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IMPACT OF TRAINING ON WORKERS' PERFORMANCE IN THE NIGERIA POLICE FORCE: A STUDY OF KWARA STATE POLICE COMMAND, ILORIN, KWARA STATE

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Abstract

Training of personnel is key to the successful operation of any organization in the world. The beginning of training in Nigeria dates back to 1960 when it was discovered that most of the top positions in government and business were held by foreigners. Matters of safety and security are topical issues in today's Nigeria. Since the Nigerian police force is constitutionally authorized to oversee internal security, life has grown so unstable in our nation that the common Nigerian cannot sleep soundly at night. It is on this premise; the main objective of this study is to examine the impact of training on workers' performance in the Nigeria Police Force with special reference to Kwara state police command. Quantitative methodology was used as a tool for examining the research work in view of the questionnaire, other valuable resource materials were also adopted. A total number of 400 questionnaires were distributed while 382 were validly returned. Tables, percentages, and frequency distribution were used to descriptively analyze the data while chi-square was used to list the hypothesis. It was found that training has a great impact on police personnel and that periodic, continuous, and timely training of the police personnel is a key to internal security which is one of the constitutional roles of the Nigeria Police Force. It was recommended that the Department of Training and Development of the Nigeria Police must be fully funded in order to procure necessary training material and equipment and other sophisticated weapons that would always be used for personnel training. It was also recommended that the Police Service Commission should be fully in charge of training programmes while the Department of Training and Development will take directives from the Police Service Commission regularly.

Keywords: *Performance, Training, Police Command, Worker*

Introduction

The strategic values of human resources stem from the fact that apart from other resources employed in the course of production (Land, Capital, Technology, etc.) which are passive, human resources is endowed with discretionary decision-making power and has a competitive advantage over other resources. As a result, organizations over-train their staff in an effort to determine how best to increase productivity so that objectives are successfully attained. Human resources require continual development, which is only possible through training. Improving productivity necessitates good and effective management of the organization's material and human resources. The majority of management agreed that productivity may be increased through training. Organizations usually concentrate on and point toward activities and initiatives that can aid in the accomplishment of the goal for which they were founded (Olaopa, 2008).

In order to increase productivity, the Nigerian public sector has undergone major changes that are focused on human development. To address the issue of productivity and bureaucratic bottlenecks in service delivery, these reforms have been shoddily implemented (Okorie and Odo, 2014). Additionally, the goals of these reforms are to propose solutions and solve the issues associated with low productivity. It strives to improve the responsiveness and efficiency of the government. The general goal is to ensure productivity, service delivery, efficiency, transparency, and better service quality in the public sector. (Olaopa, 2018; referenced in Okorie and Odo, 2014).

However, it should be remembered that training in Nigeria public service dates back to 1960 when it was found that most of the top jobs in industry and government were held by foreigners (Olalere and Adesoji, 2013). After independence, there was a

significant shortage of skilled indigenous human capital because of the departure of the white people. In response to the Ashby Commissions' recommendations, the Federal Government of Nigeria established a Manpower Board in 1962 (Olalere and Adesoji, 2013). Consequently, the Federal Government of Nigeria established complementary institutions like the Centre for Management Development (CMD), Administrative Staff College of Nigeria, Industrial Training Fund (ITF), and Federal Training Centre to train and retrain employees as well as give orientation to fresh graduates of formal academic institutions (Olalere and Adesoji, 2013). While development refers to the general improvement and expansion of an employee's ability and talents through a conscious and unconscious way of learning, training is the process of imparting knowledge to an employee on a specific area or skill for the efficient execution of the jobs he is employed to complete. Enhancing an employee's competencies to do their tasks more effectively is the primary goal of training and development (Keamey, 2010). If employees don't acquire and enhance their knowledge and abilities, they won't be successful and efficient at work.

