



IMPACTS OF TRAINING AND DEVELOPMENT ON PRODUCTIVITY OF NIGERIAN POLICE FORCE (NPF)

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Abstract

Productivity is the objective of all organizations. A number of factors are involved in productivity. Many of these factors are interdependent. This study therefore investigates impact of training and development on productivity of Nigerian Police Force. The study employed the descriptive survey and direct observation. The stratified random sampling method was used to draw a sample of two hundred (200) participants from Nigerian Police College Ikeja, Area "F" and Area "H" Police Command Lagos. Hypotheses were tested with the aid of Chi-square tool using Statistical Package for Social Sciences SPSS. The study revealed that training and development has positive relationship with workers' productivity. That training in the Nigerian police is characterised with corruption and favoritism. It also discovered that there are a significant relationship between the quality of trainers, facilities and productivity of trainees. That training and development curriculum has effect on the quality of training and development acquired by members of the Nigeria police force. Aside training and development, the study discovered that there is a relationship between motivation of staff and productivity. It recommend among other measures, that for an effective training and development to take place in the police force; the training personnel should be updated in their skill and be well motivated; the training curriculum should be reviewed in the area of human right, tactics in weapon handling and response to distress call. Again police officers and men should be given the adequate opportunity to attend course of their choice in institutions of higher learning with or without sponsorship.

Keywords: Effective, Efficient, Performance, Service Delivery, Security

Introduction

The achievement of organizations development demands effective utilization of its available resources. To enhance the effectiveness of the organization, the human resource should possess the right skill, knowledge, attitude and behaviour required to perform specified task. Human resource is considered as the most important, most valuable and predicable element in any organization. The degree of success to be achieved in organization's productivity depends on the organizations' human capital which includes knowledge, skills and abilities embedded in

organization's employees. Studies in Human Resource Management has consistently established that the success of any organization is highly influenced by the caliber of its human resources (Peretomode and Peretomode,2001)

Training and Development in any organization are very important component in the life span of an organization. Training and Development constitute one of the major cardinal areas of personnel management which no organization can afford to toy with(Bankole,2011).In the Nigeria Police Force for example, it is important to note that "good organizational structure does not by itself guarantee good performance" (Drucker, 1988).The organization called-Nigeria Police Force-should be made up of sound and quality personnel that can make it perform more effectively through a systematic Training and Development of both new and old staff respectively. The foregoing assertion is supported by Arase and Iheanyi (2007), when they posit that "training is an invaluable tool for the effective Policing of any society; an untrained or ill-trained police officer lack the required knowledge, skill and attitude for effective crime control and is also a threat to the society". Therefore, no amount of structural reform can succeed without reforming the police workforce that will make it more effective in her performance.

The Nigeria Police Force is an organization is an establishment as enshrined in the 1999 constitution, section 214(1) with a responsibility of maintenance and security of public safety and public order within the federation (Sect, 215 (3) and (4) of the 1999 constitution). The Nigeria Police Force is a law enforcement agency, whom the federal government uses in achieving it security objective. Over the years the state of security in Nigeria, has been on the collapse side. The rate of crime in Nigeria has increased to the level that many Nigerians have beginning to question the competence and the quality of the security agents especially the police force. Many Nigerians today, are living in fear of insecurity while foreign investors and expatriates are leaving the country for fear of being kidnap. Some banks are afraid of opening for fear of being attacked by armed robbers. The Nigeria police force since 1870 have being participating in the United Nation peace keeping mission in most of the warring nations in the world. Nigeria performance in the above mission has been adjudged very high.

Yet the same police force has performed poorly at home. Its performance at home has degenerated to the level that concerned Nigerians are asking question regarding to this poor performance of the Nigeria police force at home. As a result of this public outcry the police have witnessed a lot of reforms geared towards better performance of its service. Some of these reforms include; the M.D Yusuf led police reform of 2008, the Parry Osayande's reform commission, 2011 etc. In all these reforms, training and development, and other factors such as improve welfare package, provision of adequate facilities, and zero tolerance to corruption have been identified as major tools towards improving Nigeria police performance. It was argue that well planned training and re-training will bring the desired knowledge, skill, behaviour and attitude which the police force needs to perform its task effectively.

Odita (2012) posits that the police force is the spinal cord of National security whose empowerment and capacity building through effective training programme must be toyed with. It is unarguable that a requisite for high productivity in the Nigeria police force is an effective training and development programme for its personnel (Fayomi, 2009).The purpose of this study therefore, is to examine critically the pattern of training and development and its impact on workers' productivity with emphasis on the Nigeria police force.

