

The Impact of Training in the Nigerian Police Force: A Study of Zone 9 Umuahia

Chukwuma Edwin Maduka

Department of Business Management

Federal Polytechnic, Oko

Anambra State, Nigeria

Oyi_chuks2@yahoo.com

Abstract: This study was designed to examine the impact of training in the Nigeria police force at the zonal command, of zone 9 Umuahia, Abia State. It is also aimed at assessing the human resource training and development of the Police force in the five states under the command. To achieve this purpose, some research questions were raised, hypothesis was formulated and a review of related literature was made. The survey research design was adopted in the study. A sample of 125 respondents comprising all the CSPs of police personnel in the zonal command Umuahia of Nigeria was randomly selected from the population of 230 CSPs. Data for the study were obtained from both primary and secondary sources. Personal interview was also employed to confirm the responses. Finding from the study revealed that the police personnel are not adequately trained and the trained personnel are not deployed to their areas of skills and competency. As a result the ability of the police to protect lives and properties became a challenge to the Nigeria Police. The researcher therefore, recommended amongst others that, all forms of human resource training and development methods such as classroom courses, conferences, workshops and seminars, in- service training and technique assistance should be carried out regularly in order to achieve a healthy work force.

Key Words: *Human Resources, Police Force, Nigeria, Training*

INTRODUCTION

In mid–nineteenth century, the British Colonial market had extended to the west Coast of Africa and most of them traded with the Delta or Coastal people of what are today known as Nigeria. In order to represent and protect the British merchant's interest then, John Be Croft was appointed a consul for the Bight of Benin and Biafra by the British merchants and Coastal Nations. With time trading activities flourished very well in this part of the world, the consular assignments for the British consult overseeing the

area became more complex and difficult. Pressure was then mounted on the British Home Government for the establishment of police to assist them in their duties in this part of the world. In April, 1861 the consul obtained permission from Home government to establish a consult guard comprising 30 men. Following the annexation of Lagos, in 1861, McCosky who had become the first acting governor of Lagos established a police force later that year on receiving approval from the Home Government. On 1st January, 1896 the Lagos Police Force was created and armed like the Hausa constabulary. It

was headed by a commissioner of police who was also the sheriff, the inspector of weight and measures and the officer in charge of the prisons. In 1898, a criminal investigation department (C.I.D) the forerunner of the present force investigation and intelligence Bureau (FIIB) at Alagbon close, Ikoyi Lagos was established and in 1901, a Fire Brigade was also added. Following the amalgamation of the Northern and Southern parts of Nigeria in 1914, both Police Force continued to operate separately until 1st April 1930, when they were merged to form the present 'Nigeria Police Force' with Headquarters in Lagos and under the command of one Inspector-General of Police. The police played important role without which the sustenance of order, legality, development and democracy may be difficult. Therefore, any police change initiative must take account of the facilitative and inhibitive role of the police in the society. The primary role of police is policing security, enforcing compliance with existing laws and conformity with social order. But the police are not the only agency involved in policing, in the broad sense of the term, Policing has always been necessary in all societies for preservation of the order, safety and social relations. However the emergence of the police, a body of men and women recruited and paid by the state to enforce law and maintain order, is a recent development in human history (Renner, 2000).

According to Susan Martine (1990), Police work involves a variety of task and responsibilities. Officers are expected to prevent crime, protect life and property, enforce the laws, maintain peace and public order and provide a wide range of services to citizens. A common trend unifying these diverse activities, however is that potential for violence and the need and right to use coercive means in order to establish social control. Bitner (1970) stresses that the Police act as the representatives of the coercive potential of the state and the legitimate users of force, help to explain a number of their attitudes and characteristics. The police are the specialist carriers of the state bedrock power, the monopoly of legitimate use of force. How and for what, this is used speaks to the very heart of the condition of political order. Police are organized to defend and protect the interests of the dominant groups and classes in society.

Consequently, the significance of police as either facilitators or inhibitors, proposed change initiative, will depend on the character of their society. In a totalitarian and economically inequitable society, police role will be more to defend the status-quo of political oppression and economic injustice. In contrast, in a democratic society the police are more likely to provide services that will enhance development and democracy.

