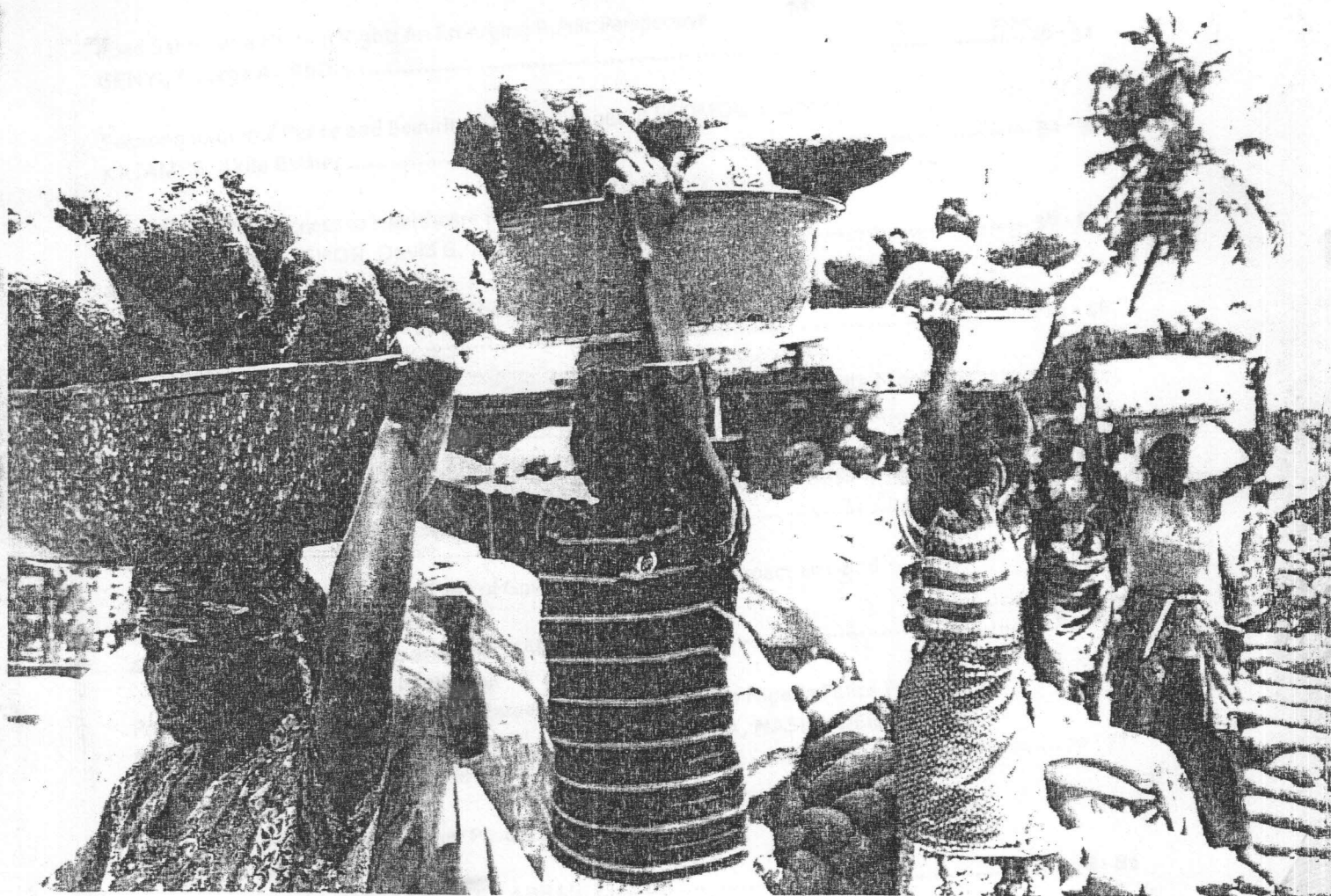


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Table of Cotents



Judicial Discretion and Sentencing Disparities in Nigeria: The Case of Benue State Judiciary ANCHOVUR, Timothy Tyowase, NDA, Frederick Guda and DAGACI, Aliyu	1 - 9
The State of Civil and Political Rights under Constitutional Rule in Nigeria, 1999-2015 EMMANUEL, Adeniran Alebiosu	10 - 20
Has Fertility Trends Changed in Nigeria Since 1999? UGAL, David B. PhD	21 - 25
Road Safety as a Human Right: An Emerging Public Perspective GENYI, George A. PhD.	26 - 31
Securing Regional Peace and Security: The Challenges of ECOMOG in Liberia KATAMPE, Akila Esther	32 - 35
Reasons for Poor Access to Healthcare for the Majority in Nigerian OGOHO, Alubo and ISHOR, David G.	36 - 40
The Need for Attitudinal Change for The Anti -Graft War in Nigeria Bai-Tachia, Margaret PhD	41 - 46
Factors Affecting Quality of Life of the Elderly in Ibadan Metropolis, Oyo State Nigeria OTACHE, Ameh Emmanuel	47 - 56
Location of Health Care Facilities and Access to Health Care Services in Nasarawa State GBADEN, Esther Anenge	57 - 62
Relationship Among the Three Tiers of Government And Their Impact on Good Governance ATOBATELE, Abolaji Jamiu and OKEWALE, Raheem Akanni	63 - 69
Police Act, Regulations and Female Career Development in The Nigeria Police Force (NPF) ISIKA, Monsurat PhD, OKUNOLA, R. A PhD, SALIHU, H. A, NASIRUDEEN, Isma'il Ayatullah, YUSUF, Ayinde Tolha	70 - 77
Rainfall Variability and Yam Tuber Production Output in Lafia Local Government Area of Nasarawa State YASHIM, J.T., ABDUSSALAM, A.F. , ABBAS, I.I.	78 - 82
Social Media Use and Exposure to Criminal Victimization in Calabar Municipality, Nigeria. ERAYE, Michael Christopher and ADAKA, Sunday Simeon PhD	83 - 90
Prevalence of Self-Medication and its Impacts on People's Health in Nigeria ALEH, Alexander Monday and IMAM, Hassan I. PhD.	91 - 99
Gender Differentials In Health Patterns In Makurdi Metropolis of Benue State, Nigeria BAI-TACHIA, Margaret PhD Department of Sociology, Benue State University, Makurdi ..	100 - 104

Police Act, Regulations and Female Career Development in The Nigeria Police Force (NPF)

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Abstract

