



The Public's Perception of the Operating Standards of the Jamaica Defence Force (JDF): A Quantitative Inquiry

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Abstract

Introduction: The Jamaica Defence Force (JDF), a military organization, collaborates with the Jamaica Constabulary Force (JCF) to police society. The widespread and frequent engagement of the JDF in a paramilitary role results in regular interaction with the public. No existing studies in the current literature have examined the public's perception of the operating standards of the JDF.

Objective: This study seeks to evaluate and explore the JDF from an operational standpoint. The Operations Management Theory (OMT) is used to examine whether the public's perception of the operating standards of the JDF has changed in the last decade (2012-2022).

Methods and materials: This research employed a national cross-sectional web-based descriptive research design. Data collection occurred from July 13, 2022, to August 11, 2022. Using the 2019 population of Jamaica obtained from the Statistical Institute of Jamaica, with a 3.4% margin of error and 95% confidence interval, the calculated sample size is 831 resident Jamaicans. The response rate was 82.1% (n=762).

Findings: The majority of the sampled respondents were Jamaicans (97.1%, n=766), resided in Jamaica (88.9%, n=700), females (59.6%, n=472), and resided in Manchester (19.2%, 150). Of the Jamaicans (n=764), 89.3% (n=682) of them reside in Jamaica compared to 10.7% (n=82) reside outside. Furthermore, 89.3% of Jamaicans resided in Jamaica compared to 77.3% of non-

Jamaicans ($\chi^2(1) = 3.125, P = 0.077$). The findings indicate that people have lost respect for the JDF in the last 6 months.

Discussion: The people's perception of the operating standards of the JDF will provide an understanding of crime management challenges in Jamaica. Combined with effective management and implementation of strategies to meet the intended mission and vision, the JDF should consider image rebranding to address the decline in public perception and trust.

Conclusion: Despite the traditional military structure of the Jamaica Defence Force, the organization has been deployed on the streets of Jamaica by political administrations to curb and remedy the difficulty of policing society, and this explains a justification for a public assessment of this organization. The public is indecisive on whether the Jamaica Defence Force is too frequently used jointly with the Jamaica Police Constabulary Force to police the streets of Jamaica as well as being neutral on the overall operating standards of the JDF.

Keywords: Jamaica Defence Force, Operating Standards, JDF, Jamaica Police Constabulary Force.

Introduction

National security and sovereignty are the hallmarks of all democratic societies (Naidu, 2002). The military is a critical part of the protection of the sovereignty, national security, and democracy of a nation (North Atlantic Treaty Organization (NATO), 2008; Pereira, 2022; Public Broadcasting Services (PBS), 1984). The military constitutes the air force, army, navy, space force, marine, and coast guard for primarily protecting a state's interest from external armed threats. Historically, leaders also used the military to gain political independence or sovereignty through war (Mark, 2009). According to Jordan et al. (2016), modern warfare explains a rationale for the military in nations, including small states like Jamaica.

The military branch responsible for Jamaica's national security and sovereignty is the Jamaica Defence Force (JDF) (Ministry of Justice, 2014). The JDF constitutes the army, air wing, and coast guard (The Ministry of National Security, nd). The constitution of the JDF occurred in 1962 from the West India Regiment (WIR), a British colonial regiment that dates back to 1795 when the first West India Regiment was formed in the Windward Islands of the Eastern Caribbean (Jamaica Defence Force, 2021a; National Army Museum, nd). The JDF was formed just a few days before Jamaica became a sovereign independent State within the Commonwealth of Nations. Although the JDF is still young, it has a long history of descent and traditions stemming from units raised in the West Indies since the mid-seventeenth century, succinctly summarized in the current study.

Early Origins

Its original predecessor was the ancient Jamaica Militia of 1662, the immediate successor to Oliver Cromwell's troops that had taken Jamaica from the Spaniards a mere seven years earlier. In 1694, one of two only invasions of Jamaica other than the English invasion of 1655, the French landed a force of over 1,400 men at Carlisle Bay in southern Clarendon (Jamaica Defence

Force, nd). Here they were met by militiamen, initially, only some 250, who alone-without support from any naval or regular army units-repulsed the French with about 100 men killed or wounded. Estimates of the French losses were between 150 and 350.

Current Structure

By revamping the Joint/Division headquarters and creating five Brigade (Bde) formations, the JDF's current structure reflects the North Atlantic Treaty Organisation (NATO) "standard combined arms Division structure". The five (Bde) formations consist of four Regular Force (The Jamaica Regiment (JCA Regt), the Maritime, Air and Cyber Command (MACC), the Support Brigade (SpBde), the Caribbean Military Academy (CMA)) and an expanded Jamaica National Reserve (JNR) (Jamaica Defence Force, 2021b). Furthermore, these formations provide all "operational oversight and management of the Force's capabilities in the land, air, sea and cyber domains". This structure aims to ensure "a greater focus by the Chief of Defence Staff and the Joint staff on matters of strategic importance to the Force, both nationally and regionally.

The Changing Operational Reality of the JDF

The Jamaica Defence Force participated in the US-led invasion of Grenada in October 1983 (Ganase, 2014; Ledgister, 2019) and has engaged in many national states of emergency in Jamaica and performed joint police-military operations with the Jamaica Constabulary Force (JCF, nd). The Jamaican government has been twinning the military with the Jamaica Constabulary Force (JCF) to address high rates of crimes in society. Those joint military-police operations have resulted in the military frequently interacting with Jamaicans. The joint police-military operations in Jamaica mean that the public is having in frequently interface with them in their communities, but how do the people view this new reality? And do Jamaicans believe that the JDF should be more accountable to the people in keeping with current realities?

There is a change in the operational reality of the JDF. The new engagement does not have any empirical findings, particularly relating to the views of Jamaicans on the matter. The aforementioned issue is the rationale for the current study. Hence, this study seeks to evaluate whether the public's perception of the operating standards of the JDF has changed in the last decade (i.e., 2012-2022). Furthermore, the current study also will assess Jamaicans' perception of the accountability of the JDF to the citizenry and provide a framework of what Jamaicans perceive as the ideal JDF.

The reality is, this study will provide an understanding of the public's perception of the operational standards of the JDF and whether this perception has changed in the last decade will provide some context for understanding the effectiveness or otherwise of the joint police-military operations. An important issue not examined in the literature is the public's trust in the JDF and its possible erosion in the last decade. The military provides a service to society, so trust between it and the citizenry is critical for operations to be successful. Trust, long established in the literature, is paramount for social solidarity. Research trends indicate that the interest in trust among customers has shifted to a more "relationship-based service orientation" (Isaeva et al., 2020). Customers' trust is a cornerstone of the service industry.

Research demonstrates that the quality of service for the service industry is evident in the customers' responses. Customers tend to be loyal and supportive if they sense they are valued. The relationship between this industry and its customers should be based on trust, commitment, and collaboration, resulting in mutual satisfaction among both entities (Isaeva et al., 2020). Since the military is a part of the service industry and provides service to a country and its citizens, it is crucial to understand its operational standards. To further evaluate and explore the JDF from an operational standpoint, the Operations Management Theory (OMT) is used to examine whether the public's perception of the operating standards of the JDF has changed in the last decade (i.e., 2012-2022).

