



MOTIVATION AND SERVICE DELIVERY IN NIGERIA POLICE

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Abstract

The idea of motivation is concerned with factors that influence the behavior of people in certain ways. An individual is motivated if he moved in the direction expected from him in order to achieve a set goal. Motivation is a powerful tool that reinforces behavior and triggers the tendency to sustain it. The effective delivery of public service is a function of the distribution of duties and responsibilities and the quality of motivation on ground, (extrinsic and intrinsic motivation). The main objective of this paper is to examine the effect of motivation on service delivery (performance) of the police in Nigeria. Various methods of motivation and their strengths were reviewed. The paper relied mostly on secondary data through which valid submission made on the subject matter. One of the findings of the paper is that police in Nigeria require improvement in mostly intrinsic motivation in which the pride of being a police officer becomes major factor to perform as well as around the extrinsic motivation in which the officer enjoy better and improved reward, salary increase, promotion etc. The paper therefore recommends among others that service delivery in Nigeria should be enhanced and public impression about the Nigeria Police improved through strategic eradication of corruption within the rank and file of the Nigeria Police.

Keyword: Motivation, Nigeria Police, Police service, Service delivery.

INTRODUCTION

Motivation is a physiological and psychological process that controls our behavior based on our needs and desires which also energies behavior. It is the process that initiates, guides and maintain goal oriented behaviors. Motivation becomes more pronounced after the popular Hawthorne studies championed by Elton Mayor which submitted that productivity can only be improved in organization if human elements are properly taken care of. The term ‘motivation’ was developed in the early 1880s, prior to that time, the term ‘will’ was used by well-known philosophers to

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describe the force that prompt people to act in a way (Forgas, Williams and Laham, 2005). Recently, many researchers have offered unique definitions of motivation. According to Fajana (2002), motivation is a predisposition to act in certain manner. Human being are motivated based on needs, whether consciously or subconsciously by primary or secondary needs. Primary needs such as, the physiological need for water, air, food, sleep and shelter: and secondary needs such as self-esteem, status, affection, accomplishment etc. Motivation is an internal drive to satisfy an unsatisfied needs and to achieve certain goal. Employee's performance depends on a large number of factors, such as motivation, appraisals, job satisfaction, training and development etc. In order to attain assured targets, an employee must be satisfactorily energetic and be cleared about their determination. Motivation is a result of processes, internal or external to the individual which, arouses enthusiasm and persistence to pursue a certain course of action.

Motivation in public organization explains various efforts of the government to activate persistence and intensity in the workers to ensure effective service delivery. In public organization, motivation is based on the 3ps. Purpose, People and Pay. By purpose, we mean the self-actualization (desire to become the most that one can be.) One is motivated when what one is doing is aligned with one's boss, office environment, the culture, style of leadership etc. By pay, we mean the money, i.e. the salary or wages. With good salary one can acquire many things and compete effectively with peers. The more one can earn as salary in public organization the more one is motivated. Motivation can be properly or improperly achieved and can either hinder or improve productivity. Management must understand that they are dealing with human being, not machines, and that motivation involves incentivizing people to do something because they want to do it. The primary mission of a police force is to maintain law and order as demanded by the society. Because of increase and greater sophistication in crime committed, Nigeria Police officers will need to upgrade and be highly motivated in order to be responsive to the changes. Oluwajuyitan, (1988) captured the general state of affairs in Nigerian Police Force, 'Our policemen are ill-trained, ill-equipped, over worked, but under paid. Eighty percent of the police force is made up of men without moments of gladness and rapture, men who are sick with worries, also are forever fretting over their survival within a dehumanizing system. The fact that policemen often resort to force where commonsense should have prevail may mean that they are frustrated. The only way of improving the quality of the police is to invest a lot in their motivation.'