Only few women are found on the top cadre of the NPF like the Deputy Inspector General (DIG) and no policewoman has ever attained the rank of Inspector General (IG) in the NPF. Also, there is inadequate research linking police rules to policewomen career development in Nigeria. Hence, this research explores the relationship between Police Act and lack of women on the top management cadre of the NPF. The research was a survey guided by dual systems theory of feminism. Qualitative methods involving key informant interview (KII) and in-depth interview (IDI) were used. Five (5) and twelve (12) respondents were purposively and randomly selected from the rank of ASP to DIG for KII and IDI respectively. Data were analysed through open content analysis. The study found no relationship between Police Act and policewomen career development. Women are not found on IG rank because it is by appointment not by promotion. Hence, Police Act should be amended to include the appointment of female as an IG of police.

Keywords: Police Act and Regulations; Female police; Career development; Nigeria Police Force

Introduction

The Nigeria Police force lays much emphasis on career development of the male officers because of the patriarchal status of the institution. Police women are rarely found on the top management cadre as there has never been a female IG in the NPF throughout recorded history. Does that mean female officers are not capable enough for the police duties in the NPF? This is because the few policewomen found on management cadre are on the ranks of AIG and DIG. However, there are rules and regulations guiding the functions of the policewomen in the Police Act; but are women practically limited to the stated functions or prevented from certain duties which are prerequisite to IG rank? Do women perform more than their stated functions in the Police Act? Furthermore, the basic functions of the policewomen as stated in section 121 of the Nigeria Police Act and Regulations states that, women police officers shall as a general rule be employed on duties which are connected with women and children, and shall be particularly employed in the following duties:

- a. Investigation and record of sexual offences against women and children.
- b. Record of statement from female witnesses and female accused persons and from children.
- c. Attendance when women and children are being interviewed by male police officers.
- d. The searching, escort and guarding of women prisoners to and from police station.
- e. School crossing duties.
- f. Crowd control, where women and children are present in large number.

