	22.1%	100.0%	

ANNEX: D162**Designation * Egoistic Cross-tabulation**

Designation			Egoistic Cross-tabulation						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Designation	Missing	Count	12	46	104	189	182	105	638
		% within Designation	1.9%	7.2%	16.3%	29.6%	28.5%	16.5%	100.0%
	Special Class	Count	1	3	9	5	9	12	39
		% within Designation	2.6%	7.7%	23.1%	12.8%	23.1%	30.8%	100.0%
	1st Class	Count	2	5	24	8	17	23	79
		% within Designation	2.5%	6.3%	30.4%	10.1%	21.5%	29.1%	100.0%
	2nd Class	Count	2	23	39	51	52	53	220
		% within Designation	0.9%	10.5%	17.7%	23.2%	23.6%	24.1%	100.0%
	3rd Class	Count	1	7	23	20	30	31	112
		% within Designation	0.9%	6.3%	20.5%	17.9%	26.8%	27.7%	100.0%
	Junior Officer	Count	0	5	3	2	5	8	23
		% within Designation	0.0%	21.7%	13.0%	8.7%	21.7%	34.8%	100.0%
Total	Count	18	89	202	275	295	232	1111	
	% within Designation	1.6%	8.0%	18.2%	24.8%	26.6%	20.9%	100.0%	

ANNEX: D163**Designation * Pretending Cross-tabulation**

			Missing	Not at all	Pretending A Little	Moderately	Mostly	Fully	Total
Designation	Missing	Count	15	36	135	188	158	106	638
		% within Designation	2.4%	5.6%	21.2%	29.5%	24.8%	16.6%	100.0%
	Special Class	Count	1	3	9	8	10	8	39
		% within Designation	2.6%	7.7%	23.1%	20.5%	25.6%	20.5%	100.0%
	1st Class	Count	2	1	26	8	20	22	79
		% within Designation	2.5%	1.3%	32.9%	10.1%	25.3%	27.8%	100.0%
	2nd Class	Count	4	15	51	47	56	47	220
		% within Designation	1.8%	6.8%	23.2%	21.4%	25.5%	21.4%	100.0%
	3rd Class	Count	1	9	26	24	20	32	112
		% within Designation	0.9%	8.0%	23.2%	21.4%	17.9%	28.6%	100.0%
	Junior Officer	Count	0	5	6	3	4	5	23
		% within Designation	0.0%	21.7%	26.1%	13.0%	17.4%	21.7%	100.0%
Total		Count	23	69	253	278	268	220	1111
		% within Designation	2.1%	6.2%	22.8%	25.0%	24.1%	19.8%	100.0%

Existing Traits of Police Leaderships Least 5 traits

The Qualities and Characteristics	Mean
Adaptability	2.61
Enthusiastic & Visionary	2.59
Leaders believe in the ability of their subordinates	2.54
Lead by Example	2.51
Exceptional Quality	2.48

ANNEX: D164**Gender * Adaptability Cross-tabulation**

			Missing	Not at all	Adaptability A Little	Moderately	Mostly	Fully	Total
Gender	Male	Count	27	241	144	253	274	22	961
		% within Gender	2.8%	25.1%	15.0%	26.3%	28.5%	2.3%	100.0%
	Female	Count	6	25	20	49	44	3	147
		% within Gender	4.1%	17.0%	13.6%	33.3%	29.9%	2.0%	100.0%
	If Any	Count	0	2	0	1	0	0	3
		% within Gender	0.0%	66.7%	0.0%	33.3%	0.0%	0.0%	100.0%
Total		Count	33	268	164	303	318	25	1111
		% within Gender	3.0%	24.1%	14.8%	27.3%	28.6%	2.3%	100.0%

ANNEX: D165**Gender * Enthusiastic & Visionary Cross-tabulation**

Gender		Enthusiastic & Visionary Cross-tabulation							Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully		
Gender	Male	Count	14	229	214	220	239	45	961
		% within Gender	1.5%	23.8%	22.3%	22.9%	24.9%	4.7%	100.0%
	Female	Count	3	24	45	42	29	4	147
		% within Gender	2.0%	16.3%	30.6%	28.6%	19.7%	2.7%	100.0%
	If Any	Count	0	1	0	1	1	0	3
		% within Gender	0.0%	33.3%	0.0%	33.3%	33.3%	0.0%	100.0%
Total	Count	17	254	259	263	269	49	1111	
	% within Gender	1.5%	22.9%	23.3%	23.7%	24.2%	4.4%	100.0%	

ANNEX: D166**Gender * Leaders believe in the Ability of their Subordinates Cross-tabulation**

Gender		Leaders believe in the ability of their subordinates							Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully		
Gender	Male	Count	9	221	283	195	206	47	961
		% within Gender	0.9%	23.0%	29.4%	20.3%	21.4%	4.9%	100.0%
	Female	Count	2	25	45	38	28	9	147
		% within Gender	1.4%	17.0%	30.6%	25.9%	19.0%	6.1%	100.0%
	If Any	Count	0	1	1	0	1	0	3
		% within Gender	0.0%	33.3%	33.3%	0.0%	33.3%	0.0%	100.0%
Total	Count	11	247	329	233	235	56	1111	
	% within Gender	1.0%	22.2%	29.6%	21.0%	21.2%	5.0%	100.0%	

ANNEX: D167**Gender * Lead by Example Cross-tabulation**

		Lead by Example							Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully		
Gender	Male	Count	11	261	271	148	197	73	961
		% within Gender	1.1%	27.2%	28.2%	15.4%	20.5%	7.6%	100.0%
	Female	Count	2	29	53	19	27	17	147
		% within Gender	1.4%	19.7%	36.1%	12.9%	18.4%	11.6%	100.0%
	If Any	Count	0	1	2	0	0	0	3
		% within Gender	0.0%	33.3%	66.7%	0.0%	0.0%	0.0%	100.0%
Total	Count	13	291	326	167	224	90	1111	
	% within Gender	1.2%	26.2%	29.3%	15.0%	20.2%	8.1%	100.0%	

ANNEX: D168**Gender * Exceptional Quality Cross-tabulation**

Gender		Exceptional Quality Cross-tabulation						Total	
		Missing	Not at all	A Little	Moderately	Mostly	Fully		
Gender	Male	Count	16	252	253	202	173	65	961
		% within Gender	1.7%	26.2%	26.3%	21.0%	18.0%	6.8%	100.0%
	Female	Count	5	27	48	33	21	13	147
		% within Gender	3.4%	18.4%	32.7%	22.4%	14.3%	8.8%	100.0%
	If Any	Count	0	1	2	0	0	0	3
		% within Gender	0.0%	33.3%	66.7%	0.0%	0.0%	0.0%	100.0%
	Total	Count	21	280	303	235	194	78	1111
		% within Gender	1.9%	25.2%	27.3%	21.2%	17.5%	7.0%	100.0%

ANNEX: D169**Age * Adaptability Cross-tabulation**

Age		Adaptability Cross-tabulation							Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully		
Age	Missing	Count	0	1	1	3	6	0	11
		% within Age	0.0%	9.1%	9.1%	27.3%	54.5%	0.0%	100.0%
	20-30	Count	4	48	43	81	72	8	256
		% within Age	1.6%	18.8%	16.8%	31.6%	28.1%	3.1%	100.0%
	31-40	Count	7	69	52	95	76	7	306
		% within Age	2.3%	22.5%	17.0%	31.0%	24.8%	2.3%	100.0%
	41-50	Count	14	91	39	71	90	6	311
		% within Age	4.5%	29.3%	12.5%	22.8%	28.9%	1.9%	100.0%
	51-60	Count	6	44	25	42	55	4	176
		% within Age	3.4%	25.0%	14.2%	23.9%	31.3%	2.3%	100.0%
	61-70	Count	1	13	2	10	17	0	43
		% within Age	2.3%	30.2%	4.7%	23.3%	39.5%	0.0%	100.0%
	70 & above	Count	1	2	2	1	2	0	8
		% within Age	12.5%	25.0%	25.0%	12.5%	25.0%	0.0%	100.0%
	Total	Count	33	268	164	303	318	25	1111
		% within Age	3.0%	24.1%	14.8%	27.3%	28.6%	2.3%	100.0%

ANNEX: D170**Age * Enthusiastic & Visionary Cross-tabulation**

Age		Enthusiastic & Visionary Cross-tabulation							Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully		
Age	Missing	Count	0	1	2	3	4	1	11
		% within Age	0.0%	9.1%	18.2%	27.3%	36.4%	9.1%	100.0%
	20-30	Count	3	44	78	58	57	16	256
		% within Age	1.2%	17.2%	30.5%	22.7%	22.3%	6.3%	100.0%
	31-40	Count	2	65	74	78	72	15	306
		% within Age	0.7%	21.2%	24.2%	25.5%	23.5%	4.9%	100.0%
	41-50	Count	7	85	59	79	73	8	311
		% within Age	2.3%	27.3%	19.0%	25.4%	23.5%	2.6%	100.0%
	51-60	Count	3	45	38	37	50	3	176
		% within Age	1.7%	25.6%	21.6%	21.0%	28.4%	1.7%	100.0%
	61-70	Count	1	11	6	8	13	4	43
		% within Age	2.3%	25.6%	14.0%	18.6%	30.2%	9.3%	100.0%
	70 & above	Count	1	3	2	0	0	2	8
		% within Age	12.5%	37.5%	25.0%	0.0%	0.0%	25.0%	100.0%
	Total	Count	17	254	259	263	269	49	1111
		% within Age	1.5%	22.9%	23.3%	23.7%	24.2%	4.4%	100.0%

