

Disciplinary Strategies, Corruption Control and the Performance of the Nigeria Police Force in Owerri Metropolis

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Abstract

This study examines disciplinary strategies, corruption control, and the performance of the Nigeria Police Force in Owerri Metropolis against the backdrop of growing concerns over indiscipline and misconduct among police officers, which have eroded public trust and undermined effective law enforcement. The objective is to assess how disciplinary measures influence performance, professionalism, and integrity within the Force. Guided by three research objectives, questions, and hypotheses and anchored in Ethics and Reinforcement theories, the study surveyed a population of 850 officers, from which a sample of 272 was selected using the Taro Yamane formula. Data were collected through a structured questionnaire and analysed using frequency distributions, simple percentages, and chi-square statistical tests. The findings indicate that disciplinary strategies, including the suspension of fraudulent officers, demotion of dishonest officers, and dismissal of untrustworthy officers, significantly enhance the performance of the Nigeria Police Force in Owerri Metropolis by promoting accountability and deterring misconduct. The study concludes that robust, consistently enforced disciplinary measures are critical for strengthening professionalism, integrity, and public confidence in the police. It recommends improved welfare packages to reduce disciplinary infractions and enhance morale, restructuring and sanitizing the police force to foster ethical conduct and public trust, periodic training on human rights,

community policing, and conflict resolution, as well as a more rigorous recruitment process to prevent the enlistment of individuals with questionable character.

Keywords: Disciplinary Strategies; Corruption Control; Police Performance; Nigeria Police Force; Owerri Metropolis

INTRODUCTION

The Nigeria Police Force (NPF) plays a central role in maintaining law and order, protecting lives and property, and ensuring internal security. However, in recent years, the effectiveness and integrity of the Force have been questioned due to rising cases of corruption, indiscipline, and misconduct among officers. These challenges have not only undermined public trust but have also weakened the overall performance and professionalism of the police institution. In Owerri Metropolis, as in many parts of Nigeria, citizens frequently express concerns about unethical practices such as bribery, abuse of power, and lack of accountability, which continue to erode confidence in law enforcement. Disciplinary strategies are therefore essential mechanisms for maintaining internal order, promoting ethical conduct, and improving operational efficiency within the Force. This paper examines the relationship between disciplinary strategies, corruption control, and police performance in Owerri Metropolis. It seeks to determine how effective disciplinary measures, such as suspension, demotion, and dismissal, contribute to curbing corruption and enhancing professionalism. The study also explores how improved disciplinary procedures, combined with better welfare, transparent leadership, and regular capacity-building initiatives, can restore public trust and strengthen the performance of the Nigeria Police Force.

Statement of the Problem

There are several reasons why it's important to have disciplinary strategies in place for the Nigeria Police Force. First of all, it might be challenging to make sure that officers are held responsible for their acts in the absence of a clear code of conduct and consequences for misconduct. This may cause the public's trust in the police to erode, and it may also make it more difficult to recruit and maintain competent officers. Secondly, a lack of discipline can create an atmosphere that is more conducive to power abuse and

corruption. Also, there is need to establish clear standards and consequences for misconduct so that the police can better promote professionalism and integrity among its members. It is a truism therefore that most people feel that the Nigeria Police force has gotten famously inept, expertly wasteful and the majority have nearly transformed the country's policing establishment into another bombed public resource because of the horde of issues which have invaded the design and association of the force in doing its sacred obligations. Little wonder most police officers are incompetent in discharging their official duties, rather they indulge in unwarranted arrests of innocent citizens, misuse of firearm, extortion of money from commercial drivers, slow response to distress calls, unnecessary traffic on busy road by police officers etc.

It is pertinent to note that, most officers of the Nigeria Police have abandoned their core mandate of protecting the citizens and there are a variety of factors that may be contributing to this trend. For one, many police officers in Nigeria are poorly paid, which can make them more susceptible to corruption and accepting bribes. In addition, there is a lack of resources and training available for officers, which can make it difficult for them to effectively perform their duties. Furthermore, some officers may feel a sense of detachment from the communities they serve, which can lead to a lack of motivation and commitment. Also, the Nigerian Police Force has been criticized for being poorly managed and lacking oversight, which can lead to a breakdown in discipline and morale.

