

A Question Of Addressing The Real Issues Of The Nigerian Police Operatives' Ineffectiveness For Improved Petormance

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ABSTRACT

The Nigerian Police ineffectiveness in internal security services is a national challenge. The police have been labelled unfriendly and discredited by many due to their personal experiences and media reports. Research findings indicate that with the police, Nigerians are among the worst Police victims of human rights violations in Africa, due to corruption, unlawful and prolonged detention without trials and various unprofessional conduct. This investigation explores the issues of the Nigerian Police road traffic operatives along a heavy traffic highway in North Central Nigeria that qualify their unprofessional attitudes and behaviors, with possible insights to advance knowledge for policies towards improving service delivery. We collected data from police officers of two police formations in the research area, by quantitative survey. Also from the same two locations and another location, we collected qualitative data by applying in-depth analyses of opinion leaders. We applied Herzberg's two factor theory and observed that lack of both motivators and hygiene factors seem to be impacting the operatives negatively hence they are not motivated to operate effectively. Data suggest that the Police immediate constraints are mainly hygiene factors (monetary rewards, welfare, tools, among others) which build up frustration and predispose them to oppression and extortion of road users, reflecting the overarching corrupt environment. The results support some earlier findings that both motivators and hygiene factors, not mainly motivators, drive employee motivation and performance. Policy implications include enhanced

statutory spending and overhaul of the agency structure for improved employee performance.

Keywords: Work environment, work tools, performance, funding, monetary rewards, corruption.

INTRODUCTION

The historical role of the police in societies is fundamental, since the police, as a body of officers, represent the civil authority of government. The police are typically responsible for maintaining public order and safety, enforcing the law and preventing, detecting and investigating criminal activities (Banton, Walsh and Brodeur (2019). Additionally, these functions are known as policing. Within this context, police are entrusted with effective vehicle license and traffic regulatory activities. Thus among others, these ideals are public expectations and the quality of performance of these functions determines peoples' perceptions of the police. Road transport regulation challenges posed by the police constitute an area that has attracted much discussion and condemnation which is the trajectory of this research.

This study attempts to identify and evaluate some of the problems of the police in carrying out their functions. Bearing in mind the social complexities of societies, communities, groups and individuals and their respective interests, and hence attitudes and behaviors, police functions can hardly be evaluated the same as been effective or ineffective. Research have variously implicated the Nigerian Police for unprofessional conducts in their functions. Okeshola (2013) notes that with the police, Nigeria is one of the worst victims of human rights violation in Africa, human rights breaches, corruption, unlawful and prolonged detention without trials, among others. Igbo (2015) observes that the Nigerian police have been ineffective and unaccountable and hence, unsuccessful in its functions. An investigation into the recent reported case of 'bail for sale' and other atrocities in Shomolu Police Station has begun and those involved must be prosecuted (Police Force Headquarters, 2019). Public representations of the police in Nigeria, as captured in surveys and in popular culture, are strongly negative (Owen, 2014).

Increasing urbanization and issues of urban life, abuse of power by some elements in authority, corruption, insecurity posed by unemployment, kidnapping, Boko Haram insurgency, trafficking on persons, mass migration and refugee problems, ritual killings, herders and farmers conflicts, and other social problems, directly and indirectly, challenge the Nigerian police. In effect, Nigeria is presently operating in a conflict situation. The Nigerian police operates under the executive, practically, 'government in power'. As literature suggest, it does not follow the law always, hence some observers view their practices generally as regime protection. Police arrest and detention, and use of discretionary powers invariably generate public condemnation. With intimate affiliation with the executive, and by enforcing orders, bearing arms with powers to maintain law and order with possible arrest and detention of suspects, the police force, as a core component of the internal security and justice system, is then predisposed to negative public perceptions, particularly by the socially excluded and opposing parties.

Our research interest is specifically on the scarcely researched area, the problematic engagements between commuters, often the local and poor road users, and the predominantly low ranked police traffic control operatives who mount road blocks on the highways for vehicle inspection and

monitor drivers' compliance level with traffic rules. The police operatives equally engage passengers as well on aspects of their behaviors in the name of maintaining law and order. Here, resource inputs such as police training, funding, welfare and other factors determine police operational effectiveness or performance. In Nigeria, people hardly focus on police operational challenges but rather on their perceived shortcomings which compounds the understanding of police functions. As police service end users, individuals are predisposed to focus more on police weak areas like corruption and prolonged detention, among others, than operational constraints.

Police ineffectiveness negatively impacts free movement of people and market bound generally perishable goods of poor local traders and ultimately cause hardships and losses to them. Equally, police unnecessary arrests and detention tend to stretch correctional facilities, fuel litigation and negative police image. Without a well-functioning police force, pursuit of peaceful lives, institutions and systems effectiveness, and profitable investments will be illusory. The state and individuals cannot be peaceful without an effective police system.