ANNEX: D171**Age * Leaders Believe in the Ability of their Subordinates Cross-tabulation**

Age		Leaders believe in the ability of their subordinates							Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully		
Age	Missing	Count	0	1	4	3	2	1	11
		% within Age	0.0%	9.1%	36.4%	27.3%	18.2%	9.1%	100.0%
	20-30	Count	2	45	95	49	47	18	256
		% within Age	0.8%	17.6%	37.1%	19.1%	18.4%	7.0%	100.0%
	31-40	Count	1	63	92	78	54	18	306
		% within Age	0.3%	20.6%	30.1%	25.5%	17.6%	5.9%	100.0%
	41-50	Count	4	82	79	65	72	9	311
		% within Age	1.3%	26.4%	25.4%	20.9%	23.2%	2.9%	100.0%
	51-60	Count	2	45	46	30	46	7	176
		% within Age	1.1%	25.6%	26.1%	17.0%	26.1%	4.0%	100.0%
	61-70	Count	1	9	10	8	13	2	43

	% within Age	2.3%	20.9%	23.3%	18.6%	30.2%	4.7%	100.0%
70 & above	Count	1	2	3	0	1	1	8
	% within Age	12.5%	25.0%	37.5%	0.0%	12.5%	12.5%	100.0%
Total	Count	11	247	329	233	235	56	1111
	% within Age	1.0%	22.2%	29.6%	21.0%	21.2%	5.0%	100.0%

ANNEX: D172**Age * Lead by Example Cross-tabulation**

Age		Lead by Example							Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully		
Age	Missing	Count	0	3	4	1	2	1	11
		% within Age	0.0%	27.3%	36.4%	9.1%	18.2%	9.1%	100.0%
	20-30	Count	0	58	95	31	51	21	256
		% within Age	0.0%	22.7%	37.1%	12.1%	19.9%	8.2%	100.0%
	31-40	Count	3	74	88	50	65	26	306
		% within Age	1.0%	24.2%	28.8%	16.3%	21.2%	8.5%	100.0%
	41-50	Count	5	87	84	51	60	24	311
		% within Age	1.6%	28.0%	27.0%	16.4%	19.3%	7.7%	100.0%
	51-60	Count	3	53	44	25	37	14	176
		% within Age	1.7%	30.1%	25.0%	14.2%	21.0%	8.0%	100.0%
	61-70	Count	1	13	9	9	8	3	43
		% within Age	2.3%	30.2%	20.9%	20.9%	18.6%	7.0%	100.0%
	70 & above	Count	1	3	2	0	1	1	8
		% within Age	12.5%	37.5%	25.0%	0.0%	12.5%	12.5%	100.0%
	Total	Count	13	291	326	167	224	90	1111
		% within Age	1.2%	26.2%	29.3%	15.0%	20.2%	8.1%	100.0%

ANNEX: D173**Age * Exceptional Quality Cross-tabulation**

		Exceptional Quality							Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully		
Age	Missing	Count	0	4	2	1	1	3	11
		% within Age	0.0%	36.4%	18.2%	9.1%	9.1%	27.3%	100.0%
	20-30	Count	3	52	78	57	44	22	256
		% within Age	1.2%	20.3%	30.5%	22.3%	17.2%	8.6%	100.0%
	31-40	Count	4	70	88	66	58	20	306
		% within Age	1.3%	22.9%	28.8%	21.6%	19.0%	6.5%	100.0%
	41-50	Count	7	81	84	69	52	18	311
		% within Age	2.3%	26.0%	27.0%	22.2%	16.7%	5.8%	100.0%
	51-60	Count	5	58	39	33	30	11	176
		% within Age	2.8%	33.0%	22.2%	18.8%	17.0%	6.3%	100.0%
	61-70	Count	1	14	10	9	7	2	43
		% within Age	2.3%	32.6%	23.3%	20.9%	16.3%	4.7%	100.0%
	70 & above	Count	1	1	2	0	2	2	8
		% within Age	12.5%	12.5%	25.0%	0.0%	25.0%	25.0%	100.0%
	Total	Count	21	280	303	235	194	78	1111
		% within Age	1.9%	25.2%	27.3%	21.2%	17.5%	7.0%	100.0%

ANNEX: D174**Education * Adaptability Cross-tabulation**

		Adaptability						Total	
		Missing	Not at all	A Little	Moderately	Mostly	Fully		
Education	Missing	Count	1	4	3	2	4	0	14
		% within Education	7.1%	28.6%	21.4%	14.3%	28.6%	0.0%	100.0%

	Count	0	10	3	9	13	1	36
Under SLC	% within Education	0.0%	27.8%	8.3%	25.0%	36.1%	2.8%	100.0%
	Count	0	28	22	44	36	1	131
SLC-10+2/I.A.	% within Education	0.0%	21.4%	16.8%	33.6%	27.5%	0.8%	100.0%
	Count	15	93	54	103	92	11	368
Bachelor	% within Education	4.1%	25.3%	14.7%	28.0%	25.0%	3.0%	100.0%
	Count	14	129	78	138	164	12	535
Master	% within Education	2.6%	24.1%	14.6%	25.8%	30.7%	2.2%	100.0%
	Count	3	4	4	4	9	0	24
Ph.D	% within Education	12.5%	16.7%	16.7%	16.7%	37.5%	0.0%	100.0%
	Count	0	0	0	3	0	0	3
If Any	% within Education	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Count	33	268	164	303	318	25	1111
Total	% within Education	3.0%	24.1%	14.8%	27.3%	28.6%	2.3%	100.0%

ANNEX: D175**Education * Enthusiastic & Visionary Cross-tabulation**

		Enthusiastic & Visionary					Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully
	Count	0	3	5	3	2	14
Missing	% within Education	0.0%	21.4%	35.7%	21.4%	14.3%	7.1%
	Count	0	12	7	9	6	36
Under SLC	% within Education	0.0%	33.3%	19.4%	25.0%	16.7%	5.6%
	Count	2	25	30	39	29	131
SLC-10+2/I.A.	% within Education	1.5%	19.1%	22.9%	29.8%	22.1%	4.6%
	Count	6	94	76	75	95	368
Education Bachelor	% within Education	1.6%	25.5%	20.7%	20.4%	25.8%	6.0%
	Count	7	115	136	133	127	535
Master	% within Education	1.3%	21.5%	25.4%	24.9%	23.7%	3.2%
	Count	2	5	4	3	10	24
Ph.D	% within Education	8.3%	20.8%	16.7%	12.5%	41.7%	0.0%
	Count	0	0	1	1	0	3
If Any	% within Education	0.0%	0.0%	33.3%	33.3%	0.0%	33.3%
	Count	17	254	259	263	269	1111
Total	% within Education	1.5%	22.9%	23.3%	23.7%	24.2%	4.4%

ANNEX: D176**Education * Leaders Believe in the Ability of their Subordinates Cross-tabulation**

			Leaders believe in the ability of their subordinates						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Education	Missing	Count	0	4	4	2	3	1	14
		% within Education	0.0%	28.6%	28.6%	14.3%	21.4%	7.1%	100.0%
	Under SLC	Count	0	7	7	5	14	3	36
		% within Education	0.0%	19.4%	19.4%	13.9%	38.9%	8.3%	100.0%
	SLC-10+2/I.A.	Count	0	28	36	36	25	6	131
		% within Education	0.0%	21.4%	27.5%	27.5%	19.1%	4.6%	100.0%
	Bachelor	Count	5	78	106	74	78	27	368
		% within Education	1.4%	21.2%	28.8%	20.1%	21.2%	7.3%	100.0%
	Master	Count	4	120	172	111	110	18	535
		% within Education	0.7%	22.4%	32.1%	20.7%	20.6%	3.4%	100.0%
	Ph.D	Count	2	10	4	4	4	0	24
		% within Education	8.3%	41.7%	16.7%	16.7%	16.7%	0.0%	100.0%
	If Any	Count	0	0	0	1	1	1	3
		% within Education	0.0%	0.0%	0.0%	33.3%	33.3%	33.3%	100.0%
Total		Count	11	247	329	233	235	56	1111
		% within Education	1.0%	22.2%	29.6%	21.0%	21.2%	5.0%	100.0%

ANNEX: D177**Education * Lead by Example Cross-tabulation**

			Lead by Example						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Education	Missing	Count	0	5	6	2	1	0	14
		% within Education	0.0%	35.7%	42.9%	14.3%	7.1%	0.0%	100.0%
	Under SLC	Count	0	7	6	7	16	0	36
		% within Education	0.0%	19.4%	16.7%	19.4%	44.4%	0.0%	100.0%
	SLC-10+2/I.A.	Count	1	37	35	18	29	11	131
		% within Education	0.8%	28.2%	26.7%	13.7%	22.1%	8.4%	100.0%
	Bachelor	Count	5	94	103	60	75	31	368
		% within Education	1.4%	25.5%	28.0%	16.3%	20.4%	8.4%	100.0%
	Master	Count	5	140	167	76	100	47	535
		% within Education	0.9%	26.2%	31.2%	14.2%	18.7%	8.8%	100.0%
	Ph.D	Count	2	8	9	2	3	0	24
		% within Education	8.3%	33.3%	37.5%	8.3%	12.5%	0.0%	100.0%
	If Any	Count	0	0	0	2	0	1	3
		% within Education	0.0%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%
Total		Count	13	291	326	167	224	90	1111
		% within Education	1.2%	26.2%	29.3%	15.0%	20.2%	8.1%	100.0%

