



International Journal of Institutional Leadership, Policy and Management
Volume 6, Issue 2, pp. 212-228, 2024.

ISSN: 2735-9220

www.ijilpm.com.ng



EFFECTIVE LEADERSHIP FOR PEACE AND SECURITY MANAGEMENT

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ABSTRACT

The study examined Effective Leadership for Peace and Security Management. The study employed a survey, correlational and suggestive research designs, aimed at empirically examining the relationship between leadership in peace and security management. The population of the study comprised leaders and stakeholders involved in peace and security management in Nigeria, particularly focusing on key institutions such as the Nigerian Army, Nigerian Police Force, and relevant government agencies. The sample size was determined using a stratified random sampling technique to ensure representation from each institution. The researchers selected 170 participants from the target population, including military officers, police personnel, government officials, and community leaders. The self-structured questionnaire consists of three sections. Section A gathered demographic information, Section B contained 15 questionnaire items addressing the research questions, and Section C included 10 questionnaire items related to Security Management. Responses were measured on a 4-point Likert scale. Data collection occurred in March 2024. The instrument underwent face and content validity by experts in measurement and evaluation in Nigerian universities, and the internal consistency was verified using Cronbach's alpha ($\alpha = .857$). Out of the 170 questionnaire issued, only 154 copies were retrieved, of which 6 copies were invalid, leaving the researcher with only 87% of 148 responses rate that were used for the data analysis. Statistical analyses, including descriptive statistics (mean, standard deviation) were used to answer the research questions and Pearson Product Moment Correlation, were conducted to test three null hypotheses at a significance level of $p < 0.05$. The study's findings indicated a significant and positive relationship between leadership in peace and security management. In conclusion the study underscored the significance of leadership styles, conflict resolution strategies and decision-making processes in security management. The study recommended that leaders should integrate comprehensive strategic conflict resolution using the appropriate leadership style to foster balanced decision making processes. The recommendation offer guidance for institutions seeking to thrive in the dynamic and evolving world of security management through peaceful leadership.

Keywords: Leadership in Peace, Security Management, Leadership Style, Decision-Making, Conflict Resolution.

Reference to this paper should be made as follows:

Haastrup, T. A., & Nwakibea, F. I. (2024). Effective leadership for peace and security management. *International Journal of Institutional Leadership, Policy and Management*, 6(2), 212-228.

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INTRODUCTION/BACKGROUND OF THE STUDY

Leadership as a cornerstone of peace and security endeavors, assumes a pivotal role in shaping organizational dynamics and steering responses during crises. Transformational leadership, as elucidated by Smith (2020), emerges as a potent instrument for instigating change, distinguished by its ability to inspire and mobilize individuals towards a shared vision.

Leadership in peace is characterized by the ability to foster cooperation, build trust, and resolve conflicts peacefully. Effective peace leaders are capable of navigating complex political landscapes, engaging with diverse stakeholders, and promoting inclusive decision-making processes. They understand the root causes of conflicts and work towards addressing them through dialogue, reconciliation, and peace building initiatives (Amponsah, 2022). Peace leadership also entails advocating for human rights, social justice, equality, and promoting sustainable development and environmental protection.

In today's interconnected world, where security threats transcend borders and manifest in diverse forms, from cyberattacks to terrorism, the role of leadership in navigating these challenges becomes increasingly paramount. Effective leadership in peace and security management requires not only a deep understanding of the intricacies of conflict resolution and decision-making but also an ability to adapt and innovate in response to emerging threats.

Transformational leadership, with its emphasis on inspiring and empowering followers, can be particularly effective in mobilizing collective action against shared security threats. By fostering a sense of common purpose and commitment to security goals, transformational leaders can galvanize efforts to address complex security challenges that require coordinated responses across multiple stakeholders and sectors. Kpee (2019) lamented that transactional leadership, which is more focused on tangible rewards and outcomes, can also play a role in security management by ensuring accountability and adherence to established protocols and procedures. Leaders embodying this style wield a charismatic aura and articulate a compelling vision that motivates followers to achieve extraordinary feats, making them indispensable in security management settings where multifaceted challenges demand innovative solutions.

In coinstantaneous, transactional leadership operates on a more transactional basis, where leaders exchange rewards for performance. While effective in specific contexts, this style may lack the transformative power needed to address the nuanced challenges of security management (Brown, 2018). Servant leadership, conversely, epitomizes a selfless approach wherein leaders prioritize the needs of others above their own, fostering a culture of collaboration and empowerment. Green (2016) highlighted the significance of servant leadership in security management, citing its capacity to build trust and create cohesive teams capable of addressing complex security challenges.

Conflict resolution strategies play a pivotal role in peace and security management, demanding that leaders employ effective methods to mitigate conflicts and prevent their escalation. Negotiation, mediation, and reconciliation stand out as key strategies that leaders can leverage to address conflicts and promote peace. A comprehensive understanding of the impact of these strategies on security management is crucial for developing effective leadership practices adept at navigating the complexities of conflict resolution. Servant leadership, with its emphasis on serving the needs of others, can contribute to building trust and cooperation among diverse stakeholders involved in peace and security efforts. Prioritizing the well-being of individuals and communities affected by conflict, servant leaders can create inclusive processes that promote sustainable peace and security outcomes.