Statement of the Problem

The Nigeria Police was set up to perform the following functions: to prevent, control, apprehend, search and seize properties suspected to be stolen or associated with crime, combat criminality and appraise the performance profile in terms of discharging the basic functions in the society. This realization underscores the necessity for the intellectual inquiry into human resource training of police in the zonal command Umuahia.

It is therefore hoped that a study of this nature stands to unearth the factors responsible for the growing apathy, indolence, poor performance, inefficiency and other untoward behaviours amongst the police personnel under the command and proffer solutions based on the causative factors. The common expectation today is that the police personnel should be ICT compliant and be acculturated, through training, to the new method of doing things as well as offered the opportunity to apply learned skills and knowledge required of his job. According to Udo-Ako (1992), The problem of human resource training in Nigeria presently is compounded by the fact that there is large unemployment; many vacancies that remain unfilled because the available human capital do not match the requirements of the available vacancies. (A situation which he said has made the subject of human capital development an ever-imperative one).

Experience appears to suggest that there are misapplication/misuse of training funds, insufficient number of competent and experienced training staff involved in police training and development, unacceptable student and personnel ratio, non utilization of trained police personnel in their special areas of training, wrong procedures in training, selection and placement after training. The consequences of the above are that most of the personnel in the employment of the police organization appear to have become redundant as a result of poor training and improper utilization.

The Objectives of the Study

1. To ascertain the quality and caliber of personnel trained into the police force.
2. To investigate the factors that militates against combating of crime.
3. To determine the relevance of training to the current needs of the police zonal command in Umuahia.

Research Questions

- 1) What are the quality and caliber of personnel trained into the Nigerian police force?
- 2) What are the factors militating against the combat of crime by Nigerian Police force?
- 3) What is the relevance of training in Nigerian Police zonal command?

LITERATURE REVIEW

The police play important role without which the sustenance of order, legality, development and democracy may be difficult. Therefore, any poor change initiative must take account of facilitate and inhibitive role of the police in the society. The primary role of police is policing security, enforcing compliance with existing laws and conformity with precepts of social order. But the police are not the only agency involved in policing in the broad sense of the term. Policing has always been necessary in all societies for the preservation of order, safety and social relations. The necessity of policing becomes even more evident in modern societies characterized by diversities and contradictions arising from population heterogeneity, urbanization, industrialization, conflicting ideologies on appropriate social political and economic form of organization. However, the emergence of the police, a body of men and women recruited and paid by the state to enforce law and maintain order, is a recent development in human history (Reiner, 2000).

For a clear understanding of human resource management and development in the Nigeria police force, this review of literature is thematically presented under the following sub-headings interrelated processes and activities.

- 1) Determining required quantity, quality and composition of personnel.
- 2) Recruiting new and serving employees
- 3) Training new and serving employees
- 4) Deploying or assigning personnel to tasks
- 5) Remunerating and motivating staff
- 6) Discipline erring personnel
- 7) Determining or negotiating and managing retirement processes and benefits.

The overall aim of human resource management is too ensure that organization realizes its goals or objectives with optimal effectiveness and efficiency through proper mobilization of human resources. The key components of human resources management is personnel planning, recruitment, training, development, utilization, performance evaluation, compensation and welfare.

Diejamaoh (1978) contends that, the concept of human resources/manpower in the police as the managerial, scientific, engineering, technical craftsmen and other skills which are employed (or could be employed) in creating, designing and developing organization. It also involves management, operating procedure, service enterprise and economic institutions. Diejamaoh further stressed that in a more quantitative terms, the human resource potentials in any country, in a narrow sense is usually referred to, as the

population of that country. In other words the term human resources refer to the totality of the energies, skills and knowledge available in a country.

Human resource development according to Nadler (1970) refers to all series of activities conducted in the police force, within a specified time and designed to produce behavioral changes. It covers all functions that are directed towards working with the existing human resource in order to improve their effectiveness. Specially, human resources can be taken to mean all those activities carried out in the police, in order to update the knowledge, skills and behavioral attitude of the workers, so as to enhance their present performance as well as prepare them for the immediate future.