ANNEX: D178**Education * Exceptional Quality Cross-tabulation**

		Exceptional Quality							Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully		
Education	Missing	Count	0	2	5	1	3	3	14
		% within Education	0.0%	14.3%	35.7%	7.1%	21.4%	21.4%	100.0%
	Under SLC	Count	0	10	8	3	13	2	36
		% within Education	0.0%	27.8%	22.2%	8.3%	36.1%	5.6%	100.0%
	SLC-10+2/I.A.	Count	0	30	38	35	22	6	131
		% within Education	0.0%	22.9%	29.0%	26.7%	16.8%	4.6%	100.0%
	Bachelor	Count	10	87	93	80	65	33	368
		% within Education	2.7%	23.6%	25.3%	21.7%	17.7%	9.0%	100.0%
	Master	Count	9	142	152	113	86	33	535
		% within Education	1.7%	26.5%	28.4%	21.1%	16.1%	6.2%	100.0%
	Ph.D	Count	2	8	6	3	4	1	24
		% within Education	8.3%	33.3%	25.0%	12.5%	16.7%	4.2%	100.0%
	If Any	Count	0	1	1	0	1	0	3
		% within Education	0.0%	33.3%	33.3%	0.0%	33.3%	0.0%	100.0%
Total	Count	21	280	303	235	194	78	1111	
	% within Education	1.9%	25.2%	27.3%	21.2%	17.5%	7.0%	100.0%	

ANNEX: D179**Occupation * Adaptability Cross-tabulation**

Occupation		Adaptability Cross-tabulation							Total
		Missing	Not at all	A Little	Moderately	Mostly	Fully		
Occupation	Security	Count	9	99	29	56	108	11	312
	Officer	% within Occupation	2.9%	31.7%	9.3%	17.9%	34.6%	3.5%	100.0%
	Public/	Count	24	169	135	247	210	14	799
	Private	% within Occupation	3.0%	21.2%	16.9%	30.9%	26.3%	1.8%	100.0%
Total		Count	33	268	164	303	318	25	1111
		% within Occupation	3.0%	24.1%	14.8%	27.3%	28.6%	2.3%	100.0%

ANNEX: D180**Occupation * Enthusiastic & Visionary Cross-tabulation**

			Enthusiastic & Visionary						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Occupation	Security	Count	4	89	39	49	113	18	312
	Officer	% within Occupation	1.3%	28.5%	12.5%	15.7%	36.2%	5.8%	100.0%
	Public/	Count	13	165	220	214	156	31	799
	Private	% within Occupation	1.6%	20.7%	27.5%	26.8%	19.5%	3.9%	100.0%
Total		Count	17	254	259	263	269	49	1111
		% within Occupation	1.5%	22.9%	23.3%	23.7%	24.2%	4.4%	100.0%

ANNEX: D181**Occupation * Leaders Believe in the Ability of their Subordinates Cross-tabulation**

			Leaders believe in the ability of their subordinates						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Occupation	Security	Count	3	101	45	57	86	20	312
	Officer	% within Occupation	1.0%	32.4%	14.4%	18.3%	27.6%	6.4%	100.0%
	Public/	Count	8	146	284	176	149	36	799
	Private	% within Occupation	1.0%	18.3%	35.5%	22.0%	18.6%	4.5%	100.0%
Total		Count	11	247	329	233	235	56	1111
		% within Occupation	1.0%	22.2%	29.6%	21.0%	21.2%	5.0%	100.0%

ANNEX: D182**Occupation * Lead by Example Cross-tabulation**

			Lead by Example						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Occupation	Security	Count	3	100	59	42	86	22	312
	Officer	% within Occupation	1.0%	32.1%	18.9%	13.5%	27.6%	7.1%	100.0%
	Public/	Count	10	191	267	125	138	68	799
	Private	% within Occupation	1.3%	23.9%	33.4%	15.6%	17.3%	8.5%	100.0%
Total		Count	13	291	326	167	224	90	1111
		% within Occupation	1.2%	26.2%	29.3%	15.0%	20.2%	8.1%	100.0%

ANNEX: D183**Occupation * Exceptional Quality Cross-tabulation**

			Exceptional Quality						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Occupation	Security	Count	5	104	67	50	69	17	312
	Officer	% within Occupation	1.6%	33.3%	21.5%	16.0%	22.1%	5.4%	100.0%
	Public/	Count	16	176	236	185	125	61	799
	Private	% within Occupation	2.0%	22.0%	29.5%	23.2%	15.6%	7.6%	100.0%
Total		Count	21	280	303	235	194	78	1111
		% within Occupation	1.9%	25.2%	27.3%	21.2%	17.5%	7.0%	100.0%

ANNEX: D1184**Designation * Adaptability Cross-tabulation**

			Adaptability						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Designation	Missing	Count	20	134	111	188	174	11	638
		% within Designation	3.1%	21.0%	17.4%	29.5%	27.3%	1.7%	100.0%
	Special Class	Count	1	14	6	5	10	3	39
		% within Designation	2.6%	35.9%	15.4%	12.8%	25.6%	7.7%	100.0%
	1st Class	Count	7	27	6	12	25	2	79
		% within Designation	8.9%	34.2%	7.6%	15.2%	31.6%	2.5%	100.0%
	2nd Class	Count	4	59	24	57	72	4	220
		% within Designation	1.8%	26.8%	10.9%	25.9%	32.7%	1.8%	100.0%
	3rd Class	Count	1	24	15	38	30	4	112
		% within Designation	0.9%	21.4%	13.4%	33.9%	26.8%	3.6%	100.0%
	Junior Officer	Count	0	10	2	3	7	1	23
		% within Designation	0.0%	43.5%	8.7%	13.0%	30.4%	4.3%	100.0%
	Total	Count	33	268	164	303	318	25	1111
		% within Designation	3.0%	24.1%	14.8%	27.3%	28.6%	2.3%	100.0%

ANNEX: D185**Designation * Enthusiastic & Visionary Cross-tabulation**

			Enthusiastic & Visionary						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Designation	Missing	Count	11	126	186	159	131	25	638
		% within Designation	1.7%	19.7%	29.2%	24.9%	20.5%	3.9%	100.0%
	Special Class	Count	0	19	4	3	11	2	39
		% within Designation	0.0%	48.7%	10.3%	7.7%	28.2%	5.1%	100.0%
	1st Class	Count	2	25	14	15	18	5	79
		% within Designation	2.5%	31.6%	17.7%	19.0%	22.8%	6.3%	100.0%
	2nd Class	Count	3	55	33	54	68	7	220
		% within Designation	1.4%	25.0%	15.0%	24.5%	30.9%	3.2%	100.0%
	3rd Class	Count	1	23	19	31	31	7	112
		% within Designation	0.9%	20.5%	17.0%	27.7%	27.7%	6.3%	100.0%
	Junior Officer	Count	0	6	3	1	10	3	23
		% within Designation	0.0%	26.1%	13.0%	4.3%	43.5%	13.0%	100.0%
Total	Count	17	254	259	263	269	49	1111	
	% within Designation	1.5%	22.9%	23.3%	23.7%	24.2%	4.4%	100.0%	

ANNEX: D186**Designation * Leaders Believe in the Ability of their Subordinates Cross-tabulation**

			Leaders believe in the ability of their subordinates						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Designation	Missing	Count	7	117	238	130	117	29	638
		% within Designation	1.1%	18.3%	37.3%	20.4%	18.3%	4.5%	100.0%
	Special Class	Count	0	9	11	4	13	2	39
		% within Designation	0.0%	23.1%	28.2%	10.3%	33.3%	5.1%	100.0%
	1st Class	Count	2	29	16	15	12	5	79
		% within Designation	2.5%	36.7%	20.3%	19.0%	15.2%	6.3%	100.0%
	2nd Class	Count	2	57	39	51	61	10	220
		% within Designation	0.9%	25.9%	17.7%	23.2%	27.7%	4.5%	100.0%
	3rd Class	Count	0	24	23	32	26	7	112
		% within Designation	0.0%	21.4%	20.5%	28.6%	23.2%	6.3%	100.0%
	Junior Officer	Count	0	11	2	1	6	3	23
		% within Designation	0.0%	47.8%	8.7%	4.3%	26.1%	13.0%	100.0%
Total	Count	11	247	329	233	235	56	1111	
	% within Designation	1.0%	22.2%	29.6%	21.0%	21.2%	5.0%	100.0%	

ANNEX: D187**Designation * Lead by Example Cross-tabulation**

			Missing	Not at all	Lead by Example				Total
					A Little	Moderately	Mostly	Fully	
Designation	Missing	Count	8	162	216	79	118	55	638
		% within Designation	1.3%	25.4%	33.9%	12.4%	18.5%	8.6%	100.0%
	Special Class	Count	0	13	8	4	11	3	39
		% within Designation	0.0%	33.3%	20.5%	10.3%	28.2%	7.7%	100.0%
	1st Class	Count	3	25	17	13	16	5	79
		% within Designation	3.8%	31.6%	21.5%	16.5%	20.3%	6.3%	100.0%
	2nd Class	Count	2	65	52	42	43	16	220
		% within Designation	0.9%	29.5%	23.6%	19.1%	19.5%	7.3%	100.0%
	3rd Class	Count	0	16	32	26	27	11	112
		% within Designation	0.0%	14.3%	28.6%	23.2%	24.1%	9.8%	100.0%
	Junior Officer	Count	0	10	1	3	9	0	23
		% within Designation	0.0%	43.5%	4.3%	13.0%	39.1%	0.0%	100.0%
Total	Count	13	291	326	167	224	90	1111	
	% within Designation	1.2%	26.2%	29.3%	15.0%	20.2%	8.1%	100.0%	