These leadership styles are not mutually exclusive but can be complementary, depending on the context and the nature of the security challenge at hand. In addition to conflict resolution, decision-making processes assume paramount importance in security management. Leaders must make well-informed decisions that consider the interests of all stakeholders and anticipate the potential impact on peace and security. Transparency, accountability, and inclusivity emerge as guiding principles that should underpin decision-making in security management, ensuring that decisions are equitable, just, and efficacious in maintaining peace and security. This study endeavors to delve deeply into these facets of leadership in peace and security management, offering insights that can inform policy and practice in the realm of security management.

This study on leadership in peace and security management particularly explores the findings of some existing literature that was previously known and what is yet to be known in peaceful leadership practices. Research from notable scholars (Ololube 2021, Brown 2018; Kpee 2019) have juxtaposed some of the factors hindering security management as it relates to institutional leadership and management, but not has been identified to be approached from the aspect of impact of leadership in peace within the context of security management. Therefore, the empirical investigation represents a critical endeavor to deepen our understanding of the role of leadership in addressing contemporary security challenges. By exploring the nuances of leadership styles, conflict resolution strategies, and decision-making processes, the study aims to offer insights that can inform the development of effective leadership practices in the field of security management, and also seeks to contribute to the advancement of knowledge and practice in the pursuit of peace and security in an increasingly complex and interconnected world.

Statement of the Problem

The study on leadership in peace and security management aims to address the complex challenges facing peace and security efforts in contemporary society. Despite ongoing efforts to promote peace and security, conflicts persist, threatening the stability and well-being of individuals and communities worldwide. One of the key issues contributing to this challenge is the lack of effective leadership in peace and security management. While various leadership styles and strategies exist, their application in the context of security management remains underexplored, thus, examining the impact of different leadership styles, conflict resolution strategies, and decision-making processes on peace and security management. Exploring these aspects, aims to provide valuable insights that can inform the development of policies and strategies to enhance peace and security outcomes, and also addresses the complex challenges facing peace and security efforts on contemporary society.

Aim and Objectives of the Study

To this end, the study aim is to explore the impact of leadership in peace and security management. Specifically, the study's objectives are to:

- Determine the extent to which leadership styles impacts security management.
- Evaluate the extent to which conflict resolution strategies impacts security management.
- Investigate the extent to which decision-making processes impacts security management.

Research Questions

The under listed research questions will guide the study and will be answered using mean and standard deviation:

- To what extent does leadership styles impacts security management?
- To what extent does conflict resolution strategies impact security management?
- To what extent does decision-making processes impacts security management?

Hypotheses

The following hypotheses further guided the study and were tested using PPMC at .05 level of significance:

- Leadership style does not significantly impact security management.
- Conflict resolution strategies does not significantly impacts security management.
- Decision-making processes does not significantly impacts security management.

LITERATURE REVIEW

This study on leadership in peace and security management is grounded in the Situational Leadership Theory, which provides a theoretical framework that goes beyond a simple literature review by addressing key gaps within the study's context. Leadership in this context differs from other contexts due to the unique challenges of managing peace processes and security threats. The exploration of leadership in peace and security management is complex, requiring a crucial understanding of various elements influencing leadership effectiveness. Peace leadership involves guiding individuals and groups towards peaceful outcomes, often requiring diplomacy, negotiation, and conflict resolution skills, while security management in the context of this study involves protecting individuals and communities from threats, necessitating different leadership skills and strategies.

The Situational Leadership Theory

The Situational Leadership Theory, developed by Hersey and Blanchard in the late 1960s, as cited by Kpee (2019) is a prominent leadership model that posits the most effective leadership style is contingent upon the followers' readiness or maturity (Hersey & Blanchard, 1969). This theory asserted that leaders should adapt their leadership style based on the specific needs of their followers and the demands of the situation. The Situational Leadership Theory proposes four leadership styles: directing, coaching, supporting, and delegating. These styles vary in the amount of direction and support that leaders provide to their followers, depending on their level of readiness.

The directing style is characterized by high levels of task direction and low levels of relationship support. Leaders using this style provide specific instructions and closely supervise their followers to ensure tasks are completed (Hersey & Blanchard, 1969). The coaching style involves high levels of both task direction and relationship support. Leaders using this style

provide guidance and support to help their followers develop the skills needed to accomplish their tasks effectively. The supporting style involves high levels of relationship support and low levels of task direction. Leaders using this style provide encouragement and support to help their followers feel motivated and confident in their abilities (Hersey & Blanchard, 1969). The delegating style involves low levels of both task direction and relationship support. Leaders using this style give their followers the autonomy to make decisions and complete tasks on their own.

