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Analysis of Human Capital Development and Effective Policing by the Nigerian Police

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Abstract

The core functionality of policing is law enforcement. There are criteria that make possible effective law enforcement. One core criterion is harmonious police-community relations. Inharmonious police-community relations on the other hands generate ineffective law enforcement. Inharmonious police-community relations have been observed in Nigeria. This paper examines the nexus between poor human capital development and inharmonious police-community relations in Nigeria. Related literatures were reviewed and theory of role allocation and performance was the explanation tool. Using questionnaire and in-depth interview guide, data were collected from 400 respondents and 4 in-depth interviewees. The result shows there are inharmonious police-community relations in the study area. The root cause is personal interest over social interest in the human capital development in the Nigerian Police Force (NPF) and the consequences are majorly negative as it mostly hinders crime preventions. To control the inharmonious police-community relations, the functional law of inequality must be applied.

Keywords: Human Capital Development, recruitment, policing, Police-Community Relations

Introduction

Human Capital Development is a process that relates to training, education and other professional initiatives geared towards improving the level of knowledge, skills, abilities, values and social assets of an employee which will lead to an employee's satisfaction, high performance, and eventually increase in organizational productivity (Akaakohol & Ijirshar, 2018). Recruitment into the Nigerian police force and the training of the recruited personnel is part of human capital development (Gabriel & Jaja, 2024). Therefore, human Capital

Development in the Nigerian Police Force (NPF) is a process that relates to the recruitment into the NPF, the training, education and other professional initiatives of the recruited personnel in order to increase the level of their knowledge, skills, abilities, values and social assets in policing which will lead to the personnel satisfaction, effective or right conduct, high performance, and eventually achievement of security of life and property.

Okoli, Nwokoye and Ezedebebo (2023) maintain that Human capital development improves productivity, income, health and fitness, good habits in individuals such as being trustworthy and responsible. Similarly, Gabriel and Jaja (2024) lament that recruitment process determines the quality of personnel that enters the police force, while training programs ensure that these personnel are adequately equipped with the skills and knowledge necessary to perform their duties effectively. This is to say that effective recruitment and training positively impact Nigerian Police Force (NPF) by shaping officer conduct to efficiency in policing and gaining of public trust. On the other hand, ineffective recruitment and training negatively impact NPF by shaping officer conduct to inefficiency in policing and loosing of public trust. Therefore, quality human capital development impacts NPF by shaping officer to right and effective conduct, whereas, poor human capital development impacts NPF by shaping officer to wrong and ineffective conduct.

Okoli, Nwokoye and Ezedebebo (2023) state that even though Nigerian government expenditure in human capital developments have been on the increase over the years, it is not adequate to satisfy the demand for facilities thereby creating a gap in the infrastructural development process of the country. In the same vein, Gabriel and Jaja (2024) observe that the Nigerian Police Force faces unique challenges that affect the efficacy of its recruitment and training. This is because there are ambiguities and inconsistencies in the recruitment and training policies. The grey areas stem from unclear recruitment criteria, variable training content, and a lack of standardized career progression guidelines. Another significant issue is the lack of transparency and allegations of corruption in the recruitment process. In line with this finding, Balogun, Fawole and Amali (2021) maintain that cases of favouritism, bribery, and nepotism, undermine the integrity of recruitment process in the NPF, and training challenges, include inadequate facilities, insufficient funding, and outdated training methods. Scholars like Louis, Eunice, Jacob, Nnenna and Abdullahi (2024) observe that the curriculum often fails to keep pace with the evolving demands of modern policing, leading to skills gap.

McGinley, Agnew-Pauley, Tompson and Belur (2020) see that the processes of recruitment and training in the Nigerian Police Force are fraught with challenges that significantly impede their effectiveness. Despite the existence of excellent recruitment and training policies, the recruitment processes is usually surrounded with issues of corruption and nepotism, and the training provided to Nigerian police officers is often inadequate. The inadequacy is reflected in the frequent complaints from both the public and police officers themselves about the quality of policing services. Training

programs are often outdated, lacking in necessary resources, and fail to address the contemporary challenges faced by the police force. Moreover, the training often focuses on technical skills, neglecting critical areas such as human relations, community engagement, and the use of modern technology.