The function, aptitude, will, and environmental circumstances of a worker all have an impact on their production. Many times, despite having people with the necessary skills, drive, tools, and managerial support, an organization's performance wasn't up to par (Nwachukwu, 2009). Their inadequate knowledge and abilities, which are often obtained through development and training, may not be the main cause. So that people can be trained and developed, organizations need training programs. The main goal of training programs is to close the skill gaps between expected and actual job performance while also providing employees with the necessary knowledge, abilities, and skills to tell excellent job performance from average performance. Consequence upon the above, the study aimed at looking into the training of the Nigeria Police Personnel and how it impacted the national security of Nigeria.

Statement of the Problem

The Nigerian police force is required by the constitution to safeguard citizens' lives and property, prevent, detect, and investigate crime, as well as to bring criminals to justice. However, these obligations have been hampered because the police management team does not view training as a crucial tool or method for enhancing performance in security services.

There is no doubt that training is important and that it is the main driver of increased productivity in many organizations. Despite ongoing changes that place a strong emphasis on training, several issues, such as the lack of regular training, pose a danger to personnel training in the public sector (Okotoni & Erero, 2005). This is because no specific and ongoing training programs that will raise employees' productivity and performance have been established as a result of the different changes in the public sector.

There are times when management in the public sector fails to acknowledge employees who have not yet enrolled in training programs to gain new abilities and information. Such acknowledgment could take the shape of a pay raise, a promotion, or other perks to commend their efforts. Even after training, management may not always be eager to move such employees to other departments where they are most needed and valuable. Additionally, employment growth is occasionally carried out without taking the staff's talents and capacities into account, which can have a negative impact on morale and frustrate other employees who want to pursue further training. (John, 2009)

It is anticipated that training and development will improve and grow employees' knowledge, abilities, and capacity to do more than they are now able to, leading to improved performance for the organisation. The fact that Nigeria's police organization continues to provide security services to the public below international standards can also be attributed to irregularities and a subpar training program.

The Nigerian police management treats the organization's training policy lightheartedly and frequently favours sending top officers on training trips at the expense of lower staff members, who serve as mercenaries and do the bulk of the job (Researchers Observation, 2025). Some succeeding management teams considered training the officers in the junior cadres to be a waste of time and instead believed in what is known as home delivery promotion. Some management teams have occasionally canceled training programs before promoting officers out of concern for the costs involved, which results in unscheduled training that isn't organized (Presidential Panel on Police Reform). Based on the above mentioned, the study intends to evaluate the Impact of training on workers' performance in the Nigeria police force Kwara State command, and this study is designed to address the under-listed questions that emanated from the statement of the problem.

i. Does the regular and periodic training program enhance the efficiency of the Nigeria Police Force in the Kwara State command?
ii. What have been the major factors that affect effective police Performance in Kwara State Police Command?

Research Objectives

Following up on the research questions raised, the following are the objectives to:

i. examine how regular and periodic training programme in the Nigeria Police Force.
ii. evaluate the major factors that affect effective police Performance in Kwara State Police Command

Research Hypotheses

H^0: Training does not have any significant relationship with worker's performances

H^1: There is a high level of a significant relationship between training and worker performance

Literature Review

Conceptual Review

Training

Training is the use of systematic and planned instruction activities for the acquisition of skills and knowledge, it could also be defined as a set of activities that react to present needs and focused on the instructor and contrasts with learning as a process that focuses on developing individual and organizational potential and building capabilities to beat present and future challenges (Armstrong, 2010). According to Maureen, (2001), training is the process of teaching, informing, or educating people so that they may become as well qualified as possible for their work and so that they become qualified to perform in positions of greater difficulty and responsibility. As a result, staff training also focuses on assisting employees in doing better in their current roles, whereas development is an investment focused on the future. Staff training is a complex blend of activities meant to improve the performance of people and groups within the organization.

Nwachukwu (2004) explains that "training is the organizational effort which has been aimed at helping an employee acquire the fundamental skills required for the effective performance of the functions for which he/she was hired." Nwachukwu's definition focused on accountability and skill development for effective performance. According to the aforementioned definitions, personnel/worker training is an intentional effort made by an organization to enhance the knowledge, skill, and behavioral modification needed for an individual or a group of employees to perform a specific task, with an eye toward the improvement of the organization.