Perceived police ineffectiveness and professional misconduct create credibility challenges, nationally and internationally. It damages public trust building and inclination to offer intelligence to authorities towards fighting systemic crime. This research seeks to identify the specific problems that fuel police ineffectiveness in road traffic regulation functions and proffer appropriate policy solutions.

This research investigates the fundamental sociological issues of why police operatives on the roads engage in bribe taking, illegal and prolong detention of persons, and related acts. It specifically evaluates police work conditions and level of motivation to establish a correlation with their performance to improve knowledge and policy options towards improvement of police effectiveness. Overall, the research will be useful as reference material to government, corporate bodies, individual caregivers, scholars, policy makers, administrators and the public.

POLICE MOTIVATION AND PERFORMANCE FRAMEWORK

In this section, we try to identify what factors that influence police operatives' job performance from the literature. It ends with some theoretical literature on how motivation influences performance.

Road safety and traffic management in developing economies, particularly Africa is beset with many challenges like lack of adequate traffic data, corruption, inadequate funding, lack of adequate trained personnel, among others (Davi, 1999). The problems make it difficult in achieving desired goals. The Nigeria police lacks operational tools and adequate funding, among others, hence it has been largely unsuccessful in its functions (Igbo, 2015). Police commonly demand bribes in their everyday encounters with citizens. Of the 11,500 people interviewed by CLEEN Foundation, 33% had paid or had been asked to pay bribe to the police (Okenyodo, 2013).

Osayande (2008) investigated factors inhibiting police performance in Nigeria and identified these challenges: poor police funding and management of funds, non-release of estimated budget funds in full, inappropriate deployment of police personnel, trampling fundamental rights by the police, organized corruption, unlawful exercise of authority, non-compliance with laid down procedures and manuals at all levels, inadequate basic and continuous training of police personnel.

From literature, the culture of corruption is endemic and permeates the entire social structures and institutions. The low rank police personnel who control road traffic are not insulated from the general system and so some of them exploit the road users many of who are ignorant of their rights even when they commit minor offences that require only simple caution. Late payment of monthly salaries and underfunding can induce such police officers to resort to oppression and exploitation of hapless road user offenders, thus compromising their effectiveness. Generally, police offenders are not questioned by their superiors. Human Rights Watch (2010) reports:

Senior police officers enforce a perverse system of returns in which rank and file officers are compelled to pay up the chain of command a share of the money they extort from the public. Many Nigerians are simply unable to pay the bribes required for basic police services. Underlying many of these abuses is the cycle of corruption driven by senior police officers who siphon police funds at the top and collect illicit returns from money extorted by junior officers This corrupt system encourages junior officer to commit abuses as a means of extortion from the public (HRW, 2010).

The police have been politicized and also become willing “tools” in the hands of the elite, working for their interest. Hence there is a general belief that the law that governs the affluent is significantly different from the law that governs the poor (Ogunode, 2015). Inevitably, some privileged police personnel who are attached to or associate with influential and powerful members of the society, including the police agency itself, sometimes operate like the masters, with impunity and under the cover of godfathers. It is a case of wining and dining with the master or eating the crumbs from the master’s table.

The performance of officers and their sense of professionalism depends on their morale and sense of self-worth. Both internal management and external recognition can have positive impacts on this (Owen, 2014). Further, the performance of the Nigeria Police Force is stretched by operational challenges and issues of resources; but the human and material resources which do exist tend to be concentrated towards the center. Again, the paramilitary culture inherited from the past inhibits public trust and partnership. The above report helps to identify some salient factors that impede road operative’s effectiveness.

Adegoke (2014) investigated the Nigeria police and the challenge of insecurity and reported that 82% respondents reported that lack of arms and ammunition hamper police performance. One can conclude that the police officers generally have to “operate safely” in discharging their duties. This could be frustrating and a factor for their low performance. Abegunde (2015) investigated the operations of the Nigerian police and noted

“the problems include corruption and lack of accountability in the top hierarchy, poor salaries, poor welfare, delayed promotion, lack of modern equipment (communications facilities, cameras, computers, crime detection gadgets), patrol vehicles, inadequate facilities, manpower shortage, and high illiteracy level”.

The summary of the issues of the Nigerian police operational ineffectiveness are expressed in above reports. When the police personnel, like workers in virtually all fields of human endeavors operate in a corrupt social system and encounter delayed promotion, non-involvement in decision making, inadequacy of operational tools and equipment, funds, salary and welfare, the possible outcomes are frustration, low commitment and job output.

