

# Nigerian Police Force and the Problems of Interpersonal Relations: A Study of Its Impact on Performance in Bayelsa State Command

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## Abstract

*The main objective of the study is to identify the challenges of the Police Force and assess how improved interpersonal relations can enhance the performance of officers and men. The system theory was used as a theoretical tool for analysis. The data was collected through primary and secondary sources. A sample of 553 was used as a population of 4,614 officers from Eight Local government in Bayelsa state, using Cochran sample size determination formula. Purposive sampling and proportional stratified sampling method was employed and the data was analyzed, using simple percentage frequency distribution, Chi-square analysis and SPSS software (Version 15) was employed for the analysis. The major findings among others is that, the old top-bottom command chain presents a lot of problems in the smooth functioning and overall performance of the police force. The study therefore, recommends interpersonal relations in the force to be improved through periodic training and retraining of officers and men to garnish their performance in contemporary policing.*

**Keywords:** Nigerian Police Force, Interpersonal Relations, Impact, Performance

## Introduction

Interpersonal relations, also known as one on one relationship, suggest strong, deep or close association or acquaintance between two or more people. Work place interpersonal relationship serves as a critical part in the development and maintenance of true and positive feelings in a formation. This strong association among individuals working together in the same organization can enhance employees' productivity, efficiency and performance as they ought to share a special bond for them to deliver their best. It is essential for individual to be sincere, honest with each other for a coordinate, healthy interpersonal relationship and eventual positive ambience at work place.

Interpersonal relations as a trust moderator and that trust exact a main effect on work performance in an organization (Palloth and Alessandro, 2011). Obakpolo (2015) contends that performance of members of any business organization depends mostly on the ability to effectively interact with their superiors, subordinates and other co-workers within an organisation, consumers, suppliers and the general

public outside. One on one relation therefore is a very important issue involving any organisation. People problems are due to faulty interpersonal relations which hinders the attainment of organizational goals. At the end of the 20<sup>th</sup> Century, scholars and management has come to agree that people, and not cash, building or equipment, and the critical differentiators of business Enterprise or any organization. In this 21<sup>st</sup> Century, we find ourselves in a knowledge economy, as an undeniable fact. That, all the assets of an organization, other than people, is inert. They are passive resources that require human application to generate value (Fit-enz in Poloski and Tomslave, 2002). Since we can see organisation as networks of connected people and as composition of relationship at large portion of work performance is tied to the establishment and maintenance of interpersonal connections. These Interpersonal Connections have a great impact on people's ability to get work accomplished and on the functioning of the organization as a whole (Worline, Wrzsinewski and Rafael, 2002; Nina and Tomislaw, 2004).

As a result of diminishing capacity

effectiveness, that is ravaging both private and public sector organizations in Nigeria, especially the paramilitary agencies or Institutions such as the Nigeria Police Force. In contemporary time, the Police Force in Nigeria, as a paramilitary agency, trained and armed and charged with the constitutionally assigned responsibilities or crime prevention and detection of crime, apprehension of offenders, the preservation of law and order, protection of life and property, control and regulation of traffic, the protection of liberty of all its citizens and enforcement of all laws and regulation, are accused of performing optimally, and particularly accused of lack of concern for the welfare and well being of the rank and file by the superior or senior officers. It is agreed by most people that, the police force is ill-prepared in meeting the demands with the modern policing ideologies (Linfoot, 2007; 2008).

Some researches argues that, recruiting, selecting and hiring practices do not adequately identify those possessing adequate Interpersonal skills, which is lacking in the Police Force in Nigeria (Decision, 2000; Mean, Lowry & Convoy, 2011; Mean, Lowry & Convoy, 2009, 2011b; Ortmeiner and Meese, 2010). Therefore, this paper is to reassess the activities of the Nigeria Police Force in order to reposition the agency and make it more effective especially in the Bayelsa State Command.

