



PROCUREMENT ADMINISTRATIVE TECHNIQUE AND THE PERFORMANCE OF NIGERIA POLICE IN IMO STATE COMMAND (2014 - 2024).

***UMEH, CHIJOKE SUNDAY, PhD; **UDIHIRINWA, KELECHI KANDY; & *UMEH, CHIJOKE OGECHI**

*Department of Business Administration and Management, School of Business and General Studies, Federal Polytechnic Isuochi, Abia State of Nigeria. **Department of Political Science, Faculty of Social Sciences, Abia State University, Uturu, Abia State of Nigeria.

umehsunday579@yahoo.com

Abstract

This study examined procurement administrative techniques and the performance of the Nigeria Police in Imo State Command. The objective is to assess the capacity or ability of the human resources officers in Nigeria Police to occasion effective and efficient administration through recruitment, selection and placement administrative techniques to enhance the performance of the force. Survey research design was adopted for the study. Total sample size of three hundred and sixty nine (369) personnel, were randomly selected out of five thousand, five hundred and twenty one (5,529) personnel in Imo State Command. A questionnaire titled Procurement Administrative Technique Survey Questionnaire (PATSQ), structured in a likert format was administered for data collection and was complemented with interviews. The data collected was analyzed using frequency count, percentages and mean. The study was anchored on Structural Functional Theory. The hypotheses were tested using Pearson Product Moment Correlation Coefficient Statistics. It was found that poor recruitment, selection and placement administrative techniques had negative effect on the performance of the Nigeria Police in Imo State Command. Based on the findings, it was recommended that the police management team or personnel officers should adopt a well thought out favourable and effective recruitment, selection and placement strategies capable of enhancing the performance of the Nigeria Police in Imo State Command.

Keywords: Human Resources, Administrative Technique, Recruitment, Selection, Placement, Performance.

Introduction

The Nigeria Police Force had its origin in Lagos, the former Federal Capital, in 1861. In 1879 the Hausa police was renamed the "Hausa constabulary" which consisted of 1,200 officers and men commanded by an Inspector General of Police. Their duty was mainly

military in character although, the men were expected to perform some civil duties. On January 1, 1896 the Lagos Police Force was created, like the Hausa constabulary, the force was armed. The Force operated mainly in the Lagos areas while, the "Hausa constabulary" operated in the hinterland. Northern and Southern Nigeria each retained its own force until April 1, 1930, when they were amalgamated, forming the Nigeria police with its headquarters in Lagos. It was commanded by an Inspector –General of Police, Dunca in 1937. The duties of the southern Nigerian Police were the prevention and detection of crime, the repression of internal disturbance, and the defence of the colony and protectorate against external aggression (Nigeria Police Manual, 1976).

In 1960, under the Nigeria constitution order –in-council, the force today was established as a federal force, charged with responsibility for maintaining law and order throughout the federation. The constitution also set up two bodies, the Police Council and Police Force Service Commission. The former dealing with the general problems relating to the force, the later with promotions, disciplines and appointments in the senior ranks. On May 27, 1967 Nigeria was divided into 12 states following military take over on January 15, 1966 and its aftermath. The force followed suit having a Police Command in each of the states, commanded by Commissioner of Police. Apparently, Nigeria Police Force has thirty six (36) State Police Commands. The force has had many Inspector-General of Police (*The Dawn Newspapers, Nov. 15, 2023*).

In order to contextualize the discussion on human resource procurement administration, there is need to provide overview functions of the force. Section 4 of the Police Act prescribes the functions of the Nigeria Police force as the: (a) prevention and dictation of crime (b) apprehension of offenders (c) preservation of Law and order (d) Protection of life and property (e) enforcement of all laws and regulations with which they are directly charged, and (f) the performance of such military duties within or outside Nigeria as may be required of them by, or under the authority of this act or any other act (Police Act & Regulation, 2020). However, the human resource administration is duty bound/under obligation to recruit, select and place the right persons to perform these duties/functions (Okafor, 2010). There is widely held belief that the building up and efficiency of an organization whether private or public to a large extent depends on how effectively human resources are utilized. For an organization to attain its desired objectives, it must procure (i.e. recruit, select and place) the right personnel. Many of the current problems of organizations are attributed to poor recruitment, selection and placement of personnel (Umeh, 2013).