CONCEPTUAL CLARIFICATIONS

Concept of Motivation

The term motivation comes from the Latin word "movere" which means "to move". So, motivation literally means "that which moves" or "that which gives someone a reason to act" The concept of motivation has been around for a long time, but the word "motivation" itself was not coined until the 18th century. The first known use of the word "motivation" in English Language was in 1776, in a book called "Reflection on the Revolution in France" by Edmund Burke. So, the word is relatively new, but the concept of motivation has been around for much longer. Motivation is defined as a process of internal regulation that impels a person to initiate and persist at goal-directed behavior (Weiner, 1986) Robbin. (1996) sees motivation as a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work related behavior , and to determine its forms, direction, intensity and duration. More recently, Meyer, Becker and Vandenberghe, (2017) opines that motivation is a cognitive, social, and emotional process that drives a person to take action to achieve a goal. In the same vein, Morgeson, Delaney-Klinger and

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Hemingway, (2017) agreed that motivation is a process that involves the interaction between individual and situational factors and results in work effort. These definitions reflect the idea that motivation is a complex, dynamic process that is influenced by both internal and external factors. There are two major types of motivation. They are the “Intrinsic motivation” and “Extrinsic motivation” Deci (2005) defines intrinsically motivated behavior as those in which a person engages to feel complete and self-determining. It is a self-generated factor that influence people to behave in a particular way. These factors include responsibility, autonomy (freedom to act) and challenges within an individual that gingers the individual to doing something. Intrinsic motivation is evident when people engage in an activity for its own sake, without some obvious external incentive present. Individuals are intrinsically motivated when they seek enjoyment, interest, self-expression or personal challenge at work. Some officers in the police force are motivated to join the force and perform because of the well starched uniform and bullying outlook. Extrinsic motivation on the other hand is something that is external to an individual that ginger the individuals to do something, such as reward, pay increase, praise, promotion etc. Extrinsic motivation include money and verbal reward, mediated outside of a person while intrinsic motivation is mediated inside the person. In analyzing the concept of motivation, some techniques of motivation could be termed as the means of motivating employees is an important and effective motivational technique that could increase the performance of the employee in the public organization. Money maybe in form of salary, wages, bonuses, etc. if monetary facilities are increased, performance of the workers is to increase, and vice-versa. Economist tend to place money on the higher side of the motivation scale (Bernstein and Pollock, 1985).

Behavioral scientists tend to place it at the lower side. Essentially, money is one factor that is much related to the family satisfaction. Once family satisfaction is achieved, the job satisfaction will also be earned. Participation is another motivation technique that has been given strong support by the Behavior scientists. Participation is meant as recognition by the employer and management. It is found in the concept of Management by Objective (MBO) where a manager and his subordinate collaborate in setting goals. Another technique of motivations. Quality of working Life (QWL). QWL emerged as a new concept in the industrial area towards early seventies. It reflect the relationship between the worker and his work environment (Hague 1993). If the QWL is developed the workers will spontaneously perform their job.

Public Service Delivery

Public service delivery offers a comprehensive view of government performance measurement. Service delivery management aims to ensure customer satisfaction by ensuring that the services provided align with their expectations. Service delivery is a business idea and framework, the main goal of which is to render services from a vendor to a customer. The Nigeria police force is entrusted with a range of duties and responsibilities aimed at maintaining law and order, protecting lives and property, as well as detecting and preventing crimes. The police as law enforcement agents have existed for a very long time in the world and specifically in Nigeria. The police in Nigeria were operating in a more decentralized setting during the colonial era. They were dissolved by the General Yakubu Gowon led military administration in 1996 and a more centralized police institution was established (Alemika, 1999). The police have become the main institution that provides regular direct contact with the public (Dambazay, 1999). The Nigeria police has the role of providing services such as upholding the law, safeguarding justice and protecting the lives, rights and dignity of the citizens and visitors. The job of the police is complex and enormous. They

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supervise through patrolling the activities of the members of society in order to ensure effective policing. Policing is an aspect of social control process that involves surveillance and sanctions intended towards ensuring security of the society. Reiss (1971) explains that policing involves situation whereby the police mediate between the community and the legal system. John and Gregory (1971) also describe police work as participatory, dynamic, complex, delicate yet important. Black (1968) explains the ramification and complication of police work, asserting that the police are responsible for protecting lives and property, preventing lawlessness and apprehending law breakers.