Theoretical Framework

Using a theory in this study provides a context for the relationship between phenomena (Taylor, 1911; Walker et al., 2015). The focus of this study has practical relevance to the current operating procedures of the JDF. The Operations Management Theory (OMT) helps to explain whether a company's practice leads to efficiency in production or services. In general terms of operations, management pertains to efficient management of "production process and business operations". Operations management involves efficiently operating a business in the area of resources and meeting the customers' needs with the highest quality while being "economically viable" (McCloy, 2021).

The OMT addresses company strategies for operational and production interventions to increase operations and production efficiency (Taylor, 1911). Furthermore, the key to these efficiencies is utilizing resources to meet customer needs while minimising costs. Another essential aspect is leveraging labour and raw materials by efficiently using resources to produce goods and services. OMT extends to modern operations management by promoting four fundamental theories: business process redesign (BPR), six sigma, lean manufacturing, and reconfigurable manufacturing systems. According to Taylor (1911) in "The Principles of Scientific Management," there are four specific elements: the development of "a true science of management, scientific selection of an effective and efficient worker, education and development of workers, and intimate cooperation between management and staff". OMT is an appropriate theory to understand further the public's perception of the operating standards of the JDF.

Literature Review

The military or armed forces' primary responsibility is the protection of its citizens. Generally, in society, the relationship between civilians and the military is essential and is at the core of safety and security. The military protects its citizens and, in some instances, overthrows a nation's government during political unrest. The unique balance between these two juxtaposing responsibilities denotes the importance of ensuring that the use of this power is in the best interest of a nation's security and interests. The challenge in some instances is when the military oversteps the boundaries of its authorities. History demonstrates incidences when the military has taken up a presence beyond protection to one of political dominance. This overreach, known as a military coup, is an example of civilian and military relations. One most recent example is that of the country of Haiti following the assassination of its president (i.e., esJovenelMoise on July 7,

2021). Examples of military coups are also seen in African countries experiencing political unrest. Reasons for military coups vary, and understanding these reasons impacts the view on civilian and military relations.

However, military coups may take a more subtle form, such as undue pressure on policymakers through formal and informal means (Pion-Berlin & Dudley, 2020).

Pion-Berlin and Dudley (2020) contend that the relationship between citizens and the military focuses mainly on civilian leadership and the military as an institution. However, the relationship between the general civilian society and the military is critical in understanding the military's societal role. Governments must ensure leadership in efficiency and accountability while ensuring that the military adheres to "civilian rule" while equipping the public with a clear understanding of the roles of the military in that society. Most governments seek to strike a balance between the control of the military concerning governing rules without impeding the effectiveness of their operations in civil society. Any government's military use is most effective when this balance exists (Pion-Berlin & Dudley, 2020).

Previous research demonstrates a connection between understanding how the military operates and support from citizens. However, the public's military support varies in different societies. In the UK, there is a strong public opinion on the importance of the military, yet little is known about the population's perception (Hines et al., 2014). Consequently, Hines et al. (2014) conducted a study to explore whether the UK population understand and supports the Armed Forces. They found that amid the low support for military presence in the Iraq and Afghanistan operations, the public still held the military in high regard. This extensive history of the British military is from the "British's imperial past". The public's understanding of its military may relate to the vast history of British military involvement and achievements.

Similarly, the United States boasts a long history of internal and external military operations and as such, scholars have objectively assessed the public trust in it. Bryant et al. (2021) indicated that the US military had enjoyed more than 40 years of public trust. This confidence and high regard are evident in previous surveys and studies exploring this phenomenon. Nichols (2015) conducted a study on military recruitment in which the US public opinion of the military was examined using a survey across five dimensions of analysis. The results showed that in Texas, public opinion is shaped by demographics, political factors and race/ethnicity. The support for the US military remains high, but it is unclear whether this support extends to other military-oriented issues among the broader US population. While research findings demonstrate military support among the US public, military personnel feel that the public lacks an understanding of the sacrifices and nature of the challenges faced by this group (Bryant et al., 2021).

In societies where military professionalism is enforced, there is a stronger sense of civilian control. This professionalism is enforced and reinforced through formal training and education and is also generational. Military or armed forces who uphold a democratic society tend to believe their purpose is to comply with and support government directives and established rules. The operation of the military is impacted by their ideologies which in turn affects their judgement. Establishing a relationship of understanding between citizens and the military begins

with identifying what separates them and learning to appreciate each other's values and expectations (Pion-Berlin & Dudley, 2020).

Although most Latin American countries have strict rules against using the military within borders, there are particular circumstances when they are used as a part of crime intervention. Pion-Berlin and Carreras (2017) found that military operation in Latin America has expanded during the past two decades to address the issue of crime in that region. Due to the high tensions and unrest that plague this region, there tends to be a lack of military restraint toward human rights and excessive force at times. Despite episodes of overreaching, there is high regard and support for the military in Latin America, especially in "counter-crime interventions". This support stems from the lack of trust among citizens in the police to fight crime. Pion-Berlin and Carreras (2017) argued that there is more trust in the military as an institution against crime compared to the local police. The 2014 "wave of the Americas Barometer found that 32.6 per cent of respondents indicated that crime and violence were their most serious concerns, with 47.9 per cent in El Salvador and 65.2 per cent in Honduras, which are more violent countries.

Citizens fear the police due to their victimisation and threats, which counter their oath to serve. There is a tendency for citizens to withhold information about criminal activities resulting from increased distrust of the police. As a result, citizens are more apt to support using armed forces as a crime deterrent and welcome military involvement as a replacement or complement to police involvement. In Latin American countries, it is common practice for citizens to demand the presence of the military where the police have failed in addressing crime. The Mexican government took a similar approach in 2009 in Mexico's war against drugs when their initial police interventions failed. However, despite military involvement, there was an increase in murders and human rights violations. A 2012 poll indicated that 54 per cent of Mexicans thought the criminals won the war, with 18 per cent indicating the government won.

The Caribbean is one of the most violent regions in the Americas, including Latin America and the Caribbean, with Jamaica having one of the highest homicide rates (Statista, 2022). The highest homicide incidences occurred in 2017 and 2021. Crime rates in Jamaica continue to increase amid interventions to combat incidences, including military involvement. Therefore, does military involvement help or worsen the outcome of these incidences? How do Jamaican citizens view the military operations of the JDF? This study seeks to better understand Jamaican citizens' perception of the JDF and whether that has changed over time (1/2 year, 1 year, 2 years, 5 years, and 10 years). This study employed a quantitative perspective to assess the objectives of the work.

