



MANAGEMENT BY OBJECTIVES (MBO): AN INSTRUMENT FOR THE PROFESSIONALIZATION OF THE NIGERIA POLICE FORCE (NPF)

Udom E. Akankpo

Department of Sociology, University of Port Harcourt.

Email: efiong_udom@uniport.edu.ng; Tel.: +2348037025648

Cite this article:

Udom E. Akankpo (2024), Management by Objectives (MBO): An Instrument for the Professionalization of the Nigeria Police Force (NPF). African Journal of Social Sciences and Humanities Research 7(4), 34-45. DOI: 10.52589/AJSSHR-FPNEFHZ7

Manuscript History

Received: 10 Jul 2024

Accepted: 24 Sep 2024

Published: 26 Sep 2024

Copyright © 2024 The Author(s).

This is an Open Access article distributed under the terms of Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International (CC BY-NC-ND 4.0), which permits anyone to share, use, reproduce and redistribute in any medium, provided the original author and source are credited.

ABSTRACT: *NPF requires a definite model of professional policing. Each nation operates on the model of its political transformation and experience. The dynamics of modern society require a new dimension in police operations and administration. Police duties are getting more volatile and assertive, and continuously evolving. In requiring police to provide protection, and safe environments, police must become better trained in processing and addressing potential risk, hence the need for professionalism. With the overwhelming criminal crisis in the country, the Nigeria Police Force (NPF) is challenged to arrest the situation and produce results, timely and technologically in line with social change. To set combative objectives, gain control of the security environment and deliver on their constitutional mandate, the MBO principle of shared objectives and professionalism of the police is hereby suggested. The 'General Duty' (GD) and 'Specialist' (S) model of policing practice have to be done away with.*

KEYWORDS: Professionalism, Police, Management by objectives, Management.



INTRODUCTION

Management style to a greater extent is related to organizational output. Since the existence of organized societies, individuals have come to increasingly recognize group efforts in achieving insurmountable tasks. This is achievable through sound management principles and practices. Henri Fayol in 1916 defined management thus: 'to manage is to forecast and plan, to organize, to command, to coordinate and to control' (Cole & Lelly, 2021). This definition has enormous influence in today's management practices, including Management by Objectives (MBO) theory. Management, drawing from Fayol's definition, is a process of enabling organizations to set and achieve objectives by planning, organizing and controlling their resources.

Peter Drucker set a number of conditions for MBO to be met as: Objectives to be determined between employers and employees, formulated at both quantitative and qualitative levels, challenging and motivating, feedback at all levels rather than static reports and rewards (award, promotion and commendation) for achieving, and punishments (reduction in rank, suspension and dismissal) for default (Curtin, 2009).

No definite model of professional policing has been established. Each nation operates on the model of its political transformation and experience. Police reformers place emphasis on varying professional requirements. In the United States, August Vollmer and O. W. Wilson in the 1900s considered centralization of authority, use of technology, limited use of discretion, eliminating political influence, raising standards, forming specialized units and the use of qualified chief executives (Kelling & Moore, 1988). According to Schneider (2009), the objective of professionalism is to better prepare law enforcement officers in that mission, which is clearly on how the police should behave. Schneider further opined that police professionalism is to allow police activities to be measured, with key elements as high selection standard, specialized training, policies for operations and functions as well as community policing. Martin (2022) held that police professionalism in the United Kingdom has adopted traits of College of Policing, graduate entry, pursuit of code of ethics and evidence-based policing.

The dynamics of modern society require a new dimension in police operations and administration. Police play the most important role in the governance process due to versatile activities related to all areas of social life. In law enforcement duties and internal security issues, the first respondent to a law breaker(s) is the police. The role of police is changing all over the world and is very vast. Police duties are getting more volatile and assertive, and continuously evolving. In requiring police to provide protection, and safe environments, police must become better trained in processing and addressing potential risk, hence the need for professionalism. Therefore, each unit must have its own set of objectives and responsibilities clearly spelt out. Police officers serve the society; however, the society is diverse, and police training must reflect all the diversities. Officers must be proficient in both duties and functions.