It is an observable fact that police actions and behaviour differ from state to state in Nigeria. In Imo state and Owerri metropolis in particular, the conduct and activities of officers of the police force leaves much to be desired. There is the constant show of force by the police within Owerri and its environs through their patrol system and display of arms that has created fear and panic to law abiding citizens. On the other hand, there is the presence of illegal check points within the Owerri metropolis which has caused traffic congestion or unnecessary hold up especially during rush hours. In addition to that, some police officers indulge in extortion of money from citizens especially motorists and young men who are often tagged "yahoo boys". This ugly practice has continued unabated despite warnings and threats of sanctions by the high command of the police force. Another sour point is the issue of police brutality and intimidation on the citizens of Owerri metropolis which has continued to rear its ugly head despite the backlash the police force has received from the civil society, religious leaders and the general public. There is therefore the need to examine how disciplinary strategies put in place by the Nigeria Police Force can correct

these anomalies and improve the performance of the men of the Nigeria Police especially in Owerri metropolis of the Imo State Command. All these therefore informed our decision to undertake this study.

Research Questions

The following research questions were formulated to guide the study;

1. To what extent has the suspension of fraudulent officers contributed to the improved performance of the Nigeria police force in Owerri metropolis?
2. To what extent has the demotion of dishonest officers helped to improve the performance of the Nigerian police force in Owerri metropolis?
3. To what extent has the dismissal of untrustworthy officers contributed to the performance of the Nigeria police force in Owerri metropolis?

Hypotheses

Hypothesis 1

H₀: The suspension of fraudulent officers has not contributed to improved performance of the Nigeria police force in Owerri metropolis.

H₁: The suspension of fraudulent officers has contributed to improved performance of the Nigeria police force in Owerri metropolis.

Hypothesis 2

H₀: The demotion of dishonest officers has not helped to improve the performance of the Nigeria police force in Owerri metropolis.

H₂: The demotion of dishonest officers has helped to improve the performance of the Nigeria police force in Owerri Metropolis.

Hypothesis 3

H₀: The dismissal of untrustworthy officers has not contributed to the performance of the Nigeria police force in Owerri metropolis.

H₃: The dismissal of untrustworthy officers has contributed to the performance of the Nigeria police force in Owerri metropolis.

Theoretical Framework

So many theories have been advanced to explain the conduct of law enforcement agencies in Nigeria, but we will focus on the Ethics and Reinforcement theories respectively to explain the conduct of the Nigeria police force.

Ethics Theory

Ethics theory can be traced to the work of a great philosopher, Immanuel Kant in the 18th century and other philosophers such as Harold Arthur Prichard an English philosopher. The concept of ethics theory places special emphasis on the relationship between duty and morality of human conduct. The theory deals with values relating to human conduct with respect to the rightness and wrongness of certain actions to the goodness and badness of the motives and end of such actions. According to Kant, he held that nothing is good without qualification except a good will and a good will is one that will act in accord with the moral law and out of respect for that law, rather than out of rational inclination. In his view, Kant saw the moral law as a categorical imperative, an unconditional command believed to be established by human reason alone. Kant considered that formulation of the categorical imperative to be equivalent to so act that you treat humanity in your own person and in the person of everyone else always at the same time as an end and never merely as a means.

Ethics theory was used in this study because the level of discipline in an organization is an ethical matter. The study of ethics, or moral philosophy, is a branch of philosophy concerned with the organization, justification, and recommendation of concepts of right and wrong conduct. The terms 'ethics' and 'morality' are often used interchangeably, though sometimes they are distinguished to refer specifically to moral theories, which investigate the principles of morally acceptable behaviour. It then means that employees of an organization can adhere to ethical standards, morality and positive value system by maintaining discipline and showing acts of indiscipline in their behaviour. It is a fact that the way an employee behaves as it concerns discipline is also based on ethical code of conduct in the system, hence some organizations do not have ethical principles and some who have do not complement it as it ought to be.

