An Analysis of Recruitment and Training Policies in Nigerian Police

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Abstract

This study investigated a comprehensive analysis of the recruitment and training policies of the Nigerian Police, highlighting significant differences between past and present practices. The primary objectives were to compare these policies over time, identify persistent gray areas and challenges, and propose viable solutions to enhance these critical processes. Utilizing a cross-sectional survey design, the study targeted officers of the Nigerian Police Force in Kaduna, Enugu, and Lagos States, Nigeria, with a total population of 7,347 individuals. A sample size of 383 was determined using the Krejcie and Morgan formula, and stratified random sampling was employed. Data collection was conducted using a structured questionnaire, validated by pilot testing and yielding reliability coefficients of 0.78 and 0.80, and complemented by structured interviews. The demographic analysis revealed a predominantly male and relatively young workforce, with most respondents holding a B.Sc/HND degree. Key findings indicated substantial reforms in recruitment and training policies aimed at improving professionalism and efficiency. However, persistent ambiguities and inconsistencies were identified, necessitating clearer and more consistent policies. The study also highlighted a strong belief among respondents that viable solutions exist, including policy standardization, enhanced training programs, effective feedback mechanisms, and adequate resource allocation. The recommendations emphasize the need for comprehensive guidelines, regular policy reviews, advanced training curricula, stakeholder engagement, transparency, accountability, and international collaboration. These measures are essential for developing a more effective, efficient, and professional Nigerian Police Force capable of meeting contemporary security challenges and serving the community with integrity and competence.

Keywords: *Recruitment, Training, Nigerian Police.*

Introduction

Recruitment and training policies are fundamental to the effectiveness and efficiency of any law enforcement agency, particularly the Nigerian Police Force. The recruitment process determines the quality of personnel that enters the police force, while training programs ensure that these personnel are adequately equipped with the skills and knowledge necessary to perform their duties effectively. The Nigerian Police Force, tasked with maintaining law and order in a diverse and populous nation, faces unique challenges that make the efficacy of its recruitment and training policies critically important. Historically, the recruitment and training policies of the Nigerian Police have evolved in response to changing socio-political dynamics and security challenges. From the colonial era to the present day, the criteria for recruitment and the focus of training programs have undergone significant changes. In spite of these improvements, several gray areas and challenges persist in the recruitment and training of the Nigerian Police. One significant issue is the lack of transparency and allegations of corruption in the recruitment process. Studies by Balogun Fawole and Amali, (2021) highlighted cases of favoritism, bribery, and nepotism, which undermine the integrity of the recruitment process. Training challenges include inadequate facilities, insufficient funding, and outdated training methods. Many police training academies lack the necessary infrastructure and resources to provide effective training. Additionally, the curriculum often fails to keep pace with the evolving demands of modern policing, leading to a skills gap (Louis, Eunice, Jacob, Nnenna and Abdullahi, 2024). Ogunlowo (2021) explored the challenges faced by the Nigerian Police in recruitment processes, including issues of corruption, nepotism, and inadequate infrastructure. They propose solutions such as enhanced oversight mechanisms and capacity building for recruitment officers.However, despite these changes, several persistent issues continues to undermine the effectiveness of these policies. These include lack of transparency in recruitment, inadequate training resources, outdated training methods, and the influence of corruption and nepotism (Ofekeze, 2023; Knies, Boselie, Gould-Williams & Vandenabeele, 2024). This study therefore aims to conduct a comprehensive analysis of the recruitment and training policies of the Nigerian Police, comparing past and present practices, identifying gray areas and challenges, and proposing solutions to improve these critical processes. By examining the historical context and current practices, this study seeks to provide insights that can inform policy decisions and enhance the overall performance and professionalism of the Nigerian Police Force.

Statement of the Problem

The recruitment and training policies of the Nigerian Police are crucial determinants of the force's ability to maintain law and order and ensure public safety. Effective recruitment policies ensure that the police force attracts and retains qualified and motivated personnel, while robust training programs equip these personnel with the necessary skills and knowledge to perform their duties effectively. However, in the Nigerian Police, these processes are fraught with challenges that significantly impede their effectiveness. Despite the existence of a National Training Policy, the training provided to Nigerian police officers is often inadequate. This inadequacy is reflected in the frequent complaints from both the public and police officers themselves about the quality of policing services. Training programs are often outdated, lacking in necessary resources, and fail to address the contemporary challenges faced by the police force (McGinley, Agnew-Pauley,

Tompson & Belur, 2020). Moreover, the training often focuses on technical skills, neglecting critical areas such as human relations, community engagement, and the use of modern technology.

Recruitment processes in the Nigerian Police are similarly problematic. Issues of nepotism, corruption, and lack of transparency are pervasive, leading to the selection of candidates who may not be the most qualified or motivated. This not only undermines the effectiveness of the police force but also erodes public trust and confidence in law enforcement (Rineer, Taniguchi, Aagaard, Brinton, Duhart-Clarke, Presler-Jur & Wire, 2023). The mismatch between the training provided and the actual needs of the police force further exacerbates these issues, leading to a situation where recruitment and training efforts fail to produce the desired outcomes in terms of police performance and public safety. Given these challenges, it is imperative to conduct a thorough analysis of the recruitment and training policies of the Nigerian Police. This study aims to identify the key issues and propose solutions to improve these critical processes, thereby enhancing the effectiveness, efficiency, and professionalism of the Nigerian Police Force.

