



Human Resource Development and the Performance of Nigeria Police Force: An Assessment of the Force Headquarters Abuja, 2000-2016

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Studies have revealed that human resource development constitutes the nucleus of personnel management that no organization can afford to toy with. It therefore, follows that in the Nigeria police force a good organizational structure cannot alone guarantee efficiency, in order to achieve a good organizational performance there must be human resource development plan. The Nigeria Police Force is a law enforcement agency, through which the federal government intend to achieve her security objectives. However, to accomplish this, many reforms was introduced in the force which focused on the development of the existing human resource in the Nigeria police Force. Using the system approach to training as its theoretical framework this study attempt to ascertain whether there is any relationship between the manpower development programmes in the Nigeria Police Force and the performance of its employees between 2000-2016. It also attempts to examine if there is any relationship between inadequate training and the low-performance of the Nigeria Police Force within the period first above mentioned. With the Carl Pearson Product Moment Correlation coefficient coupled with the modified student t-test as it analytical tool the study reveals that there is a positive correlation between the man power development programs in Nigeria Police Force and the performance of its employees. It also discovered that there is a significant relationship between inadequate training and the contemporary stumpy performance of the Nigeria Police Force. The study among other factors recommends that the general measure for improving productivity in any organization should include sound recruitment procedure and manpower development planning.

Keywords: Human Resource Development, Employees Performance, Nigeria Police Force, Productivity and Training Needs

INTRODUCTION

Studies in human resource development have consistently revealed that, the success or failure of any organization is to a large extent dependent on the quality of its human resources. In Nigeria situation where diversity exerts tremendous influence on politics and administration, the capacity to increase the benefits and reduce the costs of this diversity constitutes a human resource management challenge in its public sector. Human Resource

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Management (HRM) in this study is perceived as the function within an organization that focuses on recruitment, management, and providing direction for the people who work in a given organization. Employee training is the most decisive element or attribute of human resource development and they are concerned with improving knowledge and improving skills in relation to a particular job or occupation. Therefore, training is key element of improving employees performance which leads to increase in production. According to Cole (1886) training increases the level of individual and organizational competence. Employee training is essential if people are to continue to be efficient member of an organization. It is no doubt a cinch that police being one of the basic attributes of any given state, ancient or modern plays a powerful and or a very important function in the development of that collectivity. The concept 'Police' is used predominantly to refer to a group of people organized under a single administrative authority, primarily to maintain public safety and civil order, also to enforce the promulgated laws and investigate the breaches of such laws when the need arises (Olerve and Anga 1994). In synopses, they appears to be contending that every society or any organized civilization must require some means of maintaining peace and order as a matter of urgency. On that note the role of the Police in any society appears to be universal in nature, since they first and foremost serve to enforce law and order as prescribed by the law guiding the socio-political and economic relationship between individuals or groups within that society. The Nigeria Police therefore, is the organized group of people who are established by law of the federation to perform police functions as provided for, in the Nigeria constitution.

The complexities of the contemporary societies have made it an unavoidable condition that for stability, law, order and good governance to be maintained and or achieved in any society, there must be an appropriate and well equipped organ of the modern state armed adequately with modern equipment and the expertise to enforce order and peace to the society (Nwachukwu, 2006). Such an organ is expected to reduce the violation of peace, contain crime wave and apprehend criminals for prosecution. And also protect lives and properties as well as the individual liberties.

The above responsibilities is in accordance with the Nigeria Police Act (1990), part 2 section 3, cap 359, which stipulate the citation to the establishment of the Nigeria Police Force in the following order. "There shall be established for Nigeria, a police force to be known as the Nigerian Police Force". The Nigeria Police however became a branch of government which is charge with the preservation of public order and tranquility, the promotion of public health, safety, morals and the preservation, detection and punishment of law offender. No doubt the above responsibility is not an easy task; to discharge such duty efficiently and effectively requires quality recruitment and meticulous development of the existing manpower within the police force. Because a study has reveals that the achievement of organizational development requires effective utilization of the existing manpower or human resources (Alo, 2000). The point being that, in order to enhance the effectiveness of the organization, the human attitude or behaviour must be nurtured towards the achievement of such invaluable objective. These are the most valuable and predictable elements in any organization. The level of success to be achieved by the Nigeria Police would depend to a large extent on the organization of the human capital which includes as we have already emphasized, knowledge, skill and attitudes embedded in the organizations employees. Human resources development in any organization is very important component in the life span of that organization. It is here argued that training and productivity constitute one of the major areas of the personnel management, which no organization can afford to play with. It is essential therefore, to understand in the Nigeria police force that a good organizational structure does not alone guarantee efficiency, that in order to achieve a good organizational performance there must be human resource development. The organization known as the Nigeria Police Force should be comprised of sound and quality personnel that can help it achieve the primary objectives for which it was established. This can only be realized through training and development of both the new and the old employees of the Nigeria Police Force, since it has been argued that training and development are invaluable element of effective policing in any society. Because an untrained or ill trained police officer would lack the necessary knowledge, skill

and attitude for effective crime control (Arase and Iheanyi 2007). On that note, no amount of structural reform can succeed without the necessary human resource development which will increase their effectiveness in the discharge of their constitutional duties.

The Nigeria Police Force, which is one of the major attributes of Nigeria State is enshrined in the constitution of the federation, section 214 (1) with the responsibility of maintaining and ensuring the public safety and public order, within the federation (Section, 2153) and (4) of the 1999 constitution). The Nigeria Police Force is a law enforcement agency, which the central Government employ to achieve her security objectives. To accomplish a better result by the organization many reforms has been introduced by the government over the years. These reforms essentially focused on the development of the existing human resource in the Nigeria police Force. Some of these reforms includes the M.D Yusuf led police Reform of 2008, the Garry Osayande's reform commission 2011 etc. In all these reforms prominent among its prescription or recommendation includes but not exclusively the following; training and development of the men of the Nigeria Police Force, improved welfare packages, provision of adequate facilities such as state of the art fire arms, two way radios and other relevant policing equipment. Zero tolerance for corruption was also constantly identified as one of the major tools towards improvement of the performance of men of the Nigeria Police Force. This is because the Police Force has been found to constitute the spinal cord of the national security. On that note, the empowerment and capacity building of any Police Force through effective training programmes should remain one of the most important in any Nations development agenda. It is on that note that this study seeks to critically examine the effect of human resource development on the performance of the Nigeria Police Force, paying a particular attention to the Force Headquarters Abuja 2000-2016.