With the overwhelming criminal crisis in the country, the Nigeria Police Force (NPF) is challenged to arrest the situation and produce results, timely and technologically in line with social change. Therefore, to set combative objectives, gain control of the security environment and deliver on their constitutional mandate, the MBO principle of shared objectives and professionalism of the police is suggested. It implies that the 'General Duty' (GD) and 'Specialist' (S) model of policing practice have to be done away with. The greater population of the police strength are General Duties, while a smaller population are Specialists. The



Specialists units' officers do not have direct bearing with police duties and citizens. They are functional in areas such as medical, workshop (tailoring, plumbing, painting, and electrical, among others), band, and transport, among others. Their output could be adjudged as optimal

as not much complaint is heard from the units, as they are professionals in their respective units and support members of staff. The General Duties are trained as the people police, to perform all intricacies of police duties (administration, operations, investigations, traffic, beat, and so on). This makes the NPF General Duty officers to be 'Jack of all trade and master of none'. These overbearing responsibilities have created weakness in the system, failed responsibilities, non-alignment with objectives and failure in coordinating activities.

According to Friedrich (2021), despite government efforts, Nigeria is confronted with security challenges, with new forms of threats. While Abidoye (2021) noted insecurity as the characteristics of the Nigerian political scene, Oladiran (2014) credited a regionalized pattern of insecurity in Nigeria. This failed status has generated much blame on the NPF, lack of trust and calls for accountability from the Government and citizens. It is on the premise of the failed constitutional mandate that raises the need for the NPF adoption of MBO principles of professionalism. MBO is a roadmap to actualizing the organizational security mandate. There appears to be a lack of empirical studies on MBO in security administration in Nigeria. Therefore, the study objective is to analyze how MBO can be adopted as a management principle tool for optimal performance of the NPF profession.

Concept of MBO and Self Control

The outstanding theory used in the study is Management by Objectives and Self-Control as developed by Peter Drucker in 1954. Drucker based his principles on objectives to be set, aligned with the organization and employee, monitored, evaluated and rewarded. MBO has evolved over the years with several tags to the theory, such as: Management by End Results (MBER); System Approach to Management by Objectives (SAMBO); Management by Control (MBC); Management by Activity(MBA); Management by Results (MBR); Management by Planning (MBP) and OPTIMAL Management by Objectives (OPTIMAL MBO), while the 'self-control' is less considered as a subject matter. MBO is now adopted as a strategic business model designed to improve the performance of many organizations. MBO helps managers to systemically update and delegate tasks to employers with mutual understanding and keeping the goals aligned with the organizational mission. In its design, a set of functions are assigned to each employee, and their work is monitored. Work is further planned, designed and executed with transparency and complete with a definite time-frame (Rodgers & Hunter, 1992).

Management by Objectives as an idea first emerged from the many ideas presented by Mary Parker Follett in 1926, in her essay titled, 'The Giving of Orders'. However, the term was popularized by Peter F. Drucker in 1954, in his book - *The Practice of Management*. He defined MBO as the process of designing clear-cut objectives in a firm that leaders can convey to organizational members of staff on how to achieve them in succession. This method allows one work at a time. In it, the worker and organizational goals are synchronized. Drucker also introduced the steps of MBO as setting objectives, translating objectives to employees, stimulating participation by employees to achieve objectives, monitoring as well as evaluation/self-control. However, the objectives which must be verifiable may also be either long-term, short-term, broad or specific depending on expected outcome (Cole & Kelly, 2011).



According to Wehrich, Cannice and Koontz (2011), as a management philosophy, MBO is comprehensive with actions in an orderly manner directed to achieve effective and operative accomplishment of both firm and personal objectives. MBO also is anchored in Abraham Maslow's hierarchy of need theory of 1954. The reason is that employee involvement in the planning and control processes provide opportunities for the employee to immerse himself in work-related activities, experience meaningfully, and satisfy higher-order needs (self-esteem), which leads to increased motivation and job performance.

MBO is an old management system approach that most organizations and researchers are looking out for a change or an improved model. Rodgers and Hunter's (1992) studies on MBO indicated widespread implementation over the past three decades, in both private and public sectors. Further studies by Curtin (2009) showed that Fortune 1000 companies, using MBO, nearly tripled from 27 percent in 1981 to 79 percent in 2008. Other studies observed negative results, and thus questioned the effectiveness of MBO. Ntanos and Boulouta (2012) see MBO as a systematic, intensive process designating grades of success for an organization. He observed formal objectives of the organization, appraisal and grade of accomplishment in each level, the use of information by firms will always be achieved by the active participation of all the staff.