Workers Performance

Organizational performance is an indicator of the capacity of an organization to accomplish separate goals. Every organization was founded with specific goals in mind. Utilizing resources like people, machinery, materials, and money will enable the goals to be attained. In order to complete duties and reach the goals, manpower is crucial. To function effectively, an organization needs highly qualified and committed personnel (Ramanujam, 1996).

The most crucial element in employee growth and exceptional performance is their involvement on the job. Several factors, including newly acquired skills, training, inspiration, commitment, welfare, management rules, fringe benefits, pay and benefits packages, promotions, and communication, are responsible for motivating employees to work truly and do their best work. Since employee performance has a significant impact on overall performance, management must make earnest efforts to improve employee performance inside the firm. (Ramanujam, 1996).

Factors Affecting Employee Performance

Anderson (2003), stated that the following are the factors affecting employee performance in an organization, they include Experience, Balancing home and work, and Manager Interaction.

i. **Experience**: One of the reasons that causes performance to spiral downward is hiring workers who are not qualified for the position (Anderson, 2003). The employee's background should be strengthened through company training. Even after receiving intensive training, if an individual still struggles with performance, it may be because they lack the experience needed for the position.
ii. **Balancing Home and Work:** Managers/Boss must be understanding of employees' troubles and ready to bring up the subject with staff members as needed. Giving an employee the time off they need to address a personal issue will assist demonstrate to all employees how much the company values them (Anderson, 2003). Even though an employer may not desire to be impacted by his employees' personal lives, personal issues can occasionally harm employee performance.
iii. **Manager interaction:** Employees are unable to evaluate their performance if they do not receive manager comments on their work performance. Managers should receive training on how to comment on both good

and bad employee performance. When things go wrong, the management and employee should collaborate to develop a plan that will assist them improve their performance. When workers are aware of their strengths and weaknesses, it is simpler for them to enhance their performance.

iv. **Setting goals:** Management must establish objectives that staff members must meet. A worker can better comprehend what is expected of him if he does his job, which entails according to the basic criteria. Making incentives that encourage staff to go above and beyond the predetermined targets would also be beneficial (Anderson, 2003).

The Effects of Poor or Irregular Training in Nigeria Police

Weak Security System

This was caused by the security branch of the government's lack of proper training and equipment (Respondent Observation), including weapons and training. In addition, security officers also exhibit terrible attitudes and behaviors. Security personnel frequently lack the knowledge and tools necessary to address a specific security situation in a way that prevents insecurity from arising. And even when these are there, some employees are nevertheless swayed by societal, religious, or ethnic emotions out of a personal desire to serve their community rather than the nation. However, this is due to a lack of prerequisite training. As a result, instead of serving as national watchdogs, defending national interests and values, and securing the public from harm and criminals, they soon turn into government saboteurs by encouraging insecurity by either leaking sensitive information or assisting criminals in obtaining weapons or evading the reach of the law.

High Influx of Arms

Many officers lack the knowledge and abilities necessary to identify the illegal importation of arms and other weapons as a result of poor training. Many Nigerians currently have illegal weapons they procured during prior ethnic and religious crises in the country, which were purportedly supported by some influential figures.

The majority of individuals who own guns are idle youth who have nothing else to do. These weapons are now utilized in armed robberies, kidnappings, banditry, and other terrorist acts in the country that damage the peace of the inhabitants. then use these weapons to wreak havoc.

Drug Abuse

One cannot overstate how drug misuse affects young people. They become violent, which increases insecurity because police personnel are not properly trained.

Poor Response by Security Agents

When there is a security threat, security officers have provided phone numbers to call because they may not always be there. Some of these numbers, meanwhile, fail to connect when called, causing the neighborhood to be wrecked before the security officer even arrives. This is a negative practice that promotes terrorism; if security personnel can be accessed as needed and respond promptly, it will help the nation fight insecurity. If the Nigerian police start an intense training and retraining program, this can be fixed.

Absence of Sophisticated / Modern Weapon

absence of modern or sophisticated firearms by Nigerian security agencies, which are far less operational than the sophisticated weapons owned by terrorists and kidnappers, is another significant factor to blame for the force's subpar training system. If new and proficient weapons can be acquired along with the necessary training on how to operate the weapons, it will undoubtedly go a long way in combating insecurity.