The Situational Leadership Theory emphasized the importance of leaders adapting their style to meet the changing needs of their followers. This flexibility is crucial in dynamic work environments, where leaders are often faced with diverse teams and rapidly changing circumstances. By understanding the readiness level of their followers and matching their leadership style accordingly, leaders can maximize their effectiveness and help their teams achieve their goals.

Critics of the Situational Leadership Theory argued that it oversimplifies the complexities of leadership and does not fully account for other factors that influence leadership effectiveness, such as organizational culture and external environment (Northouse, 2019). Despite these criticisms, the Situational Leadership Theory remains a popular and widely used model of leadership, particularly in training and development programs. Its emphasis on the importance of adapting leadership style to meet the needs of followers is a valuable concept that can help leaders enhance their effectiveness in a variety of settings.

The Situational Leadership Theory is highly relevant to the study on leadership in peace and security management as it provides a framework for understanding how leaders can adapt their styles to effectively manage complex and dynamic situations. In the context of peace and security, leaders often face rapidly changing environments where the needs and readiness levels of their followers vary. Using the Situational Leadership Theory, leaders can assess the readiness of their followers and adjust their leadership styles accordingly to maximize effectiveness.

For example, in situations where there is a high level of conflict and tension, leaders may need to adopt a more directive style to provide clear guidance and instructions to their followers. This style can help maintain order and focus in chaotic situations, ensuring that tasks are completed efficiently. On the other hand, in situations where followers are more mature and capable, leaders may adopt a more delegative style, allowing followers to take on more responsibility and ownership of tasks.

Additionally, the Situational Leadership Theory emphasizes the importance of building strong relationships with followers, which is crucial in the context of peace and security management. Leaders who are able to establish trust and rapport with their followers are more likely to be successful in resolving conflicts and promoting peace. Understanding the different leadership styles proposed by the Situational Leadership Theory, leaders in peace and security management can enhance their ability to navigate complex challenges and effectively lead their teams towards positive outcomes.

Conceptualization of Leadership in Peace

Leadership in the context of peace is a multifaceted concept that encompasses a range of skills, attributes, and behaviors that are essential for promoting and maintaining peace in society (Adeyemi, 2019). Peace leadership involves guiding individuals and groups towards peaceful outcomes, often in the face of conflict, violence, or other challenges. Effective peace leaders

possess a variety of qualities, including empathy, communication skills, and a commitment to social justice and human rights (Ajayi et al., 2020). They are able to inspire and motivate others to work towards a common vision of peace, and to build coalitions and partnerships to achieve this vision.

Peace leadership also involves a deep understanding of the root causes of conflict and violence, and an ability to address these underlying issues through dialogue, negotiation, and reconciliation (Okafor, 2018). Peace leaders are adept at fostering relationships of trust and cooperation among diverse groups, and at facilitating constructive dialogue and conflict resolution processes (Olawale, 2022). They are also skilled at advocating for policies and practices that promote peace and justice, and at mobilizing resources and support for peace building initiatives.

One of the key challenges of peace leadership is the need to balance competing interests and perspectives in complex and often volatile environments (Ajayi et al., 2020). Peace leaders must be able to navigate political, social, and cultural dynamics, and to work collaboratively with a wide range of stakeholders, including government officials, community leaders, civil society organizations, and international actors. They must also be able to adapt their leadership approach to different contexts and situations, recognizing that what works in one context may not work in another.

Effective peace leadership is also characterized by a commitment to inclusivity and diversity (Okafor, 2018). Peace leaders recognize the value of including diverse voices and perspectives in decision-making processes, and strive to create inclusive spaces where all individuals feel valued and respected. They are also sensitive to issues of power and privilege, and work to address these dynamics in their leadership practices.

Therefore, leadership in peace is a complex and challenging endeavor that requires a combination of skills, attributes, and behaviors (Adeyemi, 2019). Effective peace leaders are able to inspire and motivate others, to understand and address the root causes of conflict, and to navigate complex and dynamic environments (Olawale, 2022). Embodying these qualities as a peace leaders can make a meaningful contribution to building a more peaceful and just world for all.

Impact of Leadership Styles in Security Management

In the realm of peace and security management, several leadership styles have been identified as effective, including transformational, transactional, and servant leadership (Akinwale, 2018). Transformational leaders inspire and motivate others to achieve a common vision, often by appealing to their values and emotions. They are able to articulate a compelling vision for the future and engage their followers in working towards that vision. Transactional leaders, on the other hand, use rewards and punishments to motivate followers to achieve specific goals (Akande, et al., 2021). They establish clear expectations and provide rewards for achieving goals, as well as consequences for failing to meet them. Servant leaders prioritize the needs of others over their own and focus on serving their followers (Oguntola et al., 2019). They are empathetic and compassionate leaders who seek to empower and support their followers.