MBO is a method for operational organization, defined by areas of responsibility for each person. Result is used to measure operations of the units and appraisal of each member of staff. Persons to participate in the operations need to contribute in the formulation of the goals, have a primary role, a responsibility, work for results, modify where necessary in the plans of the organization (Ntanos & Boulouta, 2012). Many organizations and companies have put to practice the principles of MBO acknowledging its exceptional productivity increase. Such organizations include Hewlett-Packard, Xerox, DuPont, Intel, and General Electric, among others.

Police Professionalism as a Concept

Burack (2006) made a pursuit of the meaning of police professionalism in two categories. First, in the traditional sense of integrity, honesty, adherence to a code of ethics and established standards. Secondly, in responding to community needs, respect of human rights, and comparing police work as a "true profession", similar to other professions. Advocates of the professional model of policing argue that police officers are experts in their professional realm, through training, education and experience, and should be viewed as professionals. The works of Snyman (2010) are very relevant to the issue of police professionalism. He interviewed nine station-based police officials in Gauteng in order to probe their understanding of professionalism, and identified seven characteristics: sense of purpose; work passion; willingness to call of duty; ability to manage oneself and others; thinking ahead timeously to put systems in place; teamwork; and a holistic and balanced outlook on themselves and the environment in which they function.

Carlan and Lewis (2009) in their study of professionalism in policing: assessing the professionalization movement using Hall's professionalism scale, aligned police as a profession. They expressed that officers demonstrated commitment to the service, adhered to the tenets of professionalism. On the subject of ethics, Janusauskas (2013) examined how to develop a professional police officer? He noted professional ethics requirements such as professional conscience, duty, responsibility and honor, arguing that professional duty is the



most important moral stimulus for the activity of any professional. Another angle from which police professionalism is seen is in the area of community-police relationship. Modise, Taylor and Raga (2022) further highlighted the use of high tech, good public service, community support, accountability, diligence, justice as well as a sense of responsibility as the hope of professionalism.

Critical Evaluation of Service

Police professionalism is to benchmark for optimal service delivery. Schneider (2009) postulated that professionalism in policing infers agency effectiveness and police effectiveness implies a better and more productive police officer. The Nigeria Police Force international evaluation is high, but internally masked with un-identical uniforms, uncoordinated objectives, and disparity across units. Martin (2022) observed that police transformation requires change in recruitment, performance structures, value in skills and proficiency, higher education, better management and leadership capacity.

With the change of time and technology, it is necessary to instill a new style of policing. This is because the police duties involve so many technical responsibilities, and demands much of moral judgements. The NPF must evolve the objective principles and practice in tandem with each department and units in raising standards of its personnel to meet up the demands and fate of the populace. Police powers and authority have a lot of consequences on police conduct, and have drawn considerable attention. There is constant outcry on police brutality, excessive use of force, lack of due process, lying and deception as well as discrimination in policing practices. The old era that was overwhelmed with tensions, between citizens, students, and the crisis with police, should be over, with a demand for new skills for efficiency.

The Nexus between MBO and Professionalism

The police organization is duty-bound to maintain law and order, peace and tranquility in the society. They are saddled with enormous responsibilities ranging from constant patrol of the nooks and cranny of every village, towns and cities; effect arrest of suspects/criminals; control and direct traffic; investigate criminal cases; perform escort duties to essential and sensitive materials; assist in the maintenance of orderliness in elections; attend to distress calls relating to robberies and kidnapping and more (Akankpo, 2021). All these are some of the objectives of the organization (NPF) in general.

The NPF is established according to Section 214 of the 1999 Constitution FRN, with an Act, the Police Act and Regulations (2020 as amended). Section 4 of the Act No. 2 stipulates the functions and duties of the police. These functions are aligned according to the Force organizational structure, under the supervision of the Force Management Team, demonstrated under a command structure. Force, Zonal, State Command, Divisional Police Headquarters, Police Stations, Police Posts and Village Police Posts.

There are other numerous units and departments that report directly to the Force Headquarters for administrative convenience such as the Police Colleges, Medical, Police Mobile Force (PMF), Special Protection Unit (SPU), and Anti-Terrorist Unit (ATU), among others. Each is assigned their respective objectives, which are carried out under managerial supervision.