### **Statement of the Problem**

Since the formation of the Nigerian Police Force, it has been trying to face its onerous task of crime prevention and control. As a critical part of the criminal justice system, the Police Force has been trying to maintain law and order but has been hindered by several obstacles ranging from lack of operational equipment and material, poor remunerations to inadequate training of officers and men (Rank and File) among others.

Based on it, successive administration in Nigeria and the Police leadership have tried to tackle these numerous challenges. Consequently, they have looked at the direction of improving the remunerations of officers and men, including provision of materials and retraining of personnel. But while these efforts have yielded minimal results, they have tended to be inadequate or even faulty. They have appeared to have abandoned and

overlooked interpersonal relations existing between officers and men of the Nigerian Police Force, as a critical variable to efficiency and effectiveness of the force. It is seen that the old top-bottom command chain, hierarchically structured and regimented nature of the force seems to be given a lot of trouble to the smooth functioning of the force and, in particularly, to the overall performance of the force, for while, the officers do not have confidence on the men (Rank and File), the men on the other hand, seem to look at the officers with suspicion as they seem not to trust them.

It is this fact above that have informed this research in order to redirect and refocus the attention of the Nigeria Police Force and the Nigerian Government towards improving Interpersonal relationship between officers and men in order to properly reposition the force for better performance.

### **Objectives of the study**

1. To find out the extent to which interpersonal relations improve team performance of rank and file in Nigeria paramilitary agencies such as the Police Force in Nigeria.
2. To ascertain the extent top-bottom command system affects job performance in the Police Force

### **Research Questions**

The study will seek to ensure the following questions.

1. To what extent does interpersonal relationship improve team performance in Para-military agency such as the police force, Bayelsa State.
2. To what extent does the nature of top-bottom command system affect police performance in Bayelsa state.

### **Hypotheses**

1. There is a relationship between interpersonal relationship and team performance in Nigeria paramilitary agency such as the Police Force in Bayelsa State.
2. There is a significant relationship between the nature of top bottom command system and job performance in a paramilitary agency as the Nigeria Police Bayelsa State.

### Literature Review

One on one relationship between superior and subordinates are a strong association among individuals working together in the same organization. Employees working together ought to share a special bond for them to deliver their utmost best. Brandt (2006) argues interpersonal Communication is the verbal exchange of thoughts or information between two or more people. Such words as share, discuss, argue and interact, refer to this form of two-way communication. Jacob (2004) argues that Interpersonal relations is to develop and maintain effective relationships with other and to relate well with people from varied background and in different situations; show understanding, courtesy, empathy, concern and politeness. Tickle-Degnan and Rosenthal (1990) sees one-on-one relation and communication skills considering rapport as a vital aspect or component. Rapport is quite essentially differing among individuals and often regarded as clear concept. Rapport in terms of three components: mutual attention, positivity, coordination. Hendrick (1990) expanded these components into; feeling of mutual interest and focus attention, positivity, and coordination. Hendrick (1990) views these components into feeling of mutual interest and focus attention feeling and friendliness and warmth positivity, balance and harmony, coordination. He sees the efficacy of interpersonal skills in policing to involve mutual attention in the degree of interaction that the interactant experience. Positivity consists of the emotional aspect of this interaction and is characteristics of mutual liking or respect (Wojejeiszle, Abele & Bayle, 2009).

Othner and Othner (2002) dissect rapport into six stratagem necessary when establishing and maintaining rapport:

1. Putting the subject at ease
2. Expressing compassion
3. Accessing the subject
4. Showing expertise
5. Establishing authority and
6. Balancing roles, as major ingredients of interpersonal relations.

