

An 'Explicandum' Of Human Capital Development And Service Delivery Prescoping Anambra State Police Command (2010 – 2018)

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Abstract: *The study examined human capital development and service delivery in the Nigeria Police using Anambra State as the study area. The study examined the extent which the Nigeria Police has performed their constitutional role of protecting the lives and property of people in the state as well as maintaining law and order in the state. The objectives that guided the study include to (i) examine the effect of training and human capital development on efficient service delivery in Anambra State Police Command, (ii) to find out if police personnels are properly placed in their special areas of training, (iii) to ascertain the degree which police personnels have improved the efficiency of service delivery and to examine the extent of transparency, selflessness and discretion in the service delivery of the Nigeria Police. The following research questions were formulated to guide the study: (i) How does training and human capital development affect efficient service delivery in Anambra State Police Command? (ii) To what extent are police personnel placed in their special areas of training in Anambra State Police Command? (iii) To what extent has Anambra State Police Command improved their service delivery to the public? (iv) To what extent has Anambra State Police Command adopted transparency, selflessness and discretion in their service delivery? The study adopted a descriptive survey design. Data was gathered from primary and secondary sources. Secondary data was elicited from textbooks, journals, periodicals, statistical records, conference papers, internet sources, published and unpublished works of researcher. Primary data were gotten through interviews, direct observation and the use of structured questionnaire. The study revealed that there is significant relationship between human capital development and service delivery. It also showed that there was poor human capital development in the Nigeria Police resulting to their abysmal service delivery to the detriment of the members of the public who are recipients of police services. The researcher recommended that human capital development programmes in the Nigeria Police should be improved in order to improve their service delivery to the citizens. Human capital development programmes such as conferences, workshops, seminars, in service training and technical assistance should be carried out regularly and adequately in order to achieve a healthy workforce.*

Keywords: Development Programmes, Human Capital Development, Police Personnel, Service Delivery

Background to the Study

The Nigeria Police is one of the social structures that play very important and powerful role in Nigeria. The Police Force are members of the executive. They are charged with the responsibility of maintaining law and order and protecting the lives and property of people in the state. Adesanya (2017), opined that the term police refers to an organized people charged with the responsibility of maintaining civil order, peace, public safety, as well as enforcing laws and order. According to the authors, the police are organized people charged with the responsibility of maintaining law and order in the state. The 1999 constitution of the Federal Republic of Nigeria, section 214 (2) provides that, there should be a police force for Nigeria which shall be styled the Nigeria Police Force. The Nigeria Police is charged with the constitutional role of maintaining internal security within Nigeria territorial borders. They are designated by section 194 of the 1979 constitution as the Nigeria Police with exclusive jurisdiction throughout the country.

The Nigeria Police started in 1861 through William Mcosky who wrote to his principal in London, John Russel. John Russel who was the then foreign secretary authorized William Mcosky to establish a consular guard comprising 30 men (Onyeozili, 2005). Therefore, the Nigeria Police was among the social structures which the colonial masters imported and handed over to the people. Other structures include the prisons, political parties and even the military, (Oyawe, 2005). The police officers were charged with the responsibility of promotion and maintenance of law and order in the newly created Lagos colony but they were solely charged with the responsibility of safeguarding the selfish interest of the colonial masters who were mainly missionaries, slave traders, etc. Hence, the police were trained to be unfriendly, ruthless and cruel to the Nigerians. This colonial establishment was problematic to today's Nigeria Police. Their recruitment was tailored towards favouring the British Colonial interest to the detriment of the security and peace of the Nigeria people.

As observed by Nwolise (2004):

Most of the men who volunteered to be recruited at the period were strangers and outcasts in the area, perceived as known deviants, ex-slaves and criminals but who were illiterates, essentially unemployed and without independent means of livelihood were seen to be in position to obey and carry out orders of colonial masters without questions or critical analysis.

In the same vein, Otivei (2017) noted that this procedure was highly opposed and criticized by Nigerians who felt that the British colonial masters were unjust to them. This is true because that was not the type of police force which was obtainable in Britain where the caliber of people recruited into the Police Force were highly reputable men and women who attracted public confidence and respect. The British recruited people who had low moral and academic standard, so they lacked the confidence of people.