NPF Departments and Sections

Departments	Sections (General Duties)	Sections (Specialist Duties)
I.G.P. Secretariat	Monitoring Units; Liaison Offices; NCIS; ATIC; IGP Annex; Project Monitoring; AMCON; POWA (officers' wives); PIWA (junior wives)	
Force Secretary	Postings/Transfer; Promotions; Establishment; Discipline	
A) Finance and Administration	Administration; Welfare; Medical/NHIS (health insurance); Force Public Relations; Provost Marshal; Band; Pension; Insurance; Police Account /Budget/ Finance; MSS (salary section); MHF (mortgage Housing); Mess; Master Printer; Chaplaincy; Sports	Medical Band Chaplaincy Printer Sports
B) Operations	Armament; Mobile squadrons; Explosive Ordinance; Marine operations; Maritime -Port operations; Railway; Traffic; Dog section; Mounted troop; Veterinary; Air wing; Anti-pipelines; Special Protection Unit ; Counter Terrorist Unit; Border patrol; Highway patrol; Central Motor Registry; Disaster Prevention/Management; Federal Operations; Puff Ada; Peacekeeping Operations	Pilot Veterinary
C) Logistics and Supply	Quartermaster; Admin DLS; Board Survey; Works; Procurement; Transport/workshop; NPF Microfinance bank; NPF Mortgage bank; Police Cooperative; Police Property Ltd; Police Investment unit	Quartermaster/ Workshop Transport
D) Criminal Investigations	General Investigation; Interpol; Legal Services; Anti-Fraud; X Squad; State Criminal Investigation; Special Fraud Unit; Special Anti-Robbery squad; State Intelligence Bureau; Force Intelligence Bureau; Central Criminal Registry; Forensic Science Laboratory	Legal Forensic
E) Training and Development	Police Staff College, Jos; Police Academy, Kano; Detective College, Enugu; Mounted Troops/Dogs School, Jos; Computer School, Abeokuta; Pioneer Police Colleges, (Ikeja, Kaduna, Maiduguri and Oji River); Police Training Schools; Police Secondary Schools; Police Primary Schools; Police Intelligence School	



F) Research and Planning	Research; Planning/development; Statistics; Servicom; Community Policing	
G) Information Technology	Communication; Information Technology	ICT Communication

The administrative structure of the police should be professionally based. This, under the MBO theoretical style of management, will exemplify the objectives required by MBO in the accomplishment of projected goals. Each duty is clearly spelt out with an accomplishing set of objectives. The goals are realistic, continuous and accommodated with the object of the job (Ntanos & Boulouta, 2012). By this, people will perform better when they have the skills and what is expected of them, and can relate well their personal goals to organization objectives.

MBO-Police Professional Linkage

The table below explains the link between MBO and NPF.

MBO four common Objectives		Professional Requirements
Setting Objectives	Align constitutional mandate with Commands and units' objectives.	Each unit officer and men have full knowledge and understanding of the goals through specialized training.
Translating objectives to employees	Top management, operational commanders, at all levels to demonstrate understanding of constitutional mandate, develop roles to align objectives with subordinates as it relates to various communities.	Training and objectives setting to be unit specific, regular, and with the application of modern equipment. Decision making processes.
Stimulating participation	Since every operation is on target, responses to be analyzed through equipment, manpower.	Leaders to review objectives along with activities. Individual commitment and accountability propped. Officers to be motivated.
Monitoring, Feedback and Self-Control	Unit operational commander to monitor officers' impulses, level of discipline, emotions on the application of discretion and work output.	Performance measurement, stress management, off periods as well as leave to be granted. Reward and reprimand awarded to deserving officers

Top management team to design the overall objectives in the long-term, mid management team to handle specific objectives as it relates to key areas of their commands, while the lower management team to harmonize the individual and organization objectives into actionable terms. The established standards of discharge of duties and responsibilities in the various offices, human rights abuse across the country, lack of accommodation, equipment and accoutrement, poor selection and inadequate training, portray lack of professionalism. Little is done with a teamwork approach in respect of investigation of cases, with individualism rather than professionalism as the basis.



The NPF is greatly accused of lacking ethics in the conduct of its assignment because of the behavioral variation among officers and across departments. Duty methods and approaches vary greatly from person to person, even in the roles, leading to lack of trust in the system. There are no set out Standard Operating Procedures (SOP) for duties. Ideas are generally contributed at will and when on necessity or emergency, no alignment to set objectives. The principle of work discretion, overrides objectives and responsibilities.