The effect of one on one relations breeds trust on work group performance is easily cited as a hall mark of effective relations. This is one issue upon which experts from psychology, sociology,

management, economics and political science tend to agree (Arrow, 1974; Berscherd, 1994; Coleman, 1990; Gambetta, 1988; Kramer & Tyler, 1996; Linskold, 1978, Velmuggan, 2016) even though there is limited understanding of exactly what role interpersonal trust plays in a work relationship. Most of the trust-related research appears to position trust as a variable that has direct effects on work group process and performance. In other words when the level of interpersonal relation increase, trust is increased, a group is expected to experience superior group process (e.g. higher levels of cooperation) and higher performance; but when trust is decreased as a result of lack of interpersonal relation, a group is expected to experience inferior group process and lower performance. These ideas appear too implicit or explicitly underline past and contemporary research on trust (Golembiewski 1995; McGregor, 1967).

Though, scholars however argued that, although this proposition is intuitively appealing, there is no sufficient evidence to substantiate its validity often. The approach described above, has so dominated the literature that other possible role for trust have been given limited attention. Although, many agree that Interpersonal trust tends to be a hallmark of effective groups, the effect of trust does not necessarily have to be direct. For example, Interpersonal trust could influence group process and performance indirectly through moderation. In this role, trust would facilitate (moderate) the relations between other variables and group performance. However, Golembiewski and McConthe, (1988) suggested that trust is a dynamic concept that may be reciprocated relating to group process and performance. Though, Kegan and Rubenstein's comment that, acceptance of this theory is often based on factors other than empirical testing and support (Kega and Rubenstein, 1973:499), still seems appropriate today. There is a growing body of empirical research, but the proposition's validity continues to rest mostly on implicit theories and conceptual literature as hinted by Kegan and Rubenstein. Golembiewski and McConke has frequently cited trust arising from Interpersonal relations determinants of group performance (Golembiewski and McConke, 1988). In prior research, the argument for a main effect of trust on

performance is relatively straightforward. Simply stated, trust increases the ability of group members to work together. Since work group requires that individuals work together, trust is both in terms of effectiveness and efficiency. Effectiveness expected to be positively related to trust as a result of group one on one relations, as the later may improve cooperation and the motivation to work jointly (Larson and Lafasto, 1989). That, in turn many improve the group's execution of its task. Efficiency is expected to increase, as trust reaches the need for control (e.g. rule, monitoring) and increases the ability to confront performance problems; both of these factors facilitate the maximal utilization of the group's resources (Bromulay and Cummings, 1995; Larson and Lafasron, 1989).

The crises of performance in the Nigeria Police Force are unsatisfactorily. The police are ineffective and Inefficient in their jobs of prevention of crime, criminal Investigation, apprehension of crime perpetrators and response to distress call by citizens (Alemika, 2020). The poor performance is due to several factors, namely; inadequate personnel in terms of quality of interpersonal relations, quality and competence at various ranks, poor training and guidelines of service; lack of public cooperation, poor remunerations and lack of welfare programmes etc.

## Methodology

The study is on interpersonal relations and organisational performance in the Nigeria Police Force, Bayelsa State Command. The study employs descriptive research. It also employs the survey method, as an art of using scientific principles to make comparatively large measurements to a required accuracy. The survey method is chosen because it involves the collection of data on large population and leads to simple frequency counts and national analysis. Survey research, approach is suitable and the focus of this study is cross-sectional, and the advantages of identifying attributes of a large population from a small group of individual, the economy of the design and the rapid approach to data collection. Also, survey design is carried out mainly to test and validate hypothesis. The area of study is the eight local government areas Divisional Headquarter of Bayelsa State, namely, Nembe, Kolokuma/Opokuma, Sagbama, Ogbia, Yenagoa, Brass, Southern Ijaw and Ekeremor Local Government Area. Bayelsa state police command has a total of Sixty (60) Divisional Headquarters.

The study population is 4, 612 consisting of Senior Police Officer (SPOS, 354), Inspector of Police (Inprs 602), Sergeants (Sgts. 1, 062), Corporals (2,161) and Police Constable (433) across the eight Local Government Area of Bayelsa State.