Motivation is an internal state that causes people to behave in a particular way to accomplish particular goals and purposes. The acquisition of money may be an extrinsic motivator, but it is simply the manifestation of the internal drive to meet intrinsic needs like purchasing food, paying rent for shelter, or acquiring high social status. Logically then, money is a motivator, against Herzberg's two factor theory (Denhardt *et al*, 2008). Tengpongsthorn (2017), investigated factors affecting police officers effectiveness in the Thai Metropolitan Police Bureau, applied Herzberg's Two Factor theory and found that motivator factors and hygiene factors had positive relationships with the effectiveness of work performance. The police officers in all divisions felt strongly that enough equipment facilitated work performance increases, whereas the imbalance of manpower and scarcity of modern equipment were obstacles to work performance.

Logically, as an example, a Nigerian police operative can be viewed likely to be more motivated and productive, when working intimately with supervisors and colleagues, with adequate modern tools, subsidized meals and comprehensive family healthcare, than receiving recognition in an affectively neutral environment lacking the above extrinsic factors.

Herzberg's Two-Factor theory which we used consists of two main categories—motivators and hygiene factors. Motivators lead to positive job attitudes because they satisfy the need for self-actualization. Motivators cover achievement, recognition, work itself, responsibility, promotion, and growth. Conversely, hygiene factors surround the doing of the job. Hygiene factors include company policy, supervision, work conditions, salary, security, relationship with the boss, and relationships with peers. The satisfaction of hygiene needs can prevent dissatisfaction and poor performance, but only the satisfaction of the factors of motivation will bring the type of improvement in productivity sought by companies (Herzberg, 1993).

Generally, researches on employee job performance, motivational and hygiene factors are commingled. Researchers have provided evidence of association between what makes employees happy with their jobs and actual job performance. The contention in this research is that when both motivators and hygiene factors are experienced by the police operatives, the outcome is possible improved job performance. With the global and local literature examined, there are correlations in their respective police motivation and performances since motivators and hygiene factors shape police performance.

METHODOLOGY

Location of study

We identified area in North Central Nigeria, remote from the highly centralized Nigeria Police Headquarters in Abuja, where police operations are presumed compromised regarding general supervision and resource inadequacy as suitable for this research. Consequently, we carried out the research in three semi-rural Divisional Police Headquarters linking a stretch of about a hundred kilometers heavy traffic highway dotted with police check points. The area is a savanna landscape, largely agrarian with multi-ethnic populations of mixed religious faiths who practice subsistence agriculture, commerce on unprocessed local farm products and those from neighboring states for bulk and retail sales. The three locations share industry resources. The locations harbor mainly low grade civil servants and lack basic facilities like good feeder roads, pipe-borne water and manufacturing industries.

The research adopted both quantitative and qualitative methods. The quantitative method involved both cluster and simple random sampling techniques. The cluster method involved selecting two of the three police locations based on geographical distance and population. The two police stations have 74 and 66 police personnel each. We observed the Divisional Police Officer (DPO) controlling vehicular traffic on October 4, 2019 on the major highway involved in the research during the pilot study. Every police officer controls road traffic as situation demands, suggesting personnel inadequacy.

We selected 50 percent samples from each of the two police locations, which is 37 and 33 of all grades (since all the personnel have road traffic experience) totaling 70 samples through simple random sampling technique. The 70 sample was considered adequate following Drew, Hardman and Michael (1996) position that national survey samples range from 1000 while regional studies range from 50 to 1000. The selected respondents were asked to give their opinions on the Nigeria Police road traffic operations concerning their expectations and actual experiences regarding; aspects of the job which influence their performance at work, i.e. motivators and hygiene factors and how they affect their work performance. They were introduced into Nigeria Police low image (from official documents) and asked to give their opinions on how police operational challenges can be solved. The respondents were selected in their offices and duty locations.

Data collection was done by use of a pretested Likert five point scale survey instrument with three unstructured questions, for respondents' off option ideas. Validity and reliability tests yielded few ambiguities specifically on motivation and performance which were corrected. By advice, police salary question was expunged as the pretest yielded discouraging responses on that.

The quantitative method involved purposive selection of six opinion leaders among the officer cadre from whom we obtained in-depth interviews, five from the research area and one from Abuja. The participants, were aged between 30 and 54 years with the pseudo-names; Rogba, Usman, Bala, Haruna, George, and Farida, a female. All the opinion leaders are either serving or retired police personnel. I used an interview guide of six open-ended questions to generate vital ideas from above opinion leaders on the research objectives.

Thus, data was collected through the use of questionnaires, interview guide and personal observations. Data collection was done in November and December, 2019. All the questionnaires were predetermined for collection, and thus a 100% collection was achieved. All through the research, standard research ethic was observed.

All the respondents completed the questionnaire personally. Many respondents made comments on the open ended questions. Five respondents did not comment on two unstructured questions that solicited their opinions on their needs and governments' role towards systems improvement. Only 65 unstructured questions were therefore analyzed on this aspect. We applied descriptive statistics.