Statement of problem

Human resource development is an important tool that is expected to enhance the performance of any organization, not just the Nigeria Police Force. And it is as a result of the importance attached to security in any society that

the Nigeria Police Force, have a constitutional responsibility to maintain laws and order in the whole nations. To carry out this constitutional responsibility effectively, the Nigeria police however, must be well trained, not just to fulfill the responsibility of routine training but to also ensure that the effect of such training is felt in the wider society. But regrettably, Human resource development in the Nigeria Police Force has been an old routine with questionable outcome. The Nigeria Police Force has numerous training Institutions, saddled with the responsibility of conducting training and staff development programmes for men of the Nigerian Police Force. However, the inability of the Nigeria Police to effectively police the entire nation in the time of need has been a contentious and administration issue for over a century now. Scholars have highlighted the ineptitude of the Nigeria Police Force in many spheres, specifically it has been argued that criminals are rarely detected, and laws are broken with impunity: ritual murder and wanton killing are common practice around some political elite (Yusuf, 2009). The police are seen to be ineffective owing to the level of corruption in the country, including numerous extra-judicial conducted by the Nigeria Police themselves. It is argued that "with the growing specter of extra-judicial killing by the Nigeria Police, they appear to have found great pleasure and satisfaction in its mind blowing lust for human blood, subjecting the citizenry to sorrow and constant fears' (Oyawale, 2005).

The inability of the Nigeria Police to produce a competent workforce has made the Nigeria government to come up with series of reforms focused on the improvement of the workforce in the Nigeria Police with a particular emphasis on human development, however, inspite of these reforms regarding human resource development in the force, little or nothing has changed in the productivity and, or performance of the Nigeria Police Force. These ugly situations seriously question the modes of human resources development, the pattern of training or the training curriculum of the Nigeria Police force. In view of the following this study has chosen the following questions to guide the enquiry;

- Is there any relationship between the manpower development programmes in Nigeria Police Force and the performance of its employees between 2000-2016?
- Can there be any relationship between the inadequate training and the low-performance of the Nigeria Police Force between 2000 and 2016?

Objectives of the study

The broad objective of the study is to analyze the relationship between human resource development and the performance of the Nigeria Police Force, specifically; the objectives are as follows;

- To ascertain whether there is any relationship between the manpower development programmes in the Nigeria Police Force and the performance of its employees 2000-2016.
- To examine if there is any relationship between inadequate training and the low-performance of the Nigeria Police Force between 2000 and 2016.

Significance of the study

A study which seek to explore the measures to improve the performance and management of personnel in the Nigeria Police Force and invariably it's operational mechanisms and corporate image is definitely significance, since the failing of this institution to perform its constitutional duty effectively has generated fears and public outcry among the citizen. The place of human resource management and or development has been analyzed, and there is no doubt that management motivation as an aspect of staff training is a logical starting point of any high staff performance drive, not just in the Nigeria Police. The low productivity as a result of poor performance in the Nigeria Police may well be a result of inadequate training policies and programmes in the police department. An untrained officer cannot perform well in the field therefore, the study is important because of the potentials or expected contribution it is designed to make towards the improvement of the Nigeria

Police Force. We cannot overlook the fact that no organization can effectively engage themselves in development project without having well qualified and competent staffs who are motivated to carry out the responsibilities expected of them. The importance of having this skilled personnels cannot be over-emphasized due to the complex nature of human behaviour and the inconsistency in government policies as its affect the Nigeria Police enforcement. It is in line with the above that the federal government having realized the significant of human resource development in the Nigeria police force and established different institutions for the training of men of Nigeria police force.

The significance of this study stand from the fact that it prevents an exposition of the realities of Nigeria police force to those entrusted with the management and make them to be aware of the prevailing ineptitude in the system that are pulling down their original public trust. And the need to come-up with a necessary panacea to overcome these traits. The study is also expected to inspire academicians and students of human resource management especially those that have interest in efficiency and effectiveness of the Nigeria police force as it concern manpower development and staff training to engage more systematic and analytical research in order to establish or introduce a detailed constructive and objective ideas, findings, methods, or approaches to staff development and training in the Nigeria Police Force. To a large extent, the study will bring to bear the importance of developing an individual capable of withstanding the tremendous and incalculable demand of the Nigeria police force, just like any other organization, a security establishment that has a planned and well coordinated staff development and training scheme will certainly develop the generic potentialities and individuals born with return values in terms of increased productivities. In synopsis, it is hoped that this study will contribute to the existing stock of knowledge as it fills the gap in literature. This study will also reveal the unique importance of the human resource development in most labour manager in Nigeria. The study is also expected to be significant to students who may wish to carry out further research on this study area.

Scope and limitations of the study

To avoid a circular discussion of human resource development and staff training as both the cause and the outcome of organizational productivities and management planning, the scope of this study is designed to concern strictly the human resource development in the Nigeria police Force (with a particular emphasis on the force headquarters Abuja) As a means to enhance the staff productivity in the organization.

The study is limited by the perceived unwillingness of the police officers, especially the rank and fill in the force headquarter Abuja to cooperate with the researcher in the area of data collection associate with the questionnaire guide administered to them. This study is also limited by the fact that due to passage of time, recorded fact may have been forgotten, also the difficulties in the accessibility to useful records for fear of exposing some classified information about the Nigeria police force cannot be ruled out. The reliability and validity of the sources of both primary and secondary data are also presumed limited, since the study is subject to weaknesses inherence in the questionnaire guide, for instance, bias in response can also not be ignored. However, despite those limitations, the researcher continued with the study.

LITERATURE REVIEW

In an attempt to present a systematic exposition of human resource development in the Nigeria Police Force, the literature is thematically organized and presented under the following sub themes.

- **Human Resource Development Needs and Training Selection Process**
- **Types of Training and Staff Selection Process**
- **Factors That Militates Against Training in the Nigeria Police Force**
- **The Concept of Productivity**

Human resource development Needs and Training Selection Process

Training needs are basically any shortfall in employee performance, or potential performance, which can be remedied by appropriate training

Cole (2002: 14). There are many ways of overcoming deficiencies in human performance at work, and training is only one of them Onah (2003:143). It is very important to recognize this fact, since sometimes training of staff are asked to meet needs which ought to be dealt with in some other ways, such as improving pay, replacing machinery or simplifying procedures. Broom, (1969:294) states that "top managers are short sighted if they think that training is a necessary evil or no more than a short-run expedient required in overcoming a specific problem". Training he went on "should be a permanent, continuous programme designed to extract top performance from all employees". So what are the training needs and bow are they identified in various segment of the organization? It is obvious that individuals are brought into an organization to contribute towards achieving the organizational goals. "Jobs that are allocated to individual employees emanates from organizational goals. The adequate discharge of the jobs so allocated is a contribution, which the individual makes towards achieving the organizational goals. The actual discharge of these jobs is referred to as performance." Kenny (1972:41), asserted what a discrepancy occurs when there is a difference or gap between what an employee actually does and what is expected. This constitutes a performance problem. This performance problem or gap is called a "Need" (Lai 1978). As stated by Maduabum, (2001:157), need "is a shortfall between the level of performance of employee and the level of expected performance. A need could also occur when the quantity and quality of the job of an employee are increased and the additional responsibilities cannot be accomplished". Also Kozoll (1978:71) states that" training need exist when an employee lacks the knowledge or skill to perform an assigned task satisfactorily. Therefore, the need could be resolved using several alternative solutions. These include: organization design, job redesign, motivations strategies, changing work environment, training etc. This array of alternative solutions or treatment presupposes that every performance problem or need has specific treatment and unless that treatment is applied, the need will persist.