In line with McGinley, Agnew-Pauley, Tompson and Belur (2020), another study by Rineer, Taniguchi, Aagaard, Brinton, Duhart-Clarke, Presler-Jur and Wire, in 2023, observe that recruitment processes in the Nigerian Police are similarly problematic. Issues of nepotism, corruption, and lack of transparency are pervasive, leading to the selection of candidates who may not be the most qualified or motivated. This undermines the effectiveness of the police force and erodes public trust and confidence in law enforcement. There is mismatch between the recruitment, training provided and the actual needs of the police force. This mismatch leads to a situation where recruitment and training efforts fail to produce the desired outcomes in terms of police performance, public trust and public safety. Ogunlowo (2021) like other studies earlier reviewed and more such as Ofekeze (2023), Knies, Boselie, Gould-Williams and Vandenabeele (2024) explored the challenges faced by the Nigerian Police in recruitment processes, including issues of corruption, nepotism, and inadequate infrastructure. Ofekeze (2023), Knies, Boselie, Gould-Williams and Vandenabeele (2024) propose solutions such as enhanced oversight mechanisms and capacity building for recruitment officers. In spite of the proposed solutions, issues such as lack of transparency in recruitment, inadequate training resources, outdated training methods, and the influence of corruption and nepotism continues to undermine the effectiveness of policing in Nigeria.

In essence, it is crystal clear that there is the issue of poor human capital development in the NPF. The poor human capital development in the NPF refers to the failure to ensure that effective recruitment and training apply to all in the Nigerian police which results in negative consequences such as ethical breaches, ineffectiveness, poor community relations etc. among the Nigerian police. This paper analyses the nexus between human capital development and police-community relations.

Harmonious police-community relations are part of the important factors in achieving effective policing (Zhu, Xu, & Wang, 2024). Effective recruitment and training count significantly in achieving harmonious police-community relations. This is because, as the police undergo effective recruitment and training, the law enforcement agency achieves more professional and ethical force. The professionalism is crucial for building trust, as communities are more likely to trust officers who are perceived as competent, impartial, and committed to ethical conduct. Inadequate training and poor recruitment practices contribute to ethical breaches and ineffectiveness which in turn lead to poor police-community relations. Poor police-community relations originate from discrimination, lack of trust, ineffective communication, and unprofessional conduct, leading to a lack of public support and hindering crime prevention (Ikaka, Undie, & Eghort 2025). These authors (Ikaka, Undie, &

Eghort 2025) establish that in Nigeria, citizen-police relations have been strained by incidents of abuse, extortion, arbitrary detention, and extrajudicial executions. There is poor police-community relations.

Police-community relations, as defined by Zhu, Xu and Wang (2024) is a social relationship formed through two-way interaction between the police and the community in the performance of the police duties. It is rights and obligations and interpersonal relationship formed between the police and the community in various police activities. Police-community relations refer to relationship of rights and obligations between the police authority and the public based on legal provisions and historical development. It is a social relationship of interaction and win-win situation formed between the police organization and the public in order to better serve the society. Odo *et al.* (2024) titled understanding community policing in Nigeria, observe that supporting war on crime is one of the civic roles of the public and crime control and prevention is statutory obligation of the police. In essence, public must fulfill their security role obligations, by working hand in hand with the police through collaborative actions needed for the delivery of security goals. Police provides leadership and direction, while the public cooperate with the police by reporting crime. The police-public relations however are anchored on the co-operation between the police and the community based on the understanding of the police and the public. In order to sustain the co-operation, police must appreciate the fact that the police are the people and the people are the police by dumping the notion that the people are “idle civilians” and substituting it with “collaborative civilians” who can promote security pursuits in their respective domains.