ANNEX: D188**Designation * Exceptional Quality Cross-tabulation**

			Exceptional Quality						Total
			Missing	Not at all	A Little	Moderately	Mostly	Fully	
Designation	Missing	Count	13	148	188	143	98	48	638
		% within Designation	2.0%	23.2%	29.5%	22.4%	15.4%	7.5%	100.0%
	Special Class	Count	0	14	8	5	9	3	39
		% within Designation	0.0%	35.9%	20.5%	12.8%	23.1%	7.7%	100.0%
	1st Class	Count	2	28	19	13	12	5	79
		% within Designation	2.5%	35.4%	24.1%	16.5%	15.2%	6.3%	100.0%
	2nd Class	Count	6	56	53	46	45	14	220
		% within Designation	2.7%	25.5%	24.1%	20.9%	20.5%	6.4%	100.0%
	3rd Class	Count	0	25	34	26	21	6	112
		% within Designation	0.0%	22.3%	30.4%	23.2%	18.8%	5.4%	100.0%
	Junior Officer	Count	0	9	1	2	9	2	23
		% within Designation	0.0%	39.1%	4.3%	8.7%	39.1%	8.7%	100.0%
Total	Count	21	280	303	235	194	78	1111	
	% within Designation	1.9%	25.2%	27.3%	21.2%	17.5%	7.0%	100.0%	

Independent Sample t-test one way ANNOVA t-test with Different Demographical Variable with Traits of Armed Police Force Leaderships

ANNEX: D189

Independent Sample t Test with Gender

The Qualities & Characteristics		F	Sig.	t	Sig. (2-tailed)
Ability/Courage to take Ethical decisions	Equal variances assumed	13.194	.000	-1.464	.144
	Equal variances not assumed			-1.593	.113
Adaptability	Equal variances assumed	3.906	.048	-1.304	.193
	Equal variances not assumed			-1.338	.182
Alcoholic	Equal variances assumed	1.096	.295	-.100	.920
	Equal variances not assumed			-.102	.919
Amoral	Equal variances assumed	1.876	.171	-.090	.928
	Equal variances not assumed			-.094	.925
Asocial	Equal variances assumed	1.587	.208	-2.692	.007
	Equal variances not assumed			-2.806	.006
Capacity for abstract thought	Equal variances assumed	.800	.371	.245	.807
	Equal variances not assumed			.253	.800
Care, Command & Control of Staffs	Equal variances assumed	2.227	.136	-.276	.783
	Equal variances not assumed			-.284	.777
Conspirator	Equal variances assumed	2.016	.156	-.460	.646
	Equal variances not assumed			-.481	.631
Corrupted	Equal variances assumed	6.085	.014	-.964	.335
	Equal variances not assumed			-1.038	.300
Courageous & Committed	Equal variances assumed	4.089	.043	-2.907	.004
	Equal variances not assumed			-2.974	.003
Creative & innovator	Equal variances assumed	4.164	.042	-1.000	.318
	Equal variances not assumed			-1.057	.292
Discipline & Hard worker	Equal variances assumed	.273	.601	-.171	.865
	Equal variances not assumed			-.167	.868
Egoistic	Equal variances assumed	5.531	.019	3.150	.002
	Equal variances not assumed			3.244	.001
Emotional stability and maturity	Equal variances assumed	6.738	.010	-1.692	.091
	Equal variances not assumed			-1.769	.078
Enthusiastic & Visionary	Equal variances assumed	8.009	.005	.378	.706
	Equal variances not assumed			.411	.682
Exceptional Quality	Equal variances assumed	.380	.538	-.407	.684
	Equal variances not assumed			-.406	.685
Flexible	Equal variances assumed	6.854	.009	.295	.768
	Equal variances not assumed			.317	.751
Good communicator	Equal variances assumed	.000	.997	-.019	.985
	Equal variances not assumed			-.019	.985
Honesty & integrity	Equal variances assumed	.437	.509	-1.898	.058
	Equal variances not assumed			-1.868	.063
Insensitive	Equal variances assumed	1.376	.241	-.524	.601

	Equal variances not assumed			-.535	.593
Inspiring Leadership	Equal variances assumed	.008	.928	-1.693	.091
	Equal variances not assumed			-1.660	.099
Intelligent & Educated	Equal variances assumed	2.952	.086	-.575	.565
	Equal variances not assumed			-.599	.550
Knowledge of Criminology, Sociology & Psychology	Equal variances assumed	4.892	.027	-.416	.678
	Equal variances not assumed			-.389	.697
Knowledge of ICT (Information, Communication & Technology)	Equal variances assumed	.785	.376	-.357	.721
	Equal variances not assumed			-.364	.716
Lead by Example	Equal variances assumed	.009	.924	-1.042	.298
	Equal variances not assumed			-1.030	.304
Leaders believe in the ability of their subordinates	Equal variances assumed	1.073	.300	-.893	.372
	Equal variances not assumed			-.910	.364
Loyal to law and People	Equal variances assumed	.101	.751	-.854	.393
	Equal variances not assumed			-.863	.389
Managing organizational stress	Equal variances assumed	1.190	.276	.044	.965
	Equal variances not assumed			.046	.964
Mentally & Physically fit	Equal variances assumed	5.707	.017	-1.170	.242
	Equal variances not assumed			-1.235	.218
Officer Behavior	Equal variances assumed	.160	.689	-.052	.959
	Equal variances not assumed			-.052	.959
Open Minded	Equal variances assumed	.004	.952	-.632	.527
	Equal variances not assumed			-.624	.533
Polite	Equal variances assumed	1.280	.258	-2.144	.032
	Equal variances not assumed			-2.026	.044
Prejudiced	Equal variances assumed	2.541	.111	.544	.587
	Equal variances not assumed			.573	.568
Pretending	Equal variances assumed	.104	.748	1.329	.184
	Equal variances not assumed			1.311	.191
Quality in work	Equal variances assumed	1.384	.240	-.747	.455
	Equal variances not assumed			-.761	.448
Resistant to change	Equal variances assumed	.001	.981	.335	.737
	Equal variances not assumed			.330	.742
Responsible & Accountable	Equal variances assumed	4.204	.041	-1.449	.148
	Equal variances not assumed			-1.502	.135
Sense of humanity & Value Oriented	Equal variances assumed	.005	.943	-.039	.969
	Equal variances not assumed			-.039	.969
Socialization Skill	Equal variances assumed	.137	.712	3.570	.000
	Equal variances not assumed			3.625	.000
Status Consciousness	Equal variances assumed	1.887	.170	-.737	.461
	Equal variances not assumed			-.745	.457
Status_Quo	Equal variances assumed	5.638	.018	2.601	.009
	Equal variances not assumed			2.726	.007
Stressful	Equal variances assumed	1.859	.173	1.335	.182
	Equal variances not assumed			1.381	.169
Suspicious	Equal variances assumed	1.444	.230	1.302	.193

Team Spirit Co-Operation	Equal variances not assumed			1.332	.185
	Equal variances assumed	3.240	.072	-1.298	.195
Tolerance Love	Equal variances not assumed			-1.344	.180
	Equal variances assumed	.017	.898	-.027	.978
Trained to lead a force	Equal variances not assumed			-.026	.979
	Equal variances assumed	.183	.669	-.382	.702
Trustworthy	Equal variances not assumed			-.380	.704
	Equal variances assumed	.158	.691	-.576	.565
Will Power to persist to work hard	Equal variances not assumed			-.573	.567
	Equal variances assumed	.000	.995	-1.449	.148
Willingness to take Risk	Equal variances not assumed			-1.420	.157
	Equal variances assumed	.812	.368	-2.121	.034
	Equal variances not assumed			-2.149	.033