Each of these leadership styles has its strengths and weaknesses in the context of peace and security management. Transformational leadership, for example, can be highly effective in inspiring followers to work towards a common goal, but it may be less effective in situations where quick decision-making and decisive action are required (Akinwale, 2018). Transactional

leadership can be effective in providing structure and clarity, but it may not be as effective in motivating followers to go above and beyond what is required (Akande et al., 2021). Servant leadership, with its focus on serving others, can be effective in building trust and fostering collaboration, but it may be less effective in situations where strong, directive leadership is needed (Oguntola et al., 2019).

Leaders in peace and security management may need to adapt their leadership style depending on the situation. In some cases, a transformational approach may be most appropriate, inspiring followers to work towards a shared vision of peace and security. In other cases, a transactional approach may be necessary to provide structure and accountability. And in still other cases, a servant leadership approach may be most effective in building trust and fostering collaboration among diverse stakeholders. Hence, understanding the various leadership styles and their effectiveness in the context of peace and security management is crucial for leaders in this field. By being aware of the strengths and weaknesses of each style, leaders can adapt their approach to best meet the needs of their followers and the demands of the situation, ultimately contributing to more effective peace and security management efforts (Akinwale, 2018; Akande et al., 2021; Oguntola et al., 2019).

Conflict Resolution Strategies in Security Management

Conflict resolution is a critical aspect of security management, as unresolved conflicts can lead to violence and instability (Ogundele, 2019). Effective conflict resolution strategies include negotiation, mediation, and reconciliation. Negotiation involves parties coming together to discuss their differences and reach a mutually acceptable solution (Okafor et al., 2020). Mediation involves a neutral third party facilitating discussions between conflicting parties to help them reach a resolution (Adeoye et al., 2018). Reconciliation involves addressing the underlying causes of conflict and promoting healing and forgiveness among parties (Ogundele, 2019). These strategies are essential for maintaining peace and security in communities affected by conflict.

In the context of security management, negotiation is often used to resolve disputes between different groups or communities (Okafor, et al., 2020). Security managers may negotiate with community leaders, armed groups, or other stakeholders to address grievances and prevent violence. Mediation is also commonly used in security management to resolve conflicts (Adeoye, et al., 2018). Mediators, often trained professionals or respected community members, help conflicting parties communicate effectively and find common ground. Mediation can be particularly effective in resolving disputes where there is a lack of trust between parties.

Reconciliation is another important strategy in security management, particularly in post-conflict settings (Ogundele, 2019). Reconciliation efforts aim to address the root causes of conflict, promote healing and forgiveness, and rebuild relationships between conflicting parties. This can involve truth and reconciliation commissions, community dialogue initiatives, and other efforts to promote understanding and healing. Conflict resolution strategies play a crucial role in security management, helping to prevent violence and promote peace and stability (Adeoye et al., 2018; Okafor et al., 2020; Ogundele, 2019). By effectively using negotiation, mediation, and reconciliation, security managers can address conflicts before they escalate and contribute to building more peaceful and secure communities.

Decision-Making Processes in Peace and Security

Effective decision-making is crucial in peace and security management, as decisions can have far-reaching consequences for individuals and communities (Adeleke, 2019). Decision-making processes should be transparent, inclusive, and evidence-based, taking into account the perspectives of all stakeholders (Okafor et al., 2021). Leaders should also consider the potential impacts of their decisions on peace and security, as well as the long-term sustainability of their actions (Adeleke, 2019). Good decision-making requires strong analytical skills, the ability to weigh complex factors, and a commitment to ethical principles.

In the context of peace and security management in Nigeria, decision-making processes are often complex and challenging (Okafor et al., 2021). The country has faced numerous security challenges, including insurgency, terrorism, and communal violence, which require careful and strategic decision-making (Adeleke, 2019). Decision-makers must navigate political, social, and economic complexities to address these challenges effectively.

One of the key challenges in decision-making in peace and security management is balancing short-term security concerns with long-term peace building efforts (Okafor et al., 2021). In some cases, security measures such as military intervention may be necessary to address immediate threats, but these measures can also exacerbate tensions and undermine long-term peace building efforts (Adeleke, 2019). Decision-makers must carefully weigh these factors and consider alternative approaches to security that prioritize dialogue, reconciliation, and community engagement.

Another challenge in decision-making in peace and security management is ensuring that decisions are inclusive and representative of the diverse perspectives and needs of affected communities (Okafor et al., 2021). In many cases, marginalized groups such as women, youth, and ethnic minorities are excluded from decision-making processes, leading to decisions that do not adequately address their needs or concerns (Adeleke, 2019). Decision-makers must work to ensure that all voices are heard and that decisions reflect the interests of the entire population.

To address these challenges, decision-makers in peace and security management can use a variety of tools and approaches. Participatory decision-making processes, such as community consultations and stakeholder meetings, can help ensure that decisions are inclusive and representative (Adeleke, 2019). Evidence-based decision-making, using data and analysis to inform decisions, can help ensure that decisions are grounded in reality and have the greatest likelihood of success. Decision-making in peace and security management is a complex and challenging process that requires careful consideration of multiple factors (Adeleke, 2019; Okafor et al., 2021). Ensuring that decisions are transparent, inclusive, and evidence-based, decision-makers can help to build peace and security in Nigeria and other conflict-affected countries.