Maikano and Mustapha (2013) equally observe that the relationship between the police and members of the Nigerian public is very important because the police can only succeed in discharging responsibilities when there is good and cordial working relationship with the public. It is only through cordial relationship between the police and the public that the police can be able to play their roles as expected thereby recording tremendous success in terms of providing security to lives and property. However, the Nigerian public dislikes the police.

Maikano and Mustapha (2013) observe that members of the Nigerian public always see the police with disdain and disrespect because of bad attitudes among some police. The Nigerian public according to them (Maikano and Mustapha, 2013) mostly dislike the Nigerian Police (NP) because there are police personnel parading themselves as unfriendly beggars, money extorters, intimidators, and so on particularly to the underprivileged, and as such, the public do not have confidence in the police.

Ikaka, Undie, and Eghort (2025) posit that when security organizations fail to establish ethical norms throughout the recruitment and training stages, officers are more likely to commit misbehaviour, violate peoples' rights, and damage public trust. In Nigeria, the situation is exacerbated by political intervention in police administration, inadequate welfare packages, and a lack

of appropriate performance evaluation mechanisms. Poor recruitment and training in the NPF is a flaw that encourages unethical behaviour and undermines internal security by making residents less willing to collaborate with law enforcement or report crimes. Similarly, Osah and Ayandiji (2021) state that failure to prioritize human resource development and ethical orientation in security services makes public dread of the Nigerian police grows, civic spaces decrease, and the legitimacy of the state is steadily eroded, particularly among young people who feel targeted or mistreated, generating dissatisfaction with state institutions and encouraging instability, putting further strain on security services. On this ground, Ikaka, Undie, and Eghort (2025) posit that reforming human resource development policies in the Nigeria Police Force becomes necessary. Starting with transparent recruitment, embedding ethics into every level of training, and promoting accountability is not just a matter of internal police reform, but a strategic necessity for ensuring long-term internal security and democratic consolidation. Despite scholars' proposed solutions (transparent recruitment, embedding ethics into every level of training, promotion of accountability, capacity building for recruitment) and the inclusion in the recruitment and training policies, in reality, poor human capital development persists and the resultant inharmonious police-community relations continue to undermine the effectiveness of the policies on internal security. This makes it paramount to uncover the beneficiaries of poor human capital development in police recruitment and training to augment the already proposed solution. This study therefore aims to uncover the beneficiaries of poor human capital development in police recruitment and training.

Having observed that there is a link between poor human capital development and inharmonious police-community relations in Nigeria, the researcher ponder over the origin, the root cause of poor human capital development in the NPF. Why the poor human capital development? Who are the beneficiaries of the poor human capital development in the NPF? The pondering mind begins logical reasoning, thinking and proposing that to find possible solution to poor police-community relations in Nigeria, the 'why' of the poor human capital development in the NPF must be systematically studied. The 'why' must be examined. To find answers to these questions (Why the poor human capital development? who are the beneficiaries of the poor human capital development in the NPF?) therefore, this paper explores police-community relations in Nigeria; find out the root-cause of the police-community relations; and examines the consequences of the police-community relations on social order.

There is a considerable amount of research on the link between poor human capital development and inharmonious police-community relations however; there is less attention on the origin of poor human capital development in Police Force. With this gap, it is imperative to conduct a thorough analysis on the link between poor human capital development and inharmonious police-community relations in Nigeria. This is because human capital development supposed to be the procedure of acquiring and raising the number of people

who have the skills, good health, education and experience that are critical for economic development. Human capital development should be about the improvement of skills that are being acquired or that are gifted and the enhancing of knowledge through training and practical activities that will enable one to possess problem solving skills and be able to provide solutions when needed. Police recruitment and training should yield security of life and properties.