Statement of the Problem

Training and development among other factors, is an important tool which if well harness will improve workers' productivity. The Nigeria police force has a Constitutional responsibility of maintaining law and order. To carry out this responsibility, the police must be well trained. Not just to be seen undergoing training, but the effect of the training must be felt by society which it serves. Training in the Nigerian police has been an old concept without an effect. The Nigeria police force has a lot of training institutions; saddled with the responsibility of conducting training and development programs for the officers and men of the force. However, the inability of police to effectively police the entire country has been in front of debates over the years raising problem of credibility of the Nigerian police training institutions. Many writer and social commentators have attributed the problem to corruption, low level of motivation, unqualified and incompetence trainers, poor and outdated training curriculum, inadequate funding and modern training facilities in the her institutions (Yusuf Committee Report, 2008; Otitoju, 2007).

The inability of the police force to produce a competent workforce has made the Nigerian government came up with a number of reforms geared towards improving the effectiveness of the workforce in Nigeria police force with much emphasis on training. However, in spite of these reforms regarding to training, little or nothing has changed in the productivity and performance of the Nigerian police force (Alemika,2008), even when it was adjudged as the best African police in the UN mission area. Also a number of studies have been conducted in this area; the Human Resource Management by Alemika, E. (2008), Training and Re-training of the Police Force by Otitoju, C. (2007), The Focus of Nigeria Police by Fayomi (2009), etc. However, it appears that the problem still persists.

What then is responsible for this endemic and ugly situation in the Nigeria police force? Why do police officer and men perform well outside the country and do poorly while in Nigeria? What could be the problem why despite the quantum of police training institutions in Nigeria, the police have not produce a modern and effective workforce capable of providing Nigerian society with an adequate security? Could the problem be the training curriculum, the pattern of training, the training facilities, the quality of the training staff, or the level of motivation?This study therefore, aims to further interrogate the constraints facing the Nigeria Police Force by examining the pattern of training and development in the Nigeria police force, and its implication among other factors on workers' productivity in the Nigeria police force.

Research Questions

1. What effect has training and development on productivity in the Nigerian Police Force?
2. What are the guiding principles behind selection officer and men for training and development programme, and its effect the trainees' productivity in the Nigerian Police Force?
3. What is the nature of training curriculum and its effect on the quality of trainees in the Nigeria police force?
4. Is there any relationship between the quality of trainers, facilities and productivity of trainees?
5. Is there any relationship between motivation of staff and workers' productivity?

Research Hypotheses

For the purpose of the research, this study looks at testing the following research hypothesis.

1. Ho: There is no relationship between training, development and productivity in the Nigerian Police Force.
2. Ho: Effective training and development in the Nigerian Police is not dependent on guiding principles behind selection officer and men for training and development programme.
3. Ho: Training and development curriculum has no effect on the quality of training and development acquired by members the Nigeria police force.
4. Ho: There is no significant relationship between the quality of trainers, training facilities and productivity of trainees.
5. Ho: There is no relationship between motivation of staff and productivity in the Nigeria Police.

Conceptual and Theoretical Underpinning

Training is described as a “change agent” i.e. its purpose is to effect a change in knowledge, skill and attitude, oriented towards jobs requirement (Maduabum, 1992). In the view of Jahns (1981), training encompasses those acts, events and episodes which people engage in order to improve their performance in specific job-related task. Training could then be viewed as increasing the knowledge, skill and attitude in doing a particular job, the major burden of which fall upon the organization in which the job is located. Training could be describe as a short term systematic process through which organizations’ employees acquire technical knowledge, attitude and the discipline required to performs a specific task or job. In essence training impact new knowledge necessary to enhance skill and change attitude towards the performance of a specific job. Training according to Bankole (2011) is job oriented. It is directed towards achieving a change in the behavior of an employee with regard to their job or work situation. In public service, training refers to how employees’ skill are developed, upgraded and socialized into the public service ethos. According to Eneanya (2009) it is a process through which new employees or recruits are orientated with the skill, knowledge, behavior and the discipline needed for the performance of the particular job he is employed for.

Development is the general enhancement and the growth of individual’s ability and skill through conscious and unconscious learning. Development takes place unconsciously through constant interaction with people concerning the general situation of the job; watching and listening to people talk about the job situation; and long experience gathered in the process of performing specific task. These processes can unconsciously equip a worker with analytical skills, problem solving skills and decision making skills regarding the job he is employed for. Long practical experiences can also buildup the knowledge, skill and behavior an employee has earlier acquired. Development takes place consciously through rigorous academics’ activity obtainable in an educational setting like the universities or other institutions of higher learning or training centers such as Center for Management Development (CMD), ASCON, among others. For Bankole (2011), development is a long term process that takes place through educational activities where managerial personnel learn conceptual, theoretical and analytical knowledge for the general

purpose of the job situation. In other words, it is a developmental process where managerial personnel developed the already acquired knowledge and potential for self-effectiveness in their future complex assignment. Armstrong (2006) sees development as an unfolding process that enables people to progress from present state of understanding and capability to a future state in which higher-level, skill, knowledge and competence is required.