After the amalgamation of the Northern and Southern Nigeria in 1914, the Nigeria Police continued to operate separately in various regions until 1st April, 1930, when they were merged together to form the Nigeria Police with headquarters in Lagos. The police force was well organized in the northern region. The submissive nature of the northerners facilitated police work in the north. The northerners co-operated with the constables in enforcing colonial rules. The police force succeeded partially in the southern region while the easterners repelled police officers and in most cases were unwilling to co-operate with them except under duress.

The Police Force as members of the executive are expected to prevent crime, protect lives and property, enforce laws, ensure security and maintenance of law and order. Also, they should facilitate the implementation of laws. According to Anya (2010), Police work is a noble profession which involves a number of strategic tasks and responsibilities which are geared towards preventing crimes, implementing laws and providing wide range of services to the citizens.

It is an established fact that the police perform significant roles towards ensuring the peace and security of the state. Adekunle (2018) relates this to Nigeria experience and contends that the police is inevitable for the social, economic and political development of the country.

The quality and quantity of human capital determine an organizational growth and development. It is the available human capital that mobilizes and galvanizes other resources for sociological, political, economic, scientific and technological development (Omotoye, 2007). The development of the Nigeria Police is, therefore, hinged on the development of its human capital. This is because, it takes human capital to organize and rationalize the contributions of other factors of production before a result oriented productive goal can be achieved. Therefore, human capital development entails supporting and investing in coaching, training and human capital management. According to Okojie (2015), human capital is the intangible factor of production that brings human intellect and skills for the achievement of organizational goals and aspirations. It is that human capability and productivity obtained through knowledge and skills acquired from vocational and technical education, training and experience, facilitated by an environment. Elements of human capital would include knowledge, skills, attitude and motivation belonging to an enterprise or society which engages in the development of that enterprises or society to fulfill its objectives. The level of human capital in the Nigeria Police is grossly inadequate.

Alemika and Agugua, (2001) contends that the police should act as representatives of the state and the legitimate users of force. The police are organized to defend and preserve the lives and property of citizens in the society. However, due to poor human capital development, it appears that the police have not been able to render effective services to the people. The Police are known for abysmal service delivery, corruption, dishonesty, selfishness, extortion, etc.

Anya (2000), observed that the decline in the fortune of the Nigeria Police Force is as a result of decline in human capital development programme for police officers. This according to him has mounted challenges to crime prevention and detection.

Hence, there is need for improved human capital development in the Nigeria police. In the same vein, Adegroye (2018) asserts that human capital development is inevitable for efficient service delivery of the Nigeria police.

Research Hypotheses

According to Oguonu and Anugwonu (2006), research hypotheses are probable statement which seeks at a minimum to relate to a phenomenon or variable to another. To this end, the following null hypotheses were formulated to guide this study.

1. Training and human capital development do not have significant effect on service delivery of Anambra State Police Command.
 2. Anambra State Police personnels are not properly placed in their special areas of training.
 3. Anambra State Police Command has not improved their service delivery to the public.
 4. Anambra State Police Command has not adopted transparency, selflessness and discretion in their service delivery.
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Human Capital Development and Service Delivery in the Nigeria Police Force

Service Delivery is getting services as effectively, efficiently and as prompt as possible to the intended recipients. Service delivery demand excellence in rendering of services. Service delivery refers to the inter-relationship between the government functionaries and the recipients of their service.

Service delivery is an immediate output of the inputs into system such as health workforce, procurement, finances, education, securities, etc. (World Health Organisation, 2008). The above statement implies that increased and well articulated inputs will improve service delivery.

Efficient service delivery is a sine qua non for the development of every nation. Hence, Olomi (2011) stated clearly that efficient service delivery is a sine qua non for the development of nations especially the underdeveloped countries.

The indicators of service delivery include: service quality, service culture, employee engagement and customer experience. Service delivery in the Nigeria Police is measured in terms of the quality of workers output. Balachandran (2004) sees service delivery as intangible, yet provides satisfaction to the customer. Efficient service secure delivery, makes consumers happy with the services. It is expected that human capital development will improve service delivery in the Nigeria Police and enhance public trust and confidence on the police.

In the same vein, Hurburun, (2017) in Nesobong (2013), Egberi and Madueze (2014) confirm that service is efficiently delivered when the expectations of the clientele or customers are satisfied. Efficient service delivery will promote social and economic development in the country.