Boydell, (1975) posit that the word "Need" further implies that this lack can be met by

systematic training. Maduabum (2001:157) writes that "the concept of Training Need is predicated upon the concept of need. Need is however, seen as "the source of motivation. In an attempt to meet the human needs, certain efforts are exerted which thus lead to the achievement of a goal" (Carlise, 1982). therefore, rewards are obtained for achieving the goal but depending on the degree of satisfaction from such reward. This because the need might still exist and the cycle continues. Maduabum (2001:123) observed that "there are two categories of the training needs, vis, micro-training need", which is or exist for just one person or for a very small group of employees and 'macro-training need' which exist for a large group of employees." As lack of training is dysfunctional to organizational performance, according to Maduabum, adequate care should be taken to recognize when training is needed. Nwachukwu (2006:127) also stated that the indicator that employee in any organization requires training includes the following factors;

1. Lack of interest in one's job
2. Negative attitude to work
3. Low productivities
4. Tardiness
5. Excessive absenteeism rate
6. Excessive complaint
7. High reject or low quality output
8. High incident of accident
9. Insubordination

Whenever these conditions are experienced among staff, Nwachukwu contend that the organization should consider organizing staff training. As these situations are frequent occurrences in Nigeria local government system, the implication is that training has to be regular. Put differently, training is a continuous process. Dennis (1980:161) emphasizes this point when he says that training is not something that is done once to a new employee, it is continuous in every organized establishment. Every time you give an instruction or discuss a procedure, you are training. It is along this principle that the recent civil service reform in Nigeria stated that training of civil servants will no

longer be sporadic, unstructured and anaemic. It stated further that training would henceforth be considered a right of a civil servant and an obligation on the government (Akpan, 2004). Once the symptomatic indicators of training need have been identified, the next important thing to do is to determine which area training is needed. This set up is important because training could be a waste of time and resources if the area of emphasis in training is not precisely isolated, (Beach 1975 and Nwachukwu,1988). Therefore the need for training has to be identified specifically before embarking on any training programmes, Onah (2003:143). According to Beach (1975), a rational way of identifying the area of training need is to analyse the entire organization (people, jobs, technology etc). This will identify trouble sport where training may help. The analysis involves the following practical steps:

- "Identify organizational and production problem – low production, high cost, poor quality, management strife, poor discipline etc.
- Analyze Jobs and employees - Job analysis, employee appraisal and testing.
- Collect employee and managerial opinions - through interview and questionnaires to obtain view regarding perceived problem areas and deficiencies which indicate desirable training programmes.
- Anticipate impend and future problems expansion of business, new products, new services, new designs, and staff inventory; compare present staff resources with forecast needs" Beach (1975:14).

Trainee Selection Process

Training is for a purpose, whether it is for improved performance or for higher responsibilities, for immediate or future applicability (Udo, 2000). A number of approaches, which is sometimes influenced by training policies of the organization are adopted by organization in selecting training. "The approaches are not necessarily policies, so organizations could adopt one or more of them in selecting trainees. These include:

- (i) Administrative Approach in which employees are nominated for training on the basis of training records or "whose turn" it is to

undertake a training course and not necessarily on the basis of who requires training.

(ii) Welfare Approach in which employees are sent on training as a means of motivating them. Here the consideration is what the employee will materially gain from the programme and not necessarily the acquisition of skill that would be useful to the organization.

(iii) Political Approach in which employees are sent on training as a favour or as a means of getting aid of those of them assumed to be troublesome in using geographical spread to select officers for training and not on the basis of need.

(iv) Organization Development Approach in which employees are trained in groups along occupational lines or cadre etc.

(v) Systematic Approach which is methodical in that we first identify who need training and type of training he needs. This needed training is designed and implemented or the officer is sent to a training institution, where such relevant training programmes is located. The effectiveness of the programme attended is evaluated both at the institution and when the officer is back to his job" (Boydell, 1975).

Types of Training and Staff Development Programmes

The four types of training in Nigeria, for public servants, according to Ogunna, (1999:237) are "an induction course, which is the training given to new entrants in any management organization to introduce the employees to the organization, the norms and values of the organization, their official duties within the organization and their relationship with other members of the organization. This, of course, help to adjust the school leavers to the new environment and acquaint them with the requirement. The On-the-job training starts just where the induction course ends. This type of training involves positive supervision and the responsibility for this training rest on departmental supervisions, who should posses the sound knowledge of the principles and techniques of instruction. The on-the-job training helps the employees to solve immediate problem affecting their jobs. On-the-job training is more useful for leaving unskilled and semi-skilled manual types of jobs and clerical duties. Also, the

applied aspects of all other jobs such as skilled, technical professional and supervisory jobs are learned right on the job. It is generally observed that on-the-job training is done haphazardly in most states of the federation. In-service training is the third type of training. In-service training could be divided into local and overseas training. It could also be divided into state/federal government sponsored and Foreign Technical Aid Financed. In-service training lasts between periods of one month to a maximum period of two years. The local training courses are obtainable in Nigerian universities, colleges of technologies, polytechnics, and specialized institution. The Administrative Staff College of Nigeria (ASCON) is the most important specialized training center for public servants in Nigeria. The National Institute of Policy and Strategic Studies (NIPSS), Kuru gives specialized training to top management staff or public servants and top military and police officers. Oversea in-service training is obtainable from countries like Britain, the U.S.A. Canada, Australia and India. The oversea training is generally sponsored with technical assistance fund from these countries. Conferences, workshops and seminars constitute the last and forth type of training offered by the state/federal government. Beach, (1975:304) defines a conference as "a small group meeting, conducted according to an organized plan, in which the leader seeks to develop knowledge and understanding by obtaining a considerable amount of oral participation from the trainees or students". The primary purpose of conferences, workshops and seminars is the application of expert knowledge in typical problem situation in organizations. This, Kingsley, (1961:24) observed that: "The most important element in the training programme must therefore be a functional emphasis; an experience in thinking, acting, doing. For this purpose, information is important, but only as it can be applied to typical problem situation". Conference, workshops and seminars, when properly organized and executed, Ogunna (1999:102) states "are very effective in dealing with operational problems of management organizations because of their "clinical" and participative approach. This form of training is widely used in Nigeria public service" The six arrangements for training in the Nigerian Public Service includes: "In service

Training "A" which applies to the courses organized and funded by the establishment and management services, office in the presidency and in establishment and Training in the states level. In-service Training 'B' is the same as in-service training 'A' except that the cost would be borne by the ministry or department. Study leave with pay is where the officer bears all the cost but will be paid salary during the period of the study leave. Study leave without pay is where an officer who goes on a course does not only bear all the attendant cost of the course, but also does not enjoy salary during the period of the course. Scholarship is awarded to a confirmed officer either by the government or other reputable and recognized organized institutions. Technical Assistance is where an officer undergoes a course in another country or international organizations having a bilateral or multi-lateral agreement with Nigeria. The officer is entitled to his salary during the period of the course" (Maduabum, 2001).