Source: Self Compiled

ANNEX: E190

Independent Sample t Test with Occupation

The Qualities & Characteristics		Sig.	t	df	Sig. (2-tailed)
Ability/Courage to take Ethical decisions	Equal variances assumed	.000	.882	1109	.378
	Equal variances not assumed		.841	517.218	.401
Adaptability	Equal variances assumed	.000	-.156	1109	.876
	Equal variances not assumed		-.147	503.623	.884
Alcoholic	Equal variances assumed	.000	1.058	1109	.290
	Equal variances not assumed		.990	500.410	.322
Amoral	Equal variances assumed	.000	-2.588	1109	.010
	Equal variances not assumed		-2.425	501.055	.016
Asocial	Equal variances assumed	.123	-7.301	1109	.000
	Equal variances not assumed		-7.146	543.633	.000
Capacity for abstract thought	Equal variances assumed	.000	.023	1109	.982
	Equal variances not assumed		.022	510.477	.983
Care, Command & Control of Staffs	Equal variances assumed	.000	.226	1109	.821
	Equal variances not assumed		.216	520.508	.829
Conspirator	Equal variances assumed	.232	-3.131	1109	.002
	Equal variances not assumed		-3.088	551.855	.002
Corrupted	Equal variances assumed	.000	-4.643	1109	.000
	Equal variances not assumed		-4.334	497.557	.000
Courageous & Committed	Equal variances assumed	.004	-2.029	1109	.043
	Equal variances not assumed		-1.968	534.206	.050
Creative & innovator	Equal variances assumed	.000	1.389	1109	.165
	Equal variances not assumed		1.341	529.260	.180
Discipline & Hard worker	Equal variances assumed	.010	-2.615	1109	.009
	Equal variances not assumed		-2.601	561.587	.010
Egoistic	Equal variances assumed	.000	1.539	1109	.124
	Equal variances not assumed		1.454	508.034	.147
Emotional stability and maturity	Equal variances assumed	.000	1.416	1109	.157
	Equal variances not assumed		1.308	488.133	.192
Enthusiastic & Visionary	Equal variances assumed	.000	2.515	1109	.012
	Equal variances not assumed		2.344	495.988	.019
Exceptional Quality	Equal variances assumed	.009	-1.317	1109	.188
	Equal variances not assumed		-1.284	539.511	.200
Flexible	Equal variances assumed	.002	3.161	1109	.002
	Equal variances not assumed				

	Equal variances not assumed		3.080	538.780	.002
Good communicator	Equal variances assumed	.025	4.220	1109	.000
	Equal variances not assumed		4.059	525.799	.000
Honesty & integrity	Equal variances assumed	.000	-.777	1109	.437
	Equal variances not assumed		-.751	530.992	.453
Insensitive	Equal variances assumed	.000	-3.284	1109	.001
	Equal variances not assumed		-3.110	510.582	.002
Inspiring Leadership	Equal variances assumed	.001	-3.151	1109	.002
	Equal variances not assumed		-3.060	535.299	.002
Intelligent & Educated	Equal variances assumed	.000	3.922	1109	.000
	Equal variances not assumed		3.741	517.561	.000
Knowledge of Criminology, Sociology & Psychology	Equal variances assumed	.015	4.121	1109	.000
	Equal variances not assumed		4.311	625.072	.000
Knowledge of ICT (Information, Communication & Technology)	Equal variances assumed	.000	.742	1109	.458
	Equal variances not assumed		.699	505.059	.485
Lead by Example	Equal variances assumed	.000	.734	1109	.463
	Equal variances not assumed		.711	532.261	.477
Leaders believe in the ability of their subordinates	Equal variances assumed	.000	.710	1109	.478
	Equal variances not assumed		.657	489.536	.512
Loyal to law and People	Equal variances assumed	.000	1.698	1109	.090
	Equal variances not assumed		1.571	489.526	.117
Managing organizational stress	Equal variances assumed	.000	-2.452	1109	.014
	Equal variances not assumed		-2.292	498.764	.022
Mentally & Physically fit	Equal variances assumed	.006	1.075	1109	.283
	Equal variances not assumed		1.047	538.601	.296
Officer Behavior	Equal variances assumed	.546	2.561	1109	.011
	Equal variances not assumed		2.599	585.164	.010
Open Minded	Equal variances assumed	.000	-1.132	1109	.258
	Equal variances not assumed		-1.092	528.512	.275
Polite	Equal variances assumed	.000	-.163	1109	.870
	Equal variances not assumed		-.158	530.197	.875
Prejudiced	Equal variances assumed	.000	-.823	1109	.411
	Equal variances not assumed		-.761	489.697	.447
Pretending	Equal variances assumed	.000	.382	1109	.702
	Equal variances not assumed		.362	511.423	.717
Quality in work	Equal variances assumed	.000	.140	1109	.889
	Equal variances not assumed		.131	500.751	.896
Resistant to change	Equal variances assumed	.000	-2.841	1109	.005
	Equal variances not assumed		-2.728	524.266	.007
Responsible & Accountable	Equal variances assumed	.000	-.279	1109	.780
	Equal variances not assumed		-.258	489.455	.797
Sense of humanity & Value Oriented	Equal variances assumed	.004	3.931	1109	.000
	Equal variances not assumed		3.752	518.040	.000
Socialization Skill	Equal variances assumed	.000	3.800	1109	.000
	Equal variances not assumed		3.651	524.400	.000
Status Consciousness	Equal variances assumed	.000	.003	1109	.998
	Equal variances not assumed		.003	503.321	.998
Status_Quo	Equal variances assumed	.000	.747	1109	.455
	Equal variances not assumed		.715	521.281	.475
Stressful	Equal variances assumed	.000	.674	1109	.500
	Equal variances not assumed		.636	506.927	.525
Suspicious	Equal variances assumed	.000	-.282	1109	.778
	Equal variances not assumed		-.267	510.156	.790
Team Spirit Co-Operation	Equal variances assumed	.000	-2.494	1109	.013
	Equal variances not assumed		-2.348	505.277	.019
Tolerance Love	Equal variances assumed	.053	2.781	1109	.006
	Equal variances not assumed		2.686	529.525	.007
Trained to lead a force	Equal variances assumed	.794	-1.099	1109	.272

	Equal variances not assumed		-1.114	584.529	.266
Trustworthy	Equal variances assumed	.000	.724	1109	.469
	Equal variances not assumed		.666	485.996	.505
Will Power to persist to work hard	Equal variances assumed	.000	-1.083	1109	.279
	Equal variances not assumed		-1.007	493.642	.315
Willingness to take Risk	Equal variances assumed	.000	-2.590	1109	.010
	Equal variances not assumed		-2.532	542.412	.012

Source: Self Complied

ANNEX: E191

One way ANOVA test with Age Group

The Qualities & Characteristics		Sum of Squares	df	Mean Square	F	Sig.
Ability/Courage to take Ethical decisions	Between Groups	5.782	6	.964	.732	.624
	Within Groups	1454.042	1104	1.317		
	Total	1459.824	1110			
Adaptability	Between Groups	17.270	6	2.878	1.799	.096
	Within Groups	1766.528	1104	1.600		
	Total	1783.798	1110			
Alcoholic	Between Groups	15.393	6	2.566	1.528	.165
	Within Groups	1853.242	1104	1.679		
	Total	1868.635	1110			
Amoral	Between Groups	14.606	6	2.434	1.364	.226
	Within Groups	1970.366	1104	1.785		
	Total	1984.972	1110			
Asocial	Between Groups	38.216	6	6.369	3.024	.006
	Within Groups	2325.713	1104	2.107		
	Total	2363.930	1110			
Capacity for abstract thought	Between Groups	22.302	6	3.717	2.253	.036
	Within Groups	1821.034	1104	1.649		
	Total	1843.336	1110			
Care, Command & Control of Staffs	Between Groups	27.513	6	4.586	3.400	.002
	Within Groups	1488.872	1104	1.349		
	Total	1516.385	1110			
Conspirator	Between Groups	47.041	6	7.840	4.591	.000
	Within Groups	1885.380	1104	1.708		
	Total	1932.421	1110			
Corrupted	Between Groups	5.221	6	.870	.488	.818
	Within Groups	1968.676	1104	1.783		
	Total	1973.897	1110			
Courageous & Committed	Between Groups	24.017	6	4.003	2.683	.014
	Within Groups	1647.385	1104	1.492		
	Total	1671.402	1110			
Creative & innovator	Between Groups	9.112	6	1.519	1.078	.374
	Within Groups	1555.926	1104	1.409		
	Total	1565.039	1110			
Discipline & Hard worker	Between Groups	23.098	6	3.850	2.384	.027
	Within Groups	1782.812	1104	1.615		
	Total	1805.910	1110			
Egoistic	Between Groups	16.274	6	2.712	1.635	.134
	Within Groups	1831.654	1104	1.659		
	Total	1847.928	1110			
Emotional stability and maturity	Between Groups	17.601	6	2.933	1.853	.086
	Within Groups	1748.170	1104	1.583		
	Total	1765.771	1110			
Enthusiastic & Visionary	Between Groups	13.369	6	2.228	1.450	.192