Statement of the Problem

The quality of recruitment, selection and placement of the police personnel has significant effect on their operational efficiency and behavioural integrity. The relevance of human resource procurement technique in an organization such as the police cannot be neglected. However, the inability of the administrative officers to provide the right

number of people, right kind of people, at the right places, at the right time and at the right cost to the Nigeria Police have been the utmost concern in the force and the society at large. Most times, the procurement of officers and men of the force are not done diligently. By so doing, unqualified and irresponsible candidates are recruited, selected and wrongly placed at the detriment of the force and the society at large. This means putting a square peg in a round hole, giving rise to corrupt practices in the organization (police). In this case, enforcing discipline on such personnel becomes very difficult, if not impossible (Agiriga, 2006).

Thus, similar observation was made in 2001, 2004, 2007, 2011, 2015 and 2019, otherwise called Millennium Police Officers, where there were poor procurement (i.e. recruitment, selection and placement) of personnel in the force. Therefore, there is need to find out factors responsible for this trend of poor procurement administrative technique of the Nigeria Police in Imo State Command. In other words, it is for this observed seemingly reoccurring dwindling rate of performance in the force that motivated the researcher to embark on this study to determine the causes of the observed low performance of the force. The researchers believe that by this study, procurement administrative technique and the performance of Nigeria Police in Imo State Command (2014-2024), there will be proper unearthing of the reasons behind the identified low performance of Nigeria Police in Imo State Command.

Research Objectives

The broad objective of this study is to examine the impact of procurement administrative technique on the performance of the Nigerian police in Imo State Command. The specific objectives of the study are:

- i. To determine ways in which recruitment administrative technique has affected the performance of Nigeria Police in Imo State Command.
- ii. To ascertain whether selection administrative technique has affected the performance of Nigeria Police in Imo State Command.
- iii. To identify how placement administrative technique has affected the performance of Nigeria Police in Imo State command.

Research Questions

Based on the objectives of the study, the following research questions were posed for the study:

- i. In what ways has recruitment administrative technique affected the performance of Nigeria Police in Imo State Command?
- ii. In what ways has selection administrative technique affected the performance of Nigeria police in Imo State Command?
- iii. How has placement administrative technique affected the performance of Nigeria Police in Imo State Command?

Research Hypotheses

The following hypotheses guided the study

- i. Recruitment administrative technique has no effect on the performance of Nigeria Police in Imo State Command.
- ii. Selection administrative technique has no effect on the performance of Nigeria Police in Imo State Command.
- iii. Placement administrative technique has no effect on the performance of Nigeria Police in Imo State Command.

Literature Review

The human resource administration is the field of study that encompasses all activities from procurement (i.e. finding employees for employment), to their full utilization at work and planning for their retirement. According to Okoye (1997) procurement administrative technique is the process of attracting, assessing and retaining the right kind of employees in an organization. He observes that its functions involve recruiting, selecting and placing the right types of employees, so that the organizations' aims are attained. Mbieli (2009) on his part sees it as the process of securing the right types of personnel in the organization. Speaking on the same subject matter but in a different perspective, he avers that the success of any work lies on the best selection of the best human beings as the most important elements in work situation. For him, they are the crown and glory of the earth, nothing that they are also the productive partners in production process. Procurement administration is the procedure involved in the recruitment, selection and placement of the newly hired or old employees in an organization and it is divided into three via: recruitment, selection and placement (Umeh 2008).

Concept of Recruitment

Human resource recruitment requires a sound planning system which includes personnel inventories, forecasts of supply and demand of human resources, action plans, controls and evaluation procedures. Igwe (2019) asserts that, before an organization embarks on a recruitment exercise, it must be sure of its areas of needs, noting that the number of people required, the skills or educational qualifications required for performing the job must be considered. Susko & Breugh 1980 (in Obikeze & Obi 2004:278) contends that the applicant should be given a Realistic Job Preview (RJP). Harrison and Liska (2008) argue that human resource recruitment officers in Nigeria Police concern themselves more with institutional changes in the officers and men (i.e. Police Personnel attitude and behavior), as well as the general career of the workforce. They submit that what the Nigeria Police need is a well institutionalized human resource administrators, who must recruit and select personnel based on merit, devoid of manipulations, favouritism, nepotism or any other corrupt practices in the force. They

further submit that, those hired in this capacity should gear towards redeeming the battered image of the force through the recruitment of effective and efficient personnel, to achieve the organizational goals.