Methods and Materials

A national cross-sectional web-based descriptive research design was employed for the current study. The data was collected from July 13, 2022, to August 11, 2022. Using the 2019 population of Jamaica (Statistical Institute of Jamaica, 2019; i.e., 2,734,092), a 3.4% margin of error, and 95% confidence interval; the calculated sample size is 831 resident Jamaicans. Of the prospective sampled resident Jamaicans (n=831), the response rate was 82.1% (n=762). The research team collected data from people across the 14 parishes of Jamaica (see Table 1). In addition, the

researchers equally sought the views of non-resident Jamaicans and other nationalities living in Jamaica at the time of the data collection. The study garnered the opinions of 82 non-resident Jamaicans and 87 non-Jamaicans who resided in the nation at the time of the data collection using social media, particularly Facebook.

The instrument was developed and designed by Paul Andrew Bourne and aided by Vincent M.S. Peterkin. It was a standardized instrument of fourteen (14) questions (i.e., 13 close-ended items; one open-ended item, with six demographic items-Annex 1). Researchers sent the instrument to scholars from different areas to provide feedback on the questionnaire's appropriateness, relevance, and quality. The study researchers then incorporated their feedback into the Survey, and then the approved copy was designed in Survey Monkey.

Seven Likert-scale items were designed to evaluate the operating standards of the Jamaica Defence Force (JDF) over five specific periods (i.e., ½ year, 1 year, 2 years, 5 years, and 10 years). The Likert scale ranged from strongly disagree (coded as 1), disagree (coded as 2), neutral (coded as 3), agree (coded as 4), and strongly agree (coded as 5). Researchers conducted reliability analysis for this study on the 7-item questions, and a value of 0.7 was used to determine good reliability. Negative questions were reverse coded, and these were items 2 (i.e., The operating standards of the JDF have fallen), 4 (i.e., Members of the JDF are too frequently used as police officers), 6 (i.e., I am afraid of soldiers), and 7 (i.e., I have lost respect for the JDF because of how it operates with the public). In addition, confirmatory factor analysis was used to determine the validity of the 7-item Likert scale questions. Factor analysis established that the 7-item Likert scale questions are valid for usage in assessing the operating standards of the JDF (see Annex 2). In addition, items that have a commonality of less than 0.5 were deleted from the operating standard construction index.

Findings

Table 1 presents the selected demographic characteristics of the sampled respondents. Of the sampled respondents (n=792), the response rates were 99.9% (n=791) for gender, 99.6% (n=789) for nationality, 99.4% (n=787) for resident Jamaican, and 98.3% (n=780) for parish of residence in Jamaica. The findings revealed that the majority of the sampled respondents were Jamaicans (97.1%, n=766), resided in Jamaica (88.9%, n=700), female (59.6%, n=472), and resided in Manchester (19.2%, 150).

Table 1: Demographic characteristics of sampled respondents, n=792

Details	Total, % (n)
Nationality	
Jamaican	97.1 (766)
Other	2.9 (23)
Residential status	
In Jamaica	88.9 (700)
Outside of Jamaica	11.1 (87)
Gender	
Male	39.6 (313)
Female	59.6 (472)

Non-binary	0.8 (6)
Parish of residence	
Kingston	6.8 (53)
St. Andrew	6.0 (47)
St. Thomas	2.3 (18)
Portland	5.4 (42)
St. Mary	1.9 (15)
St. Ann	5.0 (39)
Trelawny	2.1 (16)
St. James	5.0 (39)
Hanover	3.3 (26)
Westmoreland	3.8 (30)
St. Elizabeth	13.7 (107)
Manchester	19.2 (150)
Clarendon	10.1 (79)
St. Catherine	8.8 (69)
Not Applicable (i.e., outside of Jamaica)	6.4 (50)

Table 2 presents a cross-tabulation between the nationality and residential status of the sampled respondents. Of the Jamaicans (n=764), 89.3% (n=682) resided in Jamaica compared to 10.7% (n=82) resided outside of Jamaica. Furthermore, 89.3% of Jamaicans resided in Jamaica compared to 77.3% of non-Jamaicans ($\chi^2 (1)=3.125, P = 0.077$).

Table 2: A cross-tabulation between Nationality and Resident Jamaican

Details	Nationality		Total
	Jamaican	Other	% (N)
	% (n)	% (n)	
Residential status			
Inside Jamaica	89.3 (682)	77.3 (17)	88.9 (699)
Outside Jamaica	10.7 (82)	22.7 (5)	11.1 (87)
Total	764	22	786

Of the sampled respondents, 19.1% (n=151) indicated that they have had run-ins (accused, detained, or arrested) with the Jamaica Defence Force (JDF) and 12.2% (n=96) with the Jamaica Constabulary Force (JCF)-(Table 3).

Table 3: Run-ins (being accused, detained, or arrested) with the Law in Jamaica, n=

Details	Total % (n)
Jamaica Defence Force (JDF)	
Yes	19.1 (151)
No	80.9 (638)
Jamaica Constabulary Force (JCF)	
Yes	12.2 (96)
No	87.8 (694)

Table 4 presents cross-tabulation between those who have had run-ins (being accused, detained, or arrested) with the JCF and the Area of Residence in Jamaica. The findings revealed a significant statistical relationship between the two aforementioned variables ($\chi^2 (14) = 33.605, P = 0.002$).

Table 4: A cross-tabulation between those who have had run-ins (being accused, detained, or arrested) with the JCF and Area of Residence in Jamaica

Details	Run-ins		Total, % (n)
	Yes	No	% (n)
	% (n)	% (n)	
Parish of residence			
Kingston	7.3 (11)	6.7 (42)	6.8 (53)
St. Andrew	5.3 (8)	6.2 (39)	6.0 (47)
St. Thomas	4.6 (7)	1.8 (11)	2.3 (18)
Portland	8.6 (13)	4.6 (29)	5.4 (42)
St. Mary	1.3 (2)	2.1 (13)	1.9 (15)
St. Ann	4.0 (6)	5.3 (33)	5.0 (39)
Trelawny	1.3 (2)	2.2 (14)	2.1 (16)
St. James	6.0 (9)	4.8 (30)	5.0 (39)
Hanover	5.3 (8)	2.9 (18)	3.3 (26)
Westmoreland	4.6 (7)	3.5 (22)	3.7 (29)
St. Elizabeth	6.0 (9)	15.5 (97)	13.6 (106)
Manchester	15.2 (23)	20.3 (127)	19.3 (150)
Clarendon	10.6 (16)	10.0 (63)	10.2 (79)
St. Catherine	7.3 (11)	9.3 (58)	8.9 (69)
Not Applicable (i.e., outside of Jamaica)	12.6 (18)	4.9 (31)	6.4 (50)

Table 5 presents cross-tabulation between those who have had run-ins (being accused, detained, or arrested) with the JDF and Area of Residence in Jamaica. The findings revealed a significant statistical relationship between the two aforementioned variables ($\chi^2 (14) = 48.0425, P < 0.001$).