THEORETICAL FRAMEWORK

There are several theories of motivation that justify the reactions or behaviors of an individual employee whether in public or private organization. Maslow hierarchy of need theory is most relevant here. Abraham Maslow proposed that motivation is the result of a person's attempt at fulfilling five basic needs required to make him a complete person in the society. Those needs, according to Maslow include the physiological needs required for human survival such as air, food, water, shelter, clothing and sleep. If there is provision for comfortable working conditions, reasonable work hours and remunerations, there is tendencies for improved service delivery in the police in Nigeria. Safety need is the second need mentioned by Maslow. This include those needs that provide a person with a sense of security and wellbeing. Personal security, financial security, job security are included among others. The provision of these will definitely motivate police officers to enhance their service delivery. The third need is the social need, otherwise known as love and belonging. This refer to the need to feel a sense of belonging and acceptance. This need prevent employees from feeling alone, isolated or depressed. Friendship, family and intimacy all work to fulfil social need. Police officer can be motivated by making sure that each officer knows one another, encouraging cooperative teamwork, and promoting a good work life balance. Esteem needs refers to need for self-esteem and respect. Praises and recognition for good performance create sense of belonging and self-respect. These will motivate good service delivery. Self-actualization need is the last need that describe a person's wish to reach his or her full potential. The need to become what one is capable in the organization is enough motivation for someone to put up his best. An officer in the police may wish to become Divisional Police Officer, Commissioner of police. The more an officer see the potential to reach any position of interest within the organization the more he improve on his service delivery.

MASLOW HIERARCHY OF NEED



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The progression principle of the theory that present the needs in hierarchical order suggests that the lower level needs must be met before the higher-level needs. The deficit principle claims that once a need is satisfied it is no longer a motivator because an individual will take action only to satisfy unmet needs.

MOTIVATION AND POLICE SERVICE DELIVERY IN NIGERIA

Effective service delivery in Nigeria police is a function of the quality of the available mean of motivation provided by the employers. Motivation can be in monetary and non-monetary means. Monetary motivation involves receiving regular payment of salaries, and other emoluments such as over-time, leave bonus etc. that the employees feel are equitable enough. Consistent review of salary is also monetary incentive to motivate workers. Consistent and regular payment of 'equitable' salary and other emolument is a strong factor that motivate the Nigeria Police to enhance their service delivery. The current Police salary structure is given as follows from the lowest rank.

S/N	RANK	SALARY
1.	Police Covetable	₦51, 113: 60 – ₦ 75, 224: 48
2.	Police Corporal	₦ 72,951 :64 – ₦ 82, 144 : 58
3.	Police sergeant	₦ 79,336 : 16 – ₦98, 193 :61
4.	Police Sergeant Major	₦ 99,233:25 – ₦ 123, 370 :20
5.	Inspector of Police	₦ 121, 879 : 47 – ₦ 143, 123 : 42
6.	Assistant Superintendent	₦ 156, 318: 39 – ₦ 251, 400 : 42
7.	Deputy Superintendent (DSP)	₦ 170,399:69 – ₦ 301, 712: 23
8.	Superintendent of Police (SP)	₦ 172,089 :06 – ₦ 321, 170 :21
9.	Chief Superintendent of Police (SP)	₦ 199,723: 96 – ₦ 393, 584 :48
10.	Assistant Commissioner of Police (ACP)	₦ 400, 316 :10 – ₦482, 767 : 58
11.	Deputy Commissioner of Police	₦ 439, 954 : 34 – ₦ 499, 565 : 11
12.	Commissioner of Police (CP)	₦ 886, 730 :45 – ₦ 1,003, 912 : 28
13.	Assistant Inspector General of Police (AIG)	₦ 907, 104 : ₦ 21 – ₦ 1, 378, 581 :43
14.	Deputy Inspector General of Police (DIG)	₦ 1, 469, 347 :58 – ₦ 1, 933, 360 : 98
15.	Inspector General of Police (IGP)	₦ 1, 614, 354 :30 – ₦ 2, 078, 007 :39

Nigeria Police Ranks and Salary Structure 2024

Source: <http://recruitmentzilla.com.ng>

The table above showed that the higher the position in the Nigeria police service the cooler in terms of the monetary motivation. Unimpressive salary structure of the junior workers in the face of the economic situation of the country, as shown above can affect effective service delivery.

Non-Monetary Motivation

Non-financial rewards are a way of satisfying employee's egos and self-actualization needs. Acknowledging extraordinary performance recognizes achievement, increases morale, create a positive work environment and motivate higher performance. Some non-monetary rewards help to fulfil organizational objectives at a relatively low cost. These rewards can be executed almost immediately as opposed to financial rewards which can take weeks or months to take effect. Effective communication between the junior and senior officers create a two-sided trust. Relationship built on this foundation will help a junior police officers to honestly and openly talk about their needs, thoughts and feelings, which in turn will give the senior officer and by extension