**Table 1:** The Target Population of the Study

| S/NO         | LGA'S            | SPO'S      | INSPECTOR  | SGTS         | CPL          | PC         | TOTAL        |
|--------------|------------------|------------|------------|--------------|--------------|------------|--------------|
| 1.           | Yenagoa Div.     | 136        | 344        | 584          | 1,320        | 210        | 2,594        |
| 2.           | Sagbama          | 35         | 47         | 70           | 135          | 40         | 327          |
| 3.           | Ekeremor         | 34         | 30         | 59           | 141          | 45         | 309          |
| 4.           | Souther Ijaw     | 30         | 39         | 65           | 110          | 32         | 276          |
| 5.           | Kolokuma/Opokuma | 36         | 36         | 74           | 124          | 25         | 295          |
| 6.           | Ogbia Div.       | 35         | 32         | 68           | 154          | 21         | 310          |
| 7.           | Brass            | 23         | 34         | 69           | 78           | 34         | 238          |
| 8.           | Nembe            | 25         | 40         | 72           | 99           | 26         | 263          |
| <b>TOTAL</b> |                  | <b>354</b> | <b>602</b> | <b>1,062</b> | <b>2,161</b> | <b>433</b> | <b>4,612</b> |

## Record Office, Nigeria Force Yenagoa, Bayelsa, 2021.

The sample size of the study is 553 police officers. This was determined through the application of Cochran simple size determination formula (Cochran, 1963). In selecting the sample

of study, purposive sampling method was employed in the selection of eight divisional police headquarters. Inconsideration of the number of police men, proportional stratified sampling techniques was applied to ensure that respondents from each divisional Police headquarters and the cadre were adequately represented in the sample.

**Table 2:** The Sample Selected from the eight LGA's of the study

| S/NO         | LGA'S            | SPO'S     | INSPECTOR | SGTS       | CPL        | PC        | TOTAL      |
|--------------|------------------|-----------|-----------|------------|------------|-----------|------------|
| 1.           | Yenagoa Div.     | 16        | 42        | 70         | 156        | 26        | 311        |
| 2.           | Sagbama          | 4         | 6         | 8          | 16         | 5         | 39         |
| 3.           | Ekeremor         | 4         | 4         | 7          | 17         | 5         | 37         |
| 4.           | Souther Ijaw     | 4         | 4         | 8          | 13         | 4         | 33         |
| 5.           | Kolokuma/Opokuma | 4         | 4         | 9          | 15         | 3         | 35         |
| 6.           | Ogbia Div.       | 4         | 4         | 8          | 18         | 3         | 37         |
| 7.           | Brass            | 3         | 4         | 9          | 9          | 5         | 29         |
| 8.           | Nembe            | 3         | 5         | 9          | 12         | 3         | 32         |
| <b>TOTAL</b> |                  | <b>42</b> | <b>72</b> | <b>128</b> | <b>258</b> | <b>53</b> | <b>553</b> |

**Source: Fieldwork, 2021.**

The data for this study was collected through primary and secondary methods. The primary data provided the information from the field through questionnaire and interview, while the secondary

data came through police records office, publication, like magazine, bulletins and other literature.

### Demographic Data Analysis

**Table 3:** Demographic Characteristics of Respondents

| S/NO | VARIABLES/CHARACTERISTICS        | FREQUENCY | PERCENTAGE |
|------|----------------------------------|-----------|------------|
| 1.   | <b>POLICE DIVISION</b>           |           |            |
|      | Southern Ijaw L.G.A              | 33        | 6.0        |
|      | Brass                            | 29        | 5.2        |
|      | Kolokuma/Opokuma                 | 35        | 6.3        |
|      | Nembe                            | 32        | 5.8        |
|      | Ogbia                            | 37        | 6.7        |
|      | Sagbama                          | 39        | 7.1        |
|      | Yenagoa                          | 311       | 56.2       |
|      | Ekeremor                         | 37        | 6.7        |
| 2.   | <b>GENDER</b>                    |           |            |
|      | Male                             | 399       | 72.2       |
|      | Female                           | 154       | 27.8       |
| 3.   | <b>EDUCATIONAL QUALIFICATION</b> |           |            |
|      | WASCE/SSCE/GCE                   | 132       | 24.4       |
|      | NCE/ONE                          | 120       | 21.7       |
|      | B.SC/B/ED/EQUIVALENTS            | 284       | 51.4       |
|      | MASTERS (M.SC)                   | 9         | 1.6        |
|      | PH.D                             | 5         |            |