Table 5: A cross-tabulation between those who have had run-ins (being accused, detained, or arrested) with the JDF and Area of Residence in Jamaica

Details	Run-ins		Total, % (n)
	Yes	No	% (n)
	% (n)	% (n)	
Parish of residence			
Kingston	8.3 (8)	6.6 (45)	6.8 (53)
St. Andrew	7.3 (7)	5.9 (40)	6.0 (47)
St. Thomas	6.3 (6)	1.8 (12)	2.3 (18)
Portland	13.5 (13)	4.2 (29)	5.4 (42)
St. Mary	2.1 (2)	1.9 (13)	1.9 (15)
St. Ann	6.3 (6)	4.8 (33)	5.0 (39)

Trelawny	0.0 (0)	2.3 (16)	2.1 (16)
St. James	3.1 (3)	5.3 (36)	5.0 (39)
Hanover	4.2 (4)	3.2 (22)	3.3 (26)
Westmoreland	4.2 (4)	3.8 (26)	3.9 (30)
St. Elizabeth	5.2 (5)	14.9 (102)	13.7 (107)
Manchester	7.3 (7)	20.9 (143)	19.3 (150)
Clarendon	7.3 (7)	10.5 (72)	10.1 (79)
St. Catherine	12.5 (12)	8.2 (56)	8.7 (68)
Not Applicable (i.e., outside of Jamaica)	12.5 (12)	5.6 (38)	6.4 (50)
Total	96	683	779

Table 6 presents the descriptive statistics for people's perception of the Jamaica Defence Force (JDF) operating standards for the last 6 months. The seven-item scale is relatively good for assessing a single variable referred to as the Jamaica Defence Force operating standard (Cronbach $\alpha = 0.667$). Generally, the sampled respondents disagreed that the operating standards of the JDF are high for the last 6 months. Furthermore, the sampled respondents agreed that the operating standards of the JDF have fallen in the last 6 months; but that people are still afraid of soldiers. The findings indicate that people have lost respect for the JDF in the last 6 months. In addition, people disagreed that the JDF is still relevant in today's society.

Table 6: Descriptive statistics for People's perception of the operating standards of the JDF (1/2 year)

Details	Mean	Std. Deviation	N
The JDF operates at a high standard	1.9276	0.42271	773
The operating standards of the JDF have fallen	3.8900	0.43137	773
Generally, the members of the JDF operate in a professional manner	1.9405	0.39958	773
Members of the JDF are too frequently used as police officers	3.8680	0.42362	773
The JDF is still relevant in today's society	2.3415	0.55970	773
I am afraid of soldiers	4.1578	0.54434	773
I have lost respect for the JDF because of how it operates with the public	3.9547	0.51583	773

Table 7 presents the descriptive statistics for people's perception of the Jamaica Defence Force (JDF) operating standards over the last 12 months. The seven-item scale is relatively good for assessing a single variable referred to as the Jamaica Defence Force operating standard (Cronbach $\alpha = 0.751$). Generally, the sampled respondents are neutral on the matter that the operating standards of the JDF were high in the last 12 months. Furthermore, people agreed that the JDF was relevant one year ago, and they are neutral on whether the JDF is too frequently used by police officers.

Table 7: Descriptive statistics for People’s perception of the JDF (1 year)

Details	Mean	Std. Deviation	N
The JDF operates at a high standard	3.0616	1.10031	747
The operating standards of the JDF have fallen	2.7724	1.04671	747
Generally, the members of the JDF operate in a professional manner	3.0335	1.08250	747
Members of the JDF are too frequently used as police officers	2.4699	1.00139	747
The JDF is still relevant in today’s society	4.0147	.95953	747
I am afraid of soldiers	3.5609	1.12489	747
I have lost respect for the JDF because of how it operates with the public	2.9933	1.18467	747

Table 7 presents the descriptive statistics for people's perception of the Jamaica Defence Force (JDF) operating standards over the last 12 months. The seven-item scale is relatively good for assessing a single variable referred to as the Jamaica Defence Force operating standard (Cronbach $\alpha = 0.751$). Generally, the sampled respondents are neutral on the matter that the operating standards of the JDF were high in the last 12 months. Furthermore, people agreed that the JDF was relevant one year ago, and they are neutral on whether the JDF is too frequently used by police officers.

Table 8: Descriptive statistics for People’s perception of the JDF (2 years)

<i>Details</i>	Mean	Std. Deviation	N
The JDF operates at a high standard	3.1116	1.09919	726
The operating standards of the JDF have fallen	2.8664	1.06482	726
Generally, the members of the JDF operate in a professional manner	3.1364	1.09261	726
Members of the JDF are too frequently used as police officers	2.5124	1.03283	726
The JDF is still relevant in today’s society	3.9945	.96845	726
I am afraid of soldiers	3.5234	1.15017	726
I have lost respect for the JDF because of how it operates with the public	2.9821	1.19468	726

Table 9 presents the descriptive statistics for people's perception of the Jamaica Defence Force (JDF) operating standards five years ago. The seven-item scale is relatively good to assess for assessing a single variable referred to as the Jamaica Defence Force operating standard (Cronbach $\alpha=0.744$). Generally, the sampled respondents are neutral on the matter that the operating standards of the JDF were high about 5 years ago. The sampled respondents have a neutral perspective on 1. The operating standards of the JDF are high, 2. The operating standards of the JDF have fallen 3. The members of the JDF are too frequently used as police officers, and 4. They have lost respect for the JDF. However, on average, they agreed that the JDF is relevant in today’s society.

Table 9: Descriptive statistics for People’s perception of the JDF (5 years)

	Mean	Std. Deviation	N
The JDF operates at a high standard	3.3121	1.09086	721
The operating standards of the JDF have fallen	2.9307	1.04518	721
Generally, the members of the JDF operate in a professional manner	3.2691	1.06706	721
Members of the JDF are too frequently used as police officers	2.6519	1.05647	721
The JDF is still relevant in today’s society	4.0444	.92390	721
I am afraid of soldiers	3.5201	1.14985	721
I have lost respect for the JDF because of how it operates with the public	3.0458	1.16278	721

Table 10 presents the descriptive statistics for people's perception of the Jamaica Defence Force (JDF) operating standards ten years ago. The seven-item scale is relatively good to assess for assessing a single variable referred to as the Jamaica Defence Force operating standard (Cronbach $\alpha = 0.744$). Generally, the sampled respondents agreed on the matter that the operating standards of the JDF were high about 10 years ago. Ten years ago, people believe that the JDF operated at a high standard, relevant to society, members operated at a high professional standard, and they were afraid of soldiers.

Table 10: Descriptive statistics for People’s perception of the JDF (10 years)

	Mean	Std. Deviation	N
The JDF operates at a high standard	3.5381	1.05093	721
The operating standards of the JDF have fallen	3.2011	1.07098	721
Generally, the members of the JDF operate in a professional manner	3.4632	1.01740	721
Members of the JDF are too frequently used as police officers	3.1429	1.10321	721
The JDF is still relevant in today’s society	4.1248	.90275	721
I am afraid of soldiers	3.4854	1.20191	721
I have lost respect for the JDF because of how it operates with the public	3.1331	1.20831	721

Summative analyses

Table 11 presents the overall summative descriptive statistics on people’s perception of the operating standards of the JDF over 5 specific periods. The findings revealed that generally, people are neutral on the overall operating standards of the JDF.

