

# ASSESSMENT OF ADEQUACY OF EQUIPMENT, MOTIVATION AND INCENTIVES OF THE NIGERIAN POLICE FORCE: IMPLICATIONS FOR EFFECTIVE POLICING IN NIGERIA

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## **Abstract**

This paper is designed to assess the adequacy of equipment, motivation and incentives of the Nigerian police force and its implications for effective policing in Nigeria. Over time, successive governments have not paid maximum premium towards enhancing effective policing in Nigeria. Theoretical review approach was adopted to review different articles published by different authors using online platforms. Technological equipment were found to be pivotal in enhancing police effectiveness but such technological equipment were not seen to be adequate thereby limiting the effective operation of the police. Pay rise, good working environment, hygiene, recognition, rewards, promotion and some other indicators were identified as motivational and incentive drives that can boost the morale and productivity of the Police personnel but were not sufficient. It was concluded that the problem of Nigerian police is not with the personnel but as a result inadequate equipment and inappropriate motivation. It recommended that the police force should be provided with proper equipment and adequate incentives to bring out the best in the personnel.

**Keywords:** Adequacy, equipment, effective policing, incentives, service delivery

## **Introduction**

The Police force is a body of officers and men representing the civil authority of government; they are typically responsible for maintaining public order and safety, enforcing the law, and preventing, detecting, and investigating criminal activities (Kelling, Brodeur, Whetson, Walsh & Banton, 2020). The Police are said to be: a. Community leaders in public safety b. Possess broad discretion c. Solve sociological and technological Problems d. occasionally serve in a hostile or dangerous environment (Haley, 1992). The Police are mainly responsible for maintaining public order and safety, enforcing the law, and preventing, detecting, and investigating criminal activities (Kelling, Brodeur, Whetson, Walsh & Banton, 2020).

The Police Force therefore, is a very important law enforcement agency in Nigeria with the motto: "Police is your friend." Unfortunately, many Nigerians do not believe in this because of the unpalatable experiences and stories about their encounters with the Police, while carrying out their duties. In any case, the Police have been empowered by the law to perform specific functions and they are expected to work within the confines of the law and Constitution of the land. By section 214 (2) (b) of the 1999 Constitution, the Nigerian Police Force shall have such powers and duties as may be conferred upon them by law. The law that provides for such powers and duties is the Police Act (Cap 355 Laws of the Federation of Nigeria). Police officers are one of various careers that are significant to the growth of national economic and social development

because they have a key function and authority with regard to keeping the peace, maintaining public security and safety, and preserving common property for citizens in the community and society which are basic, physical needs in human society (Chokprachakchat, 2011)

Unfortunately, the Nigerian society has been battling with the problem of inadequate equipments to combat crimes, lack of motivation and incentives which have the ability to dampen the morale and commitment of the police officers. All these myriads of problems are making the police work ineffective especially as they are facing serious problems such as, insecurity, armed robberies, kidnappings, murders, political assassinations among others; while the Police are involved in various vices especially bribery and other corrupt practices. What is more, this thereby undermines efficient and effective policing for the maintenance of law and order. The criticism of the Police in recent times has reached such a dangerous crescendo, that one time Inspector-General of Police, Alhaji Musiliu Smith and some other top-notch in the force gathered together to look for a way out of this quagmire. More so, the perception of the public towards the police is bad as a mere mention of police put fear in the people than expected hope (Onuoha, Ekpechu&Arua, 2021).The reasons include lack of trust, corruption, human rights violations, and perversion of justice among others. Notwithstanding efforts made to change this ugly perception, an average Nigerian sees a policeman as an enemy rather than a friend. One therefore wonders if the Police Force in Nigeria has attained the expected standard or met the expectations of the citizens, in an egalitarian and developing society such as ours.