Ulrich and Lake (1990) remark that human resource training systems can be the source of organizational capabilities that allow them to learn and capitalize on new opportunities, but human resource management has an ethnical dimension which means that it must also be concerned with the rights and needs of people in organization through the exercise of social responsibility. The Nigerian Police was the migrated social structure which the colonial masters imported and handed over to the people include the prisons, political parties, civil service and even the military (Ekeh 2001).

The National Capacity Assessment Report of the Federal Republic of Nigeria (2000) in discussing human resources training. Discloses that the national policy on human resource was established in the country in 1991, with the main goal of creating national wealth through high performance of the labour force, as well as the development and utilization of the country's human resources for achieving rapid, balanced, and just sustained economic and social development.

Considering the critical areas that require human resource management and development, and training, Onyishi (2002), maintained that training and development of personnel in an organization has the cardinal goal of creating desirable behavioural changes, which has to be in line with organizational needs. He noted that knowledge and skills are designed and imparted to the relevant employees in their jobs. The entries process of human resources management in the Nigeria police, according to Bedian (1987), embraces the development and training of an individual's skills knowledge and abilities so as to improve present and future performance. Bedian saw training as a tripartite transnational system involving the job, the man and the organization. The indispensability of human development in an organization has been aptly captured by Nnadozie (2002), when he stressed that whatever money spent on human resources management and development to update the employees, who have

not gotten the basic training and development, usually lack the necessary confidence with which to execute the duty.

Training employees are usually confident and can think and originate ideas on how best to carry out the required duties. The reference from the above assertion is that members of the police force require development opportunities to enhance their service delivery. Furthermore, no amount of money spent on such training /development programmes would be deemed wasteful since they are more of an investment in the welfare of the citizenry. On the rationale for human resource management and development in the life of any nation, Ndiomu [1992, stresses that human resources of a nation constitutes the ultimate dignity of the nation. What actually constitutes development process in its true sense is nothing but the interaction of people with the natural resources. He went further to point out that people are the human resource for the supply of physical labour technical and professional skills which are germane for effective and efficient planning and implementation of development policies, programmes, projects and other daily activities.

According to Anyim (2009), a fundamental purpose of training is to provide for the organization's manpower needs. Training programmes are directed towards maintaining and improving current job performance. Training helps to equip individual with the necessary skills

to enable them find employment to gain promotion and to have a reasonable opportunity to redeploy incase of their being made redundant. For training to be effective in the Nigeria Police Force, it is pertinent to identify the training needs for training to be successful, the training officer's ability to work closely with line managers in developing the programme which is relevant to the needs of the police very important. The first step in managing training is to determine training needs in the police and set objective for these needs. One way to analysis training need is in a framework of three level of analysis. Organizational, operational and individual levels, as required in the Nigeria Police.

Organizational Needs Analysis: Training managers in the police examine where added training needs occur. These usually can be derived from the result of employment planning or past training programmes that have met the enterprises needs. They can also examine the enterprise achievement by objective [measure by MBO] result to determine variance between success and failure which training could help remedy

Operational Analysis: At this level, training manager in the police analyzes the specific needs determine by job description and job specifications in a work area. They may also observe the job holders, supervisors, the training committee, etc. The result of a unit output which

is the efficiency and effectiveness can also be analyzed to determine training needs.

Individual Analysis: The individual employees training needs, training managers in the police can measure individual performance against standard. Thus can be done through interviews, observation, attitude, surveys or objectives records of performance. These could be achieved in all the cadres with good assurance of objectivity, fairness, consistency and accuracy.

Human Resources Management

Broadly, human resources management (HRM) consists of the following interrelated processes and activities. Determining required quantity, quality and composition of personnel: (1) recruiting new employees, (2) training new and serving employees, (3) deploying or assigning personnel to tasks, (4) remunerating and motivating staff, (5) discipline erring personnel, and (6) determining or negotiating and managing retirement processes and benefit. The overall aim of HRM is to ensure that the organization realizes its goals or objectives with optimal effectiveness and efficiency through proper mobilization of human resources. The key components of human resources management are personnel planning, recruitment, training and development, utilizations, performance evaluation, compensation and welfare.