Lack of Synergy among Security Agents

The Joint Task Force, which consists of the Nigerian Army, Air Force, Navy, and other security agencies, is well known in Nigeria. However, the lack of cooperation between these agencies to work together is due to subpar training or a lack of necessary training programs.

Distress Call

The usage of "Distress calls," which are emergency calls made by police, typically by the commission of police to direct a Divisional Police Officer (DPO) to organize his boys to halt the suspect at the scene of violence, is another consequence of the Nigerian police's subpar training program. When there is a riot, a traffic infraction, an unauthorized assembly or gathering, or any other criminal matter, the officers intervene right away. In Kwara State, the use of distress calls is very important for crime prevention. Students at Kwara State Polytechnic demonstrated against the increase in tuition on both the main campus and the mini campus, the police did not get involved right away to control the scene.

Police Surveillance

The Nigerian police's police surveillance team aids in the state's insecurity's eradication. The squad often works outside the barracks or station and is led by an inspector of surveillance. They issue arrest warrants and patrol every inch of their territory. The correct policing system in Kwara State, which is not in conformity with the current policing system, has resulted in inadequate management of the surveillance system.

Theoretical Framework

The human capital theory is the theoretical framework thought to be appropriate for this study. Over the years, the theory has become better. The theory's focus point of staff training has received increased attention throughout this development phase. Any effort made to increase an employee's productivity or performance can be considered a human capital investment. Therefore, investing in education is a crucial part of building human capital. According to Marimuthu, Rokiasamy, and Ismail (2009), investing in employees' human capital means giving them the knowledge and skills they need to function at a higher level. According to Fugar, Ashiboe-Mensah, and Adinyira, (2013), the human capital theory was propounded by Schultz during the 1960s and expanded by Gary S. Becker between 1962 and 1964. Gary Becker's classic work on human capital in 1964, expanded the idea of human capital (Odhon'g & Omolo, 2015). Other contributors to the human capital theory were Samuel Bowles (1975) and Mincer (1974). The scholars perceive that training and education impacts useful knowledge and skill to workers which in the long run increases their capabilities and productivity. Becker gave a distinction between specific human capital and general human capital.

The scholar perceives specific human capital as knowledge acquired via training and education. While general human capital is regarded as the understanding acquired through training and development that is more valuable in every area of life. Becker, in addition, sees human capital as another means of production in which industries can invest through training (Becker, 1962). Thus, the benefit of the human capital theory is that it encourages investments in employee development to raise productivity and income. According to the human capital theory, organizations may more easily adapt and integrate current technical facilities if their personnel have the necessary knowledge or skills, which reinforces training and education performance. This suggests that costs associated with an employee's health, education, training, and overall wellness are also capital investments. Empirical studies provide evidence in favour of the overall effect of education and training. The proponents of the human capital theory see investing in education or training as a wise use of human resources. Investment in human capital is viewed as being just as valuable as or perhaps more valuable than other production elements (Adelakun, 2011).

Application of the Theory

The human capital theory is suitable for explaining the influence of manpower training on police personnel performance in Kwara state. The human capital concept is connected with the individual personnel's capacity to ensure the security of lives and properties and combat crime to the minimum level as a function of constant exposure to training. The human capital theory is utilized in this study to uncover the impact of manpower training on police performance in Kwara state. Therefore, investing in employee training will yield many benefits such as:

i. Enhances performance in terms of internal security.
ii. It enables workers to adapt to technological changes and handling of sophisticated weapons.
iii. Enhances employees' ability to develop new skills and techniques needed to tackle the increasing level of insecurity in Kwara state and Nigeria at large. However, the advantage of the present and future value of investing in the training of employees would eventually yield a higher level of performance. To ensure that training programmes are well coordinated and strategically linked to improving employee performance and organizational productivity, as it relates to the police's primary objectives of protection of lives and properties, therefore planning is considered critical. It is recommended that organisations take into consideration the viewpoints of human-capital professionals in the planning and development of training programmes. This should include a needs assessment of the skills and competencies required to fill the existing performance gaps that will ultimately meet the agency's goals.