Theoretical Framework

The pondering mind on the solution to poor police-public relations borrows heavily from Kingsley Davis and Wilbert Moore's ideas in their theory of role allocation and performance, that all social systems share certain functional prerequisites which must be met if the system is to survive and operate efficiently. One such functional prerequisite is effective role allocation and performance. This means that for any system to function effectively, firstly, all roles in the system must be filled. Secondly, the roles must be filled by those best able to perform them. Thirdly, the necessary training for the best able to perform be undertaken. And fourthly, the role must be performed conscientiously. Davis and Moore argue that all societies need some mechanism for ensuring effective role allocation and performance. The mechanism is social stratification: the system that considers differences in people in terms of innate ability and talent. On this ground, they posit that stratification serves an important function in society. The major function of stratification is to match the most able people with the functionally appropriate position (Haralambos & Holborn, 2013, p. 23). These assumptions explain recruitment and training in the NPF. The NPF is a system with roles. One core role and its position in the NPF as a system is the position in charge for the recruitment and training of the Nigerian Police (NP) known as the Police Service Commission (PSC), the Department of Training and Development (DTD), Police Inspectorate (PI) and Police Academy Kano (POLAC). Who allocates positions and the roles in the department of training and development? What are the interests of the allocator? Does the interest of the allocator tallies with the societal aim of police recruitment and training? If the NPF must function effectively, its roles including PSC, DTD, PI and POLAC must be filled by those who can best perform them. The duties of recruitment and training must be allocated to those who can perform them conscientiously. The functional law of inequality must be applied in nominating individuals into the position in charge for the recruitment and training of the NP.

Materials and Methods

Research Design

The research is a cross-sectional study. Data were collected from the study population-sample at one point in time.

Location of the Study

The location of the study is Kawo political Ward in Kaduna North Local Government Area, Kaduna state. The study is centred on Kawo community.

Population of the Study

Kawo community has an estimated population of over 357,694 people. It is known for hosting a major market called Kasuwan Kawo; the community is involved in various economic activities, including market trading and other local enterprises (KCDA, 2024). Kawo community faces significant crime, particularly phone snatching and other robberies, especially around the Kawo flyover, which has become a hotspot for criminal activity. Apprehension of the perpetrators poses difficult duty to inharmonious police community members' relation. The study population constitutes adult male and female (age 20 and above) in Kawo community of Kaduna North LGA of Kaduna State, Nigeria. The population figure of the adults are not available, however, the study adopted the estimated population of Kawo which is over 357,694 people according to KCDA (2024).

Sample Size and Sampling Method

To determine the sample size, the researcher extrapolates based on Krejcie and Morgan (1970) table for determining sample size where the sample size of 75,000 is 382 and 1,000,000 population size is 384. To determine the sample size of over 357,694 people, the researcher adopted 384 and purposely added 16 to a rounded figure of 400 sample size for the survey among individual members of Kawo community. For IDI, sample size of 4 was adopted based on the ground that few interviewees are needed to get adequate IDI data. The IDI was conducted among 4 police personnel including retired personnel in Kawo. To get the 400 respondents, cluster sampling technique was used to divide Kawo into streets which include lafia road, delma road, limanchi road, kusa road, sabon birni road, kankara road, yamusa road, zango aya road, turunku road, kafi sauli road, daudawa road, chori road, rama lane, kakuri road, kudansa road, nasarawa road, abattoir road, gamagira road. Purposive sampling technique was further used to adopt five major roads, they are: lafia road, delma road, kafi sauli, kakuri road and nasarawa road. 80 respondents were selected from households and shops on each of the five selected streets with the aid of accidental sampling technique. 80 times 5 equals to 400 respondents.

Types and Sources of Data

The research uses primary data (survey and In-Depth Interview (IDI) data). The data are sourced directly from Kawo residents.

Methods of Data Collection

The Survey data was generated through questionnaire/interview-schedule in Likert scale order: 1. Questionnaire for respondents who can read and fill their response by themselves. 2. Interview-schedule with respondents of low or lack

of formal education that cannot fill their responds by themselves. The IDI data was generated with the aid of IDI guide.

Method of Data Analysis

The survey data was processed and analysed using computer. The analysis was executed at Likert scale order where the respondents agree or disagree. The IDI data was processed and analysed adopting content analysis method.