Training and Development are often seen as synonymous. However, Bankole (2011), differentiates the two concepts in terms of what is to be learnt, who learnt it, the duration of learning, why and when it is to be learnt. To (Bankole 2011), Training impacts technical knowledge, skill and attitude into new employee, which he requires to perform his job effectively. Therefore training is for a specific purpose, which an employee acquired at beginning of his career. While development impact on managerial personnel, special skill for decision making, problem solving etc; needed for general purpose of the work situation, and takes a long time. Training is about putting stuff into people towards achieving an organization's goal. Development on the other hand is targeted towards the people, through relevant experience, training centers and institution of higher learning. Development goes beyond acquisition of work related skill, knowledge and process. Development extend to even belief, value, wisdom, compassion emotional maturity, ethics, integrity and most of all helping to achieve and fulfill workers unique personal potential. Development described a person growing while training described and commonly represent a transfer of knowledge or skill for organizational gain. Development helps workers to build themselves and aligned themselves with work and lives. In lieu of the above, the researcher is of the opinion that development of workers should be given a great emphasis. However, both training and development has always been recognized as an important factor that contributes to improve employees' performance.

The concept of productivity can be defined as a measure of physical output, the relationship between the output of an organization and the resources (input) consumed in producing it. Productivity also refers to a comparison between the quality of goods or services produce and the quantity of resource employed in turning these goods and services. In business organization, Eneanya (2009) posits that gain in the standard of living and growth in real income per worker is a reflection of growth of productivity. Productivity according to Eneanya is "performance measured in terms of effectiveness and efficiency" In support of this assertion. Productivity is the product of efficiency and effectiveness. He added that effectiveness relates to performance, while efficiency relates to utilization of resources. According to Eneanya (2009) productivity is a measure of achievement of enterprises against predetermined objectives or goals over a specified period of time. He gave productivity index as;

$$\text{Productivity} = \frac{\text{Output}}{\text{Input}} \quad \text{or} \quad \frac{\text{Achievement}}{\text{Target}}$$

Productivity has to do with the ratio of output compare to input in a production situation (goods and services). Input means the totality of what goes into the production process – people, material, capital and energy. While output is the total quantity and quality of goods services produced. However productivity in the public service is difficult to quantify in production processes. The public service renders essential services to the society. It is the degree of efficiency in service performed that the achievement in the public service is measured (Eneanya, 2009).

According to Eneanya (2009), the following theories exist when trying to analyze the need of training and development: the effectiveness theory; the cost theory and the efficiency theory. Motivation theory will also be considered in this study because the researcher will want to know whether motivation has affected the training pattern in the police training institutions and why training has not achieved its objective in the Nigerian Police Force.

Effectiveness is how well an activity is achieving its policy objective or other intended effects. According to Spreight in (Eneanya, 2009), an organization is technically efficient if it is adequate to the demand placed on it by the society. Adequacy here implies the competence and the capacity to deliver the expected services. According to Eneanya, effectiveness measures the extent to which goals and objectives of an organization have been achieved. This school of thought believes that the realization of an organization effectiveness demand the utilization of competence employees, with the required skill, knowledge and attitude. They further posit that the acquisition of the required skill, knowledge and attitude can only be achieved through a systematic and planned training and development programme. The theory argued that the search to improve the effectiveness of an organization leads to training and development. Green (1975) posits that Udoji reform commission of 1972 adopted this theory when the commission was looking for a solution to the problem of ineffectiveness in the public service. The commission saw training and manpower development as a potent tool towards healing the sick and ineffective public service. However this theory is only concern about the achievement of goal without looking into the means of achieving the goal.

Cost theory in this context means attaining appropriate quality of service (output) at a lower cost of input. This theory believes that in order to reduce cost of production, training in the working life of an employee in highly needed. According to Bankole (2011), training and development of staff reduces cost of production in an organization. This theory believes that when goals are accomplished at a minimum cost, then there is efficiency. Scholars of this school further argued that organizations' goals could be achieved with a minimum cost by the utilization of trained and specialized employee. The cost of inefficiency can be reduced by quality training and development given to employees in an organization. For instance in the Nigeria police force, lack of training on weapon handling has cost a lot of accidental discharges leading to loss of many lives. It has also caused loss of arms and ammunition and damage to government equipment, which at a long run increase the cost of providing security services to the society. The theory looks at only minimization of cost as the need for training without considering quality of the service also as a need for training. It sees training only from the point of reducing the cost of providing service and goods, and the quality of the service and goods provided.