Data analyses

Data analysis pattern follows the research objectives. Presentation of findings of the quantitative data (table 1-8) analyses applies simple descriptive statistics. The three unstructured questions used in the questionnaire are analyzed in tables 1 and 8. Qualitative data analyses follow the quantitative data presentation.

Table 1. Demographic characteristics of respondents; gender, religion and marital status

Gender	Freq.	Percentage	Religion	Freq	Percentage	Marital status	Freq.	Percentage
Male	62	88.6	Christianity	30	42.9	Married	53	75.7
Female	8	11.4	Muslim	40	57.1	Single	17	24.3
TG	0	0.0	Others	0	0.0	DS	0	0.0
Total	70	100.0	Total	70	100.0	70	70	100.0

Legend: TG=transgender; DS=Divorced/separated

From table 1, males are 89% while females are 11%. Three quarters of the respondents are married with Christians as 43% and Muslims as 57%. The male dominance in the Police Force reflects Third World and Nigeria's generally gendered employment structure with low female labor market visibility, which corroborates World Economic Forum (2019) "On the average, only 55% of adult women are in the labor market, versus 78% of men". 77% of the respondents are married.

Table 2. Demographic characteristics of respondents; age, education and rank.

Age	Freq	%	Education	Fre	%	Rank	Fre	%
<=25	5	7.1	Primary	6	8.5	Corporal	43	61.4
26-35	10	14.3	Sec	46	65.7	Sergeant	12	17.2
36-45	14	20.0	Tertiary	9	12.9	Inspectors	8	11.4
45+	41	58.6	Others	9	12.9	Superintendent	7	10.0
Total	70	100.0	Total	70	100.0	Total	70	100.0

The respondents are advanced in age with a modal figure of 59% (45 years and above), followed by 20% (36-45 years). Two thirds of the respondents (66%) have secondary education with 26% having tertiary and related educational qualifications which makes it a fairly literate category. However, almost two-thirds are low ranked with corporal as 61.4%. Supervisors are inspectors and superintendents (21.4%). Notably, police salary was not investigated because during the pretest, most respondents advised against it and were reluctant to speak on it.

Table 3. Motive for enlisting in the Nigerian police and length of service

Reasons	Freq	%	Service years	Fre	%
Salary/money	45	64.3	<5	12	17.2
Joblessness	10	14.3	6-10	10	14.3
Acquire skill (carpentry, music, security etc.)	8	11.4	11-15	20	28.5
Power	5	7.1	16-20	15	21.4
Others	2	2.9	21+	13	18.6
Total	100	100.0	Total	70	100.0

A strategy of understanding the effects of motivators and hygiene factors was the unstructured question on why the respondents joined Police Force. The strategy yielded the following results; almost two-thirds of the respondents joined the force for salary and monetary motive with 10% alluding joblessness, both of which are hygiene factors. Acquisition of skills accounts for only 11.4%. This supports Maslow (1954) hierarchy of needs theory that physiological needs precede other

needs. The respondents' modal police work experience is 11-15 years (29%), enough to form opinions.

Table 4 Responses on motivation factors' availability

RDM	Freq.	%	Promotion	Freq	%	Awards	Freq	%
VHO	4	5.7	VHO	3	4.3	VHO	2	2.9
HO	5	7.1	HO	7	10	HO	8	11.4
Often	10	14.3	Often	15	21.4	Often	10	14.3
HU	23	32.9	HU	19	27.2	HU	25	35.7
VHU	28	40.0	VHU	26	37.1	VHU	25	35.7
Total	70	100.0	Total	70	100.0	Total	70	100.0

Legend: RDM=responsibility/decision making, Awards= awards/recognition for achievements

VHO=very highly often, HO=highly often, HU=highly unoften, VHU=very highly unoften

Table 4 provides data on the availability of motivators in three specific areas; responsibility and participation in decision making, promotion and awards for achievement. Data suggest that there is 73% chance of the respondents not participating in decision making and having power of job responsibility (devising roles, ways and related needs for job execution). In effect, it is highly unoften that the respondents are involved in responsibility and decision making. Further, promotion is only 36% often and 64 % unoften. Chances of receiving achievement awards are only 28%. Tengpongsthorn (2017) cited unfairness and patronage in promotions and rewards for personnel of Thailand's Traffic and Investigation Divisions.