Thus, why are policewomen not found on the rank of IG? Is there any section of the Police Act that states or sets limit to the rank of a female officer?

Empirical review:

Career development often pose threats to women in policing (Lonsway et al 2002; Mckean, 2002; Omotayo, Oladele and Adenike, 2013; Mark, 2015). Many policewomen are frustrated because of irregular promotion, stagnation and lack of appointment to management cadre like the IG of police. To Alemika and Agugua (2001), frustration creeps in, thereby

transferring the aggression on the public when the promotion strategy is not consistent and when there is no work enabling environment to motivate officers. Though, career development programmes have been evident since centuries ago. It has been on the increase since mid-1970s as different organizations including the public sector such as the police and private sectors aim at fulfilling the need of their workers thereby making them productive (Merchant, 2004). The private sector has recorded more successful execution of the programmes than the public sector like the police organization (West & Berman, 1993). Career development is perceived only as a medium to promoting officers through hierarchical level until they are deemed for retirement (Gibbons, 1995). The best offered so far to the police as an individual is little or no orientation as to developing themselves in their various fields even though economic pressures have also seen hindering the growth of women in the police force.

To have a stand in the global market, most organizations know the significance of having experts and flexible workforce. Organizations see grooming and imparting knowledge as worth investing on. For an organization to produce effectively and efficiently, it is essential to give chances for training and education (Muchinsky, 1999) and the individual must be willing to learn too. The system for expertise and promotion has been the order of the day in Australia Policing (Lonsway et al, 2002). However, the involvement of women in policing has been undermined which reflect in unemployment, dependence and inequality of women in policing with significant impact in delivering social services. Thus, the victims of crime see women in policing as an alternative contact to male police having considered the well-documented selfishness of the male police (National Center for Women and Policing, 2002).

Policies should be made to stop the discrimination against women in policing (Valenius, 2007) and there should be equal opportunities for promotion. Female officers are very important in the Force, specifically, in the management positions to deal with cases that are related to rape. Victims of rape or any other sexual assaults would be attended to by female police officers (Natarajan, 2008). There will be limited

complaints and much more reliance and believe in the Police system if there is increase in the number of female participation (Corsi, 2011).

Women in Australian Police Force were most found wanting to take up different professional courses than men (Boni et al; 2001). Women are interested in career development as this will bring about their progression in policing (Etter and Adams, 2001). Both male and female police aspire for promotion, particularly the female officers' aim for higher rank which would involve moving to another station to serve in Australia (Boni and Cirelli (2002). Women in the Australia Police are willing to meet up with the criteria for promotion which signifies the utmost interest of the police women to develop in their career. Is the situation the same with women in the NPF?

Oniyishi (2002) upheld imparting knowledge, skills and training on an employer (the police) that could be implemented on the field that will bring about favourable attitude to work by the police. Bedian (1987) welcomes the idea of training and developing the skills and knowledge of individual police to appreciate his/her job and also bring about the present and future fulfillment for the Nigeria Police Force. For career development to be efficient and effective in the Nigeria Police Force, it is important the coach collaborate with the government or organizers and also to know the wants and also make policies as to the wants for successful execution of the programme. Giving adequate orientation of career development training to the police makes them feel independent to take decisions or discretion concerning the issue on ground. Hence, does the Police Act and regulations give this independence and guarantee training require by women to occupy management cadre in the NPF?

Furthermore, investing on such training on career development will not be wasteful because it is all in the favour of the public (Maduka, 2014). The ultimate need for career development in the police is to expose officers to regular training and periodic courses that are prerequisite to attaining higher ranks. The orientation also gives individual officer the opportunity to perform efficiently and effectively thereby giving him/her the opportunities for promotions, and when they feel underused in where he/she is serving, such police can redeploy base on a reasonable ground (Anyim, 2009; Maduka, 2014).