Efficiency theory refers to the relationship between goods and services produced; and the resources used to produce them. The ratio between input and output determines the efficiency of the employees. This theory is of the opinion that training is a weapon in manipulating the input – output ratio to the advantage of the organization. An efficient operation produces maximum output as well as having minimum input for any given quantity and quality of product. Scholars here opined that training and development can improve the maximum output or reduces minimum cost of input for a given quality and quantity of product. Nevertheless an employee can achieve efficiency without achieving effectiveness, as the employee can make an output with minimum input yet not meeting an organization's target.

For management of human resources in any organization to achieve maximum potential, it has to do with using motivational techniques to achieve productivity. In order to fully understand motivational techniques, we have to understand what we mean by motivation. High performance is achieved by well-motivated people who are prepared to exercise discretionary effort. To motivate people it is necessary to appreciate how motivation works. The term motivation is an internal drive which compels people to perform a task previously identified. The internal drive may be regarded as a push or some innate factors. The internal relates to the interest state of the mind of the individual which activates his behavior towards certain goals. Yet motivation is a process of getting people to move in the direction you want them to go in order to achieve result. There exist numerous theoretical postulations on the subject of motivation. The totality of these theories can be group into two broad classes: the classical theory and neo-classical theory. Classical theory of motivation believes in the use of money as the major incentives to compel people to work more. While the neo-classical theory argues that money alone cannot keep on motivating an employee to work. It is therefore clear that an employee can be motivated to do what normally he may not want to do. Motivation can be intrinsic or extrinsic.

The Nexus between Training, Development and Productivity

Efficiency in the public service has often poses a problem for public Administrative system in Nigeria (Eneanya, 2009). Many scholars have adduced shortage of skill and experienced personnel and lack of professional training in management amongst other factors as responsible for the low rate productivity in the public service. The implication of the above assertion made Eneanya, is that training and development is highly needed in the public service for there to be an improvement in the productivity of the public service. Bankole (2011) posits that training is a factor that: improves the performance of employees in their present job; reduces the cost of production as waste are minimized and the rate of making mistake are reduce; prepares workers for higher responsibility; and improves the general productivity of workers in an organization. Going by the position of Bankole, it is not arguable that training and development has an umbilical relationship with productivity.

Odita (2012) opined that productivity in the police force can only be improved by a concerted effort on training and development. He also comments that the Nigeria police force cannot achieve much without an effective training put in place to empower its members with the required skill and knowledge towards effective performance of their job. Training and development are antidotes to productivity improvement. It is generally tailored towards improving the productivity of an organization. Training is the only instrument that converts man as a crude material to refine factor of productivity. It could then be concluded that without training, organizations' performance will be poor hence low productivity. Therefore productivity is tied to, or highly depends on training and development.

Productivity in the Nigerian Police Force

The Nigeria police force is an organization established by the Federal government of Nigeria to provide security for the citizens of the country. Nwosile (2004) while analyzing the performance of the Nigerian police force identified the following as achievement made by the police force since 1960:

1. The control of several civil unrest in Nigeria; The Nigeria police force successfully controlled the Tiv unrest in the early 1960, various students' and religion riots (especially the maitatsina uprising in Kano 1980, and Maiduguru in 1982), and the control of communal clashes (the Bauchi 1985, Zankokataf, 1992, Ogoni in 1994 -1996).
2. Protection of government key personnel and installations in the country.
3. Several battles against men of the underworld.
4. Cooperation with international police over control of crime across the border.
5. Participation in several Peace keeping missions under United Nations.

Nwosile however, pointed out that, the Nigeria police force in the recent years, has failed to carry out their responsibilities effectively. Nwosile identified areas of police failure as:

1. Inability to unravel the mysteries and people behind several assassinations and bombings of citizens in the country.
2. Failure of the police to bring armed robbery to an end since the end of civil war in 1970.
3. Inability of the police to transform itself into a people – friendly organization loved by the people. The police have not been able to transform itself into a service organization in practice rather than a force.
4. Inadequate training of some police personnel in weapon handling competence, giving rise to accidental discharge that have killed several innocent citizens.
5. Inability of the police force to use psychologist and other experts to detect and prevent from recruiting persons with quick tempers and questionable character into the fold. This lead to loss of confidence in the police. These are those police officers and men who kill innocent citizens at check points, and in interrogation room at the slightest provocation.

Many security experts has adduce the reason for the above police low level of productivity as; lack of training, level of motivation in the police force, poor and inadequate facilities and equipment. Smith (1999) while commenting on the need for training in the police force, states that, the greatest challenge trust upon the police in our country is the management of the dynamics of change in the next millennium especially in the dawn of democratic era. He further asserted that the police must be re – oriented and adjusted in order to perform creditably. Here the former Inspector General of police was concern with the challenges the police are bound to face in the bit of transition from military to democratic regime. And to confront the challenges effectively, the police need more training and re – orientation. Yet, Ehindero (2005) asserts that the police officers and men must be well train in the area of human right and community policing to make the Nigeria police more friendly and people – oriented civil police that serve with integrity and professionalism.