|    |   |     |      |
|----|---|-----|------|
| 4. | <b>AGE OF RESPONDENTS</b>                 |     |      |
|    | Less than < 25                            | 104 | 18.8 |
|    | Lees than <35                             | 125 | 22.6 |
|    | Less than <40                             | 279 | 50.5 |
|    | 40 & above                                | 45  | 8.1  |
| 5. | <b>YEARS OF SERVICE (WORK EXPERIENCE)</b> |     |      |
|    | Less than < 6years                        | 114 | 20.6 |
|    | Less than < 11years                       | 89  | 16.1 |
|    | Less than < 16years                       | 123 | 22.2 |
|    | Less than < 21years                       | 217 | 39.2 |
|    | 25 years & above                          | 10  | 1.8  |
| 6. | <b>PRESENT STATUS</b>                     |     |      |
|    | Senior Police Officer                     | 41  | 7.4  |
|    | Inspector                                 | 42  | 13.0 |
|    | Rank and File                             | 440 | 79.6 |
| 7. | <b>RELIGION</b>                           |     |      |
|    | Christianity                              | 420 | 75.9 |
|    | Islam                                     | 133 | 24.1 |

The above table shows the demographic feature of the Nigerian Police Force Bayelsa State. The first part on serial No. 1 is the police divisional headquarter sampled the total number in each division and the percentage. The rest of it, which is No.2, No. 3, No. 4, No. 5, No. 6 and No. 7 above shows that gender, educational qualification, age of respondents, year of service (work experience) present status and religion, respectively.

### **Theoretical Framework**

The study employs the system theory as tool of analysis. The system theory proponent were David Easton, Gabriel A. Almond, Morton A. Kaplan, and later made popular by lug wig von Bertantly (1956). The core of all system approach is a focus on the Interdependence that develops whenever people interact with each other. In this research we focus on some common assumption of system perspectives and then the axious of one specific approach, the work of the Palo Alfo Group.

The central assumption of systems approaches are that communication is the means by which systems are created and sustained (Monge, 1973). In addition, the system approach to studying interpersonal relations takes place in organizations. As a macro approach, systems approach allows for recognition of how large social institution might influence small groups of

people such as work groups or families as a micro approach. System theories provide way to understand how individuals and interpersonal relationship between individual might influence the group as a whole. In short, systems approaches centre on the mutual influence between system meanings, as well as between sub systems, system and supra-systems. A system is a group of individuals who inter-relate to form a whole (Halll and Fagin, 1986). By then, a group of people has repeated interaction with each other, they represent a system. Systems are embedded in a hierarchy with systems existing with other systems (Pathe, 1973). Accordingly, a sub system is a smaller part of the groups as a whole: the defensive line of a football teams. A supra system is the larger system within which the system operates. More than simply focusing on these sorts of inter-relations, however there is several assumptions inherent in system approaches. System therefore means that the whole is greater than the sum of its parts (Fish, 1978).The major reason summativity takes place is because of interdependence (Rapport). Interdependence means that all system members are dependent on all other system members, if one group member drops, the whole system fail to function.

This applies to Interpersonal relations and organizational performance, such as the Nigerian

Police Force, a Para-military agency. If the police authorities fail to relate with others, especially the rank and file, the whole crime fighting, preventives, will fail. Hence system theory best suits this analysis. The system notion is often employed in social system, especially within the framework of functionalism. Important features that may define a system include interrelatedness or interconnection, interdependence or reciprocity, a network of role and, or interacting relationships, implicit in the concept of a system.