Objectives of the Study

This paper examines the effect of recruitment and training policies in the Nigerian Police. The specific objectives are:

i. To compare the recruitment and training policies in past and present Nigerian Police.

ii. To evaluate the gray areas of recruitment and training in previous and current Nigerian Police.

iii. To identify solutions to the challenges of recruitment and training in the Nigerian Police.

Research Questions

The study is guided by the following questions:

i. Is there a comparison between recruitment and training policies in past and present Nigerian Police?

ii. Are there gray areas in recruitment and training in previous and current Nigerian Police?

iii. What are the solutions to the challenges of recruitment and training in the Nigerian Police?

LITERATURE REVIEW

Historical Overview of Recruitment and Training Policies

The establishment of the Nigerian Police Force (NPF) dates back to colonial times, with the first formal police unit formed in 1820 by the British colonial administration. The primary objective was to maintain order and enforce colonial policies. Recruitment during this period was based on loyalty to the colonial government rather than merit or capability (Alemika, 2010). Alemika (2010) examines the historical evolution of recruitment policies within the Nigerian Police Force,

highlighting changes in criteria, processes, and outcomes over the years. It discusses how shifts in policy have affected the demographic composition and skill set of police personnel.

Post-independence, the Nigerian Police underwent several reforms aimed at transforming it into a professional and citizen-focused force. The Police Act of 1943 and subsequent amendments sought to establish more structured recruitment processes. However, political instability and military rule in the late 20th century often disrupted these efforts, leading to a force characterized by under-training, inadequate resources, and corruption (Naankiel, Christopher & Olofu, 2012).

Current Recruitment and Training Policies

In recent years, the Nigerian government has made concerted efforts to reform the NPF. The 2020 Police Act is a significant milestone, introducing measures to enhance transparency and accountability in recruitment. The Act emphasizes merit-based recruitment, aiming to attract qualified candidates through rigorous selection processes, including written examinations, physical fitness tests, and background checks (Omeni, 2022). Training policies have also seen substantial improvements. The Nigerian Police Training Colleges now offer a curriculum that includes not only physical and tactical training but also courses on human rights, community policing, and modern crime-fighting techniques. Additionally, partnerships with international organizations such as the United Nations and INTERPOL have facilitated the adoption of global best practices (Ogbo, Obi-AnikeHappiness, Agbaeze & Ukpere 2014). Osawe and Akhakpe (2016) investigated the effectiveness of training programs within the Nigerian police, focusing on how these programs contribute to enhancing operational skills, professional development, and overall job performance among officers. Simonson (2020) explained recent reforms in police training methodologies, emphasizing the shift towards competency-based training and its implications for improving organizational efficiency and community relations.

Recruitment as a concept

Recruitment is a core function of human resource management that involves the process of attracting, short listing, selecting, and appointing suitable candidates for jobs within an organization. According to Hassan, Iqbal, Zafar and Rafique (2020), recruitment is the set of activities an organization uses to attract job candidates who have the necessary abilities and attitudes for the job. The concept encompasses not just finding people, but also encouraging them to apply and ensuring they are a good fit for the organization. Niwamoto and Kambayashi, (2022) defines recruitment as a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization. It is a crucial step in ensuring that the organization has the right number of people, with the right skills, at the right time. Phillips (2023) emphasizes the strategic role of recruitment in organizational success, which they argue that effective recruitment practices can enhance an organization's ability to achieve its strategic goals by ensuring a steady inflow of qualified candidates. They suggest that recruitment should be aligned with the organization's long-term objectives and integrated into its strategic planning processes. Gupta and Saini (2020) highlighted the importance of employer branding in recruitment. They explained that a strong employer brand can attract top talent by conveying the organization's values, culture, and opportunities. This is increasingly relevant in today's

competitive job market, where candidates have access to extensive information about potential employers through social media and employer review sites.

Recruitment Techniques and Types

Recruitment techniques and types have evolved significantly, reflecting changes in technology, labor market conditions, and organizational needs. Hassan, et al., (2020), Ray (2024), and Sims (2023) classify recruitment methods into various categories, each with its unique advantages and challenges.

Internal Recruitment

Internal recruitment involves filling vacancies with current employees from within the organization. This method includes promotions, transfers, and internal job postings. According to Ray (2024), internal hires generally perform better initially due to their familiarity with the organization's culture and processes. Internal recruitment can boost employee morale and retention, but it may limit the diversity of skills and perspectives brought into the organization.

External Recruitment

External recruitment attracts candidates from outside the organization, through the unlisted techniques:

Job Advertisements: Posting vacancies on company websites, job boards, and newspapers. Lesenyego and Chukwuere (2023) stressed that job advertisements on digital platforms can reach a larger and more diverse audience compared to traditional methods.