Relevance/Application of the Theory

The above theory highlights how best to encourage high level of discipline in an organization. In view of the above, ethical theory was employed in this study because

discipline is an ethical issue in any organization. An organization that has a known ethical principle or code of conduct, like the Nigeria police force expects its officers to adhere to the ethical principle and acceptable value system in performing their functions. This theory provides part of the decision making. It represents the view point from which individuals seek guidance as they make decisions. Each theory emphasizes different points and a different decision-making style or a decision role such as predicting the outcome and following one's duties to others in order to reach what the individual considers an ethically correct decision.

However, when the officer deviates from the above norms, it becomes an unethical behaviour which therefore is an act of indiscipline. Such act of indiscipline hinders the organizational performance and discourages organizational growth and development, hence the need for employee adherence to acceptable ethical value system in their organization so as to achieve organizational high performance. Therefore, in addition to this ethical theory, once any organization fails to implement its code of conduct on their staff, the level of staff performance will drop and every staff will lack the disciplinary behaviour that is expected by the organisation.

Reinforcement Theory

Reinforcement theory deals with the action of the organisation (response) in response to the action of the employees (stimulus) with the intention to either encourage or discourage such employee's action. The reinforcement theory grew out of the experimental analysis of two distinguished psychologists; Ivan Pavlov and Edward Thorndike who formulated the principles of classical conditioning. B.F. Skinner quoted by Reitz (1997) advocated that behaviour is a function of its consequences. Consequently, behaviour that results in desirable consequence is less likely to be repeated. In other words, people's behavioural choices are guided by what they anticipate its outcome to be and this theory focuses solely on the consequences of a person's actions. Skinner argues that to motivate employees, an organisation must thoughtfully and positively design its external environment. While the theory serves as a useful tool for analysing and influencing individual behaviour, it does not address the underlying causes of a person's actions.

Relevance/Application of the Theory

Relating this to the subject at hand, it is assumed that the willingness and desire of police officers to conform or not to conform to the Police Service Commission's code of

conduct or rules and regulation guiding the Nigeria police force, are largely dependent on the reaction of the Police Service Commission to the both those who comply with such rules, and those who do not comply with them. If the Police Service Commission encourages those who conform with some form of reward desirable by such officer, they are likely to continue with their compliances. If the Police Service Commission imposes negative and undesirable sanctions to those who rebel against the rules, they are likely to refrain from behaviour that attracts undesirable outcome.

If the Police Service Commission is indifferent to those who comply as well as those who rebel against the rules, the choice of behaviour by the officers will be dependent on their personal consideration. Viewed from the perspective of the reinforcement theory, police discipline within the Nigeria police force is dependent on the response of the Police Service Commission to the action of its officers. However, the behaviourist approach is to reinforce desirable behaviour and ignore undesirable behaviour. This is because, while the desirable behaviour is reinforced and repeated, the undesirable behaviour will be extinguished. In addition to this theory of reinforcement, it is clear that once inappropriate behaviour is not checkmated in any organization, it will give more room for others to continue in the same line of action and also create bad image for such organization coupled with lack of efficiency on the job performance of the staff.

Literature Review

Discipline, corruption and performance are interlinked constructs in policing studies. Discipline in policing refers to organisational rules, codes of conduct, oversight mechanisms and sanctions intended to ensure lawful, professional behaviour by officers; it is often conceptualised as both formal (rules, disciplinary boards, statutes) and informal (peer pressures, leadership culture). Corruption denotes the misuse of police authority for private gain (bribery, extortion, evidence-tampering), and performance refers to both operational outcomes (crime control, response times) and legitimacy outcomes (public trust, perceived fairness). Empirical studies stress that weak disciplinary systems and tolerance of corruption erode operational effectiveness and public cooperation, producing a vicious cycle in which poor performance further undermines internal accountability (Onuoha & Okoro, 2022). This is why most scholars have advocated for strong institutions and reformed bureaucratic processes to ensure transparent and equitable access to

development opportunities for all youth, regardless of social or political background (Nnajiето et al., 2025)

Historically, the Nigeria Police Force evolved from colonial policing models focused on order-maintenance rather than community service; post-independence institutional weaknesses, chronic under-funding, politicisation, and outdated legal frameworks, contributed to persistent misconduct and limited capacity. Reform efforts culminated in the Police Act, 2020, which seeks to modernize the legal framework by embedding rights-based policing, clearer oversight, and structures intended to improve accountability and funding. Scholars and policy analysts argue the Act provides important statutory tools but its implementation remains uneven, constrained by institutional culture, resource gaps and political interference (Nigeria Police Act 2020).