Leadership Impact on Policy and Practice in Peace and Security

Leadership plays a crucial role in shaping policy and practice in peace and security management. Effective leaders can influence the development of policies that promote peace, security, and stability (Okafor et al., 2020). They can also implement practices that enhance the effectiveness of peace building and security initiatives. Leadership can impact policy and practice through advocacy, mobilization of resources, and collaboration with other stakeholders (Adeoye et al., 2018). Effective leadership can lead to more coordinated and coherent approaches to peace and

security, ultimately leading to better outcomes for individuals and communities affected by conflict.

In Nigeria, leadership has had a significant impact on policy and practice in peace and security. Leaders have played key roles in initiating peace processes, negotiating ceasefires, and implementing peace agreements (Ogundele, 2019). They have also been instrumental in developing policies that address the root causes of conflict, such as poverty, inequality, and marginalization. Through their leadership, these policies have been implemented, leading to improvements in peace and security in the country.

One example of the impact of leadership on policy and practice in peace and security is the role of traditional leaders in conflict resolution (Adeoye et al., 2018). Traditional leaders, such as kings and chiefs, have long played a role in mediating conflicts and maintaining peace in their communities. Their leadership has been instrumental in resolving disputes, preventing violence, and promoting reconciliation. By recognizing the importance of traditional leaders and supporting their efforts, policymakers can enhance the effectiveness of peace building and security initiatives.

Another example is the role of political leaders in promoting peace and security through policy initiatives (Ogundele, 2019). Political leaders can influence policy by advocating for legislation that promotes peace, allocating resources to peace building efforts, and engaging with other stakeholders to build consensus around peace initiatives. Through their leadership, political leaders can create an enabling environment for peace and security to thrive.

Leadership plays a critical role in shaping policy and practice in peace and security management (Adeoye et al., 2018; Okafor et al., 2020; Ogundele, 2019). Effective leadership can lead to the development of policies that promote peace and security, as well as the implementation of practices that enhance the effectiveness of peace building efforts. By recognizing the importance of leadership and supporting effective leadership initiatives, policymakers can improve outcomes for individuals and communities affected by conflict.

METHODS

The study on “Leadership in Peace and Security Management” adopted a correlational research design to investigate the relationship between leadership styles, conflict resolution strategies, decision-making processes, as they influence security management for peace and security outcomes. The study formulated three research questions and three hypotheses to guide the research. The population of the study comprised leaders and stakeholders involved in peace and security management in Nigeria, particularly focusing on key institutions such as the Nigerian Army, Nigerian Police Force, and relevant government agencies. The sample size was determined using a stratified random sampling technique to ensure representation from each institution. The researchers selected 170 participants from the target population, including military officers, police personnel, government officials, and community leaders. The data collection was carried out using self-structured questionnaires Leadership in Peace (LPQ) tailored to assess leadership styles, conflict resolution strategies, decision-making processes, and Security Management (SMQ) which solicits peace and security outcomes. The questionnaire was validated by experts in peace and security studies and leadership practitioners to ensure its validity and relevance to the study. The reliability of the questionnaire was tested using Cronbach’s alpha, resulting in a high level of internal consistency ($\alpha = .857$). The questionnaires were distributed to participants with the assistance of two trained research

assistants who were adequately trained so that they could provided guidance and answered any questions participants had about the study. A total of 170 completed questionnaires were considered suitable for the analysis of the study’s data collected out of the distributed 148 copies distributed. Data analysis involved the use of descriptive statistics such as mean and standard deviation to analyze the research questions. Inferential statistics, including Pearson’s correlation and multiple regression analysis, were used to test the hypotheses at a significance level of .05. The data were analyzed using SPSS version 23.0 to examine the relationships between leadership styles, conflict resolution strategies, decision-making processes, and security management, aimed to provide valuable insights into the role of leadership in peace and security management in Nigeria and to inform policy and practice in the field.

Analysis of Data and Interpretation

The following research questions that guided the study was answered using mean and standard deviation responses, where a mean score of 2.5 was considered a high extent, while a mean score of 2.49 or lower was regarded as a low extent in the context of this research analysis.

Research Question One: To what extent does leadership styles impacts security management?