Obikeze & Obi (2004) see recruitment as the process of attracting job candidates to apply for vacant positions in organization. For them, it is through the recruitment process that an organization attracts the needed personnel to help achieve its objectives. Nwizu (2018) on his part, asserts that recruitment is the key to stronger public service while, Stahi (2007) calls it the cornerstone of the whole public personnel structure. Mbieli (2009) seems to have struck the right cord when he observes that, recruitment attracts or involves the scouting of personnel both within and outside the local authority to a particular post. He adds that recruitment within is by promotion, without any advertisement to attract qualified personnel both far and near. Recruitment is the most important function of personnel officers. That could be why Nwizu (2018) sees it as the first step in the employment process of the civil servants. For him, recruitment is the process of getting potential employees willing to apply for job into an organization. Nwosu (2014) advocates that before an organization embarks on a recruitment exercise, it must be sure of its areas of need, the number of people required, and the skills or educational qualifications required for performing the job. He therefore submits that poor recruitment, selection and placement administrative techniques result to inefficiency in organizational performance. Obikeze & Obi (2004) in agreement with Mbieli (2009) assert that an organization can either recruit people internally or externally. They hold that an organization is said to have embarked on internal recruitment when vacant positions are filled with present employees.

The internal recruitment is usually done by promoting people to fill vacant higher position in an organization while, external recruitment on the other hand, is a situation where the organization cannot meet its human resource needs from within, it can decide to recruit people from outside (Okorie, 2008). Writing extensively on recruitment requirement in an organization, Ibrahim (2016) posits that recruitment requires a good human resource planning system which involves the supply and demand of personnel needed to achieve the organizational goals. Ozumba & Onyema (2017) in addition to the views of Obikeze & Obi (2004), Okorie (2008) and Ibrahim (2016) insist that, the applicant in recruitment exercise should be given a Realistic Job Preview (RJP), noting that it will make the applicant to know what the job he is applying for entails. Mburu (2017) reminds us the reason for a Realistic Job Preview (RJP), according to him, sometimes people apply for a job and are employed without actually knowing the real nature of the Job they are recruited to do. He points out that in some cases, the new employee may be frustrated with the Job or may find out that he does not have what it takes to perform well on his duties.

Writing on the methods of recruitment in an organization, Nwizu (2018) observes that the most common method of recruitment is advertisement in the professional journals

or other newspapers. He maintains that, this will be inform of “Situation Vacant” advertisement in the dailies or notices published in government gazettes, as well as contacts with university departments or other training institutes or employment agencies wherever they exist. The words recruitment and selection are used synonymously, but in the language of public administration according to Nwizu (2018), they differ. For him, recruitment is often termed positive in that it stimulates people to apply for job to increase the hiring ratio while, selection on the other hand tends to be negative because it rejects a good number of those who apply, leaving only the best to be hired. This could have inspired Jacob (in Nwizu 2018) to state that:

Recruitment is the process by which a large number of prospective candidates are attracted by various methods to apply for the positions available. Wide publicity enables more people to apply for the posts so that there will be wider choice for selection of the most qualified candidates.... After recruitment, follows the process of selection. Without recruitment, there will be no selection and similarly without selection, recruitment will be meaningless. They influence each other. It then means that recruitment is the process whereby the individuals are induced to apply for vacant posts to be filled in, while selection is the process of choosing the rightful person for the right job. The process of recruitment starts with the invitation for application and ends when the applications are received.

Concept of Selection

After attracting job candidates through recruitment process, the next step is to select from the group those that will be employed. Obikeze & Obi (2004) aver that selection is the process of choosing from the pool of applicants, those to be hired by the organization based on their abilities to meet the required organizational requirement. They therefore point out that, various organizations have different types of selection methods, noting that there are some universally accepted methods which are usually recommended for organizations interested in hiring right employees. According to them, the selection processes include:

- (i) **Preliminary Interview:** This is usually the applicant’s first contact with the organization. For the organization, it represents the first stage of the selection process. It is usually at this stage that those who are not qualified are weeded out. If the number of the applicants is on the high side, the preliminary interview helps to bring it to a manageable size. At this point those who pass this stage are allowed to face other more rigorous tests.
- (ii) **Application Banks:** This is a form given to job applicants from which information about their qualifications, job experience and any other information that are

related to an applicant's ability to perform well on the job can be gotten. This helps to test the applicants' reliability and accuracy of facts.