The literature on disciplinary strategies in the Nigeria Police Force distinguishes internal and external disciplinary mechanisms: internal complaint units, Professional Standards Departments, and disciplinary committees on the one hand, and external oversight bodies (Police Service Commission, judicial bodies, civil society monitors) on the other. Recent work highlights the emergence of the Police Complaint Response Unit (CRU) as an important internal complaints channel, but notes capacity, transparency and independence shortfalls that limit its deterrent effect. Empirical evaluations underscore that formal rules without consistent, transparent enforcement produce symbolic discipline but little behavioural change. Peer accountability, meritocratic promotion, and visible sanctions are repeatedly recommended as necessary complements (Oyakhirome, 2025)

Studies and agency report document that police are frequently implicated in bribery and extortion (checkpoints, investigations, traffic stops), and that anti-corruption gains at the national level have been uneven. International and UN reports show rising reports of bribery involving police in recent years, while Transparency International and domestic anti-corruption agencies emphasise institutional reforms and investigative independence as priorities. The literature emphasises multi-pronged anti-corruption strategies, improved pay and conditions, transparent complaint and prosecution channels, stronger internal affairs units, digitalisation to reduce discretionary contact, and external oversight, as the most promising pathway to reduce petty and grand corruption alike (UNODC, 2024).

A consistent finding across empirical studies is that disciplined, accountable police organisations deliver better operational outcomes and greater legitimacy. Where disciplinary

processes are consistent, timely and perceived as fair, officers' adherence to procedure improves, citizen cooperation increases, and crime reporting rises, all of which enhance measurable performance. Conversely, impunity and ad-hoc punishments increase citizen reluctance to report crime, lower cooperation, and reduce the effectiveness of investigations. Case studies from Nigeria illustrate that isolated disciplinary actions without systemic reform produce limited gains (Aborisade, 2021).

In addition to that, survey data (Afrobarometer and related analyses) indicate low public trust in the police, high perceptions of corruption and frequent reports of bribe demand at points of contact (checkpoints, traffic stops, investigations). These perceptions matter: legitimacy deficits translate into reluctance to assist police, widespread preference for informal or private security, and overall weaker social control, outcomes that undermine performance even when some operational capacities exist. The literature warns that improving public perceptions requires both demonstrable reductions in corrupt practices and reforms that increase transparency and citizen engagement (Kweitsu, 2023).

Finally, there are so many factors that hinder effective performance of officers of the Nigeria Police Force, such as, inadequate funding and equipment, poor training and welfare, politicisation of appointments and promotions, weak disciplinary enforcement, lack of investigative independence, and the perverse incentives created by low pay and unregulated discretionary power. The 2020 Police Act addresses many legal gaps but cannot, by itself, resolve resource and cultural constraints; implementation, resourcing, independent oversight and leadership commitment are repeatedly flagged as decisive. Effective anti-corruption and disciplinary reform therefore require synchronized legal change, institutional capacity building, improved working conditions, and engagement with communities to rebuild trust (Nigeria Police Act 2020).

METHODOLOGY

This study adopted a survey research design, which was considered appropriate for obtaining the opinions, perceptions, and experiences of respondents within the selected population. The survey design enables the collection of quantitative data from a defined group of people and allows for generalization of findings to a wider population. The study focused on the Nigeria Police Force in Owerri Metropolis and its immediate environs, including the State Headquarters, Owerri Area Command, Owerri Urban Unit, New

Owerri Division, and Orji Division Unit. These divisions were chosen because they represent the major operational units within the metropolis and reflect the diversity of policing contexts in the area.

