

## Leadership Functions and Motivation in Security Organizations: Challenges and Solutions in the Nigeria Police

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**Abstract.** The objective of this paper is to examine the role of leadership functions in personnel motivation in security organizations. To this end, the paper also identified some of the challenges and solutions to such challenges in security organizations with particular emphasis on the Nigeria Police. Hierarchy of needs theory and contingency management model were adopted in explaining the relevance of effective leadership function in increasing the motivation of personnel in security organizations. Using secondary data, the paper established that most of the challenges of the Nigeria Police, such as lack of professionalism and competency, corruption, ethnicity, and extrajudicial treatment of the civilians are attributable to ineffective leadership within the organization and the bad political leadership at the national level. The paper concluded that without effective leadership function, no security agency can function well in Nigeria. As the solutions to the challenges of ineffective leadership function in the Nigerian security organizations, the paper suggested that: rule of law should be enforced on all Nigerians including the Police and other security personnel; management section of the security agencies should ensure proper checkmating between the different divisions; police corruption must be fought by frequently monitoring the activities of the organization; the reward package (salary) of the Nigerian Police and other security agencies should be reviewed, etc.

**Keywords:** Leadership, Functions, Motivation, Nigeria Police, Security Organizations.

### 1. Introduction

Leadership is the most important aspect of any security organization because it determines the way

an organization will operate and it defines the function of each unit and the individual role actors within the organization. It is therefore right to argue that leadership is the nerve centre of any security organization, Nigeria Police in particular. It is through leadership that the police officers from constable to the highest Police cadre are employed and assigned their respective duties, as well as the appraisal of the performance of each police officer.

However, Nigeria Police is perceived to be performing below its expectation by many Nigerians. It seems pertinent to observe that the dismal image of the Nigeria Police accounts for the noncooperation by the public who are often reluctant to volunteer useful information to the police. Yet, the tasks of crime prevention and detection as well as prosecution of offenders cannot be successfully performed without the cooperation of the public. Other allegations leveled against the police include arbitrariness in the exercise of its powers of arrest and prosecution, corruption and perversion of justice, use of crude techniques of investigation, collusion with criminals and incessant cases of accidental discharge of lethal bullets (Olujinmi, 2005; Mukhtar, Dangiwa & Haruna, 2017). All other things being equal, the various challenges of the security organizations, especially the Nigeria Police Force are attributable to lack of motivation, which could only be addressed by the leadership class within the organization and the deliberate effort to identify and provide needs of the officers across cadres.

Earlier this month (December, 2018), the Nigerian Government announced the restructuring of the Nigeria Police Force's salary, where the minimum consolidated salary will be 84,000 Naira. This is very important pecuniary motivation. However, the

Government should also complement this development with non-monetary stimulus, such as recognition, reorientation, periodic promotion, and meaningful after service or retirement schemes to make the officers more dedicated to their work.

The basic assumption of this paper is that most of the problems with the Nigerian security agencies, especially the police are reducible to the effectiveness/ineffectiveness of leadership within the organization. The problems include those related to the image tainting of the organization (like bribery and corruption) and the poor performance, lack of professionalism, and incompetency of some of the senior cadre and the ranks and file. In other words, if the leaders of the police organization are effectively discharging their responsibilities and appearing to lead by example, the problems with the Nigeria Police will drastically be reduced.

In view of the above background, this paper will examine how effective leadership function can increase the productivity of personnel in security organizations, with particular emphasis on the Nigeria Police. The paper will also examine the challenges of effective leadership function in the security organizations and then provide a lasting solution to the problems of leadership to such organizations in Nigeria.

## 2. Conceptual Framework

### 2.1 Police

The origin of the word 'police' has been derived from the Greek word 'Polis', which means "that part of non ecclesiastical administration having to do with the safety, health and order of the state" (Ehinder, 1998: 1). Police force is the most powerful constitutional organ among law enforcement agencies in Nigeria. The overall operational control of the Nigeria Police Force is vested in the President in accordance with the 1999 Constitution and the Police Act (Rauch & Spuy, 2006). As stated in the Section 214 (1) of the 1999 Constitution of the Federal Republic of Nigeria, "there shall be a police force for Nigeria, which shall be known as the Nigeria Police Force, and subject to the provisions of this section no other police force shall be established for the Federation or any part thereof".