Table 11: Summative descriptive statistics on people’s perception of overall operating standards of the JDF

Details	Mean	Std. Deviation	Minimum	Maximum	N
6 months ago	3.15	0.26	2.14	4.00	791
1 year ago	3.33	0.36	1.50	4.43	787
2 years ago	3.36	0.41	1.83	5.00	787
5 years ago	3.39	0.41	1.71	5.00	788
10 years ago	3.36	0.41	2.00	5.00	786

The public’s perception of the overall operating standards of the JDF by the resident status of sample respondents is presented in Table 12. Using an independent sample t-test, the findings revealed that irrespective of the public being residents of Jamaica or outside residents of Jamaica there was no significant statistical difference in their perception of the overall operating standards of the Jamaica Defence Force (JDF). Jamaicans have a neutral perception of the overall operating standards of the JDF. This denotes that Jamaicans are indecisive about the standards of the members of the JDF who operate on the streets.

Table 12: Summative descriptive statistics on people’s perception of the operating standards of the JDF by resident status

	Resident status	N	Mean	Std. Deviation	Std. Error Mean
6 months ago	Jamaica	699	3.1612	.25819	.00977
	Outside of Jamaica	87	3.1054	.29513	.03164
1 year ago	Jamaica	695	3.3327	.35784	.01357
	Outside of Jamaica	87	3.3205	.39681	.04254
2 years ago	Jamaica	696	3.3629	.39711	.01505
	Outside of Jamaica	87	3.3433	.47439	.05086
5 years ago	Jamaica	696	3.3958	.40396	.01531
	Outside of Jamaica	87	3.3859	.49053	.05259
10 years ago	Jamaica	695	3.3615	.40256	.01527
	Outside of Jamaica	87	3.3415	.43483	.04662

The P-value for each of the descriptive statistics by period is greater than 0.05

Using an Independent sample t-test, a significant statistical difference emerged between those who had a run-in with the JDF and those who did not on the overall public’s perception of the operating standards of the JDF ($P < 0.05$). Those who had a run-in with the JDF indicated a low level of neutrality on the overall operating standards of the JDF (Table 13).

Table 13: Summative descriptive statistics on people’s perception of the operating standards of the JDF by resident status

	Run-in with JDF	N	Mean	Std. Deviation	Std. Error Mean	t value, P value
6 months ago	Yes	96	3.0372	.30901	.03154	-4.718, <0.001
	No	693	3.1703	.25140	.00955	
1 year ago	Yes	95	3.2404	.41286	.04236	-2.301, =0.012
	No	690	3.3426	.35250	.01342	
2 years ago	Yes	95	3.2326	.42445	.04355	-3.147, 0.001
	No	690	3.3778	.40026	.01524	
5 years ago	Yes	95	3.2539	.40029	.04107	-3.613, < 0.001
	No	691	3.4127	.41239	.01569	
10 years ago	Yes	95	3.2752	.35008	.03592	-2.419,0.008
	No	689	3.3700	.41179	.01569	

Descriptive statistics on the public's perception of selected operating standards of the JDF (i.e., high operating standards, operating standards of the JDF have fallen, and members of the JDF operate professionally) are presented in Table 14. The public believes that the operating standards of the JDF have fallen over time as well as the professionalism of members who operate on the streets of Jamaica. In addition, on average, the public agreed that the operating standards of the JDF have fallen. Furthermore, the public indicated that they have lost respect for the JDF because of how it operates with the public in the last 6 months, and outside of this time, they were indecisive on the matter.

Table 14: Descriptive statistics on selected overall issues on the Jamaica Defence Force (JDF)

	The JDF operates at a high standard	The operating standards of the JDF have fallen	Generally, the members of the JDF operate in a professional manner	I have lost respect for the JDF because of how it operates with the public
1/2 year	1.9 ±0.4	3.9±0.4	1.9±0.4	2.0±0.5
1 year	3.1±1.1	2.8±1.0	3.0±1.1	3.0±1.2
2 years	3.1±1.1	2.9±1.1	3.1±1.1	3.0±1.2
5 years	3.3±1.1	2.9±1.1	3.3±1.1	3.0±1.2
10 years	3.5±1.1	3.2±1.1	3.5±1.0	3.1±1.2

Figure 1 depicts the sampled respondents’ views on whether the Jamaica Defence Force (JDF) is accountable to the people of Jamaica. Of the sampled respondents (n=791), the response rate to the aforementioned issue is 94.56 % (n=748). Of those who responded to the question (i.e., Do you believe that the JDF is accountable to the people of Jamaica?), 72 in every 100 of them said yes.

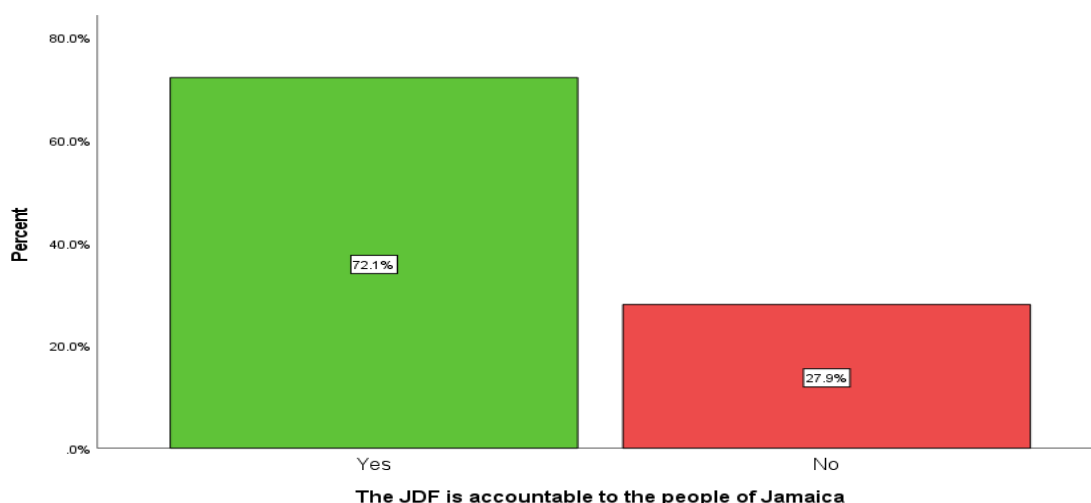


Figure 1: The Jamaica Defence Force is accountable to the people of Jamaica

Table 15 presents a cross-tabulation of ‘do you believe that the JDF is accountable to the people of Jamaica?’ and the gender of the sampled respondents. The chi-square revealed that there is no significant statistical association between the two aforementioned variables ($\chi^2(2) = 0.129$, $P = 0.937$). This means that the public's gender does not change its perspective on whether the Jamaica Defence Force (JDF) is accountable to the people of Jamaica.