The population of the study comprised all police officers serving within the various units of the Nigeria Police Force in Owerri Metropolis, estimated at eight hundred and fifty (850) officers. This included 710 male officers and 140 female officers distributed across the selected police formations. Using the Taro Yamane formula for sample size determination at a 5% margin of error, a sample size of 272 officers was derived to ensure adequate representation of the population. The sample was randomly selected from the different police units to provide a balanced and representative view of the officers' experiences and opinions on disciplinary strategies, corruption control, and performance.

Data were collected using a structured questionnaire designed by the researchers. The instrument contained fifteen (15) items divided into two sections: Section A focused on the demographic characteristics of respondents, while Section B contained items designed to elicit responses related to the research objectives. The questionnaire was administered to the 272 selected officers. To ensure the reliability and validity of the instrument, it was subjected to expert review by measurement and research specialists. A test-retest method was employed to ascertain reliability, and the results yielded a high correlation coefficient using the Pearson correlation formula, indicating consistency of responses over time. Data obtained from the field were presented and analysed using frequency distribution tables and simple percentages to answer the research questions, while the chi-square statistical method was employed to test the hypotheses formulated for the study. This analytical approach ensured that both descriptive and inferential insights were drawn to adequately address the research objectives.

RESULTS

Hypothesis One:

H₀: The suspension of fraudulent officers has not contributed to improved performance of the Nigeria Police Force in Owerri Metropolis.

H₁: The suspension of fraudulent officers has contributed to improved performance of the Nigeria Police Force in Owerri Metropolis.

Table	Yes	No	I don't know	Total
1	214	44	14	272
2	212	48	12	272
Total	426	92	26	544

$$X^2 = \frac{\sum(O - E)^2}{E}$$

$$\text{Expected frequency} = \frac{\text{Column total} \times \text{Row total}}{\text{Grand total}}$$

Substituting as:

$$\frac{426 \times 272}{544} = 213$$

$$\frac{92 \times 272}{544} = 46$$

$$\frac{26 \times 272}{544} = 13$$

$$\frac{426 \times 272}{544} = 213$$

$$\frac{92 \times 272}{544} = 46$$

$$\frac{26 \times 272}{544} = 13$$

$$\therefore X^2 = \frac{(214-213)^2}{213} + \frac{(212-213)^2}{213} + \frac{(44-46)^2}{46} + \frac{(48-46)^2}{46} + \frac{(14-13)^2}{13} + \frac{(12-13)^2}{13}$$

$$= 0.005 + 0.005 + 0.087 + 0.087 + 0.077 + 0.077$$

$$X^2 \text{ cal} = 0.338$$

$$X^2 \text{ tab} = X^2 (df, 0.05)$$

To find degree of freedom

$$df (r - 1) (c - 1)$$

$$(2 - 1) (3 - 1)$$

$$= 1(2)$$

$$= 2$$

$$X^2 \text{ tab} = (2, 0.05)$$

$$= 5.991$$

Decision

Since the X^2 cal is lesser than X^2 tab, that is $0.0338 > 5.991$, it therefore shows that we reject the null (H_0) hypothesis, and accept the alternate (H_1) hypothesis which states that the suspension of fraudulent officers has contributed to improved performance of the Nigeria Police Force in Owerri Metropolis.

Hypothesis Two:

H_0 : The demotion of dishonest officers has not helped to improve the performance of the Nigeria Police Force in Owerri Metropolis.

H_2 : The demotion of dishonest officers has helped to improve the performance of the Nigeria Police Force in Owerri Metropolis.