Factors that Militates Against Training in the Nigeria Police Force

All the traditional personnel management functions- recruitment, placement and wage administration, including employee welfare, discipline and industrial relations, staff training and development tends to receive far less attention than others herein mentioned (Onah, 2003). Ubeku (1975) regrets this tendency when he noted that "There are many organizations in this country that regard training and development as expensive venture and avoid them like plague, What such organization are interested in are the immediate return. But in a changing world of which Nigeria is an inescapable part. This attitude can no longer hold good. Even in some organization where the need for employee training are recognized and a lot of money and time are committed to staff training and development, the exercise is often either inappropriate, haphazard or premised on a faulty diagnosis of organizational training need" Onah (2003: 123). Beach (1980:357) observes that "training is meant to develop the workers, making them more knowledgeable on their jobs. The idea of training is significantly designed to improve the skill of an employee" with this mind, the question now become: what then are that factors that militates against manpower training and development in Nigeria Police Force (NPF)? They

are among others, according to Akpan, (2004:56) "lack of encouragement to staff to benefit from training programmes by providing in-service training, that is, study leave with pay to employees. Lack of proper placement after training demoralizes workers. They feel reluctant to participate in future training courses. Employees recruited into organizations are expected to have a career path. The process of achieving this is through training and development. "A situation whereby trained employee are not appropriately placed automatically result in staff low morale for future training (Keitner, 1995). "When training is seen "as a favour to staff, an element of 'godfatherism' come in. Lobbying and bribery begin to impinge on the honest objectives of employee development. The aim of training is defeated as this would lead to misplacement of priority of training objectives" (Nwugo 2000). Non-conversion or upgrading of staff after training due to attitude of management to employees training is another factor. In support of this, Odika, (2001:32) observed that "many staff who have committed efforts, resources and time in order to advance their knowledge and skills and enhance their status are not recognized after training. He further asserted that one of the objectives of an organization should be to provide opportunity for it's employees to optimize their performances in pursuit of the organizational goal. With this in mind, it will equally be good to help employees to satisfy their own personal objective because if they feel that organization cares about them as people, there is the likelihood of responding willingly to the need of the organization". Remuneration or reward system is another factor that affects manpower training and development. In the Nigeria Police Force "most studies concerned about manpower development have found differences in wages as a factor. There is relationship between income or earning and productivity" (Todaro, 2000: 14). Another factor for manpower difficulties is the remuneration or reward system which does not discriminate sufficiently in favour of skills which are in greater demand, Harris and Tadoro (1990:21).

The zoning system, according to Otite (2003:3) consists "discriminatory relationships between peoples and groups based on the promotion or rejection of zoning group-based

symbols and cultural forms". The reasons for this ugly situation "can be traced directly to nepotism and socio-cultural value orientation of favouring friends, relatives, and kingship affiliations" (Adebayo, 2004). Thus, Nigro and Nigro (1973:46), calls it "familistic orientation" or extended family syndrome. This attitude demoralizes employees interest in training and development programmes participation. Okereke (2005:4) also observed that "poor employment procedure is a factor militating against manpower training and development. Where there is no minimum standard, any person that contest to a director or the management staff gets into the team, irrespective of the candidate's suitability for the job such a person no doubt, cannot be interested in training as he got his employment without effort. Ogunna, (1999:240) observes that there are fundamental weakness in the application of conferences, seminars and workshops by the state/federal civil service. First they were always so short in direction, which happens to hamper full participation by conferences. They do not focus on operational problems in the civil service, They were sometimes hastily arranged and ill-planned and finally, the government showed a lack of fault in these conferences as problem-solving and training strategies and thus, their conclusion and recommendations were generally never implemented.

The Concept of Productivity

If one looks at group of people performing the same job for sometimes, one will observe that some people do it better than others, the difference can be attributable to either varying degrees of skills, training or ability, or to motivation and leadership, in other words, the degree of performance is dependent on training, skill ability of the worker, his leadership style and on how motivated he or she is with respect to the job, hence Ogunna (1999:201) observed "that productivity is a marginal contribution per unit of labour?. 'Productivity can also be seen from the perspective of results from a unit of input for a unit of output' Lai Bello (2007:66). In the light of the above definitions, we can now see productivity as a quantum leap in performance in the output. Bearing in mind that stakeholders in an organization are also interested in our productivity so as to ascertain the reasonability of our

organization's decision making points within the context of cost-benefit analysis, marching revenue with cost.

Beach (1975: 1 20), also sees productivity "as a function of performance"; she argued that "productivity" can only be efficient performance of individuals and groups in the organization." It can be assumed therefore that the personnel selection and deployment process would have ensure that the right worker is doing the right job, that he/she has the requisite skills, abilities and facilities necessary for good performance. Increase productivity can therefore arise mainly from the effective leadership and motivation of staff to perform better, in other words effective leadership and staff training can affect production positively. In support of the above analysis professor Lai Bellow (2007:66) stated thus:

"...every organization exists to achieve goals, before goals are achieved, an effort has to be expanded and resources used. The efficiency and effectiveness with which efforts or performance leads to the achievement of goals determines "productivity" of the effort..."

The concept of ' has different connotations to different people depending on the profession being considered, be it engineering, economics, accounting or personnel management. Omolayole (1982:41) defines productivity "as a ratio of output to input within the unit of production system". This definition is similar to the one given by the Concise Oxford Dictionary of English Language which defines productivity "as a production or output per man hour' that is the ratio of output to the effort expressed in man hour. Higher productivity means accomplishing higher result (output) in terms of the quality of and quantity of products or services from the same input resources. The term can therefore be described as a relationship between result (output) and the time it takes to accomplish them. The less the time taken to achieve the desired result, the more productive the system (Wildavisky, 1984). Whereas, to an average employee, productivity is the management's term to speed-up the production process and put the workers on their toes, management equates productivity with the efficient use of resources, means for reducing cost and increasing enterprises profitability. It is the

means through which management can achieve the worker demand for improved condition of service-(increase in salary and wages); to achieve customer's satisfaction so as to ensure continuous customer patronage, it is also means by which reasonable returns to owners and shareholders in terms of high dividend payout from the company can be made" (Pickles, 1971).

Also in a paper presented by Ifoma Ezugwu (2007) in a workshop organized by the Centre for Management Development (CMD)) and titled "Work Ethics and Organizational Productivity" she asserted that:

"Productivity is the attainment of the organizational goals and objectives within a minimum cost. An organization is said to be productive if it achieves its goals and does so by transferring input to output at a lowest cost. As such, productivity implies a concern for both effectiveness and efficiency".

An organization is effective when it attain its goals and objectives, but its productivity also depends on achieving those goals efficiently. Measure of productivity must take into account the cost incurred in reaching the goals. That is where efficiency comes in. organization in service industries also need to include "attention to customer needs and requirements" in assessing their effectiveness. Two factors stand out in the measurement of - productivity, the input and the output factors, The input factors consist of labour, intermediate products and capital, while the output factors are the weighted aggregate of physical unit of the various products of the organization (Adewole, 1998). In spite of pronouncement and effort on productivity I must say that the Nigeria local government system have not achieved much by way of higher productivity. Even the federal or national productivity is said to be low, sometimes negative, but not for lack of trying. Fact is that, it has never been in the agenda. The various work reviewed above has certain limitations. A major default of the above review is that it reflects mainly studies that deal with staff training and development and their effect on the general socio-economic development. I must agree that all the problems enumerated in the literature review are true but then no mention was made of the improper use of highly qualified human

resources. Highly skilled professionals such as accountants, administrators, economist, engineers and teachers etc are often used to perform clerical duties (under employment), this is an unhealthy approach to manpower utilization. In spite of this unique important of manpower utilization in enhancing productivity in public organization, there has not been much research and writing in this critical issue. The aim of staff training is to ensure that as much as possible, suitable manpower is available not only in sufficient number but also in appropriate quality. This would ensure that vacancies or resultant vacancies created as a result of death, retirement transfer, promotion etc are filled without suffering any set back in production and productivity.