Research Methodology

The research is designed to assess the Impact of training on workers' performance in the Nigerian Police Force using Kwara State Police Command as a point of reference. In achieving this, both qualitative and quantitative methods were adopted. Questionnaires were distributed to collect relevant data to know the perceptions of the respondents. The study area covers four local governments which are

Ilorin West; Ilorin-South, Ilorin-East, and Ifelodun local governments. Under these four local governments, we have nine Divisional Police Headquarters, namely; 'A' Division; 'B' Division; 'C' Division; 'D' Division; 'E' Division; 'F' Division; 'G' Division; Oke-Oyi Division and Ganmo Divisional Police Headquarters. The researcher chooses this area of study because the entire State cannot be covered due to logistic reasons. This research work will however narrow down the population size to the metropolis area command, the targeted population for this study consists of Police Community Relations Committee (P.C.R.C) members and Police Personnel within the Ilorin Metropolis Area Command that covers the above nine Divisional Police Headquarters.

The nine divisions under the area command have 1302 Personnel while P.C.R.C. members within the area command under study are estimated to be 198 members. This research work will however make use of police personnel and P.C.R.C members within the area of study with a total population of 1500.

Table 1 Shows police Personnel strength and the numbers of P.C.R.C in each headquarters.

Headquarters	**Personnel strength**	**No of P.C.R.C**	**Total**
A Division	130	70	200
B Division	119	68	187
C Division	96	50	142
D Division	99	68	167
E Division	100	52	152
F Division	109	48	157
G Division	102	49	151
Ganmo Division	110	65	175
Oke-Oyi Division	109	56	165
Total	**974**	**526**	**1500**

Source: Fieldwork, 2025

The Taro Yamane formula was adopted. The Yamane formula as expressed by Israel (1992) is expressed as:

$$n = \frac{N}{K + N(e)^2}$$

Where: n = Sample size

k = 1

e = 0.05%

n = 1500

$$n = \frac{1500}{1 + 1500\ (0.05)^2}$$

$$n = \frac{1500}{1+1500\ (0.0025)}$$

$$n = \frac{1500}{1501\ (0.0025)}$$

$$n = \frac{1500}{3.7525}$$

n = 399.7

The sample size is 400 approximately.

To make sure that each police headquarters is proportionally represented in the sample, the researchers did a proportional calculation. The first task here is to divide the number of police officers and P.C.R.C. members in each headquarters by a total population of 1500 and multiply the result by the sample size of 400. This step is illustrated in the table below.

Table 2. Shows the number of allotted questionnaires to each headquarters based on sample size.

Divisional Headquarters	**Number of Questionnaires for the Police**	**Number of Questionnaires for P.C.R.C Members**	**Total number of Questionnaires for each Division**
A Division	130 ÷ 1500 × 400 = **34**	70 ÷ 1500 × 400 = **19**	53
B Division	119 ÷ 1500 × 400 = **32**	68 ÷ 1500 × 400 = **18**	50
C Division	96 ÷ 1500 × 400 = **26**	50 ÷ 1500 × 400 = **13**	39
D Division	99 ÷ 1500 × 400 = **27**	68 ÷ 1500 × 400 = **18**	45
E Division	100 ÷ 1500 × 400 = **27**	52 ÷ 1500 × 400 = **14**	41
F Division	109 ÷ 1500 × 400 = **29**	48 ÷ 1500 × 400 = **13**	42
G Division	102 ÷ 1500 × 400 = **27**	49 ÷ 1500 × 400 = **13**	40
Ganmon Division	110 ÷ 1500 × 400 = **29**	65 ÷ 1500 × 400= **17**	46
Oke-Oyi Division	109 ÷ 1500 × 400 = **29**	56 ÷ 1500 × 400 = **15**	44
Total	**260**	**140**	**400**

Source: Fieldwork, 2025

A total number of 400 questionnaire were (Distributed using a proportional sample frame for each of the Police divisions within the study area i.e. (Kwara State Police Area Command, Ilorin), and 382 questionnaires were duly recovered for analysis and interpretation. The remaining 18 were not returned. Short descriptive analyses of the tables were also presented for clarity purposes.