	Within Groups	1696.552	1104	1.537		
	Total	1709.921	1110			
Exceptional Quality	Between Groups	12.721	6	2.120	1.296	.256
	Within Groups	1806.650	1104	1.636		
	Total	1819.372	1110			
Flexible	Between Groups	8.897	6	1.483	.944	.462
	Within Groups	1733.699	1104	1.570		
	Total	1742.596	1110			
Good communicator	Between Groups	12.428	6	2.071	1.020	.410
	Within Groups	2241.727	1104	2.031		
	Total	2254.155	1110			
Honesty & integrity	Between Groups	17.083	6	2.847	1.547	.160
	Within Groups	2032.027	1104	1.841		
	Total	2049.111	1110			
Insensitive	Between Groups	25.838	6	4.306	2.666	.014
	Within Groups	1783.075	1104	1.615		
	Total	1808.913	1110			
Inspiring Leadership	Between Groups	31.246	6	5.208	2.870	.009
	Within Groups	2003.175	1104	1.814		
	Total	2034.421	1110			
Intelligent & Educated	Between Groups	4.087	6	.681	.478	.825
	Within Groups	1573.562	1104	1.425		
	Total	1577.649	1110			
Knowledge of Criminology, Sociology & Psychology	Between Groups	11.099	6	1.850	.952	.457
	Within Groups	2145.245	1104	1.943		
	Total	2156.344	1110			
Knowledge of ICT (Information, Communication & Technology)	Between Groups	23.374	6	3.896	2.291	.033
	Within Groups	1877.593	1104	1.701		
	Total	1900.967	1110			
Lead by Example	Between Groups	4.955	6	.826	.475	.827
	Within Groups	1920.654	1104	1.740		
	Total	1925.609	1110			
Leaders believe in the ability of their subordinates	Between Groups	5.239	6	.873	.589	.739
	Within Groups	1636.564	1104	1.482		
	Total	1641.804	1110			
Loyal to law and People	Between Groups	13.408	6	2.235	1.406	.209
	Within Groups	1754.579	1104	1.589		
	Total	1767.987	1110			
Managing organizational stress	Between Groups	8.193	6	1.366	.993	.428
	Within Groups	1517.697	1104	1.375		
	Total	1525.890	1110			
Mentally & Physically fit	Between Groups	16.218	6	2.703	2.018	.061
	Within Groups	1478.658	1104	1.339		
	Total	1494.877	1110			
Officer Behavior	Between Groups	6.476	6	1.079	.662	.681
	Within Groups	1801.036	1104	1.631		
	Total	1807.512	1110			
Open Minded	Between Groups	27.013	6	4.502	2.458	.023
	Within Groups	2022.274	1104	1.832		
	Total	2049.287	1110			
Polite	Between Groups	13.054	6	2.176	1.217	.295
	Within Groups	1973.942	1104	1.788		
	Total	1986.995	1110			
Prejudiced	Between Groups	12.382	6	2.064	1.274	.266
	Within Groups	1788.419	1104	1.620		
	Total	1800.801	1110			
Pretending	Between Groups	15.322	6	2.554	1.555	.157
	Within Groups	1813.319	1104	1.642		

	Total	1828.641	1110			
	Between Groups	10.262	6	1.710	1.411	.207
Quality in work	Within Groups	1338.096	1104	1.212		
	Total	1348.358	1110			
	Between Groups	19.576	6	3.263	2.345	.030
Resistant to change	Within Groups	1535.977	1104	1.391		
	Total	1555.554	1110			
	Between Groups	13.516	6	2.253	2.126	.048
Responsible & Accountable	Within Groups	1169.688	1104	1.060		
	Total	1183.204	1110			
	Between Groups	10.427	6	1.738	1.580	.149
Sense of humanity & Value	Within Groups	1214.282	1104	1.100		
Oriented	Total	1224.709	1110			
	Between Groups	7.648	6	1.275	1.045	.394
Socialization Skill	Within Groups	1346.555	1104	1.220		
	Total	1354.203	1110			
	Between Groups	3.258	6	.543	.430	.859
Status Consciousness	Within Groups	1393.437	1104	1.262		
	Total	1396.695	1110			
	Between Groups	9.279	6	1.547	.949	.459
Status_Quo	Within Groups	1798.748	1104	1.629		
	Total	1808.027	1110			
	Between Groups	12.770	6	2.128	1.639	.133
Stressful	Within Groups	1433.714	1104	1.299		
	Total	1446.484	1110			
	Between Groups	6.570	6	1.095	.768	.595
Suspicious	Within Groups	1574.764	1104	1.426		
	Total	1581.334	1110			
	Between Groups	17.272	6	2.879	2.127	.048
Team Spirit Co-Operation	Within Groups	1494.162	1104	1.353		
	Total	1511.435	1110			
	Between Groups	8.792	6	1.465	1.366	.225
Tolerance Love	Within Groups	1184.246	1104	1.073		
	Total	1193.039	1110			
	Between Groups	14.892	6	2.482	1.614	.140
Trained to lead a force	Within Groups	1697.392	1104	1.537		
	Total	1712.284	1110			
	Between Groups	12.122	6	2.020	1.412	.207
Trustworthy	Within Groups	1579.351	1104	1.431		
	Total	1591.473	1110			
	Between Groups	14.578	6	2.430	2.017	.061
Will Power to persist to	Within Groups	1330.117	1104	1.205		
work hard	Total	1344.695	1110			
	Between Groups	35.441	6	5.907	3.793	.001
Willingness to take Risk	Within Groups	1719.360	1104	1.557		
	Total	1754.801	1110			

Source: Self Compiled

ANNEX: E192**One way ANOVA Test with Education Group**

The Qualities & Characteristics		Sum of Squares	df	Mean Square	F	Sig.
Ability/Courage to take Ethical decisions	Between Groups	14.793	6	2.465	1.884	.081
	Within Groups	1445.031	1104	1.309		
	Total	1459.824	1110			
Adaptability	Between Groups	6.869	6	1.145	.711	.641
	Within Groups	1776.930	1104	1.610		
	Total	1783.798	1110			
Alcoholic	Between Groups	18.967	6	3.161	1.887	.080
	Within Groups	1849.669	1104	1.675		
	Total	1868.635	1110			
Amoral	Between Groups	2.169	6	.361	.201	.976
	Within Groups	1982.803	1104	1.796		
	Total	1984.972	1110			
Asocial	Between Groups	15.033	6	2.506	1.178	.316
	Within Groups	2348.897	1104	2.128		
	Total	2363.930	1110			
Capacity for abstract thought	Between Groups	7.401	6	1.234	.742	.616
	Within Groups	1835.934	1104	1.663		
	Total	1843.336	1110			
Care, Command & Control of Staffs	Between Groups	6.542	6	1.090	.797	.572
	Within Groups	1509.844	1104	1.368		
	Total	1516.385	1110			
Conspirator	Between Groups	10.980	6	1.830	1.051	.390
	Within Groups	1921.441	1104	1.740		
	Total	1932.421	1110			
Corrupted	Between Groups	18.042	6	3.007	1.697	.118
	Within Groups	1955.856	1104	1.772		
	Total	1973.897	1110			
Courageous & Committed	Between Groups	22.694	6	3.782	2.533	.019
	Within Groups	1648.708	1104	1.493		
	Total	1671.402	1110			
Creative & innovator	Between Groups	9.035	6	1.506	1.068	.380
	Within Groups	1556.004	1104	1.409		
	Total	1565.039	1110			
Discipline & Hard worker	Between Groups	13.801	6	2.300	1.417	.205
	Within Groups	1792.109	1104	1.623		
	Total	1805.910	1110			
Egoistic	Between Groups	12.564	6	2.094	1.260	.273
	Within Groups	1835.364	1104	1.662		
	Total	1847.928	1110			
Emotional stability and maturity	Between Groups	9.667	6	1.611	1.013	.415
	Within Groups	1756.105	1104	1.591		
	Total	1765.771	1110			
Enthusiastic & Visionary	Between Groups	3.666	6	.611	.395	.882
	Within Groups	1706.255	1104	1.546		
	Total	1709.921	1110			
Exceptional Quality	Between Groups	13.167	6	2.195	1.341	.236
	Within Groups	1806.204	1104	1.636		
	Total	1819.372	1110			
Flexible	Between Groups	8.357	6	1.393	.887	.504
	Within Groups	1734.239	1104	1.571		
	Total	1742.596	1110			
Good communicator	Between Groups	10.464	6	1.744	.858	.525
	Within Groups	2243.691	1104	2.032		
	Total	2254.155	1110			

Honesty & integrity	Between Groups	7.531	6	1.255	.679	.667
	Within Groups	2041.580	1104	1.849		
	Total	2049.111	1110			
Insensitive	Between Groups	11.514	6	1.919	1.179	.315
	Within Groups	1797.399	1104	1.628		
	Total	1808.913	1110			
Inspiring Leadership	Between Groups	8.408	6	1.401	.764	.599
	Within Groups	2026.013	1104	1.835		
	Total	2034.421	1110			
Intelligent & Educated	Between Groups	4.685	6	.781	.548	.772
	Within Groups	1572.964	1104	1.425		
	Total	1577.649	1110			
Knowledge of Criminology, Sociology & Psychology	Between Groups	12.903	6	2.150	1.108	.356
	Within Groups	2143.441	1104	1.942		
	Total	2156.344	1110			
Knowledge of ICT (Information, Communication & Technology)	Between Groups	12.241	6	2.040	1.192	.308
	Within Groups	1888.726	1104	1.711		
	Total	1900.967	1110			
Lead by Example	Between Groups	25.392	6	4.232	2.459	.023
	Within Groups	1900.218	1104	1.721		
	Total	1925.609	1110			
Leaders believe in the ability of their subordinates	Between Groups	26.179	6	4.363	2.981	.007
	Within Groups	1615.625	1104	1.463		
	Total	1641.804	1110			
Loyal to law and People	Between Groups	21.952	6	3.659	2.313	.032
	Within Groups	1746.035	1104	1.582		
	Total	1767.987	1110			
Managing organizational stress	Between Groups	27.444	6	4.574	3.370	.003
	Within Groups	1498.446	1104	1.357		
	Total	1525.890	1110			
Mentally & Physically fit	Between Groups	6.616	6	1.103	.818	.556
	Within Groups	1488.261	1104	1.348		
	Total	1494.877	1110			
Officer Behavior	Between Groups	27.294	6	4.549	2.821	.010
	Within Groups	1780.218	1104	1.613		
	Total	1807.512	1110			
Open Minded	Between Groups	15.010	6	2.502	1.358	.229
	Within Groups	2034.277	1104	1.843		
	Total	2049.287	1110			
Polite	Between Groups	7.814	6	1.302	.726	.628
	Within Groups	1979.181	1104	1.793		
	Total	1986.995	1110			
Prejudiced	Between Groups	8.200	6	1.367	.842	.538
	Within Groups	1792.601	1104	1.624		
	Total	1800.801	1110			
Pretending	Between Groups	28.147	6	4.691	2.876	.009
	Within Groups	1800.494	1104	1.631		
	Total	1828.641	1110			
Quality in work	Between Groups	8.883	6	1.481	1.220	.293
	Within Groups	1339.475	1104	1.213		
	Total	1348.358	1110			
Resistant to change	Between Groups	9.606	6	1.601	1.143	.335
	Within Groups	1545.948	1104	1.400		
	Total	1555.554	1110			
Responsible & Accountable	Between Groups	5.017	6	.836	.783	.583
	Within Groups	1178.188	1104	1.067		
	Total	1183.204	1110			