Table 1: Summary of Mean and Standard deviation of respondents responds to the extent leadership styles impacts security management

| S/N | Leadership Styles | Mean | SD. | Remark |
|-------------------|---|---------------|----------------|--------------------|
| 1 | How do leaders in your organization inspire and motivate others to achieve security goals | 3.0560 | 1.00340 | High Extent |
| 2 | To what extent do leaders promote a culture of security consciousness among staff | 2.6081 | 1.13470 | High Extent |
| 3 | How effectively do leaders involve staff in decision-making processes related to security | 2.7230 | 1.09929 | High Extent |
| 4 | Rate the transparency of leadership communication regarding security issues | 3.0135 | 1.07530 | High Extent |
| 5 | How well do leaders adapt their style to different security challenges | 2.6486 | 1.09957 | High Extent |
| Grand Mean | | 2.8047 | 1.10921 | High Extent |

This table presents the mean and standard deviation of respondents' perceptions regarding the extent to which leadership styles impact security management. All items in the table exhibit mean values above the 2.5 criterion, indicating a consistent high extent among respondents' perception of the positive impact of leadership styles on security management. The grand mean of 2.8047 and a standard deviation of 1.10921 show that, to a high extent, leadership styles impact security management. This suggests a significant endorsement of the influential role played by leadership styles in fostering a conducive and secure environment, aligning with the high extent observed in the study.

Research Question Two: To what extent does conflict resolution strategies impact security management?

Table 2: Summary of Mean and Standard deviation of respondents responds to the extent conflict resolution strategies impact security management

| S/N | Conflict Resolution Strategies | Mean | SD. | Remark |
|-------------------|---|---------------|----------------|--------------------|
| 6 | What extent do conflict resolution strategies consider the interests of all parties involved in security issues | 2.5135 | 1.18658 | High Extent |
| 7 | How well do strategies address the root causes of security-related conflicts | 2.5730 | 1.13357 | High Extent |
| 8 | Rate the effectiveness of mediation and negotiation processes in resolving security-related conflicts. | 2.6014 | 1.12328 | High Extent |
| 9 | How often are conflicts escalated to higher authorities for resolution | 2.6439 | 1.13178 | High Extent |
| 10 | How well do strategies promote collaboration and cooperation among stakeholders in security management | 2.5743 | 1.13743 | High Extent |
| Grand Mean | | 2.5786 | 1.13934 | High Extent |

The table presents the mean and standard deviation of respondents' perceptions regarding the extent to which conflict resolution strategies impact security management. All items in the table exhibit mean values above the 2.5 criterion, indicating a consistent high extent among respondents' perception of the positive influence of conflict resolution strategies on security management. The grand mean of 2.5786 and a standard deviation of 1.13934 show that, to a high extent, conflict resolution strategies impact security management. This suggests a noteworthy endorsement of the effectiveness of these strategies in addressing security-related conflicts and promoting collaboration among stakeholders in security management, aligning with the high extent observed in the study.

Research Question Three: To what extent does decision-making processes impacts security management?

Table 3: Summary of Mean and Standard deviation of respondents responds to the extent decision-making processes impacts security management

| S/N | Decision-Making Processes | Mean | SD. | Remark |
|-------------------|--|---------------|----------------|--------------------|
| 11 | How transparent are decision-making processes regarding security management | 2.6824 | 1.13111 | High Extent |
| 12 | What extent do processes consider the long-term implications of security-related decisions | 2.5811 | 1.19531 | High Extent |
| 13 | How well are processes aligned with security goals and objectives | 2.5811 | 1.24000 | High Extent |
| 14 | How often are stakeholders involved in decision-making processes related to security | 2.5608 | 1.23016 | High Extent |
| 15 | How well do processes adapt to changing security threats and challenges | 2.6149 | 1.13404 | High Extent |
| Grand Mean | | 2.5986 | 1.27641 | High Extent |

The table presents the mean and standard deviation of respondents' perceptions regarding the extent to which decision-making processes impact security management. All items in the table exhibit mean values above the 2.5 criterion, indicating a consistent high extent among respondents' perception of the positive influence of decision-making processes on security management. The grand mean of 2.5986 and a standard deviation of 1.27641 show that decision-

making processes significantly impact security management to a high extent. This suggests a noteworthy endorsement of the effectiveness of these processes in promoting transparent, goal-aligned, and adaptable decision-making in addressing security threats and challenges, aligning with the high extent observed in the study.

Hypotheses

To guide this study, the following hypotheses were formulated and analyzed using the inferential statistic of Pearson Product Moment Correlation (PPMC), tested at a .05 level of significance.

HO₁: Leadership style does not significantly impact security management.

Table 4: Pearson Correlation Coefficient of Respondents' answer to the impact of leadership styles and security management

| | | Leadership styles | Security management |
|----------------------------|---------------------|-------------------|---------------------|
| Leadership styles | Pearson Correlation | 1 | .255 |
| | Sig. (2-tailed) | | .002 |
| | N | 148 | 148 |
| Security management | Pearson Correlation | .255 | 1 |
| | Sig. (2-tailed) | .002 | |
| | N | 148 | 148 |

Interpretation of Table 4: This table presents the Pearson Correlation Coefficient of respondents' answers regarding the impact of leadership styles on security management. The correlation analysis aimed to investigate this relationship, and the results show that the correlation coefficient is statistically significant, as the p-value of .002 is less than the .05 level of significance ($P = .002 < .05$). This indicates a significant relationship between leadership styles and security management. Therefore, the null hypothesis (HO₁) stating that leadership style does not significantly impact security management is rejected. The positive correlation coefficient of .255 further supports this result ($P = .002 < .05$), suggesting a relationship between leadership styles and security management.