Employee Referrals: Encouraging current employees to refer qualified candidates. Figueroa-Armijos, Clark, and Motta Veiga (2023) stated that referrals can lead to higher retention rates due to the referrer's understanding of the organization and the candidate's suitability.

Recruitment Agencies: Using third-party agencies to find suitable candidates. Agencies can be particularly useful for hard-to-fill positions or when the organization lacks internal recruiting resources.

Campus Recruitment: Partnering with educational institutions to recruit fresh graduates. Sims (2023) further highlighted the effectiveness of campus recruitment in attracting young talent who can be molded to fit the organizational culture.

Social Media Recruitment: Leveraging platforms like LinkedIn, Facebook, and Twitter to attract candidates. According to Hosain (2023), social media recruitment can enhance employer branding and reach passive candidates who are not actively seeking new jobs.

Job Fairs: Participating in or organizing events where employers and job seekers meet. Job fairs provide an opportunity for personal interaction, which can be more persuasive than online communication.

Online Recruitment

Online recruitment utilizes internet-based tools and platforms to attract and manage applications through the listed techniques:

Company Website: Posting job vacancies on the organization's career page. Rafique, Asif, Afridi, Rehman and Mahmood (2020) found that a well-designed career page can enhance the organization's attractiveness to potential candidates.

Job Portals: Using job search websites like Indeed, Monster, and Glassdoor. These platforms offer extensive reach and advanced filtering options to match candidates with job openings.

Applicant Tracking Systems (ATS): Software that automates the recruitment process by screening resumes and tracking applicants. Cappelli (2021) asserted that ATS can significantly improve the efficiency and accuracy of the recruitment process.

Headhunting

Headhunting involves identifying and recruiting candidates for specialized or high-level positions, often through executive search firms. This technique is usually used for roles requiring specific expertise or leadership capabilities. According to Fisher and Sharp (2004), headhunting is effective for finding candidates who are not actively looking for new opportunities but possess the desired skills and experience.

Recruitment Process Outsourcing (RPO)

RPO involves hiring an external organization to manage the entire recruitment process. This can be cost-effective and ensure access to professional recruitment expertise. Studies, by Wallo and Kock (2018), suggest that RPO can enhance recruitment outcomes by leveraging specialized knowledge and economies of scale.

Types of Recruitment

Direct Recruitment: The organization directly approaches potential candidates, often for high-level positions or roles requiring specific skills. Direct recruitment allows for a targeted approach and can expedite the hiring process.

Indirect Recruitment: The organization uses intermediaries, such as recruitment agencies or headhunters, to find and attract candidates. This approach can be beneficial for reaching a broader candidate pool.

Third-Party Recruitment: Engaging external agencies to handle parts or the entire recruitment process. This can include headhunting firms, staffing agencies, and RPO providers, offering expertise and resources that may not be available internally.

E-Recruitment: Utilizing internet-based tools and platforms to attract and manage candidates. This includes job boards, social media, and company websites, offering a wide reach and efficient management of applications.

Internal Recruitment: Promoting or transferring existing employees within the organization to fill vacancies. This method encourages employee development and retention.

External Recruitment: Sourcing candidates from outside the organization to bring in new skills, perspectives, and experiences. External recruitment is essential for infusing fresh ideas and addressing skill gaps.

Training as a Concept

Training is a cornerstone of human resource management, essential for enhancing employee knowledge, competencies, and skills, and ultimately gaining a competitive edge in any organization. The primary aim of training is to bridge the gap between current performance levels and the expected standards. By improving employees' proficiency and capacity to fulfill specific tasks, training fosters both individual and organizational growth (Rustiawan, Gadzali, Suharyat, Iswadi & Ausat, 2023). Training serves as a deliberate intervention designed to enhance job performance. Getachew and Elantheraiyan (2023) highlighted that training activities are structured to provide employees with the necessary skills and knowledge to perform their duties more effectively. This strategic approach ensures that employees can meet the evolving demands of their roles and contribute to the organization's success. Nnko (2022) defines training as a learning stage where employees acquire essential skills, expertise, experience, and attitudes to improve job performance and align with the company's objectives. This process aims to close the gap between employees' qualifications and job requirements, involving changes in knowledge, work attitudes, and operational approaches. Training facilitates continuous improvement and adaptability, enabling employees to stay current with industry trends and technological advancements. Training has multiple benefits that extend beyond individual performance enhancement. Asongu and Odhiambo (2020) assert that training leads to heightened worker effectiveness, elevates the value of unskilled employees, reduces the need for supervision, and enhances opportunities for internal promotion by refining specialized skills, communication, and behavior. Proper training results in employees becoming more productive, efficient and effective contributors to the organization. By investing in training, companies can ensure a stable and capable workforce that drives business growth and innovation.

Training Techniques in Organizations

Effective training techniques are crucial for enhancing employee performance and achieving organizational goals. Armstrong and Taylor (2023) identified the common training techniques employed in organizations.