Table 5 Responses on feelings towards motivators' availability

Promotion/ achievement awards system	Fre q	%	Responsibility/ decision making system	Freq	%	PA&RDM systems encourage me to perform better	Feq	%
Very very happy	3	4.3	Very very Happy	2	2.9	Very very True	1	1.4
Very happy	4	5.7	Very happy	5	7.1	Very true	4	5.7
Happy	6	8.6	Happy	7	10	True	4	5.7
Very Unhappy	26	37.1	Very unhappy	27	38.6	Very untrue	29	41.4
Very very unhappy	31	44.2	Very very unhappy	29	41.4	Very very untrue	32	45.8
Total	70	100	70	70	100		70	100

Legend: PA&RDM=Promotions, achievement awards & responsibility and decision making

Table 5 data reveal that only 18.6% of the respondents are happy with the promotions and awards for achievement. More than 81.4% with a mode of 44.2%, are unhappy with the promotions and awards. Again, only 20% are happy with their responsibility and decision making status. Data suggest that 80% are unhappy in this aspect. Consequently, 87.2% of the whole respondents are not motivated to offer their best efforts. Danish and Ali (2010) investigated diverse organizations in Pakistan on the impact of reward and recognition on job satisfaction and motivation and stated: Different dimensions of work motivation (motivators and hygiene factors) and satisfaction are closely correlated, and reward and recognition have great impact on motivation and performance.

Table 6 Responses on team supervisors' influence on police operatives

Our supervisors encourage & support	Freq.	%	Our supervisors do not inspire or make us happy	Freq.	%	Our supervisors attitudes do not inspire us to improve	Freq.	%
VVT	3	4.3	VVT	3	4.3	VVT	1	1.4
VT	7	10.0	VT	8	11.4	VT	3	4.3
True	11	15.7	True	13	18.7	True	6	8.6
VU	10	14.3	VU	16	22.8	VU	23	32.8
Untrue	39	55.7	Untrue	30	42.8	Untrue	37	52.9
Total	70	100.0		70	100.0		70	100.0

Legend: VT= very very true, VT=very true, VU=very untrue

Data from table 6 suggest that 70% of the responses indicate that supervisors do not encourage and support (extrinsic factors) their subordinates on job and family challenges. The modal figure is 55.7%. Further, 65.6% indicate that the supervisors do not make them happy, on the jobs. Ultimately, 75.7% respondents indicate that the supervisors do not make them want to perform better. Johnson (2011) investigated how police supervisors attitudes influence officer attitudes on their productivity and reported that both officer occupational attitudes and supervisors' influences (through informal rewards and behavior modeling) significantly influenced the degree to which officers issued traffic citations (traffic citation issuing rates). Officers who perceived their supervisors as supportive and nice tend to work hard, based on expected positive rewards.

Table7. Responses on work environment and effects on police operatives

Vehicles & work tools	Freq	%	Job security	Freq	%	Health & Housing	Freq	%	Work Env. inspire me to work better	Freq	%
VHA	0	0.0	VHA	1	1.4	VHA	0	0.0	VVT	6	8.6
HA	2	2.9	HA	3	4.3	HA	9	12.9	VT	7	10.0
A	5	7.1	A	6	8.6	A	10	14.3	True	9	12.9
HU	32	45.7	HU	30	42.8	HU	26	37.1	VU	20	28.5
VHU	31	44.3	VHU	30	42.8	VHU	25	35.7	VVU	28	40.0
Total	70		Total	70		Total	70	100	Total	70	100.0

Legend: VHA=very highly available, HA=highly available, A=available, HU=highly unavailable, VHU=very highly unavailable. VVT= very very true, VT=very true, VU=very untrue, VVU=very very untrue

Responses were sought from respondents on extrinsic factors of work environment (work tools, job security and tools) and their motivational effects. In 90% of the responses, work tools like operational vehicles, fuel, arms and ammunition, among others, are unavailable with a mode of 45.7% (highly unavailable). With a double mode (highly unavailable, 42.8% and very highly unavailable, 42.8%), over 85% respondents experience job insecurity due to ineffective life insurance, exposure to threats to life due to paucity of arms and ammunition, non-availability of modern communication equipment and other operational necessities towards over-coming critical life threats from often well-armed robbers, kidnappers, Boko Haram fighters and herdsmen. Again, 73% responses indicate that health and housing are unavailable, hence, the work environment does not inspire respondents to perform optimally, and over two thirds (68.5%) responses suggest so.

Table 8 Responses on needs that will make police operatives happy and work better

Needs for enhancing police operatives' happiness and performance	Freq	%	How govt. can improve the Nigeria Police Force	Freq.	%
Good salary & monetary awards	17	26.2	Increase Police funding	18	27.7
Opt vehicles & tools	16	24.6	Increase manpower/mass recruitment/training	12	18.4
Promotion	11	17.0	Provide ops vehicles/tools	11	17.0
Good supervisors/colleagues	8	12.3	Fight systemic corruption	10	15.4
Responsibility/rewards for achievements	7	10.7	Reduce political offices and allowances	9	13.8
Others (growth, skills etc.)	6	9.2	Promotion/participation in decision making	5	7.7
Total	65	100.0		65	100.0