The Nigeria police force has achieved much in the United Nations peace keeping force in most of the warring nations that it has been adjudge the best African police in the mission areas. Many Nigerians has asked question as regard to what makes the difference, why Nigeria police perform well outside her father's land and poorly in her home country. Arase (2007) gives a lead in answering the above question when he asserted that, there are lot of training programmes organized for police and men selected for UN peace keeping missions; the pre–deployment training at Police mobile college Guoza, sponsored by the United Nations. This according to him is to equip the police officers and men with the operational tactics needed in the mission area. Another face of the training of officers and men for UN peace keeping force takes place at the point of entering the mission area. This aspect deals with the issue of Human right. Klein (2005) while addressing

Nigeria police contingent in Liberia, argues that, the essence of this training is to bring to their memory that the people of Liberia has a culture different to that of Nigeria, which they must know and obey. Other suggested factors that could be responsible for high performance of the Nigeria police in UN mission area are high pay package and adequate provision of facilities and equipment. Therefore training amongst other factors cannot be over emphasized in trying to improve the productivity of the Nigeria police force.

Training and Development in the Nigerian Police Force

In the Nigeria Police Force, the quality of training and development given to the police personnel has a significant impact on their operational efficiency and behavioral integrity (Alemika, 2008). Training is an invaluable tool for the effective policing of any society (Arase and Iheanyi, 2007). According to them, an untrained or ill-trained police officer lack the requisite knowledge, skill and attitude for the effective crime control and is also a threat to the society. The human resource development is a component of human resource management that focuses on the training of employees with the aim of developing competence of individual employee and efficiency of the organization. Training and development as the core elements of human resources refers to the process of; (a) developing the competence of an individual in relation to specific tasks and (b) changing or enhancing the attitudes, dispositions, and behaviour of individuals through exposure to new information, technology and practices (Alemika, 2008).

The Nigeria police force has several training institutions where thousands of officers and men participates in various in-service training and development programmes, and recruits (new entrants) also participate in induction course. Alemika (2008) identified that training appear to have limited effects on the efficiency of the officers and the force. He also, posits that human resources management generally begins with and revolves around manpower planning, which involves (a) analysis of employee required by an organization for its various tasks, and (b) identifying and evaluating how an organization's need can be met through recruitment, employee training, incentives, discipline and development of personnel; however, to him, these chains of decisions and activities are disconnected in the Nigeria Police Force. As a result, training does not translate appropriate employees' development and organizational effectiveness in the Nigerian Police Force.

It has been observed that the assumptions underpinning the practice of human resource management is that people are the organization's key resource and organizational performance largely depends on them (Armstrong, 2006). Therefore if effective training policies and procedures are developed and implemented, human resource will make a substantial impact on the organizational performance. According to Collins and Druten (2003), researchers have produced compelling evidence for the causal link between how people are managed and organizational performance. They argue that the effectiveness of human resource practice particularly employee selection procedures, performance appraisal rewards and benefit management, employee training and development often have a direct bearing on organizational productivity and performance.

Training Analyzes in Nigerian Police Force.

In the view of Alemika (2008) there are six related process involved in training process. They are: Training policy and planning; Training need analysis; Designing and evaluating training delivery method; Implementation of training programme; and Evaluation of training implementation and impact of training on the competence of employees and the efficiency of an organization.

The above steps and considerations according to him are lacking in the training programmes of the Nigeria police force in particular, and the training need analysis do not receive desired emphasis by the Nigerian Police force. In furtherance of the above arguments, Tsav (2012), asserted that what the police need now is training to nourish the workforce in order to meet up with the security challenges in the country. This was also in support of what Arase and Iheanyi (2007) said, that “An untrained or ill-trained police officer lacks the requisite knowledge, skill and attitude for effective crime control and is a threat to the society”. They argue that in order to strengthen the Nigeria Police for better performance in the maintenance of law and order as well as the security of lives and property, they (police officers and men) must be given an effective training and development. Fayomi (2009), posits that to boost the effectiveness of the police officers in their constitutional duties, a lot of police training institutions has been established for both training new recruits and developing the serving members. But the question still remains, whether the objectives of training in the police force has been achieved?