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the authority clear direction on how to support and motivate their junior team members. Learning and Development opportunities is another non-monetary incentives to high performance. Learning and Development (L & D) is way of educating and guiding employees on the area and aspects that will help them to develop and progress. Personal and professional development is important to generate the desire to learn, acquire new skills. A lack of professional and / or personal development is one of the main causes of job dissatisfaction among the police. On the other hand, L & D can be stimulate higher performance and improve engagement. Certain factors constitute impediments to quality of service delivery in police force. These factors can be subdivided into organizational factors, management practices and environment factors. The organizational factors are sizes and quality of available tools/equipment's inadequate manpower and poor supervision. Police force in Nigeria is experiencing serious challenge in the quality and quantity of the available tools and equipment required to provide efficient service delivery (Alemika, 1999). Inadequate manpower is also a serious organizational factor that hinder effective service delivery in the police in Nigeria. The current police strength is just over 370,000 officers which is insufficient based on a ratio of one police officers to about 600 citizens. The UN- recommended ratio is one police officer to almost 450 citizens. The inadequate number of police officer in Nigeria is an impendent to effective police service delivery Environment and subsisting culture in Nigeria allow everybody to see the position he/she occupies as an opportunity to amass wealth at the detriment of the progress of the country. Corruption is a recurrent decimal in Nigeria (Uwak & Udofia, 2016). The World Bank defines corruption as the misuse of public office for private gains. Public office is abused for private gain when an official accept, solicits or extorts a bribe. Nigeria has been consistently rated among the most corrupt countries in the world. In 2011, Nigeria was ranked 143rd out of 183 countries. In 2012, she was rated 139th and in 2015, Nigeria was rated 136th (Igbuzo, 2017). In most public organization, public organization, public service inclusive, people are expected to give bribe in order to get the service they are entitled to. In police organization in Nigeria corruption are officially embraced as well as in the private. Police cadets are made to pay for uniform that are supposed to be given to them free of charge including many other provisions for training. Embezzlement and misappropriation in higher offices dampens the morale of the junior officer and encourage them to become non-challant about effective service delivery (Iyanda, 2017).

THE WAY FORWARD

Motivation and service delivery in police organization attracts consideration as an attempt to bridge the gap between effective service delivery in the police and the expectations of the public. The idea is to look into the various means of motivation that attract expectation of the public from the police. The paper is also set out to down play the extrinsic motivation where higher salary is seen as the major means of motivation for effective service delivery. Intrinsic motivation in form of personal mindset, availability of impressive tools and equipment, public acceptance of the organization, opportunities for learning and development etc. All combine with adequate and timely payment of salary are enough motivation for effective service delivery. Nigeria Police service is composed of rational human being that can operate in the ideal theory 'Y' of the Mc Gregory's conception. If properly motivated, Nigeria Police officers can perform effectively and compete efficiently with their counterparts from various developed countries.

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- (i) Salary and emolument of the junior officers from constable to inspectors should be reviewed upward. This will make them live a normal live without unnecessary involvement in any form of financial corruption on the road or in the office.
- (ii) Senior officers should be properly educated and monitored to stop every form of request for 'return' from the junior officers on the road.
- (iii) All necessary non-monetary motivation should be given to the police across board to enhance their morale and show more commitment to their duties
- (iv) Management of the police service should embark on massive public education to improve on the public confidence and respect for the police.
- (v) Whoever caught in the act that can further tarnish the image of the police should be publicly disgraced and expelled.
- (vi) All required tools and equipment that enhance effective service delivery should be provided.
- (vii) Adequate education and training through modern technology should be given to enhance the confidence in police officer and make them proud of their job.

CONCLUSION

Effective service delivery in public organization especially in police service requires motivations in all its ramifications. This is essential to prevent unethical behavior among the officers. Nigeria police organization is stigmatized with negative behavior, hence, it is less respected within the society. The negative behaviors are attributed to lack of proper motivation. This paper tried to look into the impact of motivation on service delivery in police service in Nigeria. In spite of the stigma on the police in Nigeria, some of the police officers are gallant in the discharge of their duty. Some are motivated intrinsically and perform their duties without minding the sizes of their salaries. Others claimed that extrinsic motivation is mostly required as money is needed to meet the need and want of their families. The paper identifies other forms of motivation that can improve the quality of service delivery in the police service. The paper finally suggested some factors as way forward which included the review of the salaries of all police officers and assurance of good life most of which money cannot buy that enhance their morale and make them proud of their service to the society.

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