Table 15: A cross-tabulation of ‘do you believe that the JDF is accountable to the people of Jamaica?’ and the gender of the sampled respondents

Do you believe that the JDF is accountable to the people of Jamaica?		Gender			Total
		Male	Female	Non-binary	
Yes		% (n)	% (n)	% (n)	% (n)
		72.5 (216)	71.8 (318)	66.7 (4)	72.0 (538)
No		27.5 (82)	28.2 (125)	33.3 (2)	28.0 (209)
		298	443	6	747

Table 16 presents a cross-tabulation of ‘do you believe that the JDF is accountable to the people of Jamaica?’ and the nationality of the sampled respondents. The chi-square revealed that there is no significant statistical association between the two aforementioned variables ($\chi^2(2) = 0.811$, $P = 0.368$). This denotes that the public's nationality does not change its perspective on whether the Jamaica Defence Force (JDF) is accountable to the people of Jamaica.

Table 16: A cross-tabulation of ‘do you believe that the JDF is accountable to the people of Jamaica?’ and the nationality of the sampled respondents

Do you believe that the JDF is accountable to the people of Jamaica?		Jamaica		Total
		Jamaican	Otherwise	
Yes		% (n)	% (n)	% (n)
		72.4 (524)	63.6 (14)	72.1 (538)
No		27.5 (82)	36.4 (8)	7.9 (208)
		724	22	746

Table 17 presents a cross-tabulation of ‘do you believe that the JDF is accountable to the people of Jamaica?’ the residential status (i.e., in Jamaica, Outside of Jamaica). The chi-square revealed that there is no significant statistical association between the two aforementioned variables ($\chi^2 (2) = 0.067, P = 0.795$). This denotes that the public's residential status does not change its perspective on whether the Jamaica Defence Force (JDF) is accountable to the people of Jamaica.

Table 17: A cross-tabulation of ‘do you believe that the JDF is accountable to the people of Jamaica?’ and the residential status of the sampled respondents

Do you believe that the JDF is accountable to the people of Jamaica?		Jamaica		Total
		In Jamaica	Outside of Jamaica	
Yes		% (n)	% (n)	% (n)
		72.1 (478)	70.7 (58)	71.9 (536)
No		27.9 (185)	29.3 (24)	28.1 (209)
Total		663	82	745

Figure 2 denotes a bar graph for the Public’s Perception of how the ‘The Jamaica Defence Force can bolster respect among the Public’. The findings revealed that the majority of the public believes that the Jamaica Defence Force can bolster respect among the residents of Jamaica by ‘having an independent entity investigate incidents relating to its members (64.3%, n= 509)’, ‘responding quicker to issues following incidents involving members of the JDF (64.0%, n=507)’, ‘engaging in community activities such as building schools, roads, indigent houses etc. (61.4%, n=486) and so forth.

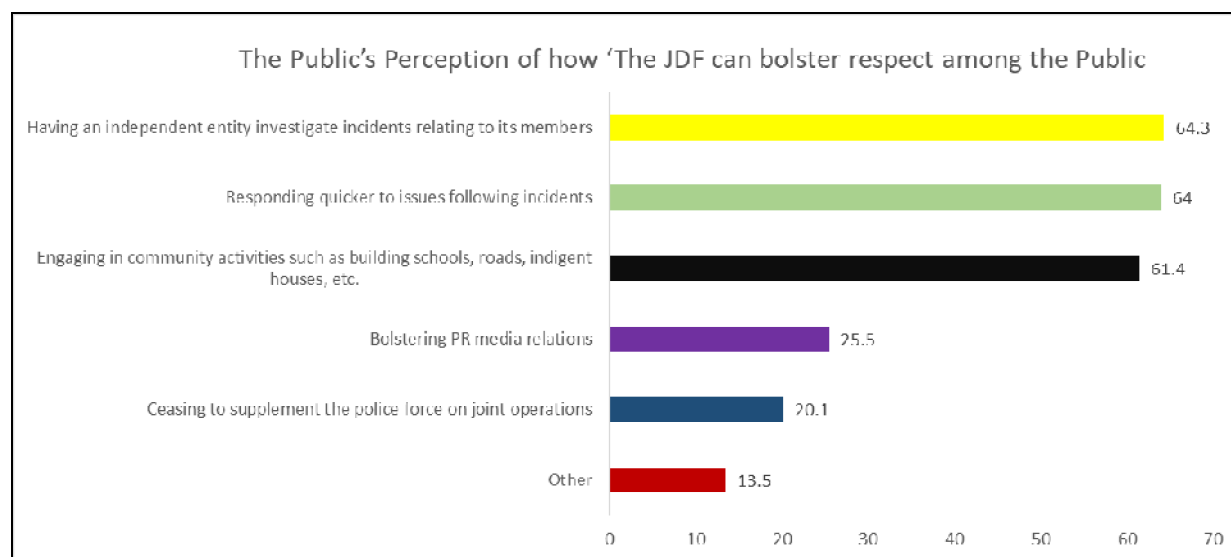


Figure 2: The Public’s Perception of how the ‘The JDF can bolster respect among the Public’

Discussion

The current study employed a national cross-sectional web-based descriptive research design to explore the public’s perception of the Jamaica Defence Force operating standards (JDF). The responsibility for Jamaica’s national security and sovereignty is an important task that requires serious commitment from the JDF and other stakeholders (Government of Jamaica, and; Ministry

of National Security, nd). The Jamaican government's responsibility for national security accounts for the deployment of the Jamaica Defence Force in joint military operations with the Jamaica Constabulary Force because of the violent crime situation in the nation (Britannica, nd), and as such interacting with the public sometimes regularly. However, with that commitment comes an ongoing requirement of sustainable trust predicated on consistent operations and management during the performance of duties. Jamaicans' trust in the JDF can be a strategic asset that could provide a competitive advantage through operation effectiveness, inter-collaboration with other public service organizations, public loyalty, dedication, cooperation, and healthy exchange relationships. However, the challenge of growing distrust and limited understanding among the Jamaican public is connected to the JDF's involvement in non-military duties outside the purview of the military, such as "policing".

According to Britannica (nd), "The Jamaican police have been criticized for a high rate of extrajudicial killings" and so Jamaicans had a lower degree of trust for the police compared to the army (Powell, Bourne, and Waller, 2007). Hence, the security of a nation is also based on the public's trust in the entities that are responsible for the security and protection of the populace (Fontaine, *et al.*, 2017). It is difficult, therefore, for many crimes to be solved because of the gulf between the citizenry and the security forces (Horn, 2021; Fontaine, *et al.*, 2017; Girardi, 2021) as would the case when the army becomes a part of the crime-fighting solution in society. Previous research shows that the success of organizations is connected to a strong level of customer trust (Fukuyama, 1995). Fukuyama (1995) noted that trust is critical in human relations and that without it; there will be no social solidarity. Therefore, the idea of distrust/trust in the service industry is complex and fragile; but explains the difficulty to address crime in societies (Goldsmith, 2005; Ohana, 2010; The Guardian, 2019; Pérez-Vincent, S. & Scartascini, 2021).