Ethical Issues

The public are usually scared when it comes to police issues. As such the principle of informed consent was upheld, all participants were provided with comprehensive information regarding the study's purpose, procedures and benefits for Kawo community and Nigeria at large. After that, the principle of voluntary participation was applied. Participants were required to provide voluntary and explicit consent, affirming their understanding of the research and their willingness to participate. Confidentiality was rigorously maintained to protect participants' privacy and anonymity. Measures were implemented to ensure that information provided by participants remained confidential; data were anonymised using code to prevent the identification of individual participants, thereby safeguarding their privacy.

Results

Table 1: Police-Public Relations in Kawo, Kaduna

S/N	Variables	4	3	2	1	Total
		SA	A	D	SD	
1.	Harmonious police-community relations are part of the important factors in achieving effective policing	68	249	-	-	317
2.	Effective recruitment and training count significantly in achieving harmonious police-community relations	192	156	-	-	348
3.	The law enforcement agency achieves more professional and ethical force through effective recruitment and training.	36	273	-	-	309
4.	The professionalism is crucial for building trust, as communities are more likely to trust officers who are perceived as competent, impartial, and committed to ethical conduct.	256	108	-	-	364
5.	Inadequate training and poor recruitment practices contribute to ethical breaches and ineffectiveness which in turn lead to poor police-community relations.	356	33	-	-	389
6.	The level of inharmonious police-community relations is high in this community.	240	54	44	-	338
7.	There is inharmonious police-community relations in Nigeria.	240	54	44	-	338

Source: Field survey, 2025

Table 1 shows that 338 out of 400 respondents responded to the proposition that says the level of inharmonious police community relation in Kawo, Kaduna is high. Out of the 338 respondents, 294 of them agreed to the proposition while 44 of them disagree. This implies that the many among the Nigerian police do not build trust between them and the public through competency in police services, impartiality in service delivery, and commitment to police ethical conduct. IDI report shows the level of police public relation is low in the study area as those that trust and relate with the police are few. An IDI interviewee who is one of the personnel in the Nigerian police stated the following:

Many do not cooperate with us when it comes to fact finding on offences in the community. Those that willingly cooperate and report crime are very few. Many do not want to have anything to do with the police. It is not just good that many Kawo residents do not cooperate with the police to achieve optimum security of life and properties.

Table 2: The Root-Cause of Poor Police-Community Relations in Kawo, Kaduna

S/N	Variables	4	3	2	1	Total
		SA	A	D	SD	
1.	Poor police-community relations originate from discrimination, lack of trust, ineffective communication, and unprofessional conduct.	68	249	-	-	317
2.	citizen-police relations have been strained by incidents of abuse, extortion, arbitrary detention, and extrajudicial executions.	192	156	-	-	348
3.	The Nigerian public mostly dislike the Nigerian Police Force because they (the police) are parading themselves as intimidators, particularly to the underprivileged, and as such, the public do not have confidence in them.	240	54	44	-	338
4.	The major cause of poor police public relation in this community is lack of trust.	348	-	-	-	348

Source: Field survey, 2025

Table 2 is the presentation of the survey data on the root cause of poor police public relations in Kawo, Kaduna. Majority of the respondents listed many issues to be reasons that create poor police public relation in Kawo. The list includes discrimination, lack of trust, ineffective communication, unprofessional conduct, abuse, extortion, arbitrary detention, extrajudicial executions and intimidation with lack of trust being the major cause of the poor police community relation. Probe questions fetch more data on the major cause of police public relation. The probe questions reveal that many Kawo residents do not believe in the police and the police force as personnel and an organization of integrity. Some respondents mentioned that it is better not to entrust life or property to some policemen as they are the same people who are

likely to be behind the insecurity of the life and properties. However, IDI reports on the root causes of poor police public relation defer significantly. IDI data shows that the cause of poor police public relation is the historical colonial belief among the public that the police can be brutal. Many still hold on to the belief that the police use excessive and unwarranted force against people in law enforcement. IDI data also reveal that ineffective recruitment and training contributes to poor police public relation. And IDI interviewee says: “poor police public relation sometimes results from poor recruitment practices and inadequate training of the police personnel”. Further probe finds favouritism to be the meaning of the poor recruitment. The practice of giving preference to unqualified untrainable applicant over qualified trainable applicant based on applicant background at the expense of law enforcement and security of the society.