### **The Statement of the problem**

The ineffectiveness of the Nigerian police in discharging their duties has been blamed on inadequate technological equipment, poor motivation and incentives. These have made the police personnel to underperform when it comes to providing effective policing. Police in Nigeria have lost public trust and confidence due to their inability to provide safety for lives and property. Many reasons contribute to these security services' poor performance. Some of these are ill-equipped police force, poor motivation and incentives. According to Adegoke (2014), who cited the Nigerian Police Force report (2008), a number of factors contribute to the poor performance of the Nigerian police force, including a lack of resources, poor government support, poor service conditions, a lack of appropriate and adequate training, and an under-equipped workforce. According to Osayande (2001), the police in Nigeria have been mistreated, assaulted, and mutilated. The police force has become so dirty that it requires a full surgical overhaul as well as dialysis. Due to a lack of staff, mobility in the execution of their responsibilities, and communication facilities, the police are unable to carry out their jobs adequately. What is more concerning, according to Oluyinini (2005), is that the presence of police officers often conjures up a sad picture of dread and mistrust in the population, rather than inspiring confidence and optimism. All of these issues, as well as a slew of others, substantially jeopardize the efficacy and efficiency with which police personnel carry out their responsibilities. Other factors that may impede the NPF's performance include a lack of productive and social infrastructure in society, inappropriate policing strategies, political interference, inadequacy of intelligence gathering, analysis, and utilization skills and facilities, inadequacy of officers in terms of quality and

training at various ranks; poor conditions of service; lack of public co-operation; negative public perception; grossly inadequate policing strategies among others (Oluyinini, 2005). The problem is that an ineffectual police force cannot ensure people's safety and, as a result, cannot demand public respect (Ogaga, 2014). Anucha (2012) on his own part posited that the Nigerian police force has consistently admitted that they are handicapped in maintaining security, preventing and controlling (reducing) crime. According to him, the lack of resources; poor or inadequate support from the central government; and poor conditions of service – all resulting in an ill-motivated, ill-trained and ill-equipped workforce are clogs in police's wheel of progress in the discharge of their duties.

The inadequacy in providing the police force with the necessary tools and logistics for service has led the members of the force engaging in some unethical behaviours. These include extortion, torturing of citizens, collaborating with criminals and unlawful arrest/detention of citizens. In spite of all these, no comprehensive study has been conducted on the adequacy of equipment, motivation and incentives of the Nigerian police force and its impact on the discharge of their duties in Nigeria. It is against the above premise that this study seeks to assess the adequacy of equipment, motivation and incentives of the Nigerian police force and its implications for effective policing in Nigeria. Again, it is specifically designed to:

1. Assess the extent of which the police force is adequately provided with working equipment.
2. Assess the extent to which police personnel are properly motivated or provided with incentives.
3. Identify the implications of poor funding and poor provision of incentives/motivation for effective policing.

## **Literature review and Theoretical framework**

### **Provision of equipment/logistics for the Nigerian police force**

Poor lack of security gadgets such as communication devices, patrol vehicles, surveillance cameras, internet facilities in dealing with security issues in Nigeria have been identified as the factors necessitating against effective policing in police operation in Nigeria (Alemika, 2010). It was also inferred that lack of sophisticated equipment and non-automation of available ones among other challenges confronting Nigeria Police. Abrahamsen and Williams (2005) noted that the problem of policing in Nigeria is not about the number the police themselves but the poor policing equipment.

Adequate equipment and technological tools are essential for law enforcement agencies like the Nigeria Police Force. Without them, officers would face numerous challenges in carrying out their duties effectively. With advanced equipment such as firearms, body armor, and surveillance systems, the police force can protect themselves and civilians from criminals and promote safety in communities (Idoko, 2023). Technological tools like fingerprint scanners, DNA testing kits, and facial recognition software aid in the collection and analysis of evidence, enhancing the investigative capabilities of law enforcement agencies. Communication devices such as radios

and mobile phones enable seamless coordination and real-time information sharing among officers in the field, facilitating quick response to emergencies and effective crime prevention (Idoko, 2013).