The Service industry researchers contend that effective theoretical frameworks that aid in further clarity are vital to better understanding this involved phenomenon (Flores-Macías & Zarkin, 2022; Haesebrouck, 2019; Hines *et al.*, 2015). For this study, the OMT served as the theoretical framework for understanding the JDF's strategies for operational and production interventions as perceived by the Jamaican public. Any service-oriented organization must focus on dual trust. Dual trust pertains to internal trust, which exists among employees and employers, while external trust exists among the organization and the public. Trust for the military profession is a critical component of its existence, not just among military personnel but also among the masses. A deduction that can be made from the current study is that different publics are losing their trust in the Jamaica Defence Force.

Establishing trust among the public requires continued engagement and demonstrations of behaviours that uphold the stated mission and values of the organization. Qualities such as discipline, military expertise and stewardship are embedded into the military's daily operations and modelled starting with the organization's leadership. Although research shows continued support for the military and their standard operating procedures in many countries, other countries are less trusting. The history of relationships among employees and customers, organization milieu and operations influences the public's perception of organizations in the service industry. Studies show that not only is it essential to establish trust, but more importantly,

is the sustainability of that trust over time. This study sought to ascertain the public's perception of the JDF over a decade.

The perception of the Jamaican public toward the JDF's operational effectiveness, including its "policing" activities and interactions with the general public, has declined. This decline occurred over the past decade, especially within the past six months. A more precise understanding of the JDF's operations and effectiveness is critical to address among the Jamaican public. Combined with effective management and implementation of strategies to meet the intended mission and vision, the JDF should consider image rebranding to address the decline in public perception and trust. This research also highlights that the Jamaican public deems the JDF relevant and essential to the nation's security operations. However, JDF leadership should revisit the involvement with local policing duties, as it may be an ineffective use of the JDF's time beyond emergencies. The following conclusion and recommendations hint at the possible direction for future rebranding, public relations and operational enhancements for the JDF leadership and its general stakeholders, which includes the Jamaican public.

Conclusion

The Jamaica Defence Force (JDF) is a combined military of Jamaica (i.e., infantry Regiment and Reserve Corps, Air Wing, Coast Guard, and Engineering Unit) designed based on the British military model. The JDF was not designed as a paramilitary organization and so would support the Jamaica Constabulary Force (JCF) in its policing operations. Despite the traditional military structure of the Jamaica Defence Force, the organization has been deployed on the streets of Jamaica by political administrations to curb and remedy the difficulty of policing society (Jamaica Defence Force, 2021c), and this explains a justification for a public assessment of this organization.

The public is indecisive on whether the Jamaica Defence Force is too frequently used jointly with the Jamaica Constabulary Force to police the streets of Jamaica as well as neutral on the overall operating standards of the organization. The various public indicated that members of the Jamaica Defence Force, who operate on the streets, have lowered their professionalism and high standards in the last 6 months. As such, they believe that this can be bolstered by 1) 'having an independent entity investigate incidents relating to its members (64.3%, n= 509)', 'responding quicker to issues following incidents involving members of the JDF (64.0%, n=507)', and 'engaging in community activities such as building schools, roads, indigent houses etc. (61.4%, n=486).

Recommendations

Relationship among the military, leaders and citizens is an organic and dynamic phenomenon that evolves. These relationships may change in stability based on the current state of society. Understanding the operational purpose of the military and its support for government and civilians is an essential step in military function and is important for the long term. Therefore, further studies are warranted to understand the operations of the JDF and whether those operations change over time. Further exploration of why the public's perception declined over

the last six months is warranted. Jamaican leadership should evaluate the current extension of military personnel to duties that overlap with the police and indicate whether this is the most efficient use of military involvement long term. While occasional inter-security collaboration is essential in emergencies every day the use of military personnel to supplement the police force should not become the norm.

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Annexe 1

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The Public's Perception of the Operating Standards of the Jamaica Defence Force (JDF) Survey

Northern Caribbean University (NCU) wants to assess whether the public's perception of the operating standards of the Jamaica Defence Force (JDF) has changed in the last decade (i.e., 2012-2022). The public's perception of the standards of the Jamaica Defence Force (JDF) survey is to evaluate whether the public believes that the traditional standards of this entity have remained the same or changed over the last decade. In the last decade, particularly the last five years, members of the JDF have been frequently deployed with members of the Jamaica Constabulary Force (JCF) in Zones of Special Operations (ZOSO) across the island to address the crime problem. As such, NCU and the Gleaner want to empirically investigate whether the public believes that the JDF has maintained its standards. The purpose of this study is to guide policymakers in understanding people's views on the JDF.

Instructions

The Public's Perception of the Operating Standards of Jamaica Defence Force (JDF) survey (PPOSJDF) comprises twelve (13) closed-ended and one (1) open-ended question. We seek to solicit your assistance in completing the items. It is expected that this will provide various stakeholders (public, Ministry of Justice, Ministry of National Security, Jamaica Defence Force, et cetera) with critical information to develop the JDF. You may select a response that best describes your choice for each question. There is no incorrect/wrong answer, so you may feel free to indicate your most candid response to each item. Your name is not required; neither is any personal identifier. The expected time to complete this survey is approximately five (5) minutes.

Question

1. What is your gender?

- Male
- Female
- Non-Binary

2. Are you a Jamaican?

- No
- Yes

3. Do you reside in Jamaica?

- No
- Yes

4. Have you ever had any run-ins (i.e., being accused, detained, or arrested) with the Jamaica Constabulary Force (JCF)?

- No
- Yes

5. Have you ever had any run-ins (i.e., being accused, detained, and arrested) with members of the Jamaica Defence Force?

- No
- Yes

6. In which parish do you live/reside in Jamaica?

- Kingston
- St. Andrew
- St. Thomas
- Portland
- St. Mary
- St. Ann
- Trelawny
- St. James
- Hanover
- Westmoreland
- St. Elizabeth
- Manchester
- Clarendon
- St. Catherine
- Not Applicable

7. What were your views of the JDF over the last 6 months?

You may select a response that best describes your choice for each question.

Strongly Disagree (SD), Disagree (D), Neither (N), Agree (A), and Strongly Agree (SA)

<i>Items</i>	<i>SD</i>	<i>D</i>	<i>N</i>	<i>A</i>	<i>SA</i>
The JDF operates at a high standard					
The operating standards of the JDF have fallen					
Generally, the members of the JDF operate in a professional manner					
Members of the JDF are too frequently used as police officers					
The JDF is still relevant in today's society					
I am afraid of soldiers					
I have lost respect for the JDF because of how it operates with the public					

8. What were your views of the JDF of 12 months ago?

You may select a response that best describes your choice for each question.

Strongly Disagree (SD), Disagree (D), Neither (N), Agree (A), and Strongly Agree (SA)

<i>Items</i>	<i>SD</i>	<i>D</i>	<i>N</i>	<i>A</i>	<i>SA</i>
The JDF operates at a high standard					
The operating standards of the JDF have fallen					
Generally, the members of the JDF operate in a professional manner					
Members of the JDF are too frequently used as police officers					
The JDF is still relevant in today's society					
I am afraid of soldiers					
I have lost respect for the JDF because of how it operates with the public					

9. What were your views of the JDF two years ago?

Strongly Disagree (SD), Disagree (D), Neither (N), Agree (A), and Strongly Agree (SA)

<i>Items</i>	<i>SD</i>	<i>D</i>	<i>N</i>	<i>A</i>	<i>SA</i>
The JDF operates at a high standard					
The operating standards of the JDF have fallen					
Generally, the members of the JDF operate in a professional manner					
Members of the JDF are too frequently used as police officers					
The JDF is still relevant in today's society					
I am afraid of soldiers					
I have lost respect for the JDF because of how it operates with the public					

10. What were your views of the JDF fiveyears ago?

You may select a response that best describes your choice for each question.