The work reviewed therefore, failed to provide an adequate explanation for the persistent productivity problem in local government system my discussion will look into the relationship between staff training, staff utilization and productivity, also the issue of inadequate training and its effect shall be discussed. This information is important for the designing of incentive and other like things to motivate workers and thereby improve their manpower and productivity in the public service of Nigeria with particular reference to the Force Headquarters Abuja. It is also hoped that it would contribute in filling the gap in literature.

Theoretical Framework

In Social Sciences we cannot discuss and analyse concepts meaningfully without linking them to some theoretical viewpoint or orientation. Staff training and productivity are concept which easily lends themselves to theoretical orientation. The functional superiority of theories as a guide post in all fields of human endeavour lies in the fact that rather than base action or judgment derived from mere experience, guesswork or speculation. Theories enable a chosen line of action to be anchored in and guided by evidence derived from scientific research which makes the consequences of such an action fall as close in line with the intended direction as possible. In this study the researcher intends to locate staff training and development in the "system approach" to training of Eckstrand (1964:3). The system theory is not only useful but also appropriate in explaining training and development in general. This is

because problems such as training are considered not only in terms of training objectives per se, but also in terms of the objectives and goals of the total organization or "system" in which the individual will be performing his task. The broader view is sometimes referred to as a system approach. The name implies that one must be concerned with the objectives of the total system rather than objectives of any component part within the system. In this approach, the development of a training programme is linked to the development of a weapon system. Here the system engineer begins with an operational requirement: a precise statement of objectives to be achieved by the system. The system engineer then works backward from these objectives to produce an arrangement of sub-system which, when operated according to some operational plan, will fulfill the requirement. The design of a training system can proceed in the same manner. The behaviour which men must exhibit on the job, becomes the objective which must be achieved by the training system. The job of the training designer, then, is not to select the sequence of a series of learning experience which will produce the desired behaviour. A testing (evaluation) phase is required to assure that the training programme designed succeeds in producing men capable of performing as specified.

The application of the systems to training can best be understood by examining figure 2.1 taken from Eckstrand it involves seven steps:

- Step 1 Defined training objectives
- Step 2 Develop criterion measure for evaluating training
- Step 3 Derive training content
- Step 4 Design methods and training materials
- Step 5 Integrate training programmes and trainees
- Step 6 Compare graduates to criteria standard set in step 2
- Step 7 Modify step 3 and 4 based on the result of step 6.

FIGURE NO 1

The advantage of the system approach is that it helps the trainer in making his decision. He is able to understand and keep in mind the total

training process as he tries to accomplish his objectives. The system approach to the study of organizations focus on the system as a whole the environment of the system, the interdependent relationships between parts of the system, and the dependency for the system to strive for survival by negotiating with its environment. Koontz (1980, 23) stated that:

The advantage of approaching any area of inquiry or any problems as a system is that it enables us to see the critical variables and constraints and their interaction with one another. It forces scholars and practitioners in the field (of management) to be constantly aware that one single element, phenomena or problem should not be treated without regard to its interacting consequences with other elements.

The system approach was first developed in the biological and engineering sciences before it was adopted by social scientist in explaining social and organizational phenomena. Easton (1965) utilized the approach in his "System analysis of Political Life" Katz and Khan (1966: 16) also used the open system approach in studying "The social psychology of organization". Nwankwo (1988:209) also adopted the system approach in his book "Education and training for Public Management in Nigeria". For the above reasons, we have adopted the systems approach in the study the impact of human resource development on the Nigeria Police Force as Eckstrand did in 1964.

Hypotheses

From the objectives and statement of problems of this study the following hypotheses were formulated to guide this study:

- H₁: There is a positive relationship between the manpower development programmes in the Nigeria Police Force and the performance of the employees 2000-2016.
- H₁: There is a positive correlation between inadequate training and the contemporary low performance of Nigeria Police Force.

RESEARCH METHODOLOGY

The research design employed in this study is the survey design. The survey design is that type of research design which is arrived at determining the nature of a situation, as they exist at the time of investigation. It is preferred for this study because it concerned itself with ascertaining and establishing the status-quo, facts or piece of information at the time of the study, presenting such piece of information as they are and going further to analyze the data and draw inferences.

Sources and method of data collection

The method of data collection employed for this study is self-report technique. Contingent valuation studies of this nature require the use of primary source of data and as such the researcher administered questionnaires. According to Legee and Francis (1974, 193) "in this strategy, the investigator (researcher) presented the subjects (respondent) with a question designed to stimulate response about the research issue. Therefore, the data for this study was elicited from the employees of the Nigeria Force Headquarters Abuja. The Likert style questionnaire scaling was adopted with different weight for each of the options, ranging from strongly agreed (SA) = 5, Agreed (A) = 4, undecided) u)= 3, Disagreed (d) = 2, and strongly disagreed (SD)= 1. With this system each question have five options which are graduated above to allow respondents the freedom to choose among other alternative answers provided.

Population of the study

The population for this is the entire employees of the Nigeria Police force Headquarters, Abuja totaling about 1654 staffs, and which comprises both the senior and the junior officers of the Nigeria Police stationed at the force Headquarters Abuja

Sampling technique

Given that the projected number of the population under study was estimated at approximately 1654. In determining the study sample size from the population, this study employed the Taro Yamane (1967) specification as cited in Israel (1992) which is given as follows;

$$n = \frac{N}{(1 + N(e)^2)}$$

Where n = the sample size to be estimated

N = the population size (Staff strength of the Force Headquarters Abuja) and

e = the error margin

Therefore, allowing for an error margin of e = 0.05 or e = 5% or 95% confidence level, we obtained the desired optimum sample size as;

$$n = \frac{1654}{(1+1654)(0.05)^2}$$

$$n = \frac{1654}{(1655)(0025)}$$

$$\frac{1654}{8.275}$$

n = 399.8 staffs of the force head quarter Abuja.

However, the figure was then approximated to 400 questionnaires which were sent to both the senior staffs and the junior staffs in the force head quarters Abuja. Although out of the 400 questionnaires that was administered only 355 was returned, still from the 355 questionnaires that was returned, five questionnaires was rejected because they were not properly completed by the respondents. Therefore a total of 350 questionnaires were properly completed and used for this study. Stratified and random sampling techniques was employed during the data collection stage. The stratified sampling technique was used for the study because the population has different strata and then the simple random sampling was applied after the population have been divided into homogenous groups. Both techniques were drawn from the probability (random) sampling method.