The Nigeria Police Force is usually the most visible and accessible agency to the citizens, but there are other agencies in Nigeria that police the affairs of citizens and even foreigners within the country's territorial boundary. These agencies include National

Security and Civil Defense Corps (NSCDC) Federal Road Safety Corps (FRSC), Nigeria Immigration Service (NIS), Nigeria Custom Service (NCS), States Security Services (SSS), National Intelligence Agency (NIA), Defense Intelligence Agency (DIA), and National Drug Law Enforcement Agency (NDLEA), etc (Ibrahim, Saleh & Mukhtar, 2016).

The Police Act (2009) also states that, the Nigeria Police Force is vested with such responsibilities as: the protection of life and property; detection and prevention of crime; apprehension of offenders; preservation of law and order; the due enforcement of law regulations with which they are directly charged; and performance of such other military duties within and without Nigeria as may be required of them by or under the authority of any other Act (Mukhtar *et al.* 2017).

### 2.2 Leadership

Defining the term leadership is as difficult as the act of leadership itself (Mukhtar *et al.* 2017). However scholars have advanced various argument as to who leaders are and what attributes represent a leader. The term leadership is viewed by others as socially learned phenomenon. As a political and/or managerial activity, leadership can be conceived as the process of being elected, nominated or appointed to direct and execute organizational affair. However, it is interesting to note that some of these variables are overlapping as one individual may possess either leading skill or personality or both (Mukhtar *et al.* 2017).

Leadership within the Nigeria Police is largely based on appointment or promotion (for those already in the system). Because the organization is regimented, the personnel are exercising their leadership roles by commanding their junior staff. There is clear and well defined responsibility for each police officer; hence accountability to the senior staff is also articulated in the Nigeria Police's scheme service.

#### Theoretical Framework

The paper adopts *Hierarchy of needs theory* and *Contingency management model* in order to explain how effective leadership function can increase the productivity of personnel in security organizations, Nigeria Police in particular. *Hierarchy of needs theory* was propounded by Abraham Maslow (1943). Maslow identified a multidimensional approach to motivation that he termed a *hierarchy of needs*. Physiological needs are people's most basic needs, and they include such things as food, water, and shelter. Once satisfied, physiological needs are no

longer motivators, and the individual progresses to security needs, which include such things as job security and pension plans (e.g., many applicants are attracted to police work because of job security). The next level to which the individual progresses, is the need for belonging. Everyone has the need to be socially accepted or belong to a group. Social bonding is an important human attribute. Once an individual reaches the level of acceptance, there is a need for esteem. People have the need to be valued or feel important. Finally, when all of these needs have been satisfied, the person reaches self-actualization. This occurs when the individual becomes content with life in general.

The theory is relevant to the study. The implication of Maslow's hierarchy of needs is that the workplace provides an adequate financial reward to satisfy both physiological and safety needs, and the workgroup generally satisfies the worker's need for belonging; therefore, if the organization is to truly motivate employees, it must do so by satisfying the individual's esteem and self-actualization needs. This is accomplished by allowing employees to provide input into decision-making and planning and generally allowing them to become involved in every aspect of the organization. When this occurs, officers are more content.

As observed by Gaines & Kappeler (2011), *Contingency management* represents a management philosophy rather than a distinct management theory. *Contingency management* assumes that there is no one best way to manage and that managerial decisions should be based on the particulars of the problem under consideration. Thus, contingency management is leadership based. Managers must constantly monitor organizational and environmental activities, and contingency management adds that these managers should monitor activities with a mind to reacting to problems and potential problems. King (2009, as cited in Gaines & Kappeler, 2011) observed that police departments alter their operations and structure in response to environmental demands. Leaders should consider internal and external conditions as they pursue organizational goals and objectives, and they must use a variety of leadership styles, the style exhibited by the leader being dependent on the situation and temperament of subordinates. A crisis situation such as a barricaded person or drug raid would require a different style of leadership as compared to organizing officers to direct traffic after a large event such as a football game (Gaines & Kappeler, 2011).