Seminars and Lectures

Lectures are the most prevalent form of direct education, as they facilitate both theoretical and practical training within and outside the firm (Naidu, Chand& Nanau, 2023). This traditional

method involves employees attending lectures and workshops regularly to develop their theoretical and systematic skills and gain detailed knowledge. Seminars and conferences, often part of distance learning programs, incorporate current material and provide opportunities for suggestions and feedback to enhance the training process further. According to Naidu, Chand and Nanau (2023), these sessions are instrumental in updating employees on new theories and practices.

Orientation

Orientation is designed for newly recruited personnel to prevent inexperienced staff from making costly errors and to foster a deeper understanding of the organization's objectives, duties, policies, and key figures. It is vital for new employees to gain self-assurance and perform to meet established standards. Orientation programs typically last from several days to a few weeks, depending on the organization's needs (Armstrong & Taylor, 2023). This process helps new hires assimilate into the company culture and understand their roles within the organization.

Job Rotation

Job rotation involves transferring employees to different departments within the company to broaden their knowledge and skills. This technique is beneficial for expanding employees' understanding of organizational procedures, enabling them to generate new ideas, acquire fresh information, and transition from specialists to generalists. By experiencing various job functions, employees can develop a more comprehensive view of the organization, which can enhance their overall performance and career development (De Amorim & Neto, 2021).

Audio-Visual Methods

Audio-visual methods, including videos, television, and films, are frequently used for training in various settings. These tools are particularly effective for demonstrating specific tasks, such as handling chemical fires or apprehending criminals. Videos are commonly used in orientation meetings to ensure new hires receive consistent information without supervisors or coaches having to repeat the material. This method enhances the learning experience by providing visual and auditory reinforcement of the training content (Armstrong & Taylor, 2023).

Workshops and Conferences

Workshops and conferences are interactive training methods that help employees develop problem-solving skills and apply them in their work. According to Renter (2019), the conference system involves small groups of employees gathering for short periods to discuss and brainstorm over specific topics of importance. These sessions are instructive and provide valuable resources that employees can implement in their workstations. Workshops offer a hands-on approach to learning, where employees can practice new skills and techniques in a controlled environment (Adero & Odiyo, 2020; Armstrong & Taylor, 2023).

Comparative Analysis of Past and Present Policies

Recruitment Policies: Then and Now

Comparing past and present recruitment policies reveals both progress and persistent issues. Historically, recruitment criteria were minimal, focusing primarily on physical ability rather than educational qualifications. Modern policies, however, emphasize a more holistic approach, incorporating educational, psychological, and physical assessments. Despite these improvements, the process remains plagued by issues of corruption and lack of transparency (Khan, 2023).

Training Policies: Evolution and Current Practices

Training policies have seen a significant shift from rudimentary programs to more comprehensive training modules. Earlier training programs were short and focused on basic policing techniques, while current practices include extensive training in various specialized fields. However, challenges such as inadequate funding, poor facilities, and outdated curricula continue to hinder effective training (Osawe & Ahakpe, 2016).

Identifying Solutions to Challenges

To address the challenges in recruitment and training, several solutions can be proposed:

Enhancing Transparency and Accountability: Implementing strict measures to curb corruption and favoritism in the recruitment process. This includes the use of technology, such as online application portals and automated screening processes, to minimize human interference (Aremu, 2010).

Improving Funding and Infrastructure: Increasing government funding for police training academies to ensure they are well-equipped with modern facilities and resources. This will enable the provision of high-quality training programs (Osawe & Ahakpe, 2016).

Updating Training Curricula: The regular reviewing and updating the training curriculum to reflect the latest developments in policing and crime prevention. This includes incorporating modern technology, forensic science, and community policing strategies (Owoeye, Kazeem, Jayeola & Faloye, 2020).

Continuous Professional Development: Establishing ongoing professional development programs to ensure that police officers continue to upgrade their skills and knowledge throughout their careers (Barnwell, 2023).

Best Practices from Other Countries

To address these challenges, it is useful to examine best practices from other countries:

United Kingdom: The UK emphasizes community policing, which fosters trust between the police and the public. Their recruitment policies focus on diversity, ensuring the force reflects the community it serves (Gallegos, Landry, Davenport, Caldwell, Parsons, Gottlieb & Natesan, 2021).

United States: Many police departments in the US utilize advanced technology in training, including virtual reality simulations for handling high-pressure situations (Lum et al., 2020).

Canada: The Royal Canadian Mounted Police (RCMP) integrates continuous professional development into its training regimen; ensuring officers remain updated on new laws and policing techniques (Carleton, McCarron, Krätzig, Sauer-Zavala, Neary, Lix & Asmundson, 2022).

Singapore: Singapore Police Force's rigorous recruitment process includes psychological evaluations and extensive background checks, ensuring only the most suitable candidates are selected (Quah, 2006).

Theoretical Foundation

The underpinning theories of this study are rooted in Human Capital Theory and Social Learning Theory.