The unstructured question on the needs of the police operatives contains both motivators and hygiene factors. It tries to establish the relative importance of motivators and hygiene factors in the motivation and performance of the operatives. Table 8 data reveals that two extrinsic factors, good salary and related monetary rewards (26.2%), the modal figure, and operational vehicles and tools (24.6%), of the six needs, are the most needs towards motivating the operatives and enhancing their performance and account for 50.8% of the responses. Good supervisors and colleagues as a need (12.3%) came fourth. Thus, three extrinsic factors (good salary and related monetary rewards, operational vehicles and tools and good supervisors and colleagues), ranked among the respondents' four best needs, accounting for 63.1% respondents' needs. The needs are consist with global findings. "GM 46,000 workers to go on strike, in their 31 locations on Sunday over salaries, health and various aspects of their conditions of work" (Aljazeera, 2019), suggesting the employee's low motivation and performance.

Promotion (17%), responsibility and rewards for achievement (10.7%) and growth with skills needs (9.2%), ((totaling 36.9) came third, fifth and sixth respectively. In 2008, late President Yar'Adua approved an increment in the minimum salary of policemen from N6, 000 to N26, 000 which was not implemented. Presently, Nigeria's minimum salary is N18, 000 (\$50) monthly (Nigerian Voice, 2018). This supports the participants' experiences and responses.

Further, Table 8 presents data on what the government should do to improve the Nigeria Police Force. The six needs are ranked: Increase police funding; manpower mass recruitment and training; operational vehicles and tools; fight systemic corruption, reduce political offices and allowances and finally, the six, promotion and participation in decision making 27.7%, 18.4%, 17.0%, 15.4%, 13.8% and 7.7% respectively, suggesting that extrinsic factors are their real needs much more than intrinsic factors of promotion and participation in decision making.

Qualitative data analyses

Qualitative data was generated from the six opinion leaders on issues of their expectations and observations regarding joining the police, causes and effects of observed police operational deficiencies, motivation factors, hygiene factors, operatives' success needs and advice to government, specifically, towards effective road traffic management.

Five respondents agreed on their expectations; to beat joblessness, earn income for survival in the face of high unemployment and economic hardships, and lastly, to serve the country. We expect job security and steady income to survive with our families. One interviewee joined the police to acquire skills and establish a security company. An outspoken Bala whose views represent the others observed:

We suffered and got pensionable jobs but again suffer hardships in terms of very low income and general take home pay, poor health and housing conditions and leadership that deny us our earned promotions and other benefits. The job hazards of working with inadequate work tools and facing death risks among well-armed robbers and highly organized insurgents, religious and ethnic based insurgencies, some stubborn drivers and passenger are our big problems. The "top officers do not care about our professional and individual needs".

The only female respondent, Farida stated

"management is trying, things can improve later."

The six responses agreed on the causes and effects of deficiencies in the police services. The common causes are: Corruption in Nigeria and the police, low funding, lack of accountability in Nigerian government agencies, elite dominance and exclusive control of the institutions. They all agreed: We are overstretched and lack manpower to police the nation effectively.

The position corroborates extant literature. The Nigeria elite has hijacked the political space and enthroned a systems of kleptocracy that makes the world to view the country as a rouge state (Utomi, 2018). The Guardian Editorial Board informs:

Acting Inspector General of Police Idris vowed to withdraw mobile policemen serving as personal guards but did not say anything new. He merely followed the same path as every police chief before him without redeeming it. There are 337000 policemen in the country. Over 100000 policemen are on illegal duties nationwide, guarding VIPS. The actual number of policemen on active duty is a little over 200,000 for 150 million people. Order against road block and use of policemen as personal body guards issued in 2009 by Federal Executive Council was not enforced.... Such is the level of corruption and indiscipline in the force...There is nothing to show that the Police High Command has punished any officer for such non-compliance. The rot goes all the way to the very top. (The Guardian Editorial, 2016, 6 July).

Specific comments include:

- From politicians to our big bosses, corruption is rife.
- Many times, our allowances are not paid and it creates difficulties and affects our work.
- When approved, we are not paid allowances most times.
- We go on transfer on our own expenses without transfer allowances.
- On transfer, we sleep in dirty offices, no accommodation and transfer allowances.
- I was employed last year and issued passing out parade kits which were withdrawn immediately after the ceremony, like other colleagues experienced too.
- When we collect money from people, it is mainly to maintain and fuel the operational vehicles, buy stationeries and do official works etc. (Usman)

- The police budget is low, and only part of it is released which top officers embezzle.
- We want to serve the nation well but there is patronage and godfathers are here.
- We are hardly recognized by our leaders for award, except those that are widely publicized.
- When genuine investigations are intended, investigators deal with only people at the top. They hardly check lower level situation, so, they cannot know the full truth about us (Rogba).
- Inadequate materials keeps us from performing well.
- Unanimously, the respondents agreed:
- We are trying with little resources. We can perform better if the work conditions improve. Provide us funds, accommodation, allowances and work tools and you will see our best (George).
- Our handicaps are mainly the work conditions. Some investigation problems are unsolved because we lack money, and tools. We get delayed or no promotion.
- Criminals know our weaknesses and sometimes overpower, disarm and disposes us of our arms because they are better armed. When you have only three bullets, what can you do? (Bala).