Table 3: Consequences of Poor Police-Community Relations on Social Order

S/N	Variables	4	3	2	1	Total
		SA	A	D	SD	
1.	Lack of public support in crime detection and prevention.	68	249	-	-	317
2.	lack of crime report	68	249	-	-	317
3.	It breeds recidivism	192	156	-	-	348
4.	Public dread of the Nigerian police grows, strain on security services and encouragement of instability.	356	33	-	-	389

Source: Field survey, 2025

Table 3 outlines the consequences of poor police public relations on the society. It shows 389 out of the total 400 respondents agreed that poor police public relation makes public dread of the police to grow more and more. Majority of the respondents also point out that poor police public relation encourages recidivism, lack of crime report and lack of public support in crime detection and prevention. All these bring strain on security services and encourage instability. IDI data corroborate with this report. One of the in-depth interviewees stated:

In harmonious police public relation makes the public not to speak out even if they are aware of whom the offender is, even if they have clue on how to nab an offender, the inharmony especially police dread breed lack of crime report among the public. There is this public mentality that once a person report crime, the person has succeeded in implicating himself.

Table 4: Possible Ways to achieve Harmonious Police Public Relation in Kawo Kaduna

S/N	Variable	4	3	2	1	Total
		SA	A	D	SD	
1.	Police should be just and honest in their job.	68	249	-	-	317

Source: Field survey, 2025

Table 4 shows the survey data on the possible ways for achieving harmonious police public relation in Kawo Kaduna. Among the 400 respondents, 317 of them responded. Therefore, majority of the respondents are of the view that the police should be just and honest in their job. This implies police personnel must be an organizational body that acquires integrity. IDI data on the possible ways to achieve harmonious police public relation in Kawo reveal that policy on the staffing of the Police Service Commission (PSC) and the Department of Training and Development (DTD) including Police Inspectorate (PI) and Police Academy Kano (POLAC) should be reviewed to prioritize staffing based on honesty and integrity. An honest and integrity PSC, DTD, PI and POLAK staff will prioritise transparent recruitment, embedding ethics into every level of training, and promoting accountability. IDI data also reveal there should be public enlightenment that police are security and friends to the public and not predators.

Discussion of the Findings

The focus of the study is to find the root cause of poor human capital development in the NPF, to identify the beneficiaries of the poor human capital development in the NPF. This study therefore examines the link between poor human capital development and inharmonious police-community relations in Nigeria. The findings show that the level of inharmonious police-public relations is high in Kawo community. Lack of trust and ineffective recruitment and training are the major causes of the poor police community relation. The lack of trust is rooted in the historical colonial belief among the public that the police can be brutal. Which implies the police uses excessive and unwarranted force against people. The ineffective recruitment and training are rooted in wrong staffing in any or all the bodies (PSC, DTD, PI and POLAC) responsible for the recruitment and training of the police. The major consequence is strain in security services and encouragement of instability. The proposed solution includes consideration of honesty and integrity in the staffing of the PSC, DTD, PI and POLAC.

The findings in some aspects corroborate with the previous studies such as Gabriel and Jaja (2024); Balogun, Fawole and Amali (2021); Louis, Eunice, Jacob, Nnenna and Abdullahi (2024); kaka, Undie, and Eghort 2025); McGinley, Agnew-Pauley, Tompson and Belur (2020); Rineer, Taniguchi, Aagaard, Brinton, Duhart-Clarke, Presler-Jur and Wire (2023); Ogunlowo (2021); Ofekeze (2023); Knies, Boselie, Gould-Williams and Vandenabeele,