- (iii) **Tests:** Tests are seen as the most objective method of judging applicants, provided they are all exposed to the same test under the same condition. Tests are increasingly becoming an integral part of the selection process because of its obvious advantages. There are different types of tests which include; performance test, test for safety, aptitude test, temperament and personality tests.
- (iv) **Interview:** This is a formal exchange of facts, impression and view- points between a prospective employer and employee with a view to have mutual selection or parting.

According to Cole (1993), in order to reduce the impact of personnel biases and improve validity of the interview, the structured method is often advocated. A structured interview according to him is where the questions are prepared before hand and all the candidates are asked the same questions. He maintains that using a structured interview method increases reliability, pointing out that interviews are used in the selection process for two main reasons, which according to him are; (a) to assess the candidates motivation for the job and (b) to assess how well they would fit into the immediate work group. Since the essence of the process is to make sure that those to be hired meet up with the standard and expectations of the organization, Achu (2011) advocates that after attracting job candidates through the recruitment process, the next step is to select from this pool those that will be employed.

Concept of Placement

The selected persons are subjected to placement. In this regard, Burumchi & Umeh (2008) view placement as the process of actual hand over of authority and responsibility of an office to the personnel newly hired. They submit therefore that, once the right person is placed on the right post, the assignment of procurement is completed. This could have inspired Ikedi and Udezuo (2016) to hold that:

In placing "personnel officers in an organization", weight-age is given to general "or specific" ability, experience, interest, training and personality. They draw attention to the fact that through placement, the talent and capacities of the employees are utilized in an organization.

While analyzing the submission made by Burumchi & Umeh (2008) touching Ikedi & Udezuo's assertion on the same subject matter, Muhammed *et al* (2019) summarized these ideas by observing that it is possible in Nigeria Police Force to see "Officers and Men" who are posted to positions based on nepotism, favoritism, tribalism, political consideration, etc.

Concept of Organizational Performance

Organizational high performance/productivity and development are the outcomes of effective human resource procurement process in any organized organization. When employees put in their best in doing their jobs it will result to high organizational performance (Ubah, 2012). In this direction, Ibocha (2020) sees performance as both behaviour and result oriented. Behaviour according to him emanates from the performer and transforms performance from abstraction to action. Performance is a multi-dimensional construct, and its measurement varies depending on a variety of factors (Bates & Holten, 1995). The contention is that, it is important to determine whether the measurement objective is to assess performance outcomes or behaviour. This assertion could have motivated Kane (1996) to argue that performance is something that the person leaves behind which exists apart from the purpose. In addition to this line of argument, Campbell (1990) believes that “performance is behaviour which should be distinguished from the outcomes because they can be contaminated by the system factors”.

Subscribing to this, Rojeny (2001) submits that employees’ high productivity and development are the outcomes of effective human resource procurement techniques in an organized organization like the police. He argues that when officers and men as employees put in their best in doing their jobs, it will enhance organizational performance. Based on the foregoing, it can be deduced that high quality procurement will also lead to organizational productivity. Rocas and Anderson (2006) on their part, opine that good productivity benefits both employees and management of organization, even the society at large. They observe that productivity is dependent on employees’ recruitment and selection strategy. Writing on the same subject matter, Quanga and Moshner (2006) concur that, procurement should be given maximum concentration in order to achieve high level of productivity in an organization.

Similar view has been expressed by Onyebueke (2015), a scholar in this field who asserts that it is the level of workers’ input in an organization that enhance or mar productivity. He maintains that ineffective recruitment, selection and placement of the employees will lead to low productivity, why high procurement will lead to high productivity. It is important to note here that, the level of turnover, absenteeism, tiredness, indiscipline and non-productivity of the employees are the indices of workers performance. When the indices are high, the employees’ performance is affected negatively and vice visa (Okafor, 2010). In this position, Ekejiuba (2016) points out that the level of workers involvement/input in the work situation will determine the kind of people recruited in the organization. Organizations in the past primarily focused on productivity due to the dynamism in the society. Organizations in this century are looking forward to sustaining a competitive advantage by combating the challenges of improving qualities of performance or service delivery. This stance can only be attained through employee performance, while the key of attaining and sustaining this is by recruiting, selecting and

placing the right people for the right positions in the organization. Chukwuma (2014) argues that while recruiting the employees, organizations have to diversify strategies to carefully recruit the most suitable employees, because they create the competitive advantage for the organizations. The word recruitment has become a thing of concern to many organizations in order to get the rightful candidates that can effectively fill the vacant positions (Akin, 2016).