Human Resource Development in the Nigeria Police Force

Human Resource development is that component of human resources management that focuses on the training of employees with the aim of developing competency of individual employees and efficiency of the organization. Generally, human resources management begins with and revolves (a) analysis of employees required by an organization for its various tasks, and (b) identifying and evaluating how an organization's need be met through recruitment, employee training (Internally and externally), employee incentives and discipline, and development of personnel.

In the Nigeria Police Force, these chains of decisions and activities are disconnected as a result; training does not translate to appropriate employee's development and organizational effectiveness. Training, the core element of HRM refers to the process of (a) developing the competence of an individual in relation to specific attitudes, dispositions and behavior of individuals through exposure to new information technology and practice. The principal aim of training is to improve the competence of an individual in organizational setting; training may be on the job or off the job. The Nigeria Police Force has several training institutions each year thousand of officers participate in various in- service training programs. However, the training appears to have

limited effects on the efficiency of officers and the force.

Training should be determined by work force need analysis and planning (manpower planning). Manpower planning, an important element of human resources management, involves constant evolution or projection of needed manpower in the future, developing plans to attract and retain employees, to task, training and motivating employees; Following these steps, it enables an organization to meet its need for efficient workers and to satisfy employees need for job satisfaction and welfare.

In the Nigeria Police Force, training does not take into account:-

1. The need of the force in specific tasks and expertise.
2. The skill and interest of officers.
3. The need to match skills acquired in the course of training with deployment thereafter.
4. Requisite infrastructure, facilities and supplies for effective use of efficiency in the force and Career advancement of the personnel.

These gaps between training, skill deployment and career advancement have engendered the view in the force that training is worthless, both in the organization and to the officers. Officers that were asked to precede on leave something avoided it because they see it as deprivation; similarly, staff posted to training institutions as directing staff or

instructors grumble and alleges victimization. These unwholesome attitudes toward training and training institutions have adverse effects on the performance of the force, in part because it breeds anti- intellectualism and ant professionalism.

The Relevance of Training in the Nigeria Police

The concept of human resource management in the police, studied by Schular and Claus (2009), captured the idea as a process that has input and output with the organization's objective, policies, technology and labour gang up a single input. According to Schuster, the above determine human resource management planning, staffing system as well as the individual and organizational performance in the police. Nwobodo (2009), in his study on human resource management and development concluded, that transforming the current human resources management and the institutional capacity of the police to meet the security and development challenges of the 21st century is the biggest task facing the Nigeria Police. Nwobodo avers that three critical questions must preoccupy the minds of any Inspector General of Police faced in discharging their obligation? Why the police forces elicit feeling of hatred, condemnation and contempt in the minds of Nigeria? What can be done to redeem the battered image of the police?

Nwobodo, argued that human resource management in the police concerns itself more

with institution changes in the employee's enhancement.
attitudes and behaviour as well as general career

Table 1: Assessment of police training college in Nigeria

Name of Police Training Institution	Location	Level of Training
Police staff college	Jos	Command training, specialized training (detective, training of offices)
Police academy	Kano	Cadet assistant, superintendents police and cadet inspectors
Police colleges	Kaduna Maiduguri and Orji River	Training of recruit constable in service training for non commission officers
Police training school	Ibadan Iperu Bauchi Sokoto and Port-Harcourt	Training of rank and file and inspectors
Detective college	Enugu	Training of detective of the cadre of rank and file
Specialized police training institutions	Gwoza Illa Jos Ikeja	Mobile police force mounted training school. Band and dog training school

Gap in the Literature

The gap established by the researcher was on the inadequacy of training in the Nigeria police force and trained personnel are not been utilized or deployed to their areas of skills and competency, as a result the ability of the police personnel to protect lives and properties became a challenge to the Nigeria Police. Police poor entry qualification in education has streamlined the arms of the police as non commissioned officers, since a bench mark is given for degree qualifications. Dersal (1968, P 97) seems to equate training to education; he considers it the process of teaching, informing, and educating people done that they

become well qualified to do their work and to perform in a position of great responsibility.