Alenika (2008) identified that the overall aim of human resources management is to ensure that an organization realize its goods or objective with optimal effectiveness and efficiency through proper mobilization of human resources-training inclusive. He however argues that in the Nigeria Police Force, training does not translate to appropriate employees’ development and organization’s effectiveness, because, the training process or training circle is not followed. According to Otitoju (2007) a number of challenges facing Training and Developing in the police force, hinder the running of smooth training programme in the Nigeria Police Force. These factors according to him are:

Inadequate finance. There are usually no enough fund for training programme in the Nigerian police force. Specialised courses like forensic science, bomb disposal course, communication course etc. Are not well financed, in most cases the Police Force depend heavily on foreign technical assistance;

Lack of adequate equipment/infrastructure. As result of the mass recruitment exercise embarked upon since the year 2000 as well as the increase in the number of cadet intakes, facilities in all training institutions are highly overstretched. The hostels, classrooms, desk, chairs, beds, etc are no longer enough for the trainees in the police training institutions. There is shortage of scientific aids e.g computer which also affect modern teaching method and efficiency. Staff accommodation in the police training institutions are grossly inadequate;

Poor training curriculum. Police training institutions in Nigeria has been noted to be infiltrated with poor training curriculum. M.D Yusuf led committee on police reform in 2008, identified poor training curriculum as a major factor inhibiting effective training in the Nigeria Police Force; and

Shortage of qualified training staff in the police training institutions. Most training centres in the police force are staff with incompetent and unqualified personnel. This was also identified by the police reform committee of 2008, when it commented that most personnel in the police colleges are no qualified to be a trainer. Abang (2007) in observation of this challenge facing police training institutions, posit that the instructing staff of the police schools should be exposed to modern trends

in training as obtained in the advanced countries, which should be effort towards updating police training institutions.

Methodology

The study adopted the survey design. The targeted population of this study comprised the entire member of the Nigeria police force; the actual size of the Nigeria police force as at the time of this research study was estimated to be about one hundred and sixty five thousand (165,000) (Police Annual Report, 2011). Since the researchers cannot cover the entire police force, a total of two hundred (200) subjects were selected for the study from 'E' Department of the Police Force Headquarters and Police College Ikeja, charged with the responsibility of formulating and implementing policies on training and manpower development to keep the Nigerian police force in alignment with the dynamic nature of Nigerian society; and from Area F and Area H commands of Nigeria police, Lagos state. The research study adopted the simple percentage statistical method of analyzing responses on the various issues on training and development in the study area. Simple percentage entails using the diverse responses from the respondents, categorizing the data and drawing a represented percentage for each of the category. This was presented in a tabular form and the response analyzed based on their numbers and percentage using Statistical Package for Social Sciences (SPSS). To test the hypothesis and to establish the degree of dependence or independence of the variables under study, the Chi- square (χ^2) statistical tool was used for this research study.

Data Presentation, Analysis and Interpretation

The researchers distributed a total of 200 questionnaires of 32 items to both junior and senior officers of the "Nigerian Police College Ikeja, E Department, Force Headquarters Annex Lagos, Area H and Area F Police Command Lagos. As a result of persistent visit to the office of some of the ever busy respondents and frequent persuasion on the importance of responding fully and honestly to the questions, the researchers were able to achieve questionnaire return rate of 178 out of the 200 distributed. Out of this numbers, 8 were not usable leaving 170 valid responses for analysis yielding a response rate of 85%, this is used in the following analysis.

Socio-Demographic of Respondent

This section is centers on the biographical data of the respondents such as sex, age, marital status, length of service, grade levels, official status as well as education qualification.

Table 1: Sex

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid MALE	158	92.9	92.9	92.9
FEMALE	12	7.1	7.1	100.0
Total	170	100.0	100.0	

Sources: Field Work September, 2012.

The sex column shows that 92.9% of the respondents were male while 7.1% were female. This means that men are more than women in the study population.

Table 2: Length of Service

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 5YRS & BELOW	9	5.3	5.3	5.3
6-10YRS	28	16.5	16.5	21.8
11-15YRS	30	17.6	17.6	39.4
16-20YRS	30	17.6	17.6	57.1
21YRS & ABOVE	73	42.9	42.9	100.0
Total	170	100.0	100.0	

Sources: Field Work September, 2012.

In the above table, we examine length of service of the respondents, 5.3% had put in 5 years and below in the service; 16.5% respondents had put in between 6-10 years while 17.6% respondents had served for between 11-15 years; and 17.6% represents those who has put in between 16-20 years; the percentage of those who has served 21 years and above is 42.9%. This indicates that majority of the workers have in between six to twenty-one years in the service of the Nigerian police force.

Test of Hypotheses: Hypothesis One

Ho: There is no relationship between training, development and employee performance of the Nigerian Police Force.

H1: There is a relationship between training, development and employee performance of the Nigerian Police Force.