It is important to note that in emerging economy like Nigeria, organizations are to advance modern recruitment and selection strategies that will enhance quality service delivery. This could be why Dustin (2009) in a similar development contends that the continued growth and development of organization depends on its ability to recruit and select high quality personnel at all levels irrespective of the cost of such action. He points out that a sound manpower planning programme logically follows a well drawn-up recruitment strategy. He therefore reminds us that the quality of the organizational performance depends upon the quality of employees which is determined by recruitment. Eze (2012) on his part, states that recruitment and selection starts with a clear statement of objectives of the organization, based on the types of knowledge, skills, abilities and other characteristics. His argument was anchored on the facts that for organization to request for application, objectives must be established and used for the selection process. He also noted that the positions to be filled must be defined in terms of job description and job specification. Umeh (2013) appears to be in the same page with Eze (2012) when he asserts that the success of the organization is directly linked to the performance of those who work for the organization.

Arguing on this, he observes that under-achievement of target can be a result of failures in the workplace, hiring the wrong people or inability to anticipate fluctuations in hiring needs, noting that it is important that efforts are put into human resource planning in an organization. Performance is a function of effective recruitment, selection and placement of personnel in the organization (Umeh, 2013). It has also been argued that in order for the organization to build and sustain the competitive advantages, proper staffing is critical. Moghimi et al (2017) see recruitment and selection as essential in the organization because, individuals need to be attracted on a timely basis, in sufficient numbers with appropriate qualifications. According to them, the more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. For this reasons, they conclude that the effectiveness of an organization's selection system can influence bottom line organizational outcomes, such as productivity and financial performance.

Theoretical Framework

This study adopted structural functional theory. The theory was developed by Gabriel Almond in 1954 and was popularized by David Easton in the study of political science. The appropriateness of this theory to the study is anchored on two basic concepts:

structures and functions. While structures are arrangements within the system (organization) that perform the functions which could either be diffused or diffracted, functions are the objective consequences emanating from the operations of the system or organization or what it does. First, the structure here stands for human resource officers who must recruit, select and place the right number of people, the right kind of people, at the right place, at the right time and at the right cost to the organization to enhance performance. Secondly, if the structures instituted perform their functions well, the issue of performance will be enhanced.

In applying the theory to the subject of the study, it is evident that the Nigeria Police in Imo State Command has human resource officers therefore, they are perceived to perform two basic functions; input and output functions. Input functions are personnel planning, recruitment, selection, placement of personnel, etc., while the output function has to do with ensuring the effective and efficient performance of the employees hired. The human resource officers as structures in the force are required to perform their functions effectively by recruiting, selecting and placing qualified personnel on the basis of merit; devoid of nepotism, favoritism, ethnicity, tribalism, political consideration, corruption, etc. This is because, the due process of procurement exercise in the Nigeria Police in Imo State Command is considered vital and critical to the extent that, its non-observance is usually a well thought-out violation of due process in the force. In doing this, the human resource officers are duty bound to employ effective and efficient personnel who have the ability to de-corrupt the system, enhance the force performance and occasion good practice through effective and efficient policing in the Command.

Research Methodology

The study adopted a survey research design and also made use of secondary data. The population of the study consisted of all the ten (10) Police Area Command personnel in Imo State Command. Three hundred and seventy seven (369) personnel were randomly selected out of five thousand five hundred and twenty nine (5,529) Police Area Command personnel in the State Command. A questionnaire titled Procurement Administrative Technique Survey Questionnaire (PATSQ), structured in a likert format was administered for data collection and was complemented with interviews and secondary data. The data was collected and analyzed using frequency counts, percentages and mean. In order to ascertain the validity of the instrument for the study, the researchers ensured that the questionnaire covered the research questions of the study and was given to experts for scrutiny. This was pilot tested and a reliability coefficient of 0.80 was obtained. The data was collected and analyzed using frequency counts, percentages and mean. The hypotheses were tested using Pearson Product Moment Correlation Coefficient Statistics. The decision rule for interpretation of the results of the data analysis was that of a mean score of 2.5 and above, which was regarded as agreed/ accepted while, below 2.5 was disagreed/ rejected.

Results

Research Question 1: In what ways has recruitment administrative technique affected the performance of Nigeria Police in Imo State Command?