Table 3 Demographic Characteristics of Respondents

Sex	**Frequency**	**Percentage**
Male	207	54.2%
Female	175	45.8%
Total	**382**	**100%**
Ages	**Frequency**	**Percentage**
18-25 years old	85	22.2%
26-35 years old	187	49.9%
36 and above	110	28.7%
Total	**382**	**100%**
Marital Status	**Frequency**	**Percentage**
Single	60	15.7%
Married	274	71.7%
Divorcee	23	6.1%
Widow	15	3.9%
Widower	10	2.6%
Total	**382**	**100%**
Division	**Frequency**	**Percentage**
A Division	50	13.1%
B Division	49	12.8%
C Division	36	9.4%
D Division	44	11.5%
E Division	38	9.9%
F Division	41	10.7%
G Division	39	10.2%
Gamon Division	46	12.2%
Oke-Oyi Division	39	10.2%
Total	**382**	**100%**

Source: *Survey data collected from fieldwork, 2025*

Analysis: The table presented above shows the sex distribution of respondents, as the ratio between the male and females was 54.2% and 45.8% respectively. This affords the researchers to gather very useful information from both genders. The age distribution of respondents, the table reveals that 85 of the respondents fall between the age of

18 and 25 stands at 22.2%, and 49.9% of the respondents were aged between 26 to 35years while 28.7% of respondents fall between 36 years above, this affords the researchers to gather very useful information. The table also reveals the percentage distribution of the marital status of respondents which 15.7% (60) were single and 71.7% (274) were married, also 6.1% (23) are divorcees and 3.9% (15) were widows while 2.6% (10) were widower.

Table 3 above indicates that 13.1% (50) were from A Division; 12.8% which represent 49 respondents were from B Division; C and D Divisions were represented by 9.4% and 11.5% respondents respectively; E Division had 9.9% which represent 38 respondents; F and G Division were represented by 41 and 39 respondents which represent 10.7% and 10.2% respectively while Ganmon and Oke-Oyi Division had 46 and 39 respondents with 12.2% and 10.2% respectively.

Effect of Training on Workers' Performance in Kwara State Police Command

Table 4 Distribution of Respondents on the Effect of Training

Key: SA (Strongly Agree), **A** (Agree), **U** (Undecided), **D** (Disagree), **SD** (Strongly Disagree)

S/N	Training on Workers' Performance	SA 5	A 4	U 3	D 2	SD 1	Total	Aggregate Response
1.	High-level training makes police personnel behave professionally	**149 (39%)**	109 (28.5%)	32 (8.4%)	43 (11.3%)	49 (12.8%)	382 100%	**Strongly Agree**
2.	Effective training enlightens and re-orientates the behaviours of workers that attended a particular training	**225 (58.9%)**	82 (21.5%)	23 (6%)	29 (7.6%)	23 (6%)	382 100%	**Strongly Agree**
3.	Adequate training creates a directive point and provides officers with a point of direction to solve the security problem	**185 (48.4%)**	110 (28.8%)	22 (5.8%)	34 (8.9%)	31 (8.1%)	382 100%	**Strongly Agree**
4.	Training does not have any significant relationship with worker's performances	37 (9.7%)	31 (8.1%)	17 (4.5%)	111 (29%)	**186 (48.7%)**	382 100%	**Strongly Disagree**
5.	There is a high level of significant relationship between training and workers' performance	**196 (51.3%)**	123 (32.2%)	16 (4.2%)	23 (6%)	24 (6.3%)	382 100%	**Strongly Agree**

Source: *Field Reports, 2025*

Table 4. Present the percentage response to questions on the effect of training on workers' performance in Kwara State Police Command. It was observed that training enlightens and re-orientated the behaviours of workers that attended a particular training and creates a directive point, focus, and objective for the police personnel in solving security problems, it should be noted that the majority of respondents were of the view that the there is a high level of a significant relationship between training and worker's performance. The majority of respondents also disagreed and strongly disagreed that training does not have any significant relationship with worker performance.