Cross tabulation

Count

		Q12			Total
		Strongly Disagreed	Disagreed	Undecided	
RESPONDENTS OFFICIAL STATUS	Police constable PC-Sergeant	80	1	0	81
	Inspector	22	11	0	33
	Assistant superintend of police ASP- chief superintend of police CSP/ACP	0	44	12	56
	Total	102	56	12	170

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	181.220 ^a	4	.000
Likelihood Ratio	138.678	4	.000
Linear-by-Linear Association	118.518	1	.000
N of Valid Cases	170		

a. 2 cells (22.2%) have expected count less than 5. The minimum expected count is 2.33.

Research Result: From the computation above, the chi-square calculated is 138.678 while the chi-square tabulated is 181.220. Thus, the chi-square calculated is greater than chi-square tabulated. We therefore reject the null hypothesis and accept the alternative hypothesis and conclude that there is a relationship between training, development and employee performance of the Nigerian police force.

Hypothesis Two

Ho: Effective training and development in the Nigerian Police is not dependent on guiding principles behind selection officer and men for training and development programme.

Cross tabulation

Count

		Q14				Total
		Agreed	Undecided	Disagreed	Strongly Disagreed	
OFFICIAL STATUS	Police constable	0	0	80	1	81
	PC-Sergeant					
	Inspector	5	0	28	0	33
	Assistant superintend of police ASP-chief superintend of police CSP/ACP	7	7	0	42	56
Total		12	7	108	43	170

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	203.250 ^a	6	.000
Likelihood Ratio	160.279	6	.000
Linear-by-Linear Association	6.181	1	.013
N of Valid Cases	170		

a. 5 cells (41.7%) have expected count less than 5. The minimum expected count is 1.36.

Research Result: From the computation above, the chi-square calculated is 203.250 while the chi-square tabulated is 160.279. Thus, the chi-square calculated is less than chi-square tabulated. We therefore accept the alternative hypothesis and reject the null hypothesis and conclude that effective training and development in the Nigerian Police is dependent on guiding principles behind selection officers and men for training and development programme.

Hypothesis Three

Ho: Training and development curriculum has no effect on the quality of training and development acquired by members the Nigeria police force.

Cross tabulation

Count		Q14				Total
		Agreed	Undecided	Disagreed	Strongly Disagreed	
RESPONDENTS	Police constable PC-Sergeant	0	0	80	1	81
OFFICIAL	Inspector	6	0	27	0	33
STATUS	Assistant superintend of police ASP-chief superintend of police CSP/ACP.	9	18	0	29	56
Total		15	18	107	30	170

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	202.817 ^a	6	.000
Likelihood Ratio	159.202	6	.000
Linear-by-Linear Association	1.354	1	.245
N of Valid Cases	170		

a. 3 cells (25.0%) have expected count less than 5.
The minimum expected count is 2.91.

Research Result: From the computation above, the chi-square calculated is 202.817 while the chi-square tabulated is 159.202. Thus, the chi-square calculated is greater than chi-square tabulated. We therefore reject the null hypothesis and accept the alternative hypothesis and conclude that training and development curriculum has effect on the quality of training and development acquired by members of the Nigeria police force.

Hypothesis Four

Ho: There is no significant relationship between the quality of trainers, facilities and productivity of trainees.

Cross tabulation

Count

		Q22			Total
		Undecided	Disagreed	Strongly Disagreed	
OFFICIAL STATUS	Police constable PC-Sergeant	0	1	80	81
	Inspector	10	0	23	33
	Assistant superintend of police ASP-chief superintend of police CSP/ACP	1	55	0	56
	Total	11	56	103	170

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	226.530 ^a	4	.000
Likelihood Ratio	197.995	4	.000
Linear-by-Linear Association	89.866	1	.000
N of Valid Cases	170		

a. 2 cells (22.2%) have expected count less than 5. The minimum expected count is 2.14.

Research Result: From the computation above, the chi-square calculated is 226.530 while the chi-square tabulated is 197.995. Thus, the chi-square calculated is greater than chi-square tabulated. We therefore reject the null hypothesis and accept the alternative hypothesis and conclude that there is a significant relationship between the quality of trainers, facilities and productivity of trainees.

Hypothesis Five

Ho: There is no relationship between motivation of staff and workers’ productivity.

Cross tabulation

Count

		Q28					Total
		Strongly Disagreed	Disagreed	Undecided	Agreed	Strongly Agreed	
OFFICIAL STATUS	Police constable PC-Sergeant	79	1	1	0	0	81
	Inspector	0	0	8	17	8	33
	Assistant superintendent of police ASP-chief superintendent of police CSP/ACP	0	49	0	0	7	56
Total		79	50	9	17	15	170

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	315.851 ^a	8	.000
Likelihood Ratio	297.958	8	.000
Linear-by-Linear Association	43.914	1	.000
N of Valid Cases	170		

a. 6 cells (40.0%) have expected count less than 5. The minimum expected count is 1.75.