The NPF is yet to adopt the community – policing principles into practice. It is dueling on a campaign approach. Cases where officers are posted and transferred from one place to another within the shortest possible time not long enough to understand the culture of the people (language, belief system, geography, food and others) create a great gap of poor community trust and relationship.

The NPF lack of professionalism, lapses and politics have led to the taking over of most police duties by Federal Road Safety Corps (FRSC) in traffic; National Security and Civil Defence Corps (NSCDC) in pipeline surveillance; National Drugs Law Enforcement Agency (NDLEA) in drugs and narcotics control. NPF needs more specialization and skills to cover its varied responsibilities. Police brutality in Nigeria is on the increase, with weekly headlines on brutality, excessive use of lethal force at police checkpoints. Officers are constantly on death roll following their inability to act swiftly and defend themselves during attacks. A case in point is the EndSARs protest in 2020 in response to the activities of the Special Anti-Robbery Squad (SARS) with little objective training and lack of feedback mechanism. Professionalism will take care of these if an armed unit of the force operations is dedicated to road and special operations.

The MBO-Professionalism approach is desired due to widespread criticism of police action. There is a need for professional services to be acquired and demonstrated in attending to the needs of citizens by the NPF. The problem has been poor NPF relations with students, problem of misconduct, corruption, strike (as in 2003), present pension grouch, as well as national debate to change the NPF to Nigeria Police Service (NPS). All these and more calls for demands to improve the services of the NPF. The need for professionalism is on specialization of duty, by which MBO stands for the expression of specific objectives. The old practice is inconsistent with the demands of time.

Objectives and responsibilities are the basic tenet of police professionalism. It implies the officer being properly trained, with understanding of his/her duty. In that every client – citizen in the society will benefit from the services of the national security force. It implies that the professional police understand and carry out his/her work efficiently and effectively. The much talked about community policing philosophy is factored into the MBO-Professionalism context, and recognizes the cultural and social diversity of the Nigerian nation. The drive towards community policing is police professionalism, which requires a refocusing on the objectives of the communities' police service. Environmental awareness and control is a greater asset in police MBO-Professionalism. Objectives are generated on an environmental basis, as crimes vary by environment, time, age, and sex, among others. Each zone, command, and division raises goals independently and varying based on unit capacity/duty, all at achieving the constitutional mandate. The metropolitan and rural security situations will be considered by objectives and training functions. By which a minimum level of corporate expertise will be built in the individual officer and the corporate body. By doing so, superior and junior officers alike will help grow in ability and contribute meaningfully to the service of humanity.



It is therefore on this premise that this essay demands the NPF to adopt the modern trend of policing professionalism by which each unit is specialized. During investigations for example, the team goes to the crime scene with a specialist's photographer, fingerprint expert, pathologist, documents examiner, handwriting analyst, ballisticsian, mace identifier, soil analyst, and so on. or in general, experts in medical products, biological samples, technical experts to investigate issues involving motor vehicles and machines. By this, the police duty will be simplified, mistakes will be reduced and service will be better delivered.

Police organizations are striving for professionalism. Stone and Travis (2011) noted that police leaders are now striving towards accountability, legitimacy, innovation and coherence in the police practices. There is professional ambition everywhere. Their study further underscores police professionalism to help keep the organization focused and prioritize competing demands for time and resources. It helps police officers' work together effectively; connecting their daily work to building a better society, and to professionalize citizens to understand individual police actions.

Today, accountability is sensitive as officers are made to account for their conduct. The quest for police professionalism is related to a series of police crises which emanated from police powers and authority over the populace, issues of misconduct, illegal duty as well as death resulting from unprofessional use of lethal weapons. The new officer must account for work results to both police management and the public. It is a call to answer for one's action and evaluation, a demand for police professionalism in all ramifications. According to Janusauskas (2013), police must be personally responsible for his actions, and therefore autonomy to policemen is very important. Professionalism implies a collection of expertise, principles and practices that members of the profession recognize and honor. Stone and Travis noted that the old professionalism stifled innovation, suppressing the creative impulses of officers from trying new ways of solving crime related problems.

Since the 1930s, NPF has evolved in many ways, introducing graduates' schemes, police academy training models, introduction of technology in some departments, formation of new departments among others. This evolution process has not reached professional status. The recruitment model of General Duty and Specialist is not enough to evolve the organization into the much-desired status of professionalism. All duties now are technologically driven, and police activities are not exceptional.

NPF Historical Model

The table shows the evolution of the NPF in terms of administration from its inception.