Table	Yes	No	I don't know	Total
3	209	52	11	272
4	211	48	13	272
Total	420	100	24	544

$$X^2 = \frac{\sum(O - E)^2}{E}$$

E

$$\text{Expected frequency} = \frac{\text{Column total} \times \text{Row total}}{\text{Grand total}}$$

Substituting as:

$$42 \times 272$$

$$544 = 210$$

$$10 \times 272$$

$$544 = 50$$

$$2 \times 272$$

$$544 = 12$$

$$42 \times 272$$

$$544 = 210$$

$$10 \times 272$$

$$544 = 50$$

$$2 \times 272$$

$$544 = 12$$

$$\therefore X^2 = \frac{(209-210)^2}{50} + \frac{(211-210)^2}{50} + \frac{(52-50)^2}{12} + \frac{(48-50)^2}{12} + \frac{(11-12)^2}{12} + \frac{(13-12)^2}{12}$$

$$= 0.005 + 0.005 + 0.08 + 0.08 + 0.083 + 0.083$$

$$X^2_{cal} = 0.336$$

$$X^2_{tab} = X^2 (df, 0.05)$$

To find degree of freedom

$$df (r - 1) (c - 1)$$

$$(2 - 1) (3 - 1)$$

$$= 1(2)$$

$$= 2$$

$$X^2_{tab} = (2, 0.05)$$

$$= 5.991$$

Decision

Since the X^2_{cal} is lesser than X^2_{tab} , that is $0.336 < 5.991$, it therefore shows that we reject the null (H_0) hypothesis, and accept the alternate (H_2) hypothesis which states that the demotion of dishonest officers has helped to improve the performance of the Nigeria Police Force in Owerri Metropolis.

Hypothesis Three

H_0 : The dismissal of untrustworthy officers has not contributed to the performance of the Nigeria Police Force.

H_3 : The dismissal of untrustworthy officers has contributed to the performance of the Nigeria Police Force.

Table	Yes	No	I don't know	Total
4	219	22	31	272
6	217	24	31	272
Total	436	46	62	544

$$X^2 = \frac{\sum(O - E)^2}{E}$$

E

$$\text{Expected frequency} = \frac{\text{Column total} \times \text{Row total}}{\text{Grand total}}$$

Substituting as:

$$\frac{43 \times 272}{544} = 218$$

$$\frac{4 \times 272}{544} = 23$$

$$\frac{6 \times 272}{544} = 31$$

$$\frac{43 \times 272}{544} = 218$$

$$\frac{4 \times 272}{544} = 23$$

$$\frac{6 \times 272}{544} = 31$$

$$\therefore X^2 = \frac{(219-218)^2}{218} + \frac{(217-218)^2}{218} + \frac{(22-23)^2}{23} + \frac{(24-23)^2}{23} + \frac{(31-31)^2}{31} + \frac{(31-31)^2}{31}$$

$$= 0.005 + 0.005 + 0.043 + 0.043 + 0 + 0$$

$$X^2_{\text{cal}} = 0.057$$

$$X^2_{\text{tab}} = X^2(\text{df}, 0.05)$$

To find degree of freedom

$$df (r - 1) (c - 1)$$

$$(2 - 1) (3 - 1)$$

$$= 1(2)$$

$$= 2$$

$$X^2_{\text{tab}} = (2, 0.05)$$

$$= 5.991$$

Decision

Since the X^2 cal is lesser than X^2 tab, that is $0.0573 > 5.991$, it therefore shows that we reject the null (H_0) hypothesis, and accept the alternate (H_3) hypothesis which stated that the dismissal of untrustworthy officers has contributed to the performance of the Nigeria Police Force.

DISCUSSION

The result of the study revealed that the suspension of fraudulent officers has contributed to improved performance of the Nigeria Police Force in Owerri Metropolis. This is a proof that when the officers are aware of being suspended whenever they break the rules, it makes them to sit up and ensure that they carry out their duties diligently so as not to get suspended from their jobs. This procedure has empirically proven to be effective in the Nigeria Police Force. It was therefore based on this note that Teryima, Emakwu, Dewua, Agbatar and Ugba (2016) revealed that disciplinary principles and procedures adopted by these banks have impacted on the human resource development and goal attainment in addressing acts of misconduct, gross misconduct and underperformances such as corruption, dishonesty, falsification, insubordination acts amongst others. Similarly, Iheanacho, Edema and Ekpe (2016) found that there is a positive strong correlation between suspension and organization performance.