Therefore, the Nigerian Police force structured or patterned relationships between a number of junior and senior officers, enables the system form a related whole. By implication, the effectiveness of a system and the decree of its sustenance, as well as the survival depend largely on the level of compatibility of the parts with themselves in their relationship to this whole (Onyeononru, 2002). With regards to One on one relationship of workers on organizational performances, the system approach is one of the most suitable theories. If the senior police officer relates properly, by knowing the needs of an officers, family problem, to ask when an officer is

happy or he has whether he has eaten or to be the level of Interpersonal relational relationship, if a junior officer realizes that his superior care about him, he can begin to work hard to be productive and efficient.

Therefore, the Police Force, effectiveness of the system, through interpersonal relations, can guarantee degree of its sustenance, as well as, its survival in crime prevention, crime detection etc. This means that a forum of order or patterned social relationships in terms of groups, and individuals should be instituted as an imperative for the Nigeria Police Force effectiveness and efficiency.

**Hypothesis one**

**H1.** There is a relationship between interpersonal relations and team performance in Para-military agency as the Police Force.

**H2.** There is no relationship between Interpersonal relationship and team performance in Paramilitary agency as the Police Force.

**Table 4:** A Cross tabulation statistics in the relationship between interpersonal relationship and the team performance in Nigeria Police Force.

Interpersonal relations and the team performance present status.

|                 |                | Senior Police Officer | Inspector | Rank and File | Total |
|-----------------|----------------|-----------------------|-----------|---------------|-------|
| Strong disagree | Count          | 26                    | 0         | 36            | 62    |
|                 | Expected Count | 4.6                   | 8.1       | 49.3          | 62.0  |
| Disagree        | Count          | 15                    | 44        | 27            | 86    |
|                 | Expected Count | 6.4                   | 11.2      | 68.4          | 86.0  |
| Undecided       | Count          | 0                     | 28        | 48            | 76    |
|                 | Expected Count | 5.6                   | 9.9       | 60.6          | 76.0  |
| Agree           | Count          | 0                     | 0         | 161           | 161   |
|                 | Expected count | 11.9                  | 21.5      | 128.1         | 161.0 |
| Strongly agree  | Count          | 0                     | 0         | 168           | 168   |
|                 | Expected count | 12.5                  | 21.9      | 133.7         | 168.0 |
|                 | Count          | 41                    | 72        | 440           | 553   |
|                 | Expected count | 41.0                  | 72.0      | 440.0         | 555.0 |

**Interpersonal Relations:** Encourage performance.

**Table 5:** Chi-Square test on the Relationship between Interpersonal relations and team performance in the Nigerian Police Force.

|                              | Value                | Dr. | Asymp. Sig (2 sided) |
|------------------------------|----------------------|-----|----------------------|
| Fearson Chi-square           | 370.001 <sup>2</sup> | 8   | .000                 |
| Walihood ratio               | 349.786              | 8   | .000                 |
| Linear by-linear association | 186.784              | 1   | .000                 |
| No of valid cases            | 553                  |     |                      |

9.1 Cells (6.7%) have expected local less than 5. The minimum expected count is 4.60.

From the table 4 above, the frequency come for strongly agreed 168; agree 161; undecided 76; disagree 86 and strongly disagree 62, by observation of the frequency counts, major of the respondents affirms that there is a relationship between Interpersonal relations and team performance. From table 6, the Chi-Square test employed Pearson Chi-Square computed value of 370 with probability value of .000 at 8 degrees of freedom with 0.05 value of significance. Since the Chi-Square ( $X^2 = 370$ ,  $P = .000 < 0.5$ ) with

P value < 0.05 level of significance. The null hypothesis is rejected. Thus, there is a significant relationship between Interpersonal relations and team performance in the Nigeria Police Force.