Period	Model	Administrative Mode
1861 – 1960	Colonial	Protecting the political and economic interest of the colonial masters.
1960 – date	Political	Police duties and decisions are overwhelmed by the political leaders.
Beyond	Professional	Independent and professional activities.

Police administrative structure accommodates the feedback mechanism. This is practiced in order to evaluate members of the Force annually on goal attainment within the calendar year



with the Annual Performance Evaluation Report (APER) appraisal scheme. Yearly, members of the force are assessed through the APER forms to determine their suitability in the office, roles played, and goals attained, from which promotion is adjudged. This is one of the basic requirements of MBO. Management by Objectives has a reward system that applies to the extent which goals are graded, worked and rewarded. NPF adopts a reward and punishment policy that seeks to promote officers to the next rank on reasons such as merit, gallantry, courage, and other factors. It equally punishes on grounds of misconducts such as absconding from duty, corrupt practices, disobedience to orders, discreditable conduct, neglect of duty, and improper conduct, which lead to actions such as dismissal, reduction in rank, suspension, interdiction, as well as charging to court the personnel based on circumstances (Akankpo, 2019).

Application of MBO and Professionalism to NPF

The professional use of force has become one of the dominant calls relating to professionalism with regard to the NPF. Professionalism will bring substantial reductions in the use of force, until police operations/patrol and guard units become more proficient in analyzing the tactical precursors to use of force incidents. More departments will demonstrate their professionalism and better account for the time, circumstances of the force that they deploy. This will be in line with international best practices in the adoption of proportionality, legality, accountability and neutrality (PLAN).

Improving recruitment and selection is to encourage higher standards of personnel, with formal education and training procedures. The ethics of the police must be worked on and relate to promotion of service and efficient job performance. Higher standard of education for all cadres will heighten police status, improve work productivity, ease image laundering, help in objective understanding and communication. There is a need for good police behavior. All professions are distinguished by continuous learning, development and application. Training of police officers and police ethics are characterized by huge challenges. Hence, NPF-MBO-Professionalism is to raise police officers professionally, competent and responsible in all purviews of the police duty. Professionalism is to encourage higher standards in areas such as human relations, social service, family disturbance interventions and firearms training.

There are many specialist areas in policing duty today such as criminal investigations, with many units like the Special Weapons and Tactics (SWAT) operations. This wide range of new roles will help boost the prominence of professional police careers. It equally coincides with new technologies to focus on the 'science' of policing. The task of every police chief at every angle is to change the fundamental culture of the organization. NPF is faced with corruption, arbitrary use of force, and many more. Professionalism and community policing principles will enable officers to see themselves as fellow members of the community they serve and to understand their role in society through the objectives as well as abide by all guidelines for the profession and objectives setting (Akankpo, 2019).

A commitment to innovation means active investments on personnel and equipment, both in adapting to policies and practices for proven service delivery. New ideas are very important to incorporate into the system. To be worthy of a profession, officers must not only develop transportable skills, but commit themselves to a discipline of continuous learning. Officers who have obtained training in their various departments and units are to be made to perform their professional duties. Tendencies where officers with professional skills are transferred without



recourse to the funds/time expended on them without obtaining the value for the skill and work is professionally counterproductive.

CONCLUSION

MBO, a theory and system of management of about seventy years is still very relevant today in contemporary economic systems. This is because the theory demonstrates a simple and effective approach in organizational objectives management. It has however undergone changes and refinements both in formality and name, with numerous companies and organizations adopting its principles for effective productivity.

The current General Duty principle and practice of the NPF will not in the long run sustain the policing objectives with the current criminal trend and sophistication in the country. In specialized units in the General Duty departments if MBO is applied to trickle down to commands and divisions will reduce citizens' friction and garnishee orders. Police officers must be professionals in order to achieve their constitutional mandate. Modern society requires features such as accountability, respect for human rights, and adequate knowledge of the administrative, operational as well as productive criminal investigations, including high level discipline, efficient service delivery, legal responsibility, higher education and training among others so as to offer the society efficient service.