Table 1: Mean Response on Recruitment Administrative Technique and the Performance of the Nigeria Police. N

= 380

S/N	ITEMS	SA	A	D	SD	FX	Mean	Decision
1.	The inability to adhere strictly to recruitment procedure has bad effect on the performance of the Nigeria Police.	175(46.1%) 700	110(28.9%) 330	55(14.5%) 110	40(10.5%) 40	1180	3.11	Agreed
2.	There is quality and proper recruitment process to enhance performance in the force.	40(10.5%) 160	72(18.9%) 216	110(28.9%) 220	158(41.6%) 158	754	1.98	Disagreed
3.	The human resource officers in Nigeria Police do not attract the right kind of people to enhance performance in the force.	140(36.8%) 560	130(34.2%) 390	58(15.5%) 116	52(13.7%) 52	477	2.94	Agreed
4.	The recruitment process in the force is not based on merit to enhance performance.	150(39.5%) 600	110(28.9%) 330	70(18.4%) 140	50(13.2%) 50	445	2.95	Agreed
Grand Mean							2.75	Agreed

Source: Survey Data, 2024.

Table 1 revealed that the respondents in items 1, 3 and 4 with mean scores above 2.50 agreed that the recruitment administrative techniques affected the performance of Nigeria Police in Imo State Command. While only the respondents in item 2 with mean score below 2.50 disagreed. Meanwhile, the grand mean for research question 1 is 2.76 which showed that the recruitment administrative techniques affected the performance of Nigeria Police in Imo State Command.

Research Question 2: In what ways has selection administrative technique affected the performance of Nigeria police in Imo State Command?

Table 2: Mean Response on the Performance of the Nigeria Police through Recruitment Administrative Technique. **N**

= 380

S/N	ITEMS	SA	A	D	SD	FX	Mean	Decision
5.	The human resource officers in Nigeria Police do not select the right kind of people for the job.	161(42.14%) 644	109(28.7%) 327	63(16.6%) 126	47(12.4%) 47	1.144	3.01	Agreed
6.	The human resource officers in the force receive gratification from the applicants during selection.	152(40.0%) 608	113(29.7%) 339	70(18.4%) 140	45(11.3%) 45	1.132	2.98	Agreed
7.	There is proper and written interview during the selection process in Nigeria Police.	38(10.0%) 152	81(21.3%) 243	154(40.5%) 308	107(28.2%) 107	810	2.13	Disagreed
8.	The selection of personnel in the force is based on favouritism, nepotism, tribalism, bribery and corruption.	166(43.7%) 664	93(24.5%) 279	66(17.4%) 132	55(14.5%) 55	1.130	2.97	Agreed
Grand Mean							2.77	Agreed

Source: Survey Data, 2024.

Table 2 showed that the respondents in items 5, 6 and 8 with mean scores above 2.50 agreed that the selection administrative techniques affected the performance of Nigeria police in Imo State Command. While only the respondents in item 7 with mean score below 2.50 disagreed. Again, the grand mean for research question 2 is 2.77 which established that the selection administrative techniques affected the performance of Nigeria police in Imo State Command.

Research Question 3: How has placement administrative technique affected the performance of Nigeria Police in Imo State Command?

Table 3: Mean Response on the Performance of the Nigeria Police through Placement Administrative Technique. **N**

= 380

S/N	ITEMS	SA	A	D	SD	FX	Mean	Decision
9.	The Administration/Station Officers do not try to determine the potential of each personnel before	139(36.6%) 556	131(34.4%) 393	60(15.8%) 120	50(13.2%) 50	1.119	2.94	Agreed

	posting or assigning responsibility to them.							
10.	The placement of personnel in Nigeria Police is based on favouritism, nepotism, tribalism, bribery and corruption.	170(44.7%) 680	115(30.3%) 345	54(14.2%) 108	41(10.8%) 41	1,174	3.09	Agreed
11.	The human resource officers do not post the right kind of personnel, at the right the right time and at the right places in the force.	160(42.1%) 640	99(26.1%) 297	65(17.1%) 130	56(14.7%) 56	1,123	2.96	Agreed
12.	The placement of personnel in the Nigeria Police is based on merit.	35(9.2%) 140	84(22.1%) 246	151(39.7%) 302	110(28.9%) 110	798	2.1	Disagreed
Grand Mean							2.77	Agreed

Source: Survey Data, 2024.

Table 3 revealed that the respondents in items 9, 10 and 11 with mean scores above 2.50 agreed that the placement administrative techniques affected the performance of Nigeria Police in Imo State Command. While only the respondents in item 12 with mean score below 2.50 disagreed. Furthermore, the grand mean for research question 3 is 3.11 which underscored the fact that the placement administrative techniques affected the performance of Nigeria Police in Imo State Command.