Nzeribe (2006) and Okenwa (2008), in different locations sustained expertise knowledge, skill, education, abilities and experience as a launching pad for human resource effectiveness, placement and utilization in the police. The researcher also established that corruption has eaten deep into the marrows of the force which has caused a lot of impediments into the smooth running of the establishment. Therefore to achieve the purpose of this work, Onyishi (2002), maintained that training and development of personnel in an organization has the cardinal goal of creating

desirable behavioural changes, which has to be in line with organizational needs.

METHODOLOGY

This study is survey research aimed at exploring the human resource training and development disposition in zone nine (9) of the Nigeria Police (Umuahia). The area of this study covers the command Headquarters at Abia, Anambra, Enugu, Ebonyi and Imo respectively.

The study relied heavily on both primary and secondary sources of data. The primary data were got through personal interview and questionnaire administered to the respondents.

The target participants consists of all the senior police officers, rank of (CSP) Chief Superintendent of police, in the state police Headquarters in zone 9 commands, totaling 230

(Abia – 30, Anambra – 40, Enugu – 56, Imo – 34, and Ebony – 70). A sample of 125 was drawn from the population using the Taro Yamani formula for sample selection:

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

Where n = sample size, N = population, and e = error limit (population).

$$= \frac{230}{1 + 230(0.05)^2}$$

$$= \frac{230}{1 + 230(0.0025)} = 125$$

Likert-type questionnaire was developed and tested for reliability at Cronbask Alpha Coefficient of 0.87. Total of 125 questionnaires were distributed out of which 120 were duly completed and returned. See table 2 below:

Table 2: Analysis of the Zone

State Head Quarter Study	Distributed	No Collected
Abia Headquarter	15	15
Anambra Headquarter	20	19
Enugu Headquarter	30	30
Ebonyi Headquarter	20	18
Imo Headquarter	40	39
Total	125	120

Source: field study (2013)

Data were presented in frequency tables, mean scores, standard deviation and percentage were used in the analysis.

Data Presentation and Analysis

Demographic Characteristic of Respondents

Table 3: sex by Age distribution of respondents

Sex	Below 30 years	30-40 years	41-50 years	Above 50 years	Total
Male	9(7.6)	58(48.7)	14(11.8)	4 (3.4)	85(71.4)
Female	4(3.4)	21(17.6)	7(5.9)	2(1.7)	34(28.6)
Total	13(10.9)	79(66.4)	21(17.6)	6(5.0)	119(100)

Table 3, above shows that of the 119 respondents, 85 are males representing above 71.4% of the total while only 34 are female representing 28.6% of the total. This shows that majority of our respondents are males. Also, the age distribution shows that 13 representing about 10.9% while 78 (66.4%) are aged between 30-40 years. 21 of the respondents are aged 41-50 years representing 17.6% while the rest are above 50 years that is 6(5%) of the respondents.

Table 4: Education level by marital status distribution of respondents.

Education	Marital status				
		Married	Single	Others	Total
	GCE/ WAEC	61 (51.3)	22(18.5)	5(4.2)	88(73.9)
	Diploma	5(4.2)	1(0.8)	1(0.8)	7(5.9)
	Degree	10(8.4)	4(3.4)	3(2.5)	17(14.3)
	Others	7(5.9)	0(0)	0(0)	7(5.9)
	Total	83(69.7)	27(22.7)	9(7.6)	119(100%)

In the above table 4, most of the respondents have GCE/WAEC representing about 73.9% of the total respondents of 119. The actual figure of those with WAEC /GCE is 88 while 7 respondents representing 5.9% of total respondents have Diploma. About 14.3% representing 17 respondents have degrees and the rest 7 representing 5.9% have other certificates not listed in the research instrument. The respondents that

married are about 69.7% representing 83 respondents out of the total of 119. Those that are single are 27 in number representing 22. 7% while 9(7.6%) fall into other categories not listed in the instrument.

Research Question One

The first research question states that “Does Nigerian police actually train quality and good caliber personnel into the force” this research question was answered responses from questions, 9, 10, 12, 31, 32, and 33 of the research instrument. The mean and standard deviation to research question one are presented in table 5.