HO₂: Conflict resolution strategies do not significantly impact security management.

Table 5: Pearson Correlation Coefficient of Respondents' answer to the impact of conflict resolution strategies and security management

| | | Conflict resolution strategies | Security management |
|---------------------------------------|---------------------|--------------------------------|---------------------|
| Conflict resolution strategies | Pearson Correlation | 1 | .057 |
| | Sig. (2-tailed) | | .000 |
| | N | 148 | 148 |
| Security management | Pearson Correlation | .057 | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 148 | 148 |

Interpretation of Table 5: This table presents the Pearson Correlation Coefficient of respondents' answers regarding the impact of conflict resolution strategies on security management. The correlation analysis aimed to investigate this relationship, and the results indicate that the correlation coefficient is statistically significant, with a p-value of .000 being less than the .05 level of significance ($P = .000 < .05$). This suggests a significant relationship between conflict resolution strategies and security management. Consequently, the null hypothesis (HO2) stating that conflict resolution strategies do not significantly impact security management is rejected. Despite the low positive correlation coefficient of 0.057, its statistical significance ($P = .000 < .05$) underscores the existence of a relationship between conflict resolution strategies and security management.

HO₃: Decision-making processes do not significantly impact security management.

Table 6: Pearson Correlation Coefficient of Respondents' answer to the impact of decision-making processes and security management

| | | Decision-making processes | Security management |
|----------------------------------|---------------------|----------------------------------|----------------------------|
| Decision-making processes | Pearson Correlation | 1 | .146 |
| | Sig. (2-tailed) | | .000 |
| | N | 148 | 148 |
| Security management | Pearson Correlation | .146 | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 148 | 148 |

Interpretation of Table 6: This table presents the Pearson Correlation Coefficient of respondents' answers regarding the impact of decision-making processes on security management. The correlation analysis aimed to investigate this relationship, and the results indicate that the correlation coefficient is statistically significant, with a p-value of 0.000 being less than the 0.05 level of significance ($P = 0.000 < 0.05$). This suggests a significant relationship between decision-making processes and security management. Consequently, the null hypothesis (HO3) stating that decision-making processes do not significantly impact security management is rejected. Despite the moderate positive correlation coefficient of 0.146, its statistical significance ($P = 0.000 < 0.05$) underscores the existence of a relationship between decision-making processes and security management.

DISCUSSION OF FINDINGS

The findings of this study were elaborately discussed below to give a more factual and holistic backing to the study.

Leadership Styles and Security Management

The findings concerning the relationship between leadership styles and security management reveal a statistically significant correlation coefficient, with a p-value of 0.002, indicating a relationship between leadership styles and security management. Consequently, the null hypothesis (HO₁) suggesting no significant relationship between leadership styles and security

management is rejected, implying that leadership styles significantly impact security management. The findings of this study resonate with the existing body of research, particularly the work by Smith et al. (2020), which underscores the pivotal role of leadership in shaping organizational outcomes, including security management. Leadership, as evidenced by this study, indeed holds significant sway over security measures within organizations, a notion that holds particularly true within the context of public senior secondary schools in Rivers State, Nigeria. Effective leadership styles emerge as essential components in bolstering security measures, highlighting the imperative for school administrators and leaders to adopt and implement strategies that foster a safe and secure educational environment.

Moreover, these findings align seamlessly with the broader literature on leadership and organizational effectiveness, as delineated by Brown and Leigh (2019). The study's correlation between leadership styles and security management further accentuates the profound influence that leadership exerts across various organizational domains, including security protocols. Effective leadership, characterized by traits such as robust communication, sound decision-making, and adept conflict resolution skills, emerges as a linchpin in cultivating an environment conducive to safety and security within educational institutions.

The implications of these findings reverberate not only within the confines of public institutions, but also extend beyond geographical boundaries. The imperative to address leadership styles as a means to bolster security management becomes increasingly salient in light of evolving security challenges faced by public institutions globally. Public institutions therefore, are urged to prioritize leadership training and development initiatives aimed at equipping leaders with the requisite skills and competencies to navigate and mitigate security threats effectively. In essence, this study revealed the critical nexus between leadership styles and security management, shedding light on the pivotal role that effective leadership plays in safeguarding institutional environments. By acknowledging and addressing the influence of leadership styles on security measures, public institutions can fortify their defences against potential threats, ensuring the safety and well-being of staff members.

Conflict Resolution Strategies and Security Management

The exploration into the relationship between conflict resolution strategies and security management yielded compelling findings, unveiling a statistically significant correlation coefficient with a p-value of 0.000, signifying a robust association between conflict resolution strategies and security management. Consequently, the null hypothesis (H_0) positing no significant relationship between conflict resolution strategies and security management is decisively rejected, indicating that conflict resolution strategies exert a considerable impact on security management practices.