Findings from a study revealed that Patrol vehicles, walkie-talkie, arms and ammunitions and effective policing are closely correlated (Ukwayi, Okpa, Adewoyin, Angioha, & Udom, 2017). In furtherance of this, it was suggested that the police authority should appraise the past researches to ascertain the state of police equipment with the aim of adequately equipping the police force for effective service delivery. For police to be properly equipped according to UN standard, Kissiah (2013) noted that the following security tools must be provided; Ammunition, body cameras, bullet proof vest, drones, duty belt, flashlight, handcuffs, handgun holster, rubber gloves, radio, uniform, police weapon, baton (nightstick), knife, mace/pepper spray, pistol or firearm, shotgun, taser gun, vehicle and other resources.

The situation in Nigerian police is a worrisome one because they cannot boast of having the above recommended equipment. Idoko (2013) observed that the equipment and technological tools used by Nigerian police force includes firearm and non-lethal weapons, communication devices and surveillance equipment, forensic technology and crime scene investigation tools, transportation and patrol vehicles, body-worn cameras and video surveillance systems. He went further to state that those equipment and technological tools are not properly provided due to the endemic corruption in Nigeria, insufficient funding, lack of appropriate training, logistics supply and lack of maintenance of the existing ones. The former Speaker of House of Representatives, Femi Gbajabamila lend credence to the position of Idoko (2013) during the inauguration of Course 2 participants 2021 of the National Institute for Police Studies at the institute in Jabi, Abuja when he stated that the major challenge facing the Nigeria Police in the current insecurity bedeviling the country is lack of adequate and modern equipment to prosecute the war (Akubo, 2021). To address this ugly scenario, Kayode Egbetokun, the inspector general of police stated it clearly on 30<sup>th</sup> of August, 2023 during the defense week for the senior executive course (SEC) 45 of the national institute for policy and strategic studies in Jos, Nigeria that for Nigeria to meet the UN benchmark ratio of police to population, additional 190,000 officers is needed to secure the country. To solve this, he suggested yearly recruitment of 20,000 officers and immediate release of fund to procure state-of-the-art security paraphernalia for the police to live up to the expectation of effective service delivery (Kosoko, 2023). The implication of this is that the security need/demand of the citizens is higher than the supply of the police personnel. This is the reason why Samuel (2012) proffered that the emergence and proliferation of community-based security groups at neighborhood level in Nigeria was an offshoot of general state of insecurity coupled to the poor performance and service delivery of the formal police.

#### **Extent to which Nigerian police personnel are motivated or provided with incentives.**

Findings gathered from the study conducted by Were M. Susan, (2012) regarding motivation indicated that proper motivation can help administrators facilitate increased productivity, and some results may seem surprising. Extrinsic rewards, like pay rises and educational and longevity

pay, often are considered effective motivators (Maslow, 1954). Although pay in the public sector normally is much lower than in private companies and as a result people who become police officers usually are interested in more than a high salary (Frederick, Bernard & Barbara, 1959). Intrinsic rewards, such as providing a safe community and reducing crime, can motivate police officers more than pay rise or promotions. Strategies that include internal shifts in assignments that break the monotony of crime fighting in tough neighborhoods also can provide relief for officers on the verge of burnout. Further, rotating officers in and out of high-crime neighborhoods and alternating with patrols in more affluent areas can result in a positive change in attitude (Richard, 2011). One of the most commonly cited theories of motivation is that of Abraham Maslow.

According to Maslow (1954) people are motivated based on a hierarchy of needs. At the bottom of this list are basic physiological essentials, such as food, water, and shelter. After obtaining these necessities, people look for safety, security, and a sense of belonging. Individuals then seek out praise and recognition for a job well-done that is related to a quest for improved self-esteem. This is followed by a desire for self-actualization or the potential to grow professionally. In line with this, when police officers receive their promotion and other incentives as and when due, they will undoubtedly deliver on the mandate of effective discharge of service to the nation and eschew other unethical dispositions that will mar the reputation of police force.