Theoretical Framework:

This research study has its philosophical foothold in the Dual Systems Theory which argues that both capitalism and patriarchy are the basis for gender discrimination in career opportunities and development. The theory combines both the Marxist and Radical theory to explain the status of female in career development as it endeavours to explain the dual role of capitalist system and patriarchal relations in isolating and segregating the roles of gender in and outside employment. As argued by some scholars, this theory regards the two separate philosophies as inter-connected in the actual fact and jointly speculates them to reveal the patriarchal social relations that would have been obscured by the capitalist system (Hearn, 1987). Thus, the basic premise of the theory rests on the socialist-feminist analysis of the idea of capitalist patriarchy which is perceived to be an improvement in the explanation and study of gender inequality in employment (Walby, 1986).

This theory is considered adequate in explaining the status of women in their career development as it seeks to

address the condemnations faced by the Marxist and Radical feminists (Hartmann, 1979). From the Marxist perspective, theorists argue that conflict between labour and capital is the real cause of labour inequality in organizations (Braverman, 1974; Wright, 1989) and that gender inequality is not only a result of class conflict but the result of the desire to employ crude manpower and deter workers' oppositions (Beechey, 1978). In this wise, it is argued that women are mostly excluded from the work force as a result of the capitalist desires to use the cheapest possible labour (Hartmann, 1979) as could be seen in the Police Force where women are few in numbers compared to their male counterparts. And in terms of human capacity and effectiveness in the discharge of duties, women are considered as pathetic and inferior in the labour market.

From the Radical perspective, the theory argues that the males gain more from domestic labour as a dominant chore fulfilled by their opposite gender in their families and that female inferiority, gender inequality and division of labour results from the root of patriarchal social relations where the males are placed above females in all labour organizations (Ali, 2013). This could also be seen in the Police Force where the female duties are defined alongside the traditional feminine social roles revolving around duties tailored towards administration and cases that deal with juveniles, family violence and other contentions which, to a large extent, constrains and limits their professional requirements for career development in policing. It is argued therefore that the dominant groups of the each system, capitalists and men, benefit while the discriminated groups as at the detrimental and disadvantaged zones (Hartmann, 1979).

Study strategies

The study was a survey targeted at only the female officers in Zone 7 (Kaduna, Abuja and Niger) of the Nigeria Police Force on officers cadre (those enlisted as ASPs at the point of enlistment). The Zone was purposively selected because of the Force Headquarters that is located in the Zone where high ranking female officers in the NPF can only be found. Qualitative methods involving both Key Informant Interview (KII) and In-depth Interview (IDI) were used for data generation. Five (5) key officers found in the Zone were purposively selected from the rank of Commissioner of Police (CP) to DIG for KII. Stratified random sampling technique was also used to select twelve (12) respondents from the rank of Assistant Superintendent of Police (ASP) to Assistant Commissioner of Police (ACP) for IDI. Stratified random technique was used in order to consider the different ranks of the respondents during selections. Data generated were analysed through open content analysis.

Results and Discussions

Police rules and women career development

Police Act and Regulations does not have a section that affects the career development of the female officers; rather they serve as guide to how each individual officer discharges his/her duties. This is evident in an interview with a male ACP in one of the Command Headquarters:

police rules and regulations does not affect any body's performance or development because it allows everybody to develop by giving you equal access to required training. At the same time, the

rules do not set limits to what you must do. Though, it sets a guide by determining how you carry out your duties as a police officer right from 1968 (IDI/male/Abuja/2016).

Access to regular training and professional courses

Officers in the NPF like in any ideal formal organisations have access to regular promotion and professional courses that enhance their career development. Irrespective of gender, officers go for training regularly and have access to professional courses that are prerequisite to promotion as at when due. Just as indicated by a female CSP officer.....

I have access to regular training and professional courses as at when due. After every three years, I sit for promotion examination and I passed. So once you pass your examination, no rule that says you should not be promoted because you're a woman. Let me tell you something, in any organisation, the lazy ones would always complain and say bad things about the organisation. So, nobody would tell you that you're a woman you can go for training or course (KII/female/Nigerstate/2016).