(2024); Osah and Ayandiji (2021); Maikano and Mustapha (2013); and in some other aspects the findings diverge with previous studies. For example, Maikano and Mustapha (2013) observe that the Nigerian public dislikes the police. Ikaka, Undie, and Eghort (2025) establish that in Nigeria, citizen-police relations have been strained by incidents of abuse, extortion, arbitrary detention, and extrajudicial executions. Poor recruitment and training in the NPF is a flaw that encourages unethical behaviour and undermines internal security by making residents less willing to collaborate with law enforcement or report crimes. Osah and Ayandiji (2021) state that failure to prioritize human resource development and ethical orientation in security services makes public dread of the Nigerian police grows. McGinley, Agnew-Pauley, Thompson and Belur (2020), see that the processes of recruitment and training in the Nigerian Police Force are fraught with challenges that significantly impede their effectiveness. Gabriel and Jaja (2024) observe that the Nigerian Police Force faces unique challenges that affect the efficacy of its recruitment and training. Balogun, Fawole and Amali (2021) maintain that cases of favouritism, bribery, and nepotism, undermine the integrity of recruitment process in the NPF, and training challenges, include inadequate facilities, insufficient funding, and outdated training methods.

However, the finding on solution to the poor police public relation that suggested consideration of honesty and integrity in the staffing of the PSC, DTD, PI and POLAC diverge from the previous studies. This is because; previous studies could not establish the synergy between poor police public relations and the root-cause of ineffective recruitment and training in the NPF. Ofekeze (2023), Knies, Boselie, Gould-Williams and Vandenabeele (2024) propose solutions such as enhanced oversight mechanisms and capacity building for recruitment officers. Ikaka, Undie, and Eghort (2025) posit that reforming human resource development policies in the Nigeria Police Force is necessary, starting with transparent recruitment, embedding ethics into every level of training, and promoting accountability.

Theory of role allocation and performance explains the study. The propounders, Kingsley Davis and Wilbert Moore, argue that for any system to function effectively, roles in the system must be filled and must be filled by those that can best perform the roles. Davis and Moore argue that all societies need some mechanism for ensuring effective role allocation and performance. This mechanism is social stratification. These assumptions explain recruitment and training into the NPF. The NPF is a system with roles. One core role and its position in the NPF as a system is the position in charge for the recruitment and training of the Nigerian Police (NP) known as the PSC, DTD, PI and POLAC. Allocation of positions and the roles is based on the objective or interest of the system. The interest of the allocators must on the objective. Where the interests of the allocators do not tally with the societal aim of police recruitment and training, wrong staffing of the PSC, DTD, PI and POLAC occurs, which in turn results to poor recruitment and training the NPF and the resultant poor police public relation. If the NPF must function effectively, its

roles including recruitment and training must be filled by those who can best perform them. The duties of recruitment and training must be allocated to those who can perform them conscientiously. The functional law of inequality must be applied in nominating individuals into the bodies (PSC, DTD, PI and POLAC) in charge for the recruitment and training of the NP.

Conclusion and Recommendations

Based on the findings and the discussion, this study concludes that the relationship between the Nigerian police and the public is highly inharmonious. The root cause of the inharmonious police public relationships is wrong staffing in any or all the bodies in charge of recruitment and training of the NP, duly to personal interest over social interest. Right staffing of the PSC, DTD, PI and POLAC is the major step to achieve good human capital development in the NPF and harmonious police public relations. The study therefore recommends that:

1. The Nigerian government should define the function of policing in Nigeria. The major function should be law enforcement and security of life and property.
2. The government should ensure the staffing of PSC, DTD, PI and POLAK should be based on the objective of law enforcement and security of life and properties for all against personal interest. These will achieve enhanced training, standardized policies, better welfare, and improved human resource management which will foster professionalism, improve community relations, and enable the NPF to effectively address Nigeria's complex security challenges.
3. Right staffing of the PSC, DTD, PI and POLAK will enhance fair, transparent, and accountable practices among the Nigerian Police. This will in turn improve communication and cultural sensitivity among the police, which will make possible the engagement of communities in collaborative safety efforts like youth academies and neighborhood watch programmes.

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