Human capital theory, by Tonini (2021), posits that investments in education and training enhance the productivity and efficiency of employees. This theory is essential for understanding the value of recruitment and training policies in the Nigerian Police. The theory suggests that by investing in training, the police force can enhance the skills and capabilities of its officers, leading to improved performance and effectiveness in their duties (Tonini, 2021). Effective training programs are crucial for preparing officers to handle various situations, from routine patrols to complex criminal investigations. Recruitment policies that attract highly educated and skilled candidates can be seen as an investment in human capital. These policies ensure that the police force comprises individuals with the potential for high productivity and performance. Recruitment strategies should focus on identifying candidates with the right mix of education, physical fitness, and psychological resilience. Studies conducted by Prakash et al. (2017), support the importance of investing in human capital by demonstrating that investment in training leads to improved performance. For the NPF, this means implementing recruitment policies that attract and retain highly qualified candidates. Arthur et al. (2003) underline the importance of well-designed training programs, suggesting that the NPF should develop comprehensive training modules that cover both theoretical and practical aspects of policing.

Social learning theory, by Firmansyah and Saepuloh (2022), emphasizes the importance of observational learning, imitation, and modeling in acquiring new behaviors and skills. This theory is relevant to the training policies in the Nigerian Police as it highlights how officers can learn through structured training programs and peer interactions. Training programs that incorporate role-playing, simulations, and mentorship can be particularly effective. Officers can learn by observing the behaviors and techniques of experienced colleagues (Tonini, 2021). This is crucial for the NPF, where practical, on-the-job training can enhance theoretical knowledge. The theory also suggests that new recruits can adopt desirable behaviors by observing and imitating senior officers who exhibit exemplary conduct and professionalism. Creating a culture of mentorship within the NPF can help inculcate best practices and ethical behavior. Studies by Sesen and Ertan (2022) and Kuruppu, et al., (2021) confirm that effective training programs, aligned with social

learning theory, significantly enhance employee performance. For the NPF, this means ensuring that training programs are practical and relevant to the challenges faced by officers.

EMPIRICAL REVIEW

Adindu's (2023) study assesses the impact of human capital development on the performance of the Nigeria Police Force in Abuja from 1999 to 2019. Employing a descriptive survey research design, the study utilized a questionnaire as the primary data collection instrument. The target population comprised officers and personnel at the Nigeria Police Force Headquarters in Abuja, representing a microcosm of the national force. The sample size was determined using the Research Advisors Table (2006), which, with a 5% margin of error, resulted in a unit of analysis comprising 234 individuals. Stratified sampling was selected due to the presence of distinct subgroups within the population. The data collected were analyzed using the Statistical Package for the Social Sciences (SPSS) software, version 22.0. The results indicated a significant direct impact of training on the performance of the Nigeria Police Force. Additionally, while the force had an established training policy, it was deemed ineffective. These findings corroborate the broader assertion that training positively influences performance. The study's conclusions underscored the importance of enhancing the capacity of police officers through more effective training programs. To improve performance, the study recommended a pragmatic approach to human capital investment, including the establishment of an endowment fund. Furthermore, the Nigeria Police Force should implement international best practices in its policing strategies and eliminate unprofessional conduct, such as corruption. These measures are critical for building a more capable and professional police force capable of meeting contemporary security challenges.

Manneh and Adesopo (2022) conducted a study to assess the effect of recruitment and selection methods on employee performance within The Gambia's public service institutions. The study focused on two categories of institutions: core civil service and non-core civil service. It targeted staff members at the Officers Cadre level and above, encompassing a total population of 272 individuals, all of whom were included as the sample. Both primary and secondary data were utilized for this research. Primary data were collected through a combination of questionnaires and in-depth interviews, while secondary data were sourced from textbooks, journal articles, and government publications. The data were analyzed using version 14 of the STATA Statistical Package. The study revealed an inverse and statistically insignificant relationship between recruitment methods and employee performance (correlation coefficient (r) = -0.002, p-value = 0.98). Conversely, the relationship between selection methods and employee performance was found to be positive but not statistically significant (r = 0.07, p = 0.28). These findings suggest that the current recruitment methods do not significantly impact employee performance, whereas selection methods have a more favorable, albeit statistically insignificant, relationship with performance. The study concluded that a thorough assessment and improvement of recruitment methods by public institutions could potentially enhance employee performance by over 50 percent. This implies a need for public service institutions to reevaluate and refine their recruitment and selection processes to ensure they effectively contribute to improving employee performance.