**Hypothesis 2:** To what extend does the nature of top-bottom command system affected job performance in Paramilitary agency as the Police Force.

**Table 5:** Superior Officer are not empathetic toward team members in challenging moments.

|                   | Frequency | Percent | Valid percent | Cumulative percent |
|-------------------|-----------|---------|---------------|--------------------|
| Strongly disagree | 144       | 26.0    | 26.0          | 26.0               |
| Disagree          | 72        | 13.0    | 13.0          | 39.1               |
| Undecided         | 66        | 11.9    | 11.9          | 51.0               |
| Agree             | 127       | 23.0    | 23.0          | 71.0               |
| Strong agree      | 144       | 26.0    | 26.0          | 100.0              |
|                   | 553       | 100.0   | 100.0         |                    |

**Source: Fieldwork 2021.**

The table above indicated that superior Police Officer due to Command structure arranged in top-bottom systems, are not empathetic towards team members in challenging moments. Strongly agree (SA) 144 or 26.0%, Cumulative 26.0; Disagree (D), 72 respondents or 13.0%, with Cumulative percentage of 23.0%; with Cumulative percent of 38.1; undecided 68 respondents or

11.9% with Cumulative percentage of 51.0; while agree 127 or 23.0%; with cumulative percent of 74.0 and Strongly Agree (SA), 144 or 26.0. this responses show majority opinion that superior Police Officer are not empathetic toward team or rank and File members in challenging moments as a result top-bottom Command system.

**Table 6:** You do not enjoy team spirit among the Nigeria Police.

|                   | Frequency  | Percent      | Valid percent | Cumulative percent |
|-------------------|------------|--------------|---------------|--------------------|
| Strongly disagree | 93         | 16.8         | 16.8          | 16.8               |
| Disagree          | 88         | 15.9         | 15.9          | 32.7               |
| Undecided         | 69         | 12.5         | 12.5          | 45.2               |
| Agree             | 170        | 30.7         | 30.7          | 75.9               |
| Strong agree      | 133        | 24.1         | 24.1          | 100.0              |
| <b>Total</b>      | <b>553</b> | <b>100.0</b> | <b>100.0</b>  |                    |

**Source: fieldwork 2021.**

The table above shows strongly Disagree 93 or 16.8 Cumulative percentages 16.8. disagree 58 or 15.9%; with cumulative percentage of 32.7%, Undecided 69 or 12.5%, with Cumulative 45.2, Agree 170 or 30.7, with 75.9 Cumulative percentage and strongly Agree (SA) 133 or 24.1, with 100.0 Cumulative percent. So, they do not enjoy team spirit among them due to top-bottom Command system.

### Discussions

The result of this study shows lack of one on one relation among Officers and men of the Nigerian Police Force. It also shows that, Interpersonal relations can encourage teamwork, performance and efficiency in the Police Force. One major finding is as a result of top-Bottom Command system were, officers give orders and directives, and are taken by the rank and File without questioning.. This Command structure failed to encourage empathy among and it encouraged feeling of fear and unwillingness to carry out one's responsibility including: lateness to work, absenteeism, truancy and act of hostility to both colleagues and the public. In other words, lack of interpersonal relations, negatively influence performance in Bayelsa state Police Command. This find further confirms the system theory, as our pint of analysis. There is disconnect between the superior officer and men of the force, which also destroys group performance, in form of in-pint-process-output model: we expect behaviour process to carry the relationship between trust and group performance.

### Recommendations

In order to successfully deal with subordinates, senior Police officers should be given knowledge

and should possess the following Interpersonal skills;

- Relationship building: Ability to develop and maintain conversation and interaction and not orders and commands.
- Listening to Junior Officer, both Vertical and Horizontal relationship is required for efficiency,
- Superior police officers should imbibe empathy by understanding other needs and feelings which is against the command system.
- Giving feedback of the list skills, listening skills are the beginning of successful communication, and they are especially important for good Interpersonal relations with subordinates.

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