Based on access to regular training and professional courses, career development may no longer be the major problem for policewomen in Nigeria as reported in the previous findings. These previous findings reported that career developments have been the major problems for policewomen in policing; Lonsway et al 2002; Mckean, 2002; Omotayo, Oladele and Adenike, 2013. Alemika and Agugua (2001) reported that men and women in the Nigeria Police Force are very dissatisfied with promotion prospects in the police force. They work under inadequate conditions of service and irregular promotions, and these combine to engender frustration, as well as widespread corruption, indiscipline and aggression towards the public.

Training and promotion of officers

There is direct relationship between training, courses attended and officers' promotion. From the interview, officers reported that the training they received are related and are prerequisites to their career development. A female officer reports that officers go for training regularly irrespective of the sex because without courses being passed, there may not be promotion:

...you see, the police force is like other formal organisation out there where additional skills of an officer determine his/her progress. Ok, as you are an academic staff, I believe without this certificate you may not get to the apex of the profession. So also the police force. If the training is not related, then, it means a useless effort because you may not excel (IDI/Female/Police Division/Abuja/2016)

Another female officer responds:

Officers have access to regular training and professional courses. After every three years officers sit for examinations that must be passed before you are promoted except where there is no vacant position for you to fill. The stagnation mostly occurs when you're being promoted to CP from ACP rank. This is because you may be there for many years without place for you to commission. So, once there is no place to move to, then you continue to stay (IDI/female/Command Headquarter/Niger/2016)

Men and women have access to related courses and programmes in the NPF. These trainings determine officer's promotion. Though, officers may also be promoted on recommendations based on an excellent performance, but without skills gotten from regular training, then specialization may not be achieved for any outstanding performance that may attract recommendation from the management. By and large, how often an officer attends training and courses determines his/her success.

Education after enlistment

Female officers show readiness to further their education and attend regular training after enlistment, as well as have periodic examinations because they are the basic requirements for promotion as discussed earlier. Most of the respondents further their education after enlistment. This interview shows the interest and enthusiasm of the female officers to building career in the NPF since education is one of the basic prerequisites for career development. In this direction, a senior female officer opined that:

It is good for a woman to be academically okay. Make sure you have some kind of qualifications, with whatever qualification you come in, always go back to school. Further your education when you come, make sure you understand what you have been taught. Don't do fashion parade around the environment and give no irrelevant excuses when you're given an exercise to do. When you are educated and experienced, people would like to work with you because you are knowledgeable at the same time, you develop easily and rapidly (KII/Female/Police Headquarter/Abuja/2016).

The above information shows that the police force, like any other formal organisation, values educational qualifications. The career development of an officer, whether male or female, depends largely on the ability of the officer to further their education, and attend promotional courses and regular training. This further indicates that promotion is strongly related to educational achievements and the related skills acquired that will indeed enhance the capacities and the performance of an individual, (Muchinsky, 1999). Any officer that joins the police base on interest not lack of alternatives would surely improve on their education as well,

qualifications because that is the only way to grow. Both in-depth interview and KII with female officers in the Police Headquarters, the ACP and a top management officer (DIG) respectively, claim that they join the police force because they have interest in it and that was why they have been excelling. The most senior female officer at the management cadre says that:

I had several alternatives because when I came back from US as a degree holder, I served with the Nigerian Prison, if I want to work there, I would have, but my degree was in Law Enforcement, I knew I was going to work with the Law Enforcement Organisation like the police, then I left the Prison for police work and proceeded for Masters immediately. So you need education to grow in anything you are doing not only police job
(KII/Female/Headquarter/Abuja/2016).

Furthermore, the ACP argues that:

I joined the service because I have interest in the job; I joined the force to help myself and my family and to also be a role model to other women in the society. Here I am, occupying a post that has never been occupied by female in the history of the NPF. I am the first female in the office (IDI/Female/Force Headquarter/Abuja/2016).