Contingency management is a bottom-up philosophy in that organizational activities are dictated by changes and problems in the environment. Thus, management actions are dictated by activities at the lowest levels within the department. This also means that supervisors and middle managers assume more significant roles in managing departmental operations. As noted above, management decisions are situationally based. Factors that influence decisions include the problem, the environment of the problem, and the available resources to solve the problem. With regard to the problem, the police manager must ensure that all aspects of the problem are understood. When this occurs, different approaches for dealing with the problem become available. The environment of the problem is important in terms of providing a better understanding of the problem. It is also important to examine the environment to ensure that the problem is not part of a larger problem or a complex set of other problems. Finally, the resources, personnel, equipment, and money that a manager has when dealing with a specific problem will limit the numbers and types of responses. Regardless, when all of these factors are considered, a number of alternative methods by which to approach a given problem become available, and the best approach should be selected (Gaines & Kappeler, 2011).

### 3. Leadership Function in Security Organizations

Police administrators and supervisors must constantly make decisions, plan for activities, motivate subordinates, communicate information to various units and personnel within the department, and provide the department with leadership. Leaders within the police organization develop specialized units such as patrol, criminal investigation, traffic, or drug units. The establishment of these and other units dictates a department's structure. Determining the size and placement of these units within a police department is the act of organizing. The police administrator must organize the department in the way that most efficiently balances competing community needs and interests (Gaines & Kappeler, 2011: 139-140). All of these are leadership functions.

In this vein, an early student of administration, Luther Gulick (1937, as cited in Gaines & Kappeler, 2011) postulated that administration consisted of seven activities. These activities form the acronym *POSDCORB* and are described below:

- (i) **Planning:** Development of a broad outlines of what needs to be done and

- how the organization will accomplish the recognized purposes or objectives;
- (ii) **Organizing:** Establishment of a formal structure of units and people through which work is coordinated and accomplished;
  - (iii) **Staffing:** The personnel function, including the recruitment, selection, training, and placement of people within the organization;
  - (iv) **Directing:** The continuous process of making decisions; developing policies, procedures, and rules of conduct; and generally leading the organization toward the accomplishment of its designated mission;
  - (v) **Coordinating:** The organization function, which creates an increasing number of specialized units as the organization becomes larger and ensures that these ever-increasing numbers of units work together toward common objectives;
  - (vi) **Reporting:** The process of ensuring that everyone in the organizations aware of all other activities, generally accomplished through communications and recordkeeping;
  - (vii) **Budgeting:** The task of fiscal planning for the organization to ensure that resources are available to implement programs necessary for the fulfillment of the organization's mission.

These seven functions, broadly speaking, comprise police administration and outline how police administrators structure and manage their police departments. All seven functions must be constantly considered and effectively implemented; if any function is neglected, the organization will certainly suffer or become less efficient. Within this context, organizations consist of numerous parts and activities that must work together to achieve a predetermined mission, and this objective is accomplished through administration (Gaines & Kappeler, 2011).

#### 4. Challenges for Effective Leadership in the Nigeria Police

The challenges for effective leadership in security organizations are many, ranging from those emanating from the security agencies to those emanating from the government. This is also true within the Nigeria Police Force. Inability to render the services assigned to the leaders in the Nigeria Police is conditioned by several factors or challenges.