Sense of humanity & Value Oriented	Between Groups	6.860	6	1.143	1.036	.400
	Within Groups	1217.849	1104	1.103		
	Total	1224.709	1110			
Socialization Skill	Between Groups	8.391	6	1.399	1.147	.333
	Within Groups	1345.812	1104	1.219		
	Total	1354.203	1110			
Status Consciousness	Between Groups	5.877	6	.980	.778	.588
	Within Groups	1390.817	1104	1.260		
	Total	1396.695	1110			
Status_Quo	Between Groups	13.498	6	2.250	1.384	.218
	Within Groups	1794.529	1104	1.625		
	Total	1808.027	1110			
Stressful	Between Groups	2.917	6	.486	.372	.897
	Within Groups	1443.568	1104	1.308		
	Total	1446.484	1110			
Suspicious	Between Groups	13.549	6	2.258	1.590	.147
	Within Groups	1567.785	1104	1.420		
	Total	1581.334	1110			
Team Spirit Co-Operation	Between Groups	19.258	6	3.210	2.375	.028
	Within Groups	1492.177	1104	1.352		
	Total	1511.435	1110			
Tolerance Love	Between Groups	19.167	6	3.194	3.004	.006
	Within Groups	1173.872	1104	1.063		
	Total	1193.039	1110			
Trained to lead a force	Between Groups	9.861	6	1.643	1.066	.381
	Within Groups	1702.424	1104	1.542		
	Total	1712.284	1110			
Trustworthy	Between Groups	17.787	6	2.965	2.080	.053
	Within Groups	1573.685	1104	1.425		
	Total	1591.473	1110			
Will Power to persist to work hard	Between Groups	10.388	6	1.731	1.432	.199
	Within Groups	1334.307	1104	1.209		
	Total	1344.695	1110			
Willingness to take Risk	Between Groups	29.895	6	4.983	3.189	.004
	Within Groups	1724.906	1104	1.562		
	Total	1754.801	1110			

Source: Self Complied

ANNEX: E193

One way ANOVA Test with Service Faculty Group

The Qualities & Characteristics		Sum of Squares	df	Mean Square	F	Sig.
Ability/Courage to take Ethical decisions	Between Groups	18.283	25	.731	.550	.965
	Within Groups	1441.541	1085	1.329		
	Total	1459.824	1110			
Adaptability	Between Groups	39.903	25	1.596	.993	.473
	Within Groups	1743.896	1085	1.607		
	Total	1783.798	1110			
Alcoholic	Between Groups	34.249	25	1.370	.810	.732
	Within Groups	1834.386	1085	1.691		
	Total	1868.635	1110			
Amoral	Between Groups	77.917	25	3.117	1.773	.011
	Within Groups	1907.055	1085	1.758		
	Total	1984.972	1110			
Asocial	Between Groups	197.366	25	7.895	3.954	.000

	Within Groups	2166.564	1085	1.997		
	Total	2363.930	1110			
Capacity for abstract thought	Between Groups	43.162	25	1.726	1.041	.409
	Within Groups	1800.173	1085	1.659		
	Total	1843.336	1110			
Care, Command & Control of Staffs	Between Groups	45.996	25	1.840	1.358	.113
	Within Groups	1470.389	1085	1.355		
	Total	1516.385	1110			
Conspirator	Between Groups	79.247	25	3.170	1.856	.007
	Within Groups	1853.174	1085	1.708		
	Total	1932.421	1110			
Corrupted	Between Groups	102.699	25	4.108	2.382	.000
	Within Groups	1871.198	1085	1.725		
	Total	1973.897	1110			
Courageous & Committed	Between Groups	58.272	25	2.331	1.568	.038
	Within Groups	1613.131	1085	1.487		
	Total	1671.402	1110			
Creative & innovator	Between Groups	58.732	25	2.349	1.692	.018
	Within Groups	1506.307	1085	1.388		
	Total	1565.039	1110			
Discipline & Hard worker	Between Groups	54.403	25	2.176	1.348	.118
	Within Groups	1751.507	1085	1.614		
	Total	1805.910	1110			
Egoistic	Between Groups	48.030	25	1.921	1.158	.269
	Within Groups	1799.898	1085	1.659		
	Total	1847.928	1110			
Emotional stability and maturity	Between Groups	31.474	25	1.259	.788	.761
	Within Groups	1734.297	1085	1.598		
	Total	1765.771	1110			
Enthusiastic & Visionary	Between Groups	48.895	25	1.956	1.278	.164
	Within Groups	1661.026	1085	1.531		
	Total	1709.921	1110			
Exceptional Quality	Between Groups	39.991	25	1.600	.975	.498
	Within Groups	1779.381	1085	1.640		
	Total	1819.372	1110			
Flexible	Between Groups	63.070	25	2.523	1.630	.026
	Within Groups	1679.526	1085	1.548		
	Total	1742.596	1110			
Good communicator	Between Groups	108.938	25	4.358	2.204	.001
	Within Groups	2145.217	1085	1.977		
	Total	2254.155	1110			
Honesty & integrity	Between Groups	50.940	25	2.038	1.106	.327
	Within Groups	1998.171	1085	1.842		
	Total	2049.111	1110			
Insensitive	Between Groups	57.327	25	2.293	1.420	.083
	Within Groups	1751.586	1085	1.614		
	Total	1808.913	1110			
Inspiring Leadership	Between Groups	66.832	25	2.673	1.474	.063
	Within Groups	1967.589	1085	1.813		
	Total	2034.421	1110			
Intelligent & Educated	Between Groups	65.424	25	2.617	1.878	.006
	Within Groups	1512.225	1085	1.394		
	Total	1577.649	1110			
Knowledge of Criminology, Sociology & Psychology	Between Groups	77.611	25	3.104	1.620	.028
	Within Groups	2078.733	1085	1.916		
	Total	2156.344	1110			
Knowledge of ICT (Information,	Between Groups	49.101	25	1.964	1.151	.277
	Within Groups	1851.866	1085	1.707		

Communication& Technology)	Total	1900.967	1110			
	Between Groups	34.739	25	1.390	.797	.749
Lead by Example	Within Groups	1890.871	1085	1.743		
	Total	1925.609	1110			
	Between Groups	27.682	25	1.107	.744	.814
Leaders believe in the ability of their subordinates	Within Groups	1614.121	1085	1.488		
	Total	1641.804	1110			
	Between Groups	54.968	25	2.199	1.393	.095
Loyal to law and People	Within Groups	1713.019	1085	1.579		
	Total	1767.987	1110			
	Between Groups	43.281	25	1.731	1.267	.171
Managing organizational stress	Within Groups	1482.609	1085	1.366		
	Total	1525.890	1110			
	Between Groups	66.618	25	2.665	2.024	.002
Mentally & Physically fit	Within Groups	1428.259	1085	1.316		
	Total	1494.877	1110			
	Between Groups	28.187	25	1.127	.688	.873
Officer Behavior	Within Groups	1779.325	1085	1.640		
	Total	1807.512	1110			
	Between Groups	50.304	25	2.012	1.092	.343
Open Minded	Within Groups	1998.983	1085	1.842		
	Total	2049.287	1110			
	Between Groups	57.964	25	2.319	1.304	.145
Polite	Within Groups	1929.032	1085	1.778		
	Total	1986.995	1110			
	Between Groups	36.086	25	1.443	.887	.624
Prejudiced	Within Groups	1764.715	1085	1.626		
	Total	1800.801	1110			
	Between Groups	44.682	25	1.787	1.087	.350
Pretending	Within Groups	1783.959	1085	1.644		
	Total	1828.641	1110			
	Between Groups	31.786	25	1.271	1.048	.399
Quality in work	Within Groups	1316.573	1085	1.213		
	Total	1348.358	1110			
	Between Groups	29.593	25	1.184	.842	.689
Resistant to change	Within Groups	1525.961	1085	1.406		
	Total	1555.554	1110			
	Between Groups	42.449	25	1.698	1.615	.029
Responsible & Accountable	Within Groups	1140.756	1085	1.051		
	Total	1183.204	1110			
	Between Groups	57.290	25	2.292	2.130	.001
Sense of humanity & Value Oriented	Within Groups	1167.420	1085	1.076		
	Total	1224.709	1110			
	Between Groups	49.046	25	1.962	1.631	.026
Socialization Skill	Within Groups	1305.157	1085	1.203		
	Total	1354.203	1110			
	Between Groups	27.144	25	1.086	.860	.663
Status Consciousness	Within Groups	1369.551	1085	1.262		
	Total	1396.695	1110			
	Between Groups	38.048	25	1.522	.933	.559
Status_Quo	Within Groups	1769.979	1085	1.631		
	Total	1808.027	1110			
	Between Groups	45.393	25	1.816	1.406	.089
Stressful	Within Groups	1401.091	1085	1.291		
	Total	1446.484	1110			
	Between Groups	36.122	25	1.445	1.015	.444
Suspicious	Within Groups	1545.212	1085	1.424		
	Total	1581.334	1110			