In the Strongly Disagree (SD), Disagree (D), Neither (N), Agree (A), and Strongly Agree (SA)

<i>Items</i>	<i>SD</i>	<i>D</i>	<i>N</i>	<i>A</i>	<i>SA</i>
The JDF operates at a high standard					
The operating standards of the JDF have fallen					
Generally, the members of the JDF operate in a professional manner					
Members of the JDF are too frequently used as police officers					
The JDF is still relevant in today's society					
I am afraid of soldiers					
I have lost respect for the JDF because of how it operates with the public					

11. What were your views of the JDF ten years ago?

You may select a response that best describes your choice for each question.

In the Strongly Disagree (SD), Disagree (D), Neither (N), Agree (A), and Strongly Agree (SA)

<i>Items</i>	<i>SD</i>	<i>D</i>	<i>N</i>	<i>A</i>	<i>SA</i>
The JDF operates at a high standard					
The operating standards of the JDF have fallen					
Generally, the members of the JDF operate in a professional manner					
Members of the JDF are too frequently used as police officers					
The JDF is still relevant in today's society					
I am afraid of soldiers					
I have lost respect for the JDF because of how it operates with the public					

12. Do you believe that the JDF is accountable to the people of Jamaica?

- No
- Yes

13. The JDF can bolster respect among the public by... (Multiple responses are accepted)

- Responding quicker to issues following incidents
- Bolstering PR media relations
- Having an independent entity investigate incidents relating to its members
- Ceasing to supplement the police force on joint operations
- Engaging in community activities such as building schools, roads, indigent houses, etc.

14. What one recommendation would you make to improve the JDF? _____

END!!!!

Annexe 2

Factor Analysis

Descriptive Statistics			
	Mean	Std. Deviation	Analysis N
The JDF operates at a high standard	1.9276	.42271	773
The operating standards of the JDF have fallen	2.1100	.43137	773
Generally, the members of the JDF operate in a professional manner	1.9405	.39958	773
Members of the JDF are too frequently used as police officers	2.1320	.42362	773
The JDF is still relevant in today's society	2.3415	.55970	773
I am afraid of soldiers	1.8422	.54434	773
I have lost respect for the JDF because of how it operates with the public	2.0453	.51583	773

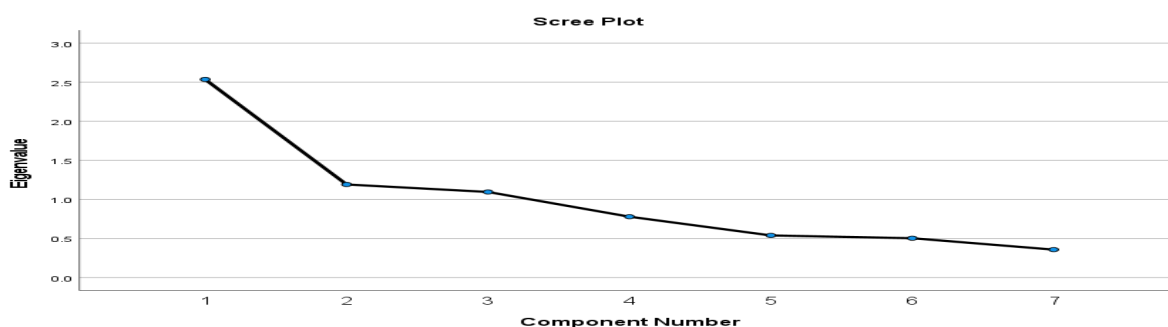
KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.730
Bartlett's Test of Sphericity	Approx. Chi-Square	1068.444
	df	21
	Sig.	<.001

Communalities							
	Initial	Extraction					
The JDF operates at a high standard	1.000	.717					
The operating standards of the JDF have fallen	1.000	.613					
Generally, the members of the JDF operate in a professional manner	1.000	.728					
Members of the JDF are too frequently used as police officers	1.000	.645					
The JDF is still relevant in today's society	1.000	.611					
I am afraid of soldiers	1.000	.836					
I have lost respect for the JDF because of how it operates with the public	1.000	.673					
Extraction Method: Principal Component Analysis.							
Total Variance Explained							
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	2.536	36.235	36.235	2.536	36.235	36.235	2.446
2	1.191	17.016	53.251	1.191	17.016	53.251	1.542
3	1.095	15.647	68.898	1.095	15.647	68.898	1.178

4	.779	11.122	80.020				
5	.539	7.696	87.717				
6	.503	7.184	94.900				
7	.357	5.100	100.000				

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.



Component Matrix

	Component		
	1	2	3
The JDF operates at a high standard	-.821	-.046	.201
The operating standards of the JDF have fallen	.718	.185	-.252
Generally, the members of the JDF operate in a professional manner	-.816	-.036	.245
Members of the JDF are too frequently used as police officers	.208	.704	.326
The JDF is still relevant in today's society	-.233	.706	.241
I am afraid of soldiers	.312	-.390	.766
I have lost respect for the JDF because of how it operates with the public	.697	-.086	.424

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Matrix

	Component		
	1	2	3
The JDF operates at a high standard	.844	-.011	.043
The operating standards of the JDF have fallen	-.808	-.120	.064
Generally, the members of the JDF operate in a professional manner	.861	.028	.069
Members of the JDF are too frequently used as police officers	-.146	.089	.775
The JDF is still relevant in today's society	.196	-.110	.745
I am afraid of soldiers	.222	.959	-.051

I have lost respect for the JDF because of how it operates with the public	-.366	.620	.089
Extraction Method: Principal Component Analysis. Rotation Method: Promax with Kaiser Normalization.			
a. Rotation converged in 4 iterations.			
Structure Matrix			
	Component		
	1	2	3
The JDF operates at a high standard	.846	-.283	.014
The operating standards of the JDF have fallen	-.772	.140	.093
Generally, the members of the JDF operate in a professional manner	.850	-.249	.040
Members of the JDF are too frequently used as police officers	-.201	.130	.779
The JDF is still relevant in today's society	.207	-.179	.739
I am afraid of soldiers	-.085	.888	-.066
I have lost respect for the JDF because of how it operates with the public	-.568	.737	.096
Extraction Method: Principal Component Analysis. Rotation Method: Promax with Kaiser Normalization.			

Component Correlation Matrix			
Component	1	2	3
1	1.000	-.322	-.034
2	-.322	1.000	-.008
3	-.034	-.008	1.000
Extraction Method: Principal Component Analysis. Rotation Method: Promax with Kaiser Normalization.			