Research Result: From the computation above, the chi-square calculated is 315.851 while the chi-square tabulated is 297.958. Thus, the chi-square calculated is greater than chi-square tabulated. We therefore reject the null hypothesis and accept the alternative hypothesis and conclude that there is a relationship between motivation of staff and workers’ productivity.

Discussion of Findings

This study has examined the pattern and impact of training and development in the Nigerian police force and a number of problems were identified which have varied implications for the attainment of objectives of the organization under study. It is therefore important that we discuss some of our findings.

The study revealed that training and development has a positive relationship with workers’ productivity. Motivation also promotes morale of workers towards a greater performance and

productivity. This submission was supported by the position of Aluko (2005) where he listed the merit of training to include efficiency in resource allocation, and encouragement of public servants to improve skills. It can be concluded from the foregoing statement, that motivation goes a long way in influencing the attitude of workers positively towards performance and increased productivity

The study also revealed that training in the Nigerian police is characterised with corruption and favoritism. This gave the force a negative orientation that gave rise to high rate of corruption in the Nigerian police. The police training colleges are staffed with unqualified and incompetent personnel who are not better than those they are training and yet, lack motivation to perform.

It is worthy to note that the questionnaire shed more light on the short coming of poor and outdated training curriculum and facilities which make it difficult to achieve a certain degree of success in performance of the force. 67.6% of the men and officers are not aware of the guiding principles for selection of those to be trained. This shows -cases the level of corruption in the force where selection for training is based on primordial issues such as in informal contacts and connections. Although some reform policies were put in place to discourage corruption and re-invent the police force in Nigeria, we discovered that the force still remain the shadow of what it is expected to be with high rate of corruption, lack of accountability, nepotism and low productivity

In the analysis of the five hypotheses tested, it was discovered among others that in there are a significant relationship between the quality of trainers, training facilities and productivity of trainees. Also, established is the fact that training and development curriculum has effect on the quality of training and development acquired by members of the Nigeria police force. Aside training and development, the study discovered that there is a relationship between motivation of staff and workers' productivity.

Conclusion

This study was carried out with the concern of trying to find out how to enhance efficiency in the Nigerian police force through the use of training and development. Questionnaires were used as research tool to gather information from the respondents and the result was analyzed to realize the main reasons why most training and development programs in Nigerian police do not meet up with set goals and objectives and solutions were suggested. Taking a cursory look at the five hypotheses tested, we discovered that the need for training and development as well as motivation cannot be overstated if we are to bring about the much desired efficiency, effectiveness and positive attitude by officers and men of Nigerian police force.

Recommendations

The most important requirement is to improve the capacity of police officers. Also, institutional capacity should also be upgraded. The required critical resources include: human, material, financial and policy. Police reform in whatever capacity should focus on how to increase these resources and more so the Federal government should carry along all stakeholders in the formulation of policy. In line with this, it is recommended that the following crucial points could be helpful:

There is need for merit in the provision of good incentive in the service. Merit systems should not preclude the application of representative of ethnic, racial or gender balance reasons, but they must not be at the expense of merit. The suggestions for the achievement of set goals include: motivation with good salary and incentives; proper training and reorientation of men and officers and those who fail to perform should be sanctioned.

However, for effective training and development to take in the Nigeria police force, the researcher recommends that: The training staff in the police colleges should be updated in their skill and well-motivated. The training staff should be well oriented in Law and Behavioural subjects, and with good skill in operational tactics and teaching, while a special welfare package should be provided for them. A board should be constituted comprising of competent Lawyers, security consultants/Experts and very senior police officers to review the police training curriculum in the areas of Human right, operational tactics in weapon handling, response to distress call, Police power of observation and Police Public Relations;

The training staff in the Nigeria police force should provided with adequate modern training facilities such as, computer monitoring/recording devices, computerize shooting range, reading and practical materials, etc. Adequate and comfortable classroom with enough chairs and desks should be made available for the trainees. Also enough accomodation should be provided for both the training staff and trainees. Again police officers and men should be given adequate opportunity to attend courses of their choice at institutions of higher learning with or without sponsorship. Also, they should be allwed attend seminars organized by related professional bodies regularly. This will improve the pattern of training and development in the police, and its general performance in providing security to the Nigeria society.

Yet, government must conduct proper research on the reform policies and ensure sustainable environment for implementation. There should be regular and effective institutionalized training in policy management and implementation for police officers. Policies should reflect the principles guiding selection of officers and men for training and development. There should also be total overhaul of accounting and auditing system, this will not only enhance performance, but also improve transparency in the force. Nigerian police should be more of service oriented than application of force as currently witnessed. Thus, the researcher is of the opinion that the nomenclature should reflect Nigerian police service instead of Nigerian police force.

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