Factors that affect Effective police Performance in Kwara State Police Command

Table 5 Distribution of Respondents on the Effect of Training

Key: SA (Strongly Agree), **A** (Agree), **U** (Undecided), **D** (Disagree), **SD** (Strongly Disagree)

S/N	Training on Workers' Performance	SA 5	A 4	U 3	D 2	SD 1	Total	Aggregate Response
1.	Motivation enhances the police job performance in the security maintenance	**165 (39%)**	101 (28.5%)	12 (8.4%)	14 (11.3%)	12 (12.8%)	382 100%	**Strongly Agree**
2.	Self-personal training allows improving police officers in the course of their duty	**163 (58.9%)**	103 (21.5%)	7 (6%)	17 (7.6%)	13 (6%)	382 100%	**Strongly Agree**

3.	Exposure to technology equipment during training aids personnel performance	**153 (48.4%)**	113 (28.8%)	5 (5.8%)	18 (8.9%)	14 (8.1%)	382 100%	**Strongly Agree**
4.	Monitoring of trainee activities serves as a factor that aids effective training	**161 (9.7%)**	105 (8.1%)	8 (4.5%)	17 (29%)	13 (48.7%)	382 100%	**Strongly Agree**
5.	Overstress and longer work hours in the police affect psychological behaviour of police personnel	**166 (51.3%)**	100 (32.2%)	9 (4.2%)	18 (6%)	12 (6.3%)	382 100%	**Strongly Agree**

Source: *Field Reports, 2025*

The above indicates a respondent's view on factors that affect effective workers' performance in Kwara State Police Command. It is observed that the majority of respondents were of the view that the level of motivation in the police organization is very low, most respondents also strongly agreed that off-the-job training is not welcome by the police management team, and respondents also believe that skills and team players and new values, knowledge, exposure and technology in training arena aid worker's performances. The respondents, however Strongly agreed with questions that Monitoring of trainee activities serves as a factor that aid effective training and worker performance.

Hypothesis Testing

This section examines the Impact of training on workers' performance in Kwara State Police Command. Thus, an attempt is made to examine the relevance of these theoretical postulations to the police environment particularly, the Kwara State Police Command which is the focus of this study and to test the two hypothetical statements made based on the research questions in chapter one of this research study.

These hypotheses are:

H^0: Training does not have any significant relationship with worker's performances

H^1: There is a high level of a significant relationship between training and worker performance

The acceptance or rejection of Hypothesis 1 will be tested using Chi-square while Simple Percentage was however used to test Hypothesis 2 on whether there is a high level of significant relationship between training and worker's performance.

The acceptance or rejection of the hypothesis will be tested using Chi-square

The result of the statistical test is presented below:

Chi-Square Test

Frequencies of the impact of training on workers' performance in Kwara State Police Command

Table 6. Training does not have any significant relationship with workers' performance

	Observed N	**Expected N**	**Residual**
Strongly Disagree	232	20.0	- 6.0
Disagree	85	20.0	2.0
Undecided	19	20.0	- 5.0
Agree	27	20.0	10.0
Strongly Agree	19	20.0	- 1.0
Total	**382**	**100.0**	

Source: *Field Reports, 2025*

Table 7. There is a High Level of Significant Relationship Between Training and Worker Performance

	Observed N	**Expected N**	**Residual**
Strongly Disagree	22	16.7	- 1.7
Disagree	27	16.7	3.3
Undecided	18	16.7	- 7.7
Agree	128	16.7	13.3
Strongly Agree	187	16.7	8.3
Total	**382**	**100.0**	

Source: *Field Reports, 2025*

Table 8. Test Statistics

Training does not have any significant relationship with workers' performance		
Chi-Square	8.300[a]	22.510[b]
Df	4	5
Asymp. Sig.	018	.000

Source: *Field Reports, 2025*

a. *0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 20.0.*
b. *0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 16.7*

From the above analysis using the Chi-Square Data analysis, training does not have any significant relationship with workers' performances; this is evidenced by the Chi-Square value of 8.3 and a corresponding p-value of 0.081.

Also from the text statistics, we can see that there is a high level of significant relationship between training and workers' performance this is also seen in the Chi-Square value of 22.5 and a p-value of 0.00.