Team Spirit Co-Operation	Between Groups	21.429	25	.857	.624	.925
	Within Groups	1490.006	1085	1.373		
	Total	1511.435	1110			
Tolerance Love	Between Groups	29.916	25	1.197	1.116	.315
	Within Groups	1163.122	1085	1.072		
	Total	1193.039	1110			
Trained to lead a force	Between Groups	50.520	25	2.021	1.319	.135
	Within Groups	1661.764	1085	1.532		
	Total	1712.284	1110			
Trustworthy	Between Groups	40.275	25	1.611	1.127	.303
	Within Groups	1551.198	1085	1.430		
	Total	1591.473	1110			
Will Power to persist to work hard	Between Groups	35.385	25	1.415	1.173	.254
	Within Groups	1309.309	1085	1.207		
	Total	1344.695	1110			
Willingness to take Risk	Between Groups	84.832	25	3.393	2.205	.001
	Within Groups	1669.969	1085	1.539		
	Total	1754.801	1110			

Source: Self Complied

ANNEX: E194

One way ANOVA Test with Designation Group

The Qualities & Characteristics		Sum of Squares	df	Mean Square	F	Sig.
Ability/Courage to take Ethical decisions	Between Groups	16.678	5	3.336	2.554	.026
	Within Groups	1443.145	1105	1.306		
	Total	1459.824	1110			
Adaptability	Between Groups	10.126	5	2.025	1.262	.278
	Within Groups	1773.672	1105	1.605		
	Total	1783.798	1110			
Alcoholic	Between Groups	9.866	5	1.973	1.173	.320
	Within Groups	1858.770	1105	1.682		
	Total	1868.635	1110			
Amoral	Between Groups	6.957	5	1.391	.777	.566
	Within Groups	1978.015	1105	1.790		
	Total	1984.972	1110			
Asocial	Between Groups	86.204	5	17.241	8.364	.000
	Within Groups	2277.725	1105	2.061		
	Total	2363.930	1110			
Capacity for abstract thought	Between Groups	9.778	5	1.956	1.179	.318
	Within Groups	1833.558	1105	1.659		
	Total	1843.336	1110			
Care, Command & Control of Staffs	Between Groups	7.882	5	1.576	1.155	.330
	Within Groups	1508.503	1105	1.365		
	Total	1516.385	1110			
Conspirator	Between Groups	17.967	5	3.593	2.074	.066
	Within Groups	1914.454	1105	1.733		
	Total	1932.421	1110			
Corrupted	Between Groups	17.273	5	3.455	1.951	.083
	Within Groups	1956.624	1105	1.771		
	Total	1973.897	1110			
Courageous & Committed	Between Groups	29.604	5	5.921	3.985	.001
	Within Groups	1641.798	1105	1.486		
	Total	1671.402	1110			
Creative & innovator	Between Groups	10.244	5	2.049	1.456	.202
	Within Groups	1554.794	1105	1.407		

	Total	1565.039	1110			
	Between Groups	11.457	5	2.291	1.411	.218
Discipline & Hard worker	Within Groups	1794.453	1105	1.624		
	Total	1805.910	1110			
	Between Groups	4.849	5	.970	.581	.714
Egoistic	Within Groups	1843.079	1105	1.668		
	Total	1847.928	1110			
	Between Groups	8.113	5	1.623	1.020	.404
Emotional stability and maturity	Within Groups	1757.658	1105	1.591		
	Total	1765.771	1110			
	Between Groups	16.800	5	3.360	2.193	.053
Enthusiastic & Visionary	Within Groups	1693.121	1105	1.532		
	Total	1709.921	1110			
	Between Groups	6.188	5	1.238	.754	.583
Exceptional Quality	Within Groups	1813.184	1105	1.641		
	Total	1819.372	1110			
	Between Groups	7.829	5	1.566	.997	.418
Flexible	Within Groups	1734.767	1105	1.570		
	Total	1742.596	1110			
	Between Groups	26.015	5	5.203	2.580	.025
Good communicator	Within Groups	2228.140	1105	2.016		
	Total	2254.155	1110			
	Between Groups	7.088	5	1.418	.767	.574
Honesty & integrity	Within Groups	2042.022	1105	1.848		
	Total	2049.111	1110			
	Between Groups	9.651	5	1.930	1.185	.314
Insensitive	Within Groups	1799.261	1105	1.628		
	Total	1808.913	1110			
	Between Groups	34.303	5	6.861	3.790	.002
Inspiring Leadership	Within Groups	2000.119	1105	1.810		
	Total	2034.421	1110			
	Between Groups	15.963	5	3.193	2.259	.047
Intelligent & Educated	Within Groups	1561.686	1105	1.413		
	Total	1577.649	1110			
	Between Groups	18.227	5	3.645	1.884	.094
Knowledge of Criminology, Sociology & Psychology	Within Groups	2138.117	1105	1.935		
	Total	2156.344	1110			
	Between Groups	6.634	5	1.327	.774	.569
Knowledge of ICT (Information, Communication & Technology)	Within Groups	1894.333	1105	1.714		
	Total	1900.967	1110			
	Between Groups	16.929	5	3.386	1.960	.082
Lead by Example	Within Groups	1908.680	1105	1.727		
	Total	1925.609	1110			
	Between Groups	14.076	5	2.815	1.911	.090
Leaders believe in the ability of their subordinates	Within Groups	1627.728	1105	1.473		
	Total	1641.804	1110			
	Between Groups	7.161	5	1.432	.899	.481
Loyal to law and People	Within Groups	1760.826	1105	1.594		
	Total	1767.987	1110			
	Between Groups	8.262	5	1.652	1.203	.305
Managing organizational stress	Within Groups	1517.628	1105	1.373		
	Total	1525.890	1110			
	Between Groups	16.287	5	3.257	2.434	.033
Mentally & Physically fit	Within Groups	1478.590	1105	1.338		
	Total	1494.877	1110			
	Between Groups	22.857	5	4.571	2.830	.015
Officer Behavior	Within Groups	1784.655	1105	1.615		
	Total	1807.512	1110			

Open Minded	Between Groups	17.455	5	3.491	1.899	.092
	Within Groups	2031.832	1105	1.839		
	Total	2049.287	1110			
Polite	Between Groups	20.265	5	4.053	2.277	.045
	Within Groups	1966.731	1105	1.780		
	Total	1986.995	1110			
Prejudiced	Between Groups	2.693	5	.539	.331	.894
	Within Groups	1798.108	1105	1.627		
	Total	1800.801	1110			
Pretending	Between Groups	6.664	5	1.333	.808	.544
	Within Groups	1821.977	1105	1.649		
	Total	1828.641	1110			
Quality in work	Between Groups	8.343	5	1.669	1.376	.231
	Within Groups	1340.015	1105	1.213		
	Total	1348.358	1110			
Resistant to change	Between Groups	7.746	5	1.549	1.106	.355
	Within Groups	1547.807	1105	1.401		
	Total	1555.554	1110			
Responsible & Accountable	Between Groups	10.105	5	2.021	1.904	.091
	Within Groups	1173.100	1105	1.062		
	Total	1183.204	1110			
Sense of humanity & Value Oriented	Between Groups	9.136	5	1.827	1.661	.141
	Within Groups	1215.573	1105	1.100		
	Total	1224.709	1110			
Socialization Skill	Between Groups	10.203	5	2.041	1.678	.137
	Within Groups	1344.001	1105	1.216		
	Total	1354.203	1110			
Status Consciousness	Between Groups	2.275	5	.455	.361	.876
	Within Groups	1394.420	1105	1.262		
	Total	1396.695	1110			
Status_Quo	Between Groups	3.626	5	.725	.444	.818
	Within Groups	1804.401	1105	1.633		
	Total	1808.027	1110			
Stressful	Between Groups	8.362	5	1.672	1.285	.268
	Within Groups	1438.122	1105	1.301		
	Total	1446.484	1110			
Suspicious	Between Groups	5.317	5	1.063	.746	.589
	Within Groups	1576.017	1105	1.426		
	Total	1581.334	1110			
Team Spirit Co-Operation	Between Groups	14.561	5	2.912	2.150	.057
	Within Groups	1496.874	1105	1.355		
	Total	1511.435	1110			
Tolerance Love	Between Groups	4.517	5	.903	.840	.521
	Within Groups	1188.522	1105	1.076		
	Total	1193.039	1110			
Trained to lead a force	Between Groups	12.041	5	2.408	1.565	.167
	Within Groups	1700.244	1105	1.539		
	Total	1712.284	1110			
Trustworthy	Between Groups	14.385	5	2.877	2.016	.074
	Within Groups	1577.088	1105	1.427		
	Total	1591.473	1110			
Will Power to persist to work hard	Between Groups	11.102	5	2.220	1.840	.102
	Within Groups	1333.593	1105	1.207		
	Total	1344.695	1110			
Willingness to take Risk	Between Groups	37.608	5	7.522	4.840	.000
	Within Groups	1717.193	1105	1.554		
	Total	1754.801	1110			

Source: Self Compiled