On their needs and how the government can improve their motivation and job performance, their responses are summarized thus:

- We need good work conditions, payment of our earned salaries and allowances, operational vehicles and many others. The economic hardships affect us too. Main concern is how to maintain our families, train our children and be safe at work. Government has to spend more on the police and monitor spending to reduce corruption. We are overstretched and need more personnel. Many political offices, politicians' big salaries and allowances drain the country's resources. If these costs and corruption issues are resolved, more money will improve police operations, and Nigerians will be well policed and secured. We also need regular promotion.
- Promotion was minimally mentioned by the six interviewees among their needs, rather emphasis was on work conditions, hygiene factors. This explains the opinion leaders' responses on their job expectations, experiences, causes and effects of police operations, deficiencies, motivation and hygiene factors.

SUMMARY AND DISCUSSION

Effective and efficient police officers of all ranks, are the actual forces that manipulate other production factors, in industries and institutions including the Police Force, for overall service delivery. The Nigerian police is not effectively executing its institutional mandate of security of life and property and upholding citizens' human rights. This study investigates the fundamental sociological issues of Nigeria's police operatives' functions.

Specifically, we analyzed the demographics and the motivation and hygiene factors that are possible attitude and behavior influencers of 70 police operatives along a heavy traffic road in a semi-rural savanna vegetation location in North Central Nigeria to establish a correlation with their job performance. We applied the survey method and obtained both qualitative and quantitative data with cluster and simple random sampling techniques. More qualitative data was also obtained from six opinion leaders (police officers) for deeper off option understanding of the phenomenon.

The findings lead to an inevitable concurrence with Danish and Ali (2010) and Tengpongsthorn (2017) that motivator factors and hygiene factors had positive relationships with the effectiveness of work performance. The respondents have average educational qualifications. The male dominated respondents, 76% of who are married, have a modal age of 45 years and above (59%), preponderantly very low rank of corporal (61.%) and by agreement, undisclosed monthly salary that might just hover around or above the monthly national minimum wage.. This challenge needs redress to enable the respondents meet their basic life needs.

A notable point that needs emphasis for perceived police job ineffectiveness and acts of bribery and corruption from data is that almost two-thirds of the respondents joined the force for monetary motives with 10% doing so due to joblessness, all of which are hygiene factors. Acquisition of skills accounts for only 11.4% of the motive. Unemployment has been rising in Nigeria; 7.8%, 10.2% and 14.2% for 2014, 2015 and 2016 respectively. The latest 2018 unemployment figure is 23% (NBS, 2019). High unemployment rate fuels poverty, frustration and corrupt tendencies and these behaviors manifest from our literature and data. The mainly junior police operatives who, though employed, are apparently cut up in financial insolvency.

Our findings support an aspect of Maslow (1954) hierarchy of needs theory that physiological needs precede other needs. They reflect Nigeria's gloomy economy. Nigeria's Minister of Labor and Productivity, cited by Premium Times (2020), bemoaned Nigeria's record unemployment rate which he projected to 33.5 per cent by 2020. The unemployed mass needs jobs and money to satisfy their personal and family needs, hence they joined the police. With the reported premeditated materialistic mindset and engrained systemic police establishment corruption, one can hardly be surprised that the police is associated with bribery and extortion in its functions.

Data on three motivational factors of responsibility and decision making participation, promotion and achievement awards indicate their non-availability and unoften with record of patronage in promotions. Consequently, 87.2% of the whole respondents are not motivated to want to work more or offer their best efforts.

Responses on a hygiene factor of supervisors' influence on police operatives are very negative; supervisors mostly do not encourage and support them (on official and personal issues), do not inspire or make them happy, and consequently, have a job performance response "our supervisors' attitudes do not inspire us to improve our performance or work more (76%).

The result provides evidence that other hygiene factor measures suggest that operational vehicles and work tools, job security (quality and adequate arms, ammunitions, communication gadgets etc.), health and housing are generally unavailable, hence 69% of the respondents are not inspired to work better than they do. This is consistent with the literature. Our findings reveal that several factors are responsible for the inefficiency and ineffectiveness of the Nigerian police which include poor funding, corruption, lack of equipment and confidence by the general public (Christopher and Aibieyi, 2016).