Decision: Hypothesis H_0 is therefore rejected hence establishing Training does not have any significant relationship with worker's performance and concluding hypothesis H_1 that there is a high level of a significant relationship between training and worker's performance this is seen in the Chi-square value of 22.5 and the corresponding p-value of 0.00 which is accepted.

Note: The Chi-square data analysis above proved that training has an impact on worker's performance in Kwara State Police Command and it is effective towards achieving the primary objective of security of life and property and general development of the Force.

Discussion of Findings

The Impact of training on worker's performance in the Nigeria police force has been proven ominously vital to the development and security of the nation specifically Kwara State police command, the research findings identify obstacles confronting the NPF. It is noted that the NPF does not take training as one of the important factors in the general operation of the force. It is however observed from the table that the majority of the respondents disagreed the hypothesis H^0: Training does not have any significant relationship with worker's performances with .081 asymp chi-square format which entails 8.300a with 4 differences as presented by chi-square format. However, hypothesis H^1 There is a high level of a significant relationship between training and worker performance was accepted with .000 asymp chi-square format which entails 22.510^b with 5 differences as stated above.

The research shows that effective training has a great impact on the development of NPF and the general security of life and properties, this was observed from the response of the respondents; training of police personnel creates a directive point and provides officers with a point of direction to solve security problem which was agreed and strongly agreed by 77.2% respondents, this was also observed from the response of respondents; there is a high level of a significant relationship between Training and workers performance which was agreed and strongly agreed by 83.5% respondents, The impact of training in Kwara state Police Command is very paramount to the security architecture of the state, the level of training in the force determines the level of professionalism a police officer displays in the course of duty, this is however supported by the majority of the respondents by 67.5% of respondents. therefore, the development and capacity building of the Police force lies on the level and periodical training program. Recommendations will be suggested for more development in chapter five of the research work.

Conclusion

The effectiveness of police personnel in their duties determines the internal security of a nation, hence training and retraining programs are essential components of manpower development and capacity building. Training and personnel development is a mixture of activities aimed at improving the performance of personnel in the NPF for the attainment of continuous improvement in the security architecture. Periodic Training of ranks and files and officers in the NPF assists employees to learn how to use firearms in an approved and professional manner following the force order 247 which specifies occasions that justify using of firearms by police officers.

It is the possession of these skills needed by the personnel that will enable them to contribute maximally in terms of maintenance of internal security and safety of life and properties. However, for the NPF

to make training of police personnel important and effective, they have to introduce new orientations on training contents, training evaluation, attitudes to training, and training utilization and enlighten the personnel on its usefulness and benefits. This implies that effective Police personnel training in terms of employees' enhancement, job knowledge, skills, competence, and morale, will improve police performance in terms of general security management, timely response to discrete calls and quickly visiting the scene of crime. Thus, the study concludes that Police personnel training has a significant effect on influencing and improving the security of a nation as a whole.

Recommendations

In light of the above findings and conclusion drawn, the study recommends that:

i. Besides in-service training, conferences, and on-the-job training, NPF should also allow activating the idea of granting study leave to its officers who are interested in other academic training that will assist the development of the force.
ii. NPF is designed to be a regimental organization preventing its workers from any form of protest when felt aggrieved, to this end the police service commission should be empowered to take charge of the police training program.
iii. Staff should be exposed to a regular basic, advanced, and professional training program to keep personnel abreast of current security needs.
iv. It is also necessary for the staff to be exposed to seminars, conferences, and workshops to enable them to keep updated with the challenges posed by insecurity.
v. Nigerian Police Force should continue to train its personnel to achieve the best performance from its staff that will make the attainment of the overall objectives of the Police Force possible.
vi. The Police should endeavor to ascertain the status of the various training institutions in which its personnel intend to go before they are released for sponsorship and re-training program which should be periodically organized to spring up the desired workers' performance that will inspire better institutional performance and service delivery of the NPF.
vii. It is recommended that ranks and files of the force must be given special training attention to reduce the bad image attached to the NPF by the members of the public.

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Declaration of Interests

There is no personal or any financial conflict.

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