Method of data presentation and analysis

The data generated for this study are presented in tables and the method of data analysis used in this study is quantitative method. Hence, the hypothesis generated for this study was tested with the use of the Karl Pearson's product moment correlation co-efficient. And test

statistic was also employed to test the significance of the correlations.

Data presentation

The socio-economic character of the respondents in the Nigeria Force headquarters Abuja.

The character of the respondents treated here are those that has bearing with Human resource development.

TABLE 1 HERE

The above table shows that the majority of the police officer at the force headquarters fall between the age of 31 and 60 years old and constitute 81.4% of the total officers under the study sample, therefore the majority of the respondents are middle age people. This distribution has two implications on human resources development, while this distribution still ranks all the respondent on the average at their economically active age. It also shows that they are still at their security conscious age. In the first reason the possibility of the Police officers to willingly undergo any human resource development as may be provided to them by the force is enhanced in order to earn a higher income with which they cater for their families basic needs. Alternatively, for the fact that most are still responsible for their family's basic needs may result in most declining if such training are received at a distant place from their home.

TABLE 2 HERE

The above table two presents a detailed percentage distribution of the respondents by their educational qualification. The review however, indicates that OND (ordinary natural diploma) have the highest percentage in the distribution with one hundred staffs constituting about 34.3% of the sample while, MSc, MPA and MD degrees has the lowest representative in the distribution table. However, the senior school certificate examination (SSCE) the bachelor's degree (BSc and Ba) and the highest national diploma appear to be comfortable in the middle of the distribution table with 28.6% SSCE and 25.7% for HND, BSc and BA

respectively. In synopsis, a greater number of the employees of the Force Head Quarters are with OND certificate, while the MSc, MPA and the Mas constitute the lowest proportion of the percentage distribution in the study sample.

TABLE 3 HERE

Total	228	122	350	100%
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The above table 3 depicts that out of the three hundred and fifty (350) sample obtained from the population of this study, a total of 20% in the distribution table representing a total number of 70 staffs or employees of the of Nigeria Force headquarters Abuja belong to the senior cadre in the distribution while 80% of them representing the total number of 280 employees of the Nigeria Force headquarters officers in the study sample. In all of this, we must highlight the fact that the female percentage in the distribution are always relatively smaller to compare with that of man leading us to the condition that the females in the country maybe having some kind of phobia concerning security jobs, however, that is not our main focus in this particular study.

The data analysis

The analysis of data and findings of the study are presented under two main headings which are;

- a. The test of hypothesis formulated and the discussion of finding
- b. The discussion of findings based on the research questions generated earlier in this study.

Test of hypothesis

H₁: There is a positive relationship between the manpower development programmes in the Nigeria Police Force and the performance of the employees

H₀: there is no relationship between the human resource development programmes in the Nigeria Police force and the performance of the employees.

The Karl Pearson's product moment correlation coefficient was employed to

test the significant of the response from the questionnaires (respondents). However, in the Karl Pearson's product moment correlation two statistical strategies or methods are available for the computation of r , they are

- a. The use of mean and
- b. The raw score formula

For easier understanding of the approaches employed, this study opted for the "raw score formula" which was use in the computation of the data obtained for this study.

TABLE 4 HERE

Using the Karl Pearson's product moment correlation formula (the Raw Score) which is given as:

$$r = \frac{N \sum XY - (\sum X)(\sum Y)}{\sqrt{n(\sum X^2) - (\sum X)^2} \sqrt{n(\sum Y^2) - (\sum Y)^2}}$$

we compute:

$$r = \frac{5x30250 - (350)(350)}{5x30250 - (350)^2 \sqrt{5x30650 - (350)^2}}$$

$$r = \frac{151250 - 122500}{\sqrt{151250 - 122500} \sqrt{153250 - 122500}}$$

$$r = \frac{28750}{\sqrt{2875} \sqrt{30750}} \quad r = \frac{2875}{169.56x175.36}$$

$$r = \frac{2875}{29734.04} \quad r = 0.967$$

The above result shows almost a perfect correlation between the Human Resources development programmes in the Nigeria Police Force and the performance of its employees. However, we shall now examine the strength of the correlation by converting the r value which is 0.967 to t scores. In this study the methods employed or used in testing the significance of the correlation coefficient is the modified students t test. Using the formula below;

$$t = r \sqrt{\frac{n-2}{1-r^2}} \text{ we comput}$$

$$t = 0.967 \frac{\sqrt{5-2}}{1-(0.967)^2}$$

$$t = 0.967 \frac{\sqrt{3}}{1-0.935} \quad t = 0.967 \frac{\sqrt{3}}{0.065} \quad r = \sqrt{46.15}$$

$$t = 0.967 \times 6.79 \quad : t = 6.57$$

Where n is the number of observation $n-2$ is the degree of freedom, r is the correlation coefficient while the value of t for 0.05 and 3 degree of freedom is 3.182.

Decision rule: The above tabulated value of 0.05 at 3 degree of freedom is 3.182, therefore the computed value is greater that the tabulated value ie. (6.57 > 3.82). We therefore reject the H_0 and accept the H_1 which states that, there is a positive correlation between the human development program in the Nigeria Police Force and the performance of its employees.

Test of Hypothesis Two

H_1 : There is a positive correlation between inadequate training and the contemporary low performance of Nigeria Police Force.

H_0 : there is a negative correlation between inadequate training and the contemporary low performance of Nigeria Police Force.

The Karl Pearson's product moment correlation coefficient was also employed to test the significant of the response from the questionnaires (respondents). However, in the Karl Pearson's product moments correlation coefficient two statistical strategies or method are available for the computation of the r . they are;

- a. The use of mean and
- b. The raw score formula

For easiest understanding of the approach employed, this study opted for the "raw score formula" which is used in the computation of the data obtained for

TABLE 5 HERE

Using the Karl Pearson's product moment correlation formula (the Raw score) which is given as;

$$r = \frac{N \sum XY - (\sum X)(\sum Y)}{\sqrt{n(\sum X^2) - (\sum X)^2} \sqrt{n(\sum Y^2) - (\sum Y)^2}}$$

we compute:

$$r = \frac{5 \times 28320 - (350)(350)}{\sqrt{5 \times 29100 - (350)^2} \sqrt{5 \times 7788 - (550)^2}}$$

$$r = \frac{141600 - 122500}{\sqrt{141500 - 122500} \sqrt{138940 - 122500}}$$

$$r = \frac{19100}{\sqrt{23000} \sqrt{16440}} \quad r = \frac{19100}{151.66 \times 128.22}$$

$$= \frac{19100}{19445.85} \quad r = 0.982$$

Again the above result depicted almost a perfect correlation between inadequate staff training and the contemporary low performance of the Nigeria Police Force. Just like before, we shall now examine the strength of the positive correlation by converting the *r* value which is 0.982 to *t* test. In this study as already emphasized, the method employed or used in testing the significant of the correlation coefficient is the modified student *t* test.