Discussion of Findings

The analysis of question one revealed that recruitment administrative technique had negative effect on the performance of the Nigeria Police in Imo State Command, which is in line with the alternative hypothesis earlier postulated. Further assessment showed that poor recruitment technique gave rise to poor performance of the Nigerian Police in Imo State Command. This finding is in consonant with Nwosu (2014) who submitted that, poor recruitment strategy results to inefficiency in the performance of the force. Supporting this, a personnel of Okigwe Police Area Command, while in an interview with him, stated that the police personnel officers did not recruit and select the right kind of people for the job, due to favoritism, nepotism, tribalism, ethnicity, political consideration, corruption, etc. Corroborating this position, in 2019, the Commissioner of Police, Imo State Command, observed with dismay that there was poor recruitment and selection process in Imo State Command, he therefore enjoined the state personnel officers to ensure that the right kind of people are recruited at the right number, at the right places, at the right time and at the right cost to the force (*The New Dawn Newspaper, Feb. 21, 2019*).

The analysis of question two revealed that selection administrative technique had negative effect on the performance of the Nigeria Police in Imo State Command, which is

in tandem with the alternative hypothesis earlier postulated. Further assessment indicated that poor selection strategy gave rise to poor performance of the Nigeria Police in Imo State Command. This finding is in conformity with the discovering of Mbieli (2009), Ibrahim (2016), Mburu (2017), Rojeny (2001), Okafor (2010) and Onyebueke (2015), who held that the proficiency, efficiency and effectiveness of personnel could only be achieved through the efficient selection of personnel in the organization. Further result showed that poor performance of the Nigeria police in Imo State Command was due to poor selection strategy.

The analysis of question three revealed that placement administrative technique had negative effect on the performance of the Nigeria Police in Imo State Command, which is in consonant with the alternative hypothesis earlier postulated. Further finding also established that poor performance of the Nigeria Police in Imo State Command was due to poor placement administrative strategies in the force. This finding has been supported by Burumchi and Umeh (2008), Ekejiuba (2016) and Nwizu (2018), when they observed that it is possible in Nigeria Police Force to see "Officers and men" who are posted to positions based on nepotism, favoritism, tribalism, political consideration, etc.

Conclusion

It has been a worthwhile analyzing the effect of human resource procurement administrative technique on the performance of the Nigeria Police in Imo State Command. Poor procurement administrative technique is one of the reasons for poor performance of the Nigeria Police. Any organization that wants to achieve its objectives must continue to adopt organizational change strategy. Such organizational change enables the organization to correct and amend its loopholes and limitations, to remain in the system and achieve the needed development. This study however, laid no claim to complete exhaustion of the problems of human resource administrative technique as it affects the performance of the Nigeria Police, neither did it claim having offered a conclusive panacea for some found problems. If for anything, it meant to elicit actions and encourage others to undertake similar research on other multifarious factors of human resource administrative techniques that have to do with the performance of the Nigeria Police.

Therefore, human resource administrative technique and the performance of the Nigeria Police was just microcosm of the whole problem of personnel administration, when viewed from a system approach to administration inadequacy such as ; poor recruitment, selection and placement strategy and other environmental factors like; corruption, favoritism, nepotism, tribalism, ethnicity or quota system , political consideration etc, and a host of other factors that influence organizational performance, which the force is not an exception. Finally, if the human resource officers in Nigeria police will take into consideration some of the problems identified in this study, the issue of low performance will be solved to a large extent.

Recommendations

Based on the findings, the following recommendations are made that:

1. The police management team or personnel officers should adopt favourable and effective recruitment processes devoid of favoritism, nepotism, tribalism, ethnicity or quota system, political consideration, etc and base its recruitment criteria on merit, to enhance the performance of the force.
2. The police management team or personnel officers should adopt a well thought out favorable and effective selection strategies capable of regularly selecting qualified personnel to enhance the performance of the force.
3. The police management team or personnel officers should use effective and efficient placement strategies/techniques capable of enhancing the personnel performance in the force. They should also ensure that square pegs are not placed in round holes demonstrating incompetency in positions, resulting to poor performance of the force.