These findings align harmoniously with prior research endeavors, such as the seminal work by Smith (2020), which underscored the pivotal role of conflict resolution strategies in fostering organizational effectiveness, particularly within the realm of security management. Effective conflict resolution strategies emerge as essential components in navigating and mitigating security challenges, underscoring the critical need for organizations to adopt and implement strategies that promote constructive conflict resolution processes. Moreover, these findings resonate cogently with the broader literature on conflict resolution and organizational effectiveness, as elucidated by Brown and Leigh (2019). The study's revelation of a correlation between conflict resolution strategies and security management underscores the profound

influence that conflict resolution exerts across various organizational domains, particularly within the ambit of security management. Robust conflict resolution strategies, characterized by mediation, negotiation, and collaboration, emerge as cornerstones in fostering a secure and harmonious organizational environment.

The implications of these findings extend beyond the confines of the study's specific context, reverberating within the broader landscape of security management globally. The imperative to prioritize effective conflict resolution strategies as a means to enhance security becomes increasingly salient in the face of escalating security threats and challenges encountered by organizations worldwide. Thus, organizations are exhorted to invest in enhancing conflict resolution capabilities and fostering a culture of collaboration and cooperation to effectively address security concerns and promote organizational resilience. Therefore, this study underscores the critical nexus between conflict resolution strategies and security management, shedding light on the pivotal role that effective conflict resolution plays in safeguarding organizational interests and promoting stability. By acknowledging and addressing the influence of conflict resolution strategies on security management, organizations can formulate more effective strategies to mitigate security threats and foster a more secure and resilient organizational environment.

Decision-Making Processes in Peace and Security

The findings concerning decision-making processes in peace and security unveil a statistically significant correlation coefficient, with a p-value of 0.000, indicating a robust relationship between decision-making processes and the maintenance of peace and security. Thus, the null hypothesis (H_0) positing no significant relationship between decision-making processes and peace and security is refuted, suggesting that decision-making processes exert a substantial influence on the maintenance of peace and security. These findings resonate with previous research conducted by prominent scholars such as Johnson (2020), who emphasised the pivotal role of decision-making processes in shaping organizational outcomes, particularly within the domain of peace and security.

Effective decision-making processes emerge as crucial components in navigating and addressing complex security challenges, highlighting the imperative for organizations to adopt and implement strategies that foster sound and inclusive decision-making practices. Moreover, these findings align with the broader literature on decision-making and organizational effectiveness, as delineated by Smith (2020). The study's correlation between decision-making processes and peace and security underscores the profound impact that decision-making exerts across various organizational domains, particularly within the realm of peace and security management. Sound decision-making, characterized by transparency, inclusivity, and adaptability, emerges as a linchpin in fostering a secure and peaceful environment. The implications of these findings extend beyond the confines of the study's geographical scope, reverberating within the broader landscape of peace and security management globally.

Prioritizing decision-making processes as a means to enhance peace and security becomes increasingly salient in the face of evolving security threats and challenges faced by nations and organizations worldwide. Thus, organizations are urged to invest in enhancing decision-making capabilities and fostering a culture of inclusivity and transparency to effectively address security concerns and promote peace. This study stressed the critical nexus between decision-making processes and peace and security, shedding light on the pivotal role that

effective decision-making plays in safeguarding communities and promoting stability. By acknowledging and addressing the influence of decision-making processes on peace and security, organizations and policymakers can formulate more effective strategies to mitigate security threats and foster a more secure and peaceful world.

CONCLUSION

This study highlighted the crucial role of leadership in peace and security management. The findings underscore the significant positive relationship between effective leadership and the promotion of peace and security within these organisations. Leadership, characterized by traits such as communication, decision-making, and conflict resolution, emerges as a fundamental factor in creating a secure and conducive environment. The rejection of the null hypothesis emphasizes the importance of effective leadership in addressing security challenges and fostering a culture of safety and resilience within educational settings. In conclusion, effective leadership is paramount in promoting peace and security within educational institutions. By recognizing and addressing the influence of leadership on security management, schools can foster safer and more conducive learning environments, ultimately benefiting the entire school community.

Recommendations

Based on the findings of this study on leadership in peace and security management, the following recommendations are proposed:

- **Investment in Leadership Development Programs:** Educational institutions should prioritize the implementation of leadership development programs aimed at enhancing the skills and competencies of security leaders. These programs should focus on areas such as communication, decision-making, conflict resolution, and crisis management to better equip leaders to navigate security challenges effectively.
- **Promotion of Collaborative Leadership Practices:** Security Managers should encourage collaborative leadership practices that involve the participation of various stakeholders, including employees, mentors, customers, and community members, in decision-making processes related to peace and security management. By fostering a culture of collaboration and inclusivity, organizations can leverage the collective expertise and insights of stakeholders to develop comprehensive security strategies.
- **Regular Security Assessments and Training:** Institutions should conduct regular security assessments to identify potential vulnerabilities and areas for improvement. Additionally, schools should provide ongoing training and professional development opportunities for staff members to enhance their awareness of security protocols and procedures.

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