Overall, table 8 data suggest that three extrinsic factors (good salary and related monetary rewards, operational vehicles and tools and good supervisors and colleagues), are ranked among the four best needs of the respondents, and account for 63.1% of the needs towards their motivation and

performance. Promotion (17%), responsibility with rewards for achievement (10.7%) and growth with skills needs (9.2%), ((totaling 36.9) came third, fifth and sixth respectively. Survival, widely applied, apparently becomes the aspiration. They aspire mainly for psycho-social and economic survival; improved and regular earnings, feeding the household, payment of children school fees, personal protective equipment at work, medical and transportation, belongingness, self-esteem, participation in various status enhancing life engagements, quality accommodation and education for personal development. From data, such concerns are stress and depression catalysts and suggest the reasons for their professional ineffectiveness and disposition to sometimes extort. A respondent stated that they use some of these illegal proceeds to maintain and fuel the few operational vehicles and also the office. This could be de-motivational and counterproductive.

Very interesting is the reinforcement of the quantitative data findings with the foregoing opinion leaders' responses that suggest inadequacies of motivation and hygiene factors, and negative impact on police performance. Their responses corroborate the questionnaire data on police needs, mainly funding, operational needs and new attitudinal orientation.

This research provides evidence of an inflow of systemic social exclusion practices into the Nigerian police lower ranks, a system where the latter are transferred to new locations, generally without complementary allowances, sometimes they personally buy work kits and surrender their official parade uniforms to the store, after the event. These indices symbolize unfavorable work condition in a modern nation's police system. The government however is not addressing policing concerns appropriately as revealed in the following:

My concern is the security of the nation and safety of our citizens...The New Ministry of Police Affairs increased recruitment of officers and the security reforms being introduced will build on what we are already delivering...(Buhari, 2020), President of Nigeria, cited by Vanguard January(2020:1).

But a national newspaper, Punch (2019) reported:

Of the total N409, 142,271,823, the capital expenditure is a mere N13, 309, 986, 864, and 3.25 percent. Imminent police improvement is possibly far. The structure of the 2020 national budget desires reworking, police needs can hardly be met in 2020. Only 9%-for arms and ammunitions and other operational tools, already faulted by security experts as grossly inadequate. The implication is that we are going to face more security challenges in securing the environment. I don't know why they proposed that (Bassey, 2019), security expert and President of the African Council on Narcotics.

Declare emergency on security and economy, Arewa youths tell Buhari (Arewa Youths, 2020). It is not a question of salary increase but welfare and a total overhaul (Ahmed, 2018). For its effectiveness, the police institution needs reorientation, proper training, and provision of fire arms, motivation and public responsibility (Christopher and Aibieyi, 2016).

In view of the foregoing, the following recommendations are made to position the police system for better services:

1. Implementation of the self-identified extrinsic and intrinsic needs of the respondents and opinion leaders-improved work conditions (tools, vehicles, welfare etc.) and work itself (promotion, participating in official decision making etc.).

2. Continuous and adequate training of the police rank and file. Officers and supervisor need special human resource management skill. Katz (1974) notes that to effectively manage motivation and productivity, leaders must possess the human skills needed to work with employees and have the empathy to understand their issues.
3. Deployment of police personnel for core police functions for everyone, in place of the extant elite protection practice which tends to overstretch operational personnel for service improvement.
4. Increment and adequacy of police budget to accommodate both the recurrent and capital needs.
5. Policies should address Nigeria's record unemployment especially through skill enhancing vocational education, rural development (with minimum social services) and prioritizing agri-business chain potentials to re-orient the youths towards hard-work and achievement rather than materialism, the mindset for joining the police and related agencies.

CONCLUSION

Nigeria has engaged in fruitless police reforms for years with policies unmatched with requisite actions. Consider the observation "The Nigeria Police Force has fallen to its lowest level and has indeed become a subject of ridicule within the law enforcement community and among members of the enlarged public" Abubakar (2012) former Inspector General of Police, cited in Owen (2014). Approaching a decade later, yet another negative observation states "The budget proposal for 2020 is worrisome. Nigerians should not expect anything new in tackling crime from security operatives in 2020. Over the years, we have not met the police budget, even up to 80%. For 2020, less than 40% will be drawn down (Ubani, 2019), security expert, cited in Punch (2019).

Public institutions operate in synergy. Politics and self-centered interests ruined Nigeria's institutions including the police, and hence, national development also. Nigeria was among the world's hungriest people in 2018 (UN, 2019) and with record unemployment, faulty police recruitment, then crime and insecurity, police policing challenges and general insecurity will continue to snowball. Nigeria's huge population is both a potential and an opportunity that needs value reorientation for activation. With political will, government should promptly overhaul and fund the police adequately as recommended above to stem further slide of the precarious security woes, and so, enhance social order and envisaged national development.

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