Salami (2018) was of the idea that the neglect being suffered by Nigerian police is a colonial legacy and that motivation in terms of promotion and salary increase had been an exception instead of being the rule of the game. He went further to say that police officers and men do hear of the stories of promotion from their sister organizations like the military and other security agencies. The story is never the same in other developing and developed countries of the world where police welfare and other incentives are among the top concerns of their government. In a study conducted in Kenya, it was revealed that the 2017/2018 budget in Kenya with little over 45 million population allocated over a billion US dollars to the police. South Africa with about 55 million population allocated 529 million US dollars. In the same year, the New York City with just 8.5 million population budgeted 2 billion US dollars for the police. Chicago, with 9.5 million population, made a budget of 1.5 US dollars. The London Metropolitan Police has a budget of 802 US dollars with just a population of 8.7 million people. Nigeria on her part, with a population estimated at over 200 million, budgeted 17 million US dollar for the police welfare, out of which only 30% of the said budgeted amount was released within the period (Salami, 2018).

The plight of Nigerian police in terms of promotion and other welfare packages was given a torchlight during the reign of Ibrahim Idris as the Inspector General of Police by promoting over 100, 000 officers and men of the Nigeria Police. This gesture according to Salami (2018) was not only historic in all its ramifications but also deserves to be commended by those who wish this country well. This position was corroborated by Idoko (2013) when he asserted that, there have been renewed efforts to address the welfare and benefits of Nigerian police officers. He went further to state that reforms have been initiated to improve their salaries, housing, healthcare, and retirement packages and the introduction of Police Act in 2020 aimed to enhance the welfare of police officers and create better working conditions which will undoubtedly enhance police motivation to work.

### **Implications of inadequate equipment and poor motivation/incentives for effective policing**

There are far reaching implications of under equipping of the Nigerian Police force with technological gargets. The essence of providing the police force with technological equipment is to make them more effective in the delivery of services. When such equipments are not provided, the police personnel become de-motivated to face their jobs with enthusiasm. When police are not provided with equipment like operational vehicles, surveillance cameras, air craft for area survey and scanning, protective gargets, sophisticated guns and modern communications equipment, the Police will not have the morale to confront security challenge with obsolete or no equipment (Idoko, 2013). The lack of appropriate procedures supporting and increasing the work effectiveness of internal employees, results in employees being ineffective, apathetic and unable to achieve the desired work performance (Santiwong, 1984).

Be that as it may, equipping the police force with modern tools and technologies enhances their efficiency which results into public trust and confidence. The visible presence of advanced equipment and tools serves as a deterrent to potential criminals, reassuring communities. Citizens feel safer when they know that the police have the necessary resources to protect them (Idoko, 2013). What is more, Johnson et al, (2018) observed that there is a relationship between insufficient protective equipment and an increased likelihood of causalities during violent encounters. They further stated that inadequate bullet-proof vests, non-functional communication devices, or outdated riot control gear can make police officers prone to great risk, thereby hindering their ability to respond effectively to emergencies when need arises. On the same footing, O'Brien, Meares, & Tyler (2020) conducted a study and found out that low motivation among police officers can contribute to negative community feelings, leading to decreased cooperation, underreporting of crimes and a decreased willingness to assist law enforcement investigations. This will in no small manner hinder community trust and the ability of officers to gather crucial information, solve crimes and maintain the overall safety and security of the community (O'Brien, Meares, & Tyler, 2020). This impliedly means that inadequate policing motivation and other incentives has far-reaching implications for the law enforcement agencies and the communities they are meant to serve. The provision of incentives and/motivation of police officers is hinged on their commitment to public safety, efficiency in combating crime, and establishing trust and cooperation with community members but reverse becomes the case whenever and wherever it is lacking.

In a study conducted on the image of force in Pakistan revealed that Pakistan police image has been dragged to the mud due to lack of professionalism, lack of training and low salaries (Farhat Ullah, 2016). Again, a similar study conducted by Pervez (2014) under the auspices of United States Institute of Peace revealed lack of motivation to be a factor responsible for inefficient performance of Police Force. In Kenya, the story is still the same as series of studies conducted on the effectiveness of police revealed that motivation and/incentives has a strong influence on performance of the Force (Were M. Susan, 2012). Idoko (2013) inferred that for Nigerians to expect a more effective and motivated police force that can protect and serve Nigerians with utmost dedication and secure public support, Nigerian government should prioritize the well-being of police personnel by improving their salaries, providing proper training and equipment,

and implementing comprehensive welfare programs. The reason behind this according to him was that Nigerian police officers are facing numerous challenges relating to their welfare and benefits as the current programs and initiatives in place are inadequate and fail to address their needs as expected which will invariably ensure effective service if addressed (Idoko, 2013).