RECOMMENDATIONS

In achieving NPF professionalism, the following have been recommended:

- a. Basic and specialized training and development is an essential indicator and predictor of police effectiveness as the police agency remains complex in the criminal justice system. Colleges and training institutions to be specialized based and given adequate subventions.
- b. Each officer to be trained from point of entry into his/her line of specialty, to enable effective knowledge and service delivery. Training must be wholesome in all areas of modern policing and for professional skills.
- c. All departments need to be broken down into various specialized units with relation to the duties they are expected to perform.
- d. Modern equipment such as drones, armored personnel carriers (APC), and forensic apparatus need to be adopted in all aspects of the force to enhance immense improvement in the performance of duty.
- e. Government should address the hazards faced by officers, which in turn will reduce incidences of accountability.
- f. The budgetary allocation to the NPF has to be stepped up to sustain the professional status of modern policing. Aside from the Police Trust Fund, stamp duty charges should be allotted 20% to the police.



- g. The Federal Government and NPF Management Team should design a framework for professional policing for modern Nigeria and foster a community policing support initiative for all Local Government Areas. Community police should be blended in professionalism and reviewed in line with crime review, occurrence, type and actors.

REFERENCES

- Abidoye, S. H. (2021). Insecurity and national development: Nigeria at a crossroad. *Global Journal of Human-Social Science*, 21(2), 52-59.
- Akankpo, U. E. (2019). Police Professionalism: Towards a better service delivery. A course essay presented to Police Staff College, Jos. (2021). The Nigeria Police Force and risk management. M.Sc. dissertation, University of Port Harcourt.
- Burack, J. (2006). The pursuit of police professionalism and dignification. Retrieved from www.usembasy-mexico.gov 02/5/2021.
- Carlan, P. E., & Lewis, J. A. (2009). Professionalism in policing: Assessing the professionalism movements. *Professional Issues in Criminal Justice*, 4 (1), 39-57.
- Curtin, J. L. (2009). Values-exchange leadership: Using MBO performance appraisal to improve performance. www.semanticscholar.org. ID:167816528. 2021.
- Cole, G. A., & Kelly, P. (2011). *Management: Theory and practice* (7th Edition). Singapore: BookPower.
- Friedrich, E. S. (2021). Multidimensional security threats in Nigeria. Drivers, dynamics & deficiencies in response. *Policy Brief*, 1-14.
- Janusauskas, A. (2013). How to develop a professionalism police officer? *Journal of Education and Human Development*, 2. (2), 24-29
- Kelling, G. L., & Moore, M. H. (1988). The Evolving Strategy of policing. *Perspectives on policing*. National Institute of Justice, 4, 1-16.
- Martin, D. (2022). Understanding the reconstruction of police professionalism in the UK. *Policing and society*. An International Journal of Research and Policy, 32 (7) 931-946. <https://doi.org/10.1080/10439463.2021.1999447>
- Modise, J. M., Taylor, D., & Raga, K. (2022). Police accountability, oversight and integrity to enhance professionalism in the police service. *International Journal of Innovative Science and Research Technology*, 7 (9), 1873-1879.
- Ntanos, A. S., & Boulouta, K. (2012), The management by objectives in modern organizations and enterprises. *International Journal of Strategic Change Management*, 4 (1), 68-79.
- Oladiran, A. (2014). Security challenge and development in Nigeria: Leadership to the rescue? *International Journal of Academic Research in Public Policy and Governance*, 1 (1), 50-59.
- Rodgers, R., & Hunter, J. E. (1992). A foundation of good management practice in government: MBO. *Public Administration Review*, 52 (1), 27-39. <https://doi.org/10.2307/976543>
- Schneider, J. A. (2009). In pursuit of police professionalism: The development and assessment of a conceptual model of professionalism in law enforcement. A Ph.D. Thesis. University of Pittsburgh.
- Snyman, R. (2010). The meaning of professionalism in policing: A qualitative case study. *African Journal of Criminology & Victimology*, 23 (3), <https://journals.co.za/doi/pdf/10.10520/EJC29051>.



Stone, C., & Travis. J, (2011). Towards a new professionalism in policing. National Institute of Justice. 1-27.

Wehrich, H., Cannice, M. V., & Koontz, H. (2011). Management: A global and entrepreneurial perspective. (13th Edition). New Delhi: Tata McGraw Hill Education Private Limited. Functions and duties of the police. Retrieved from CFRN 1999. www.constituteproject.org. 08/08/2021

Nigeria Police Act, 2020. Retrieved from www.placng.org. 06/08/2021

Organizational structure of the police. Retrieved from www.npf.gov.ng. 06/08/2021

What is Management by Objectives? Retrieved from www.toolshero.com. 10/08/2021