Therefore, the following are some of the challenges for effective leadership in security organizations in Nigeria, especially the Police:

- Lack of motivation due to poor incentive: Odekunle (2005) has lamented the discouraging salary, poor conditions of service, rank-mobility, promotion criteria and procedure for the “rank and file” in the Nigeria Police, despite the recent efforts to improve the situation.
- Lack of synergy between the various security agencies. For instance, Police is not in good terms with the Nigerian Army, the State Security Services does not share intelligence with the other agencies, etc.
- Political interference: Political interference and the feeling of accountability by the Force to the government of the day rather than to the rule of law and the people (i.e. a carryover from the colonial period and the succeeding military regimes). This is why there are high of politically motivated killings in the country (Olujinmi, 2005).
- Ethnicity: Nigeria is characterized by diversity in religion, ethnicity and language as well as in the level of social and economic development. This has crept into the various security agencies and led to division between the officers. One of the major crises confronting the contemporary Nigerian nation state is how to manage and mobilize its diversity, in the light of crisis of legitimacy of the state and deteriorating socio-economic conditions in the country (Brownson, 2012).
- Lack of professionalism and competency: Dambazau (2012) observed that there is the issue of lack of professionalism in the Nigeria Police Force, generally attributed to recruitment policy, which has effect on the quality of manpower.
- Corruption, including favoritism, nepotism and god-fatherism: As observed by Odinkalu (2005), the relationship between vast swathes of Nigerian civil society and the Police is characterized by mutual antipathy, mutual avoidance, and, where necessary, mutual corruption. Dambazau (2012) also stated that corruption in the Nigeria Police is said to be endemic, and has eaten deep into the very fabric of the system. Similarly, Brownson (2012) lamented that inefficiency, corruption, police brutality and incivility of the Nigerian Police are among the many problems associated with the organization; hence the need for the police

to be more sensitive, effective, accountable and less corrupt.

- Lack of periodic training and orientation: As noted by Dambazau (2012), there is problem of poor training and general atmosphere of indiscipline within the Nigeria Police Force.
- Lack of funding by the government with regards to logistics and structures. Brownson (2012: 67) reported that: *majority of Nigerians believe that one of the biggest problems confronting the Nigerian Police Force (NPF) is that of lack of equipment occasioned by inadequate funding. Although over the years budgetary allocations to the police have increased. This has failed to match the clear needs of the police. A visit to any police station will reveal the magnitude of the problem. From such basic things as buildings, office space within the building, furniture down to even uniforms and kits, the Nigeria Police Force appear ill equipped for its tasks. It is a different matter altogether when the consideration shifts to patrol vehicles, communication facilities and computers. Many police stations cannot even boast of a telephone!*

Apart from inadequacy, Brownson (2012) noted, the police lack the modern weapons needed to combat violent crimes, such that very often, criminals boast of superior weapons. It is commonplace that the police frequently decline to respond to a distress call on the ground that there are not funds or that there are no vehicles to convey them to the scene of crime. When they do respond, they arrive late after the robbery or other crime has been completed and the suspects long disappeared.

### 5. Solutions to the Problems of Leadership to the Nigeria Police

However, solutions to the problems of leadership in the Nigeria Police lie in the nature of the problem and the complexity of the problem. Notwithstanding, the solutions are recommended:

- Modernizing the whole Police organization to meet up with the modern style of leadership, such as transformational leadership;
- Enforcement of the rule of law on the Nigeria Police and other security personnel, not on the civilian population;
- Decentralizing of the management section to ensure proper checkmating between the different divisions within the Nigeria Police;

- Fighting police corruption by frequently monitoring the activities of the organization;
- Reviewing the reward package (salary) of the Nigerian Police and other security agencies to avoid corruption;
- Proper and periodic training for the leaders and the rank and files within the Nigeria Police;
- Provision of adequate logistics and motivation of the Nigeria Police to ensure effective policing and war on crimes.

### 6. Conclusion

The paper investigated how effective leadership function increases the productivity of personnel in security organizations, with particular emphasis on the Nigeria Police. The paper also examined the challenges of effective leadership function in the security organizations and then provided some solutions to the problems of leadership in security organizations in Nigeria. In conclusion, without effective leadership no any security organization can effectively and efficiently carry out its constitutional tasks. This is because leadership is the process of managing and administering the affairs of organization, especially the security agencies. It should also be noted that leadership takes place in stages, depending on the role allocation attached to each office within the Nigeria Police Force. Effective leadership depends on the ability of the leaders to efficiently and proficiently discharge their responsibilities.

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