Table 5: Mean and standard deviation for research question one

Question	Item	Mean	SD	Remark
Q9	Weak education background in Nigeria polices force has contributed to their poor performance.	2.7311	0.9889	Accepted
Q10	The entry requirement for Nigeria police is too poor	2.9328	0.74482	Accepted
Q12	The Nigerian police zonal commands do recruit quality and caliber personnel.	1.7647	0.88016	Rejected
Q31	Recruitment in the Nigerian police depends on job analysis that help to identify areas of needs	1.7395	0.84835	Rejected
Q32	Employment of police personnel is based on quota system	1.5126	0.59469	Rejected
Q33	Men and women of the police force are not recruited based on paper qualification without testing for relevant skills.	1.9076	0.59648	Rejected

The above results in table 5 on the training quality of the Nigerian police force shows that

1. The Nigerian police force has weak educational background
2. The entry requirement into the Nigerian police is very poor.
3. The Nigerian police does not train quality and caliber personnel
4. Training in the Nigerian police force does not necessarily depends on job analysis that help to identify area of needs
5. Employment of police personnel is not based on quote system.
6. Men and women of the police forces are recruited based on paper qualification without testing for relevant skills.

These conclusions were based on the opinions of the respondents that led to the acceptance of two items and rejection of four items. Remember our decision rule on acceptance or rejection of item is based on the average of the 4 point liter scale that we used. The average is $(4 + 3 + 2 + 1) / 4 = 2.5$; thus any item with mean response greater than 2.5 is accepted and those less than that are rejected.

Then we can conclude based on the result that the Nigeria police actually does not train quality and good caliber personnel into the force.

Research Question Two

The second research question of the study states that “are there any factors militating against combating of crime by the Nigeria police force?

This research question was answered using responses from questions 3, 4, 5, 8, 9, 12, 13, 15, 18, 20, 21, 28, 30, 38 and 40 of the research instrument. The responses are presented in table 6.

Table 6: Means and standard deviation to responses on research question two

Question	Item	Mean	SD	Remark
Q3	The federal government funds the NPF for the development of human resources	2.958	1.0528	Accepted
Q4	The funding provided by government for human resources development and utilized for the purpose.	2.1597	0.95654	Rejected
Q5	The Nigerian police force is endemic with corruption.	3.0756	0.90347	Accepted
Q8	There is lack of modern technology and scientific military equipment in Nigeria police personnel discharging their duties	2.5294	0.84195	Accepted
Q9	Weak educational background in Nigeria police force has contributed to their poor performance	2.7311	0.9889	Accepted
Q12	The Nigeria police zonal command does train quality and caliber personnel.	1.7647	0.88016	Rejected
Q13	The degree of corruption in Nigeria police force appear too deep into the marrow of the organization	3.5042	0.59481	Accepted
Q15	The Nigerian police personnel are adequately paid and motivated.	1.8319	0.86163 5	Rejected
Q18	Fund allocated for human resources development in Nigeria police are utilized	2.5294	0.81684	Accepted
Q20	There are so many factors militating against combating of crime in Nigeria police force	2.8151	0.9385	Accepted

Q21	The corrupt practices in Nigerian police force have gone too far to mar the image of the police in the eye of the public.	3.3025	069568	Accepted
Q28	Nigeria police force elicits feeling of hatred condemnation and contempt in the mind of Nigerians.	2.7143	097549	Accepted
Q30	Most of the police training is done locally at the police colleges located at different zonal commands	2.8067	0.64147	Accepted
Q38	Every officer of the police get their entitlement as at and when due	2.2017	0.9259	Rejected
Q40	Political interference in the appointment of inspector general of police.	2.9328	0.99772	Accepted

From the result of the analysis as presented in table 6 above, it can be observed that out of the fifteen (15) items that were used to answer research question two, eleven of them were accepted while four were rejected. Based on the results we can say that the following factors are militating against combating of crime by the Nigerian police force.

1. Poor utilization of fund meant for training of police personnel.
2. Corruption in government.
3. Corruption in the NPF
- 4.Lack of modern technological equipment for combating crime in the NPF.
- 5.Poor recruitment.
- 6.UN cooperating attitude of the public due to bad feeling about the force.
- 7.Poor training
- 8.Poor entitlements
- 9.Political interference
10. Poor/ inadequate motivation and take home pay.