Using the formula below;

$$t = r \sqrt{\frac{n-2}{1-r^2}} \quad \text{we compute:}$$

$$t = 0.982 \frac{\sqrt{5-3}}{1-(0.982)^2}$$

$$t = 0.982 \frac{\sqrt{3}}{1-0.964} \quad t = 0.982 \frac{\sqrt{3}}{0.036} \quad t =$$

$$0.982 \sqrt{83.33}$$

$$t = 0.982 \times 9.13$$

$$t = 8.97$$

Where *n* is the number of observations *n*-2 is the degree of freedom. *r* is the correlation

coefficient and the critical value of *t* for *a*=0.05 and 3 degree of freedom is 3.182.

Decision Rules; The tabulated value of 0.05 at 3 degree of freedom is 3.182, hence, the computed value, e.g. (8.97>3.182), we therefore, reject the *H*₀ and accept the *H*₁ which stated that there is a positive correlation between inadequate staff training and the contemporary low performance of the Nigeria Police Force.

DISCUSSION

Discussion of findings

Critical Examination of the Hypothesis

The paper would now discuss the answer to the research question and hypotheses generated at the introductory part of this study.

Research question one; Is there any relationship between the manpower development programmes in the Nigeria Police Force and the performance of its employees?, From the facts gathered in this study mostly from the primary sources of data collected we found out that there is a positive correlation between the man power development programs in Nigeria Police Force and the performance of its employees. It implies that the need for human resource development continues to be the main cause for concern both in the public and private sector of the economy not just in the Nigeria Police Force. Indeed it has become widely accepted that it is not the strategy that derives the organization, be it public or private, it is the person who creates the strategy. This draws attention to the "intellectual capital" of employees as representing the greatest asset any enterprise can have. Manpower therefore derives all other resources in any organization for effective and sustainable national development.

What is becoming critical is the ability of the Nigeria Police Force to adopt and appropriate human resource development policies that would help unlock the hidden talents and potentials of the workforce and free such talents for the crucial

task of creating and deriving winning strategy in the security of lives and property in Nigeria. Human resource management approach, more than ever before is needed in the Nigeria Police Force to identify and develop core competitive posture not just in the African sub-region but globally. Manpower that is multi-skilled, flexible, self-responsible, and able to learn is therefore, critical to Nigeria Police success and security demand today.

Research question two: is there a correlation between inadequate training and the contemporary stumpy performance of the Nigeria Police Force?, From the facts gathered in this study mostly from the primary sources of data collection we found out that there is a significant relationship between inadequate training and the contemporary stumpy performance of the Nigeria Police Force, why is that? The answer to that question is not far-fetched; the shortage of skilled manpower has always constituted a crucial constraint in the implementation of the security projects and programmes. In the words, the past four decades, leading to the Boko-Haram era have witnessed a widening gap between the type of security personnel present and actual security requirement to protect the country. This is why Nigeria, throughout these decades had continued to have endless hiccups and palpitations in the security department. The urgency and necessity of socio economic, security and even development in Nigeria demand that man power development be at its best, but judging from what is observable and obtainable, this appears to be far-fetched. The shortage of skilled manpower in various categories of the Nigeria Police, such as the field officers, including the administrative, managerial, technical and or the scientific staffs has persistently remain a major constraint in the national, states and local security and development. Various security plans, have I identified shortage of manpower as the main hurdle for appropriate security of lives and properties in Nigeria.

The situation became so bad that difference police reforms were organized to examine the nature and scope as well as the dimension of the security constraints' (Aderinto, 1991).

A closer examination of the security methods of the Nigeria Police Force would reveals deep rooted constraints against manpower training and stumpy productivity. These maybe engendered by poor recruitment procedure, inefficiency in identifying training need, inadequate training of staff, subjective selection of trainees, political interference, inadequate planning and funding, favouritism, corruption, non challant attitude of management towards training, and even non-utilization of trained staff.

SUMMARY, RECOMMENDATIONS AND CONCLUSION

Summary

Profit is an important objective of any organization. The profit of an organization is defined as the excess of income over expenditure during a given period of time. The profit declared by any organization will determine to a large extent the life and well being of that organization and indeed guarantees the continuity and sustainability of their business. The profit that organization makes is the direct result of the collective efforts put in by all levels of employees of the organizations. Consequently, to improve the profit margin, employees must improve their level of productivity, and to improve the level of productivity employees must undergo some types of training and development.

Hence this study looked at the relationship between manpower development and the employee's performance in the Nigeria Police Force with a particular reference to the Force Headquarters Abuja. Manpower development was identified as the panacea for security challenges at every level within the country, including the local, state and the federal level. This, the researcher thought was lacking and hence the need for this

kind of study. This is due to corruption, political interference, poor funding, inadequate training, poor recruitment process or procedure, inadequate planning and favouritism, non-challant attitude of administrators towards training, inappropriate placement or even non-utilization of trained staff. The study tried to examine the various training and development programmes and technique available: the degree of success achieved and the extent the trained/developed staff of the Nigeria Police Force are utilized to enhance productivity as well as measures which can be employed to improve productivity. Due to the low performance in the Nigeria Police Force, the principal focus of the relevant literature (secondary source of data collection) was on staff training and development which is the only means to increase production, also the training needs and trainee selection process, types of training and staff development programmes, the factors that militates against staff training and development in the NPF and finally the important and meaning of the concept 'productivity'. The researcher believes that it is as a result of inadequate training of staff and unhealthy utilization of trained manpower the porous security measures in the country, and to investigate the status of staff training and manpower development in the Nigeria Police Force, the types available, the beneficiaries and the impact of training on such trainees. Over 50 staff of various cadres in the Force Headquarters Abuja was interviewed using an interview guide (primary source of data collection).

The findings showed that a good number of police officers are interested to be trained in order to improve their skills and knowledge as well as create opportunities to qualify for promotions and conversion to superior cadres. The finding also, revealed some deep-rooted constraints, which include poor recruitment procedure, inadequate funding and training, subjective criteria for identifying training needs and selection of trainees, "poor financial position and non-payment of in-service training allowances

and entitlements. Others are tendencies of management to use funds for other official/unofficial matters, favouritism, corruption, nonchalant attitude of organization (NPF) towards training. The major problem facing the NPF is the inability to effectively deploy the trained officers, which results into non-utilization of acquired skills and knowledge. .

CONCLUSION

An untrained member of staff is a liability to a dynamic organization as he not only apply the wrong skill but also impacts the wrong knowledge to others coming after him and those he happens to be supervising' Akpan (1979) Hence, manpower development in the NPF is recognized as an important aspect of human resources management. Just like other motivating factors, it gingers staff morale in the service, staff desire training because it not only enhances their chances for promotion, it also improve their skills and knowledge for enhanced productivity. Staff training and development ensures that the right personnel are in the right place at the right time as well as ensuring their willingness to work effectively at a reasonable cost. The society we are living in is not static, in realization of this; capacity building is a relevant tool for the development of Nigeria Police Force.

Again, the researcher draw conclusion that trained staffs in the NPF are not effectively deployed, this attitude of the management in the Nigeria Police Force is contrary to the fact that training is goal oriented and also constitutes major input to the utilization of trained personnel. The goal of training is to enhance performance, which is achievable through adequate utilization (Maduabum, 1998).