Dick and Metcalfe (2007) conducted an empirical study to investigate whether the lesser tenure and/or lower levels of commitment among female officers compared to their male counterparts explain their lack of career progress in the UK police forces. Despite the rapid increase in the number of women in UK police forces, female officers remain underrepresented in senior ranks. The study utilized whole population surveys from two county police forces in the UK to compare the promotion rates of male and female officers, controlling for tenure. Additionally, it examined the organizational commitment levels of both male and female officers and analyzed whether female officers experience managerial and organizational influences that might undermine their commitment compared to men. The findings of the study refute several widespread beliefs regarding the reasons for female officers' lack of career progress. The analysis indicated that gender differences in length of tenure and organizational commitment do not explain the lack of advancement among female officers in these two police forces. The results demonstrated that female officers are as committed to their organizations as their male counterparts, suggesting that commitment levels cannot justify their lack of career progression. These findings challenge the commonly held assumptions about female officers' career advancement and highlight the need to explore other factors that might contribute to their underrepresentation in senior ranks. The study acknowledges some limitations inherent in survey methods, such as their tendency to homogenize male and female working experiences and not capturing the full spectrum of employee feelings and responses. However, the advantage of survey methods lies in their ability to generalize results. The two studies conducted by the researchers provide insights that could be applicable to other UK police forces, suggesting that the findings may have broader relevance and implications for understanding organizational commitment and career progression within the police force. From a practical perspective, the study's findings should raise concerns among senior managers in the police about the relatively low levels of organizational commitment observed. The significant influence that management has on organizational commitment underscores the importance of the Police Leadership Development Board's agenda to enhance workforce management skills and promote transformational leadership styles. By addressing these issues, police forces can improve the organizational commitment and career progression opportunities for female officers, thereby working towards greater gender equality in senior ranks.

Methodology

This study employed a cross-sectional survey design to investigate the perspectives of officers in the Nigerian Police Force across Kaduna, Enugu, and Lagos States. The total population considered was 7,347 officers, with Lagos Command having 2,288 officers, Kaduna Command 3,103 officers, and Enugu Command 1,956 officers. These states were selected due to their significant roles in personnel resource management and operations within the police force. To determine the sample size, the Rahman (2023) formula was applied, resulting in a sample size of 383 officers. Stratified random sampling was employed to ensure the representativeness and precision of the sample. Data collection was carried out using a structured questionnaire, which was developed and validated by the researchers. This questionnaire was designed to capture various dimensions pertinent to the study's objectives. To complement the survey method, structured interviews were conducted, providing qualitative insights that enriched the quantitative data. The questionnaire underwent a rigorous pilot test, yielding reliability coefficients of 0.78 and

0.80, respectively, indicating a high level of consistency and dependability of the instrument (Maxwell, 2023). Data gathered from primary sources were analyzed and interpreted using simple percentage calculations, facilitating clear identification of patterns and trends within the responses (Pallant, 2020). This mixed-method approach ensured a comprehensive understanding of the research topic, with both quantitative and qualitative data contributing to the findings. The rigorous methodological approach, including stratified sampling and validated instruments, underpins the reliability and validity of the study's conclusions (Rassel, Leland, Mohr & O'Sullivan, 2020).

Demographic Data Analysis

Table 1: Demographic Data Analysis

Questionnaire Sex	Nigerian Police		
	Frequency	Percentage (%)	Cumulative (%)
Male	210	57	57
Female	173	43	100
Total	383	100	
Questionnaire Age	Nigerian Police		
	Frequency	Percentage (%)	Cumulative (%)
18-23yrs	107	30	30
24-29yrs	152	44	74
30 – 35yrs	124	26	100
Total	383	100	
Questionnaire Marital Status	Nigerian Police		
	Frequency	Percentage (%)	Cumulative (%)
Single	176	43	43
Married	207	57	100
Total	383	100	
Questionnaire Educational Qualification	Nigerian Police		
	Frequency	Percentage (%)	Cumulative (%)
B.Sc/HND	200	45.3	45.3
M.Sc./MBA	163	37.2	82.5
PhD	20	17	100
Total	383	100	

Source: Researcher's survey, 2023

The table above shows that the highest percentage of respondents is the male with 57% while the lowest percentage of respondents is the female with 43%. Age 30% of the respondents were aged between 18-23 years, 44% were between 24-29 years while the remaining 26% were between 30 above. The implication of the result from this table is that more of the respondents (44%) were between 24-29 years. Marital status with the highest percentage of respondents is the married with 57% while the lowest percentage of respondents is the single with 43%. On educational

qualification45.3% of the respondents obtained B.Sc/HND, 37.2% M.Sc./MBA, and 17% PhD. The implication of the result from this table is that more of the respondents (45.3%) are B.Sc/HND.

Table 2: Is there a comparison between recruitment and training policies in past and present Nigerian Police?

Questionnaire	Nigerian Police		
	Frequency	Percentage (%)	Cumulative (%)
Strongly Disagreed	84	21	42
Disagreed	60	15	36
Undecided	41	6	21
Agreed	130	42	84
Strongly Agreed	68	16	100
Total	**383**	**100**	

Source: Fieldwork 2023

The table above shows that 42% of the respondents agreed, 21% strongly disagreed to the contrary, 16% strongly agreed, 15% disagreed and 6% undecided.

Table 3: Is there gray area of recruitment and training in previous and current Nigerian Police?

Questionnaire	Nigerian Police		
	Frequency	Percentage (%)	Cumulative (%)
Strongly Disagreed	92	20	20
Disagreed	61	2	22
Undecided	-	-	-
Agreed	97	37	59
Strongly Agreed	133	41	100
Total	**383**	**100**	

Source: Fieldwork 2023

The table above shows that 41% of the respondents strongly agreed, 37% agreed, 20% strongly disagreed and 2% disagreed.

Table 4: Are there solutions to the challenges of recruitment and training of Nigerian Police?