### **Theoretical Framework**

Herzberg's two-factor theory by Herzberg in 1993 and Technology and Social Theory by Steve Matthewman are adopted as theories to explain this study. The combination of the two theories became pertinent to give the study a proper theoretical underpinning thus, proving explanations for all the objectives guiding the study. Herzberg's Two-Factor theory was implemented in this research. This theory focuses on the inner needs and their expressions in work behavior. The theory 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).

Motivation is a state of mind, filled with energy and enthusiasm, which drives a person to work in a certain way to achieve desired goals. Motivation is a force that pushes people to work with a high level of commitment and focus, even if things are going against them. Motivation translates into a certain kind of human behavior. In short; motivation is the driving force behind human actions. There are many different forces that guide and direct our motivations. It is important to ensure that every team member in an organization is motivated and meets the best project management course bottom line. Various psychologists have studied human behavior and have formalized their findings in the form of various motivational theories. These motivational theories provide insights into the way people behave and what motivates them. Motivation theory is a way of looking at the motivation of a person and how this influences their behavior, whether for personal or professional reasons. It is important to every aspect of society but is especially relevant to Police Force. Motivation is the key to more profitable employees, as a motivated employee is more productive.

Technology and Social Theory: More than twenty-five years ago social theorist Randall Collins aptly pointed out that technology was one of sociology's "unexplored dark spots." Had he then perused the pages of Technology and Culture, he could have noted that usable social theory was largely missing from the history of technology as well. Since then many historians of technology have embraced one quite-specific theoretical framework—social constructivism—and shown some openness to other perspectives as well. This theory underpins the relevance of technology in the society especially as it's relates to effective policing in Nigeria. Technology here cut across the various trajectories and technologies that can enhance the police operation. These could take

the form of operational vehicles, surveillance cameras, sophisticated guns, internet services, drones for area mapping and several others.

### **Methodology**

This paper examined the adequacy, motivation and incentives of Nigerian Police Force and its implications for effective policing. This was carried out by adopting a critical review approach where various articles and other related materials were reviewed. Materials used were found on the online platform and library. The review was systematically done by ensuring that each of the formulated objectives was reviewed.

### **Discussion of findings**

This paper assessed the adequacy of equipment, motivation and incentives of the Nigerian police force and its implications for effective policing in Nigeria. In the dimension of adequacy of equipment reviewed, it was discovered that Nigeria police have been grappling with myriad of problems. This is what Nigerian Police had to face all the time especially about scarcity of modern equipment and work tools as an obstacle in all police divisions. From the exploratory analysis, it has been noted that the Nigerian Police in almost all divisions felt strongly that enough equipment and work tools were the factors which can facilitate more effective work performance. This finding lend support to Idoko (2013) when he stated that Nigerian police equipment and technological tools are not properly provided due to the endemic corruption in Nigeria, insufficient funding, lack of appropriate training, logistics supply and lack of maintenance of the existing one. Furthermore, inadequate equipment and work tools were not the only obstacles to reduce the effectiveness of Nigerian Police work performance. Again, the above position is in tandem with the report of Akubo (2021) when he quoted Gbajabiamila as saying that the major challenge facing the Nigeria Police in the current insecurity bedeviling the country is lack of adequate and modern equipment to fight insecurity in the country.