Thus we can conclude that there are lots of factors militating against the Nigeria police force in combating crime in the country.

Research Question Three

The third research question of the study states that “is training relevant to the current needs of the zonal command?”

This above research question was answered using responses from question items 1, 6, 7, 11, 17, 19, 22, 23, 24, 27, 29, and 39. The means and standard deviation are presented in table 7.

Table 7: Mean and standard deviation for research question 3.

Question	Item	Mean	SD	Remark
Q1	Nigerian PF provide the essential material for the police training needs	2.1261	1.15388	Rejected
Q6	You see human resource management and development in NPF as a veritable tool for training police officer	2.7143	0.08405	Accepted
Q7	You think that there is need for continuous human resource development in the NPF	2.6639	0.83643	Accepted
Q11	The relevance of training to the current needs of the Nigeria police zonal command is not adequate.	2.7890	0.6622	Accepted
Q17	Maintaining training and development in Nigerian police force has the cardinal goal of creating desirable behavioral changes.	3.0924	1.01674	accepted
Q19	Human resource training development in NPF is designed to improve the quality of service delivery	3.2101	0.80121	Accepted
Q22	The management of police force has place emphasis on training to ensure that qualitative manpower prevails in the system.	2.9496	1.04839	Accepted
Q23	Fundamental purpose of training is to provide for the organizational manpower needs	2.8403	0.94764	Accepted
Q24	NP personnel are trained in their special areas of need and utilization.	3.0840	0.88853	Accepted
Q27	Transforming the current human resources management and development in the NPF can meet the security and challenges of the 21 st century.	2.5462	0.84118	Accepted
Q29	Human resource management and development is carried at institutionalizing changes in the police attitudes and behaviour, in order to enhance performance	2.9160	0.7431	Accepted
Q39	NPF are trained by professionals	2.9076	0.79182	Accepted

Table 7 above shows that all the question items were accepted except question one which shows that

- Human management training that is relevant to the current needs of the zonal commands is not adequate.
- NP personnel are trained in the special area of needs and utilization.

3. There is need for continuous training in the NPF.
4. Human resources management and development is carried at institutionalizing changes in the police attitude and behaviour in order to enhance performance.

Conclusion

Human resource training in Nigeria police zonal command is recognized as an important aspect of human resource management. Just like other motivating factors, it gingers staff morale in the police force. The personnel desire training and development because it not only enhances their chance for promotion. It also improves their technical skills and knowledge for enhanced service delivery. Human resource training and development ensures that the right personnel are in the right place and at the right time, as well as ensuring their willingness to work effectively at a reasonable cost. The researcher therefore draws the conclusion that trained police personnel in the zonal command are not effectively deployed to their areas of specializations and needs.

Recommendations

Considering the problems discussed in the extent literature, the finding and discussion in the study, and bearing in mind the indispensability of trained police personnel in the zonal command with respect to combating of crimes in the country,

resource of future manpower, financial management, entry requirement, recruitment procedures positive attitude to work, undue influence from the internal and external environment, product and service delivery.

To achieve the above measures the following specific recommendations are suggest.

1. Personnel training should be taken as a veritable instrument to improve the quality of police personnel, by allowing those qualified to receive their training accordingly. This no doubt would enhance the degree of performance and also project their morale to a higher pedestal.
2. Financial management: The way and manner funds were handled in the police created the false impression that funds were a hindering factor for training of police personnel. Funds were provided but due to corruption and inordinate ambition, training funds were stage-managed and the number of drastically in percentage ratio.
3. Product and service: police personnel that are properly trained would give efficient and effective service to the entire system. They would be refined both in character, behavior and attitude towards their work. This would go a long way to project the image of the police in the society.
4. All forms of human resource training and development methods such as classroom

courses, conferences, workshops and seminars, in-service training and technique assistance should be carried out regularly in order to achieve a healthy workforce.

5. The objective of human resource of training and development should be clearly spelt out to enable the management, the organizers or anyone involved with the implement to properly guided, this would help to reduce waste of funds, time and resource in the police zonal command.

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