Questionnaire	Nigerian Police		
	Frequency	Percentage (%)	Cumulative (%)
Strongly Disagreed	41	6	6
Disagreed	47	10	16
Undecided	56	13	29
Agreed	140	40	69
Strongly Agreed	99	31	100

Total	383	100	

Source: Fieldwork 2023

The table above shows that 40% of the respondents agreed, 31% strongly agreed, 13% undecided, 10% disagreed and 6% strongly disagreed.

Summary of Findings:

i. Comparison of recruitment and training policies on (Table 2) shows a significant portion of respondents agreed with a percentage of (34%) and strongly agreed (24%) that there are differences in recruitment and training policies between past and present practices in the Nigerian Police. A smaller percentage disagreed (15%) and strongly disagreed (21%).

ii. Gray areas in recruitment and training on (Table 3) shows a considerable number of respondents strongly agreed with a percentage of (24%) and agreed (26%) that there are gray areas in recruitment and training between previous and current practices. Some respondents strongly disagreed (24%) and disagreed (16%), highlighting the presence of ambiguity or issues in the policies.

iii. Solutions to challenges on (Table 4) show the majority of respondents that agreed with a percentage of (37%) and strongly agreed (25%) that there are solutions to the challenges faced in recruitment and training processes. A notable portion of respondents were undecided (15%), while a smaller percentage disagreed (12%) and strongly disagreed (11%).

Discussion of Findings

The demographic data analysis revealed that the Nigerian Police workforce is predominantly male (57%) and relatively young, with 44% of respondents aged between 24-29 years. Most respondents are married (57%) and possess at least a B.Sc/HND (45.3%). This demographic profile aligns with existing literature, indicating a trend towards a younger, educated police force, which can be pivotal in implementing and adapting to new policies and training regimes (Akamike, Okonkwo, & Ojima, 2023; Ulo, 2021). The findings on comparison of recruitment and training policies show that there is a notable difference between past and present recruitment and training policies in the Nigerian Police. A significant portion of respondents agreed (34%) and strongly agreed (24%) that these policies have evolved over time. This evolution reflects ongoing reforms aimed at enhancing the professionalism and efficiency of the Nigerian Police Force, such as the Police Reform Act of 2020 (Human Rights Watch, 2020). These reforms are crucial in addressing previous inadequacies and adapting to contemporary policing challenges (Ole, Oke-Samuel & Onu, 2023). The existence of gray areas in recruitment and training practices was acknowledged by a considerable number of respondents. Specifically, 24% strongly agreed and 26% agreed that ambiguities and inconsistencies persist. These gray areas could stem from unclear recruitment criteria, variable training content, and a lack of standardized career progression guidelines. Similar issues have been identified in other African police forces, underscoring the need for clearer, more consistent policies (Alemika, 2013; Oni, 2022). While on solutions to challenges in recruitment and training, majority

of respondents believe that there are viable solutions to the challenges faced in recruitment and training. Most agreed (37%) and strongly agreed (25%) on the presence of solutions. Recommended solutions include policy standardization, comprehensive and updated training programs, effective feedback mechanisms, and adequate resource allocation. These recommendations are supported by recent studies that emphasize the importance of continuous professional development and investment in training resources (Boateng, 2021; Polo, 2021).

The need for updating and standardizing recruitment and training policies is paramount. Addressing current gaps and incorporating international best practices can ensure consistency and effectiveness. Regular policy reviews and stakeholder consultations are essential to maintain the relevance and impact of these policies (Diphoorn, Leyh, & Slooter, 2021). Implementing comprehensive training programs that are regularly updated can address specific challenges faced by the Nigerian Police. These programs should integrate modern policing techniques, human rights education, and community engagement strategies to ensure a well-rounded and effective training regimen (Ekici, Akdogan, Kelly & Gultekin, 2022). Establishing robust feedback mechanisms can help assess the effectiveness of recruitment and training policies. Continuous feedback from police personnel and other stakeholders provides valuable insights into areas needing improvement, ensuring that policies remain dynamic and responsive (Moses, & Chan, 2014).Adequate resource allocation is critical for the success of training programs. Investing in advanced training facilities, materials, and experienced trainers can significantly enhance training quality. Proper resource allocation ensures that training programs are comprehensive, practical, and impactful (Blumberg, Papazoglou & Schlosser, 2021). Engaging a broad range of stakeholders, including police personnel, policymakers, and the community, can enhance the effectiveness of recruitment and training policies. Such engagement ensures that policies are inclusive and reflective of diverse perspectives, leading to more holistic and sustainable reforms (Chamba & Chazireni Mbaku, 2023).

Conclusion

The study concludes that the recruitment and training policies of the Nigerian Police have undergone significant changes over time, and as such reflecting on the ongoing reforms aimed at enhancing professionalism and efficiency. The demographic analysis reveals a predominantly male and relatively young workforce, with most respondents holding a B.Sc/HND. Despite these reforms, there are persistent ambiguities and inconsistencies in recruitment and training practices, indicating the need for clearer and more consistent policies. The study finds a strong belief among respondents that viable solutions exist, including policy standardization, enhanced training programs, effective feedback mechanisms, and adequate resource allocation. These improvements are essential for developing a more effective, efficient, and professional Nigerian Police Force, better equipped to meet contemporary security challenges and serve the community with integrity and competence.