Furthermore, the finding revealed that poor remuneration, lack of incentives package and reforms also affects police performance in Nigeria. Again, it was also observed that motivation of employees has significant influence on the productivity of the employees. This corroborate with the findings of (Chokprachakchat, 2011) who conducted a study and conveyed that motivators had a positive relationship with the work performance of the Metropolitan Police officers. Metropolitan Police had high levels of satisfaction with the motivators associated with achievement, recognition; work itself, and responsibility, whereas promotion (one of the factors of motivation) was rated as at a fair level of satisfaction. Many variables can influence officers' levels of motivation, including supervisors' attitudes, job environment, and personal factors which is consistent with the work of Harry & Larry (2007). The result also aligns with the view of Salami (2018) when he stated that the neglect of Nigerian police welfare is as old as police itself and that motivation in terms of promotion and salary increase had been an exception instead of being the rule of the game. He went further to pathetically state that police officers and men only hear of the stories of promotion from their sister organizations. This findings contrast what is obtainable in Kenya and other developed countries of the world where police welfare packages are well taken care of (Salami, 2018). For instance, it was revealed that the 2017/2018 budget in



Kenya with little over 45 million population allocated over a billion US dollars to the police. South Africa with about 55 million population allocated 529 million US dollars. In the same year, the New York City with just 8.5 million population budgeted 2 billion US dollars for the police (Salami, 2018).

In terms of the relationship between provision of equipment, incentives and efficiency of duty, it was found that individuals experiencing family problems, health concerns, financial issues, or negative social experiences can exhibit significant declines in productivity and motivation. Job security often can help officers with personal problems as much as a stable personal life can assist them with a difficult work environment. Administrators and direct supervisors seeking to improve work performance should understand this basic psychological process. Productivity and motivation are important in any organization. The individual level of commitment and desire to serve the noble and ethical cause help guide officers' productivity if properly motivated on the job. This is in line with the view of (Iannone, Marvin, and Bernstein 2008) when they noted that adequate motivation leads to high level of productivity.

Be that as it may, poor motivation/ incentives and inadequate equipment were identified as the major clog in the wheel of effective policing since balanced officer incentives are best way to promote effective policing. This supports the view of O'Brien, Meares, & Tyler, (2020) when they observed that inadequate policing motivation and other incentives has far-reaching implications for the law enforcement agencies and the communities they are meant to serve. The provision of incentives and/motivation of police officers is dependent on their commitment to public safety, efficiency in combating crime, and establishing trust and cooperation with community members. The implication of this finding is that there will be a synergy between police and the policed in fighting crime. Again and in a similar study conducted by Pervez (2014) by United States Institute of Peace revealed that lack of motivation as a factor responsible for inefficient performance of Police Force. This finding in US lends credence to Were M. Susan, (2012)'s study on the effectiveness of police which showed that motivation and/incentives has a strong influence on performance of Force in Kenya. Officers can face punishment for malfeasance, or rewards for successful policing. A balance between the two is best to reduce crime and promote justice. Police incentives have long been recognized as an important determinant of criminal justice outcomes. In examining policies to prevent police abuse, Devi and Fryer (2020) stated that the one way forward is to design a set of incentives such that we increase the penalties of unconstitutional policing and, simultaneously, lower the probability of being wrongfully accused when controversial interactions occur.

### **Policy implications/Recommendations**

The study has provided government information on the need to come up with policies that will reform the police force. And also ensure that Police can be improved by putting in place all requirements for modern Policing, promoting and working relationship, provision of other incentives like welfare, insurance scheme, and housing scheme and so on to motivate the Police to perform better in their duties. Police personnel have families and are always concern of what

will happen to their families when they die especially in Nigeria where those incentives are not provided.

The implication of this is that every police officer wants to play safe to remain alive to protect and provide for their families. Equipping the police force with modern tools and technologies bring about public trust and confidence. The visible presence of advanced equipment and tools serves as a deterrent to potential criminals and reassurance to communities of their safety. Citizens feel safer when they know that the police have the necessary resources to protect them. Again, Encouragement is crucial to the work performance of the Police officers. Improvement in their salaries and benefits related to the costs of living is one effective way to encourage the police. The Government should equip the police force with modern technological equipment to enhance effective policing. This can be achieved through the reawakening of the police procurement act aimed at ensuring that police equipment are constantly purchased, replaced, repaired and upgraded. Again, it will ensure that discipline is maintained in the force once salaries, good equipment and other incentives are provided; there will be little or no urge to engage in any illicit act.

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