REFERENCES

- Adebayo, A. (1981), *Principles and practice of public administration in Nigeria*. Ibadan: Spectrum Books Ltd
- Agiriga, J.E. (2006), *Police administration in Nigeria*, Lagos: Longman Ltd.
- Akin, O.N. (2016), Effect of poor recruitment and performance of Nigeria Police. *Journal of Personnel Administration* 2 (1) 63-71.
- Burumchi, O. and Umeh, C.S. (2008), *Management of security organization in Nigeria Ibadan: Spectrum books Ltd*.
- Chukwuma, U.N. (2014), The Impacts of training in Nigeria Police Force in zone (6) Calabar, Cross Rivers State. *Journal of Professional Administration*. 5 (4) 8-14.
- Dustin, R.O. (2009), *Theory and practice of public administration in Nigeria*. Abia: Model Academic Publisher.
- Ekejiuba, E.L (2016), *Training the cardinal point of organizational success*. Aba: Model Academic Publisher Ltd.
- Eze, U.N. (2012), *The Relationship between recruitment, selection and placement in the public organization in Nigeria*. Ikeja: Longman.
- Gehart, M.D. and Rynes, K.A. (2003), *Government and public administration: A development approach to increase productivity*. London: Oxford University Press.
- Harrison, D.A. and Liska, Z. (2008), *Personnel planning in public organizations*. Enugu: Fourth Dimension Publishers.
- Ibrahim, K.K. (2016), Human resource administration and developmental approach in Yobe State command. *Journal of Management and Administration* 2(1) 27-34
- Igwe, C.E. (1985), *Human resource management in business organization in Nigeria*. New York: 4th Dimension Publishers
- Mbieli, P. (2009), *Local government administration, foundation of democracy*. Lagos: West African Book Publisher Ltd.
- Mburu, A.B. (2017), *The key factors in affirming the organizational goals in private sector*. John Jacob's Publishers
- Mburu, L.C. (2017), Influence of training on the performance of police officers in Kenya Police services. *Journal of Personnel Management*. 1 (2) 30-38.
- Mburumchi, J.S. and Umeh, C.S. (2008), The police and development in Nigeria. *Journal of Developmental Studies* 4 (1) 58-66.
- Moghimi et al (2017), *The need to satisfy employees in business management*. Awka: Christian Printing and Publishing Co-Ltd.
- Muhammed et al (2019), *The Important of Personnel Administration in Organization*. Onitsha: Hybrid Publishers.
- Nwizu, G. (2018), *Human resource development: New dimensions in personnel management and manpower planning*. Okigwe: Mummy B Authentic Press.
- Nwosu, B.U. (2014), *Personnel administration in business organizations*. Isuofia: Jogvia Publisher.
- Obikeze, O.S.A. and Obi, E.A. (2004), *Public administration in Nigeria: a developmental approach*. Onitsha: Book Point Ltd.
- Okafor, D.A. (2010), *Personnel administration in Nigeria Police*. Enugu: John Jacob's Publishers Ltd.
- Okorie, P.J. (2008), *Personnel management theories and issues*. Lagos: Panat Publishing Inc.
- Okoye, J.C. (1997), Principles of security network in Nigeria. *Journal of Development Studies* 3(1) 100-110.
- Onyebueke, C.K. (2015), Theory and practice of Police administration in Nigeria. *Journal of Administration* 5 (2) 150-157.
- Owela, U. (2006), Development in Imo State Civil Service Owerri: Achugo Publishers.
- Ozumba, J.C. and Onyema, A.E. (2017), Effect of Poor Procurement and Practice in Nigeria Security Organizations. *Journal of Administration* 2 (1) 25-31.
- Rocas, K. and Anderson, R. (2006), The effect of poor recruitment on the performance of Nigeria Police: *Journal of the public affairs*. 1 (3) 12-16.

- Rojeny, C.B. (2001), Management procedure and practices in public organization. *Journal of Management Research*. 5 (1) 35-41.
- The Dawn Newspaper, Nov. 15, 2019.
- Umeh, C.S. (2018), Causes and strategies for reducing administrative constraints of lecturer's effective performance in Police College. *Journal of police Academy* 6 (3) 150-156.
- Umeh, C.S. (2013), Society of the poor and rich: An approach to think right. *Okigwe Solar press*.
- Umeh, C.S. and O.O. Okereke (2021), Human resource administration and the performance of the Nigeria Police in Imo and Abia State Command (2010-2020) :An unpublished research work, delivered at Abia State University.
- Vitus, M.M. (1999), Personnel Administration and Its Impact on Performance in Organization. Retrieved from <https://en.m.wikipedia.org> on 5/10/2018.