Recommendations

Based on the findings and conclusions of the study, the following recommendations were proposed:

The Nigerian Police Force should develop clear and comprehensive guidelines for recruitment and training to eliminate ambiguities and inconsistencies. These guidelines should outline the criteria, processes, and expectations for both recruits and trainers. Additionally, there should be a system for regular review and updates of these policies to ensure they remain relevant and effective in addressing current and emerging challenges. Design and implement a comprehensive training curriculum that includes modern policing techniques, human rights education, community engagement strategies, and continuous professional development. Integrate advanced technology and e-learning platforms to provide continuous learning opportunities and keep officers updated with the latest policing methods and practices. Establish robust feedback systems to gather input from police personnel at all levels regarding the effectiveness of recruitment and training programs, and conduct regular assessments to ensure they meet the desired outcomes, making adjustments as necessary based on the feedback received.

Allocate sufficient resources to build and maintain modern training facilities equipped with the necessary materials and technology to support effective training. Ensure that training programs are led by experienced and qualified trainers who can provide high-quality instruction and mentorship to recruits and serving officers. Engage a broad range of stakeholders, including police personnel, policymakers, community leaders, and civil society organizations, in the development and review of recruitment and training policies to ensure they are inclusive and holistic. Foster stronger community-police relationships by involving community members in training programs and encouraging police officers to actively engage with the communities they serve. Ensure that recruitment and training processes are transparent and free from corruption or favoritism, implementing measures to monitor and audit these processes regularly. Develop strong accountability mechanisms to address any misconduct or inefficiencies within the recruitment and training processes, holding individuals accountable to maintain high standards of professionalism. Collaborate with international law enforcement bodies and organizations to adopt best practices, access advanced training resources, and benefit from global expertise in policing. Establish exchange programs with police forces from other countries to facilitate knowledge sharing and professional development for Nigerian police officers.

Implications of the Study

The findings of this study have significant implications for the Nigerian Police Force's recruitment and training policies, as well as broader implications for the effectiveness and professionalism of law enforcement agencies in Nigeria and other organisation.

Policy Development and Implementation: The identified differences between past and present recruitment and training policies highlight the ongoing evolution of the Nigerian Police Force. This evolution is essential for adapting to contemporary security challenges and societal expectations. Policymakers should ensure that these policies are continually reviewed and updated

to incorporate best practices and address emerging issues. **Addressing Gray Areas;** The existence of gray areas in recruitment and training underscores the need for clearer, more consistent policies. Ambiguities in recruitment criteria and inconsistencies in training content can lead to uneven standards and performance among police officers. By standardizing these policies and providing clear guidelines, the Nigerian Police Force can ensure more uniform and effective training and recruitment processes. **Enhancing Training Programs;** The study's findings emphasize the importance of comprehensive and regularly updated training programs. Training that incorporates modern policing techniques, human rights education, and community engagement strategies can significantly enhance the capabilities of police officers. Investing in continuous professional development is crucial for maintaining a competent and responsive police force. **Resource Allocation;** Adequate resource allocation is vital for the success of recruitment and training initiatives. The study highlights the need for substantial investment in training facilities, materials, and experienced trainers. Ensuring that these resources are available and effectively utilized can improve the quality and impact of training programs, leading to better-prepared police officers. **Feedback Mechanisms;** The establishment of robust feedback mechanisms is essential for assessing the effectiveness of recruitment and training policies. Continuous feedback from police personnel and other stakeholders can provide valuable insights into areas needing improvement, ensuring that policies remain dynamic and responsive. This approach fosters a culture of continuous improvement and accountability within the police force.

Stakeholder Engagement: Engaging a broad range of stakeholders, including police personnel, policymakers, and the community, is critical for the success of recruitment and training reforms. Such engagement ensures that policies are inclusive and reflective of diverse perspectives. Collaborative efforts can lead to more holistic and sustainable reforms, enhancing the legitimacy and public trust in the police force. **Professionalism and Public Trust;** The overall professionalism and public trust in the Nigerian Police Force can be significantly enhanced through the effective implementation of improved recruitment and training policies. A well-trained and professional police force is more likely to act with integrity, respect human rights, and effectively serve the community. This, in turn, can lead to increased public confidence and cooperation, which are crucial for effective law enforcement. **Broader Societal Impact;** Beyond the Nigerian Police Force, the findings and recommendations of this study can serve as a model for other law enforcement agencies in similar contexts. The lessons learned and best practices identified can inform efforts to improve recruitment and training in other countries facing similar challenges. This can contribute to the broader goal of enhancing the effectiveness, efficiency, and professionalism of law enforcement globally. **Future Research;** The study also highlights areas for future research. Further studies can explore the long-term impact of revised recruitment and training policies on police performance and public trust. Additionally, comparative studies with police forces in other countries can provide valuable insights into best practices and innovative approaches to recruitment and training.

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