To Van Iwaarden, J. Van dar Wiele, T. Ball, Land Miler, (2003), service delivery is a component of business that defines the interaction between provider and clients where the provider offers a service which whether that is information or a task, and the client either finds value or loses value as a result. Proper service delivery makes the clients satisfied and provides clients with an increase in value.

Human capital development in the Nigeria Police can be partly measured by the extend of their service delivery. This is because de reason d'être of human capital development in the Nigeria Police is to enhance their service delivery.

The concept of human capital development in relation to efficient service delivery was clearly postulated by Bur (1992). According to Bur, human capital development in the police refers to a number of activities designed to improve their service delivery. He also noted that there is need to properly deploy the human capital of the Nigeria Police in order to facilitate achievement of the human capital development objectives.

In the same vein, Egungwu (1992), noted that:

Trained police personnels ought to be trained, appropriately utilized, by assigning specific jobs/tasks to the personnels based on their expertise and requisite training, to enhance performance and service delivery.

In the same vein, Ezeani (2002) declares that the overall idea of human capital development and utilization is geared towards efficient and effective service delivery. In addition, Ezeani advocated for adequate motivation of workers, evaluation of human capital development programmes, reforms of the environment of management as well as the review of recruitment and selection policies as panaceas to inefficiency and a way of achieving optimum service delivery in the Nigeria Police.

Human Capital Development, Placement and Utilization of Staff in the Nigeria Police

Human capital development and utilization is a sine qua non for the efficiency and quality service delivery of the Nigeria Police Force.

The concept of human capital utilization in relation to human capital development was clearly expanded by Ebo (2017). According to Ebo, human capital development in the Nigeria Police refers to the sum total of activities, programmes and training designed to improve the quality of service delivery of police personnels, while its utilization has to do with the activities undertaken to deploy trained human capital of the Nigeria Police to their correct and needed positions in order to attain their goals and improve service delivery.

Ajileye (2006) noted that whenever trained human capital are not deployed and properly utilized to perform the duties for which they are trained, it often results in a grand financial loss and under such circumstances; the employee loses confidence in both in

him/herself, and the organization. In the same vein, Onwuka (2016) pointed out that human capital is poorly utilized when there is a mismatch between available skills and the openings in the labour market.

Unfortunately, human capital utilization has not received adequate consideration and implementation in the Nigeria Police. That is why vacancies created as a result of death, retirement, withdrawal, promotion and transfer are not adequately filled up resulting to poor service delivery in the Nigeria Police.

To Ezeani (2002), the overall idea of human capital utilization is centered on maximum use of competent staff, their deployment to strategic positions where they are needed and the creation of enabling environment for the actual practice of the skills. Buttressing further, Ezeani noted that it takes time to train and develop human capital of an organization, so inadequate or improper utilization of human capital amounts to wastage of time, money and other resources.

Ikejiani-Clark and Ezech (2005) regretted that there is no definite governmental policy on manpower utilization in Nigeria and this explains why the overall Nigerian public sector can afford to have redundancies until whenever fished out in a personnel audit exercise.

As a matter of fact, the Nigeria Police has been often accused for its weak deployment and utilization of staff. Agu (2002) blames it all on factors like lethargy, administrative lapses and absence of evaluation of programmes of development. It is therefore, the harmonized opinion of scholars that without prudent utilization of human capital, there will be low productivity and deficient service delivery.

Nebo (2006) noted that there is no hard line about human capital utilization in the Nigeria Police. Sometimes according to him, political issues set the tone for utilization, especially with those that have what one may refer to as “godfathers”.

In the same vein, it has been the contention of scholars that so many organisations – both public and private enterprises do not achieve their set goals due to poor utilization of their trained staff. In this regard, it is one thing developing human capital and yet another appropriately deploying such manpower. Both Adegoroye (2018) and Otivei (2017) amongst others share the same view as above. Human capital utilization no doubts, facilitates quality service delivery. This is why the mismatch that has been observed in the Nigeria Police is distressful, that is why many police personnels are regarded as round pegs in square holes. There is serious professional abuse as political might overshadows human capital development and utilization. All these are glaring problems that confront the Nigeria Police which if not timely rescued, lead spell disaster to nation building and security since her meager resources has continued to waste through all these unproductive activities.

In his study on human capital development and utilization in the police, Nwogbo (2009) captured the idea as a process that has input and output to the organization’s goals, policies, technology, etc. To Schuster, the above determines human resources management planning, staffing system as well as the individual and organizational service delivery in the Nigeria Police.