The findings of the study also revealed that the demotion of dishonest officers has helped to improve the performance of the Nigeria Police Force in Owerri Metropolis. This is a proof that when the officers are aware that their job position will be reduced to a lower level, they tend to carry out their duties effectively in order to avoid such disciplinary

measure. The demotion measure has shown to be effective in improving the performance in the Nigeria Police Force. In corroborating the findings, Shehu, Umar, Abdulsalam and Maimuna (2022) revealed that demotion which is a proxy of independent variable has positive effects on staff conducts in FMC Bida. Similarly, Kashoza (2017) found that 57% of all employees they aware of disciplinary strategies which used to ensure employees commitment in the organization and they mention formal proceedings which used to handle big offences like failure to perform work and summary proceeding which used to handle small offences like failure to finish work. They mention disciplinary action taken to handle different offences like demotion and transfer.

Lastly, the dismissal of untrustworthy officers has contributed to the performance of the Nigeria Police Force. This measure has also proven to be effective in improving the performance of Nigeria Police Force because the fear of being dismissed from the job deters the officers from indulging in any form of practices that are contrary to the organizational rules and regulations. In tandem to the findings, Shehu, Umar, Abdulsalam and Maimuna (2022) revealed that termination of appointment is the most effective disciplinary measure having the highest positive correlation coefficient in Federal Medical Centre, Bida. In the same vein, Apalia (2017) found that the effective disciplinary policy on County Education Officers in Turkana County is effective because it has helped in controlling employee's behaviour by ensuring there is teamwork and cohesion in the organisation.

CONCLUSION

This study reaffirms that discipline is a foundational determinant of organizational effectiveness and productivity, particularly within the Nigeria Police Force (NPF), where order, hierarchy, and compliance with rules are critical to achieving institutional mandates. The findings underscore that effective disciplinary strategies promote harmony, accountability, and professionalism among officers by ensuring that misconduct is addressed and performance is improved. Clear rules and corresponding sanctions—such as suspension, demotion, and dismissal—help maintain organizational order and deter deviant behaviour. At the same time, the study emphasizes that discipline should be corrective rather than purely punitive, grounded in fairness, due process, and respect for officers' dignity. When applied objectively and transparently, disciplinary measures can strengthen

internal morale, enhance public trust, and contribute to a more efficient and credible police force. Consistent enforcement of fair discipline thus remains vital for sustaining high performance and restoring integrity in the Nigeria Police Force.

This study contributes to the literature on policing, organizational behaviour, and public sector management by highlighting discipline not only as a control mechanism but also as a developmental tool that shapes professionalism, ethical conduct, and legitimacy in a security institution. It provides context-specific insights from the NPF that demonstrate how disciplinary frameworks, if fairly designed and consistently implemented, can reinforce organizational norms, reduce misconduct, and improve public confidence. Practically, the study offers evidence-informed guidance for reforms in recruitment, welfare, institutional restructuring, and continuous professional development as levers for strengthening disciplinary regimes and organizational performance in the NPF.

On the basis of the study's findings, the following recommendations are proposed:

1. The recruitment process into the Nigeria Police Force should be rigorously reviewed to prevent the enlistment of individuals with questionable character. A more stringent, merit-based recruitment system can improve the overall quality of personnel and reduce the incidence of corruption and misconduct among officers.
2. Police welfare packages should be substantially improved, as better remuneration and conditions of service are likely to contribute to reduced disciplinary problems, higher morale, and increased job satisfaction.
3. There is an urgent need to sanitize and restructure the Nigeria Police Force to enhance professionalism, ethical conduct, accountability, and transparency, thereby increasing public trust and confidence. Regular, structured professional trainings should be provided to police officers to keep them updated on contemporary policing techniques and technologies and to deepen their understanding of human rights, community policing, and conflict resolution.

Future research should examine, using longitudinal and comparative designs, how specific disciplinary policies, recruitment reforms, welfare improvements, and training initiatives influence misconduct rates, officer morale, and public trust over time within the NPF and other security agencies. In addition, mixed-methods studies could explore officers' and citizens' perceptions of fairness and legitimacy in disciplinary processes,

thereby providing a more nuanced understanding of how disciplinary practices shape organizational culture, accountability, and the broader legitimacy of policing in Nigeria.

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