Recommendations

Higher productivity means accomplishing higher result (output) in terms of the quality and quantity

of products or service from the same input resource. The term can therefore be described as a relationship between result (output) and the time it takes to accomplish them. The less the time taken to achieve the desired result, the more productive the system. Aderinto (1991:13).

Considering the problem discussed in the extant literature, the findings from the hypothesis in this study, and bearing in mind the indispensability of the tangent relationship between manpower development and productivity in Nigeria Police Force, the general measure for improving productivity in any organization should include sound recruitment procedure; adequate manpower development planning (financially and otherwise), positive attitude of some superior officers to their subordinates on training and non-violation of training votes by the management.

To achieve the above measure the following specific recommendations are suggested.

1. Employment should be strictly based on merit system in order to have the right caliber of workers in the NPF.
2. The system approach to training programmes should be adopted, that is, first identifying who needs training and the types of training needed. In designing any form of training, the main consideration should be performance required of the individual in work situation. The effect on the individual in work situation will have cumulative effect on the organization. Selection of trainees should be carried out by their superior officers based on the factor of need as have been stated earlier.
3. All forms of training method such as classroom courses - conferences, workshop and seminars, in service training and technical assistance should be carried out regularly in order to achieve a healthy workforce and hence improve production.
4. The objective of training should be clearly spelt out to enable the management, the organizers or any person in charge or

involved with the implementation be properly guided. This will help to reduce waste of resources, time and money.

5. Aside from a conducive environment, training and development, motivation is also a crucial factor to be considered in the process of improving the productivity of employees. This is why motivation is one of the most important tasks faced by any management team. Management experts agree that motivation is a positive reinforcement, which changes behaviour in the desired direction. They maintain and develop the right attitude to work, people need to see their work as meaningful activities, which gives them self fulfillment and enriches their professional knowledge and career plans.

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APPENDIX

Figure, 1: A system approach to training

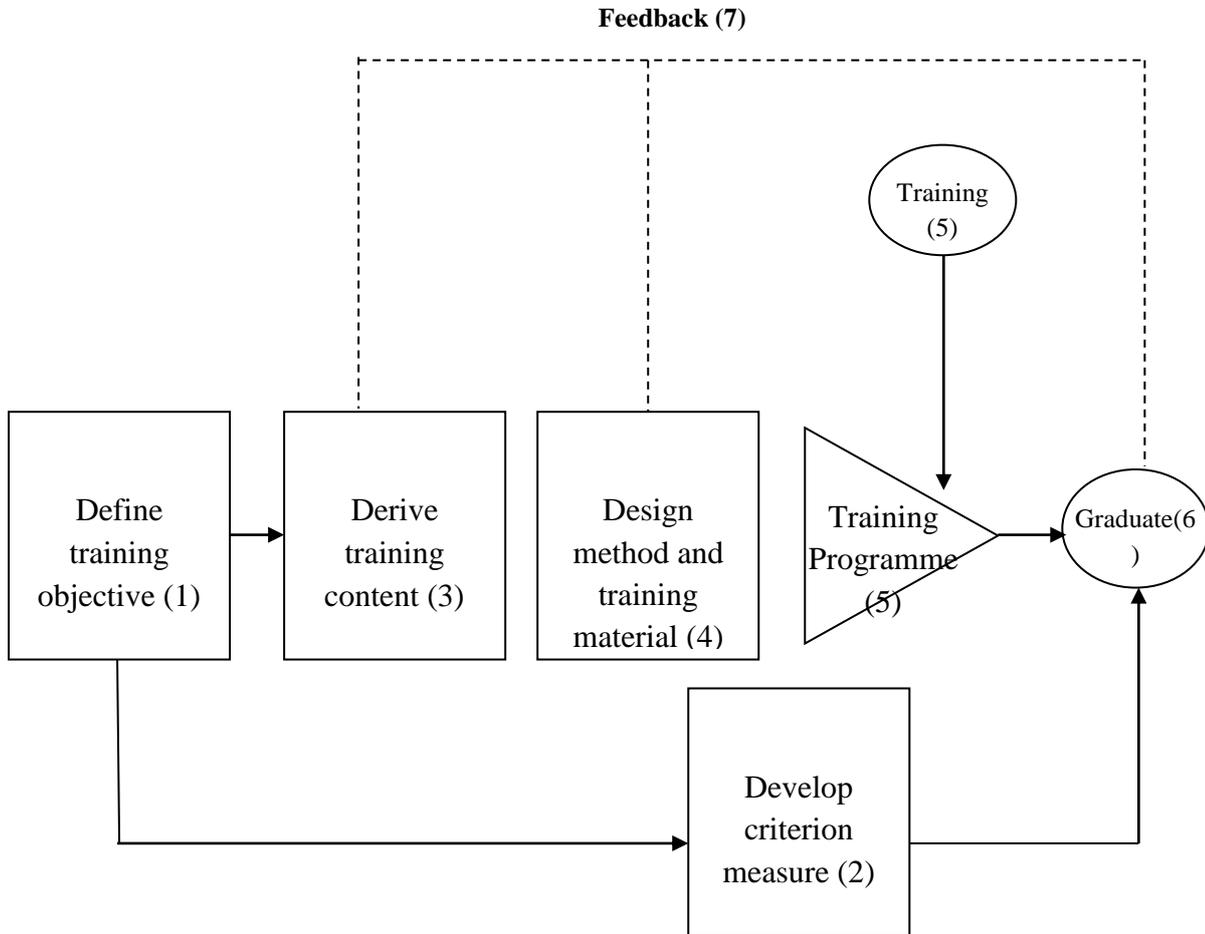


Table one
Age distribution of the respondents

Age group of the employees	Male frequency	Female frequency	Total	Percentage of the frequency
Less than 30	20	15	35	105
31-40	74	16	90	25.7%
41-50	90	30	120	34-30%
51-60	50	25	75	21.4%
60 and above	21	9	30	8.65
Total	255	95	350	100%

Table Two
Educational qualifications of the Respondents

Education Qualification	Male frequency	Female frequency	Total of frequency	Percentage of the frequency
SSCE	85	15	100	28.6%
OND	100	20	120	34.3%
HND/BSC/BA	83	7	90	25.7%
MPA/MSC/MD	32	8	40	11.4%
TOTAL	300	50	350	100%

Table Three: The Distribution of Respondents by Ranks

S/no	Rank	Male F	Female F	Total F	Percentage of the F
1	Senior officers	43	27	70	20%
2	Junior officer	185	95	280	80%
	Total	228	122	350	100%

	X	Y	XY	X ²	Y ²
SA	120	115	13800	14400	13225
A	90	95	8550	8100	9025
U	75	80	6000	5625	6400
D	30	40	1200	900	1600
SD	35	20	700	1225	400
TOTAL	350	350	30250	30250	30650

	X	Y	XY	X ²	Y ²
SD	110	100	11000	1200	10,000
A	90	95	8550	8100	9025
U	80	73	5840	6400	5329
D	30	25	1050	900	1225
SD	40	47	1880	1600	2209
TOTAL	350	350	28320	29100	27788