Alemika and Agugua (2009), in their study on human capital development and utilization noted, that transforming the current human resources training, development and utilization of the police to meet the security and development challenges of the 1st century is the biggest challenge facing the Nigeria Police, he declared that the critical questions that should pre-occupy the minds of any Inspector-General of Police at any point in time especially at this critical time in the life of the nation are: how has the police fared in discharging their duties to the people since establishment? Why will the police force elicit feelings of hatred, condemnation and contempt in the minds of Nigeria? What can be done to redeem the battered image of the police? They further argued that human capital development in the Nigeria Police should embrace itself more with attitudinal changes in the employee’s attitudes and behaviours as well as general career enhancement.

In a similar study, Onyeozili (2005) concludes that human capital development in the Nigeria Police is of utmost important for their quality service delivery which help them to regain the confidence of the people on him.

The National capacity Assessment Report of the Federal Republic of Nigeria (2000) in discussing human capital training and development discloses that the National Policy in human resource training was established in the country in 1991 with the main goal of creating national wealth through high performance and utilization of the country’s human resource training in the police for achieving rapid, balanced, just and sustainable economic and social development.

Onyeishi (2002), in the same vein, took an indept study on the requirements for sustainable human capital development and training. In his study, he maintained that training and development of personnels in organization like the police has the cardinal

goal of creating desirable behavioural changes in the organization which lead to increase output and reduce wastage of resources. The implication of the above is that the Police Force requires human capital development to enhance their service delivery.

Findings

The study examined the effect of human capital development on service delivery of Anambra State Police. The study revealed the following:

- (i) Training and human capital development has a serious effect on service delivery of Anambra State Police Command. This implies that services cannot be delivered efficiently and effectively without proper training and human capital development which equips workers without requisite skills and abilities they need for effective service delivery.
- (ii) Correct placement of staff in the areas of specialization is a prerequisite for proper service delivery. This will promote efficiency and prevent them from being round pegs in square holes.
- (iii) It was discovered that the Anambra State Police Command has not fully improved their service delivery to the public who are recipients of police services.
- (iv) It was also discovered that the level of transparency, selflessness and discretion in the service delivery of Anambra State Police Command is low resulting to abysmal service delivery.

Conclusion

The study examined the effect of human capital development on service delivery of the Nigeria Police. The study was carried out in Anambra State, between the Anambra State Police Command and community leaders who represent members of the public. The study revealed that human capital development which involves recruiting, developing and training of employees is a prerequisite for competency, efficiency and productivity of police personnels. This implies that proper human capital development will enhance service delivery of the Nigeria Police. It would promote transparency, selflessness and discretion in their service delivery which will in turn promote people's confidence on the Nigeria Police.

It was also discovered that there is poor human capital development in the Nigeria Police resulting in their abysmal service delivery to the public. So, there is serious and urgent need to improve human capital development in the Nigeria Police so that they can perform the constitutional roles creditably and build the confidence of the populace on them.

Recommendations

The researcher makes the following recommendations in line with the findings and conclusions of this work. The study revealed that human capital development is a sine qua non for optimum service delivery of the Nigeria Police. Proper human capital development improves workers and increases their productivity. The study discovered that human capital development is grossly inadequate resulting to their poor service delivery. In the light of the above, the researcher makes the following recommendation.

1. Human capital development programme in the Nigeria Police should be reviewed and improved. It should be timely and adequate so as facilitate service delivery of the Nigeria Police.
2. There is need for proper placement of police officers in their special areas of training. This is very important because if police officers are not properly placed in line with their special areas of training, they will become round pegs in square holes. As such, they will be inefficient and ineffective leading to poor service delivery.
3. There is urgent need for the Nigeria Police to improve their service delivery to the citizens. This is because they render very essential services. The implication is that if the police fails to fulfill their constitutional roles, they will lose the confidence of the people, which will in turn lead to chaos and disorderliness in the society.
4. The Nigeria Police should eschew various weaknesses which like a cankerworm eats up their fabrics. These weaknesses include among others: dishonesty, selfishness and lack of discretion. They should therefore, imbibe good qualities that will facilitate the achievement of their constitutional roles. Therefore, the researcher recommended that the Nigeria Police should adopt transparency, selflessness and discretion in their services. This will in no doubt promote productivity and efficiency in the Nigeria Police.

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