Another woman who was a DSP expressed further why she joined the police force. She argued that:

I joined the force to increase my self confidence and to earn some respect in the society. In fact, I joined the job because of the interest I have in it (IDI/Female/Niger/2016).

Despite the claims of the majority of the officers during the interviews and the willingness of the female officers to advance in the NPF via education and retraining as shown in the interviews, few of the female officers are found on the top management positions or ranks of the NPF. This is also an indication that the women in the NPF are still struggling to get to certain positions and be involved in the management decision making of the NPF.

Equality in career development of officers across the cadre

Despite the uniqueness in the starting point, officers (men or women) may not develop equally in the NPF. Career development is based on the individual officers' capacities, as well, their performance. Although, the perception of the individual officers regarding officer's career developments vary and this may be determined by the individual's experiences on promotion. In this line of argument, a senior female officer on the management cadre in the Force Headquarters reports:

I came in as ASP with about 50 of us. We all got promoted to DSP and that was the only promotion we got

together. Before you know it, some people started running, about five years ago, some of us got promoted to AIG and DIG and some are even out of the service (KII/Female/Abuja/2016).

By implication, officers in the NPF do not grow equally. Your development as an officer depends largely on academic qualifications, the ability to attend regular courses and examinations as required by one's specialisation and the ability to perform excellently in various duties assigned to one. Though, the first promotion may come at the same time as indicated by the respondent, but other subsequent promotions may vary depending on your ability. However, it was obvious from the information below that corruption could be another reason why officers could grow indiscriminately and unequally in the NPF. An officer laments:

Police Promotion needs to be looked into most especially now that we are fighting corruption. To me, corruption is not just stealing money alone. It is everything. We need to make sure that everybody is equal and happy. My policy is we are all Nigerians If all of us started running promotion together, you attend all your courses and training together, you know you merit the promotion. We should bring in merit, if we do that, everybody would be happy, and you will aim at something and you will get it. But by the time people are promoted without merit on whatever basis or reason, then people would feel bad. If there is merit, you get the best of the police in this country (KII/Female/Force Headquarters/Abuja/2016).

This means that officers receive unequal treatment when it comes to promotion and some are even promoted without merit. Also, those that did not receive regular promotion after meeting the prerequisites become devastated and unhappy, and this has effects on both their performance as well as on their career development. Therefore, officers should only be promoted based on merit. When merit is considered, people would be happy and would put in their best since they know that their efforts would be rewarded. More so, those that are not good academically and are good in other areas should be allowed to demonstrate their talents and be promoted on that basis. Equally, emphasis on academic or paper requirements should be reduced so as to encourage specialisation and tap the best from the officers. Similarly, the 5th and the only female DIG still in service as at the time of data generation for this study suggests that:

there are lots of things that come to play before you get promotion. These are, 1, Academic qualifications. 2, Ability to understand what is on ground. For instance, if I am an investigator, I should know I need to do my work very well before I can be promoted; I need the knowledge of investigation to be promoted. 3, Professional ability, not everybody is good academically, if you are not

smart academically, then you should be smart somewhere else, then you develop that. When you do that, you outsmart the other person with academic qualification 4. Police force should be professionalized so that you can know that you are cut out to do something. When you do something every day, you become an expert in it or professional in it because you get used to it. Based on that, you should be promoted not only on academic, and Police work should not be a paper work alone. Real policing should come to work (KII/Female/Force Headquarter/Abuja/2016).

Contrary to this information, a female ACP in one of the Commands argues that, men and women receive equal treatment and grow equally in the NPF, no discrimination. She argues further that: *why you see men in higher positions or ranks is because we have more men than women (IDI/female/2016).*

Furthermore, another interview with the female officers on the critical issues challenging the upward movement of the women to the managerial cadre in the NPF, the most senior female officer (DIG) responds:

The challenges the men have are the same challenges the women have. At the same time, you as a woman have additional challenges that are different from that of the men, because as a woman you have family roles that are different from that of the police duties. To me, despite the challenges we have come a long way in the NP (KII/Female/Force Headquarter/Abuja/2016).

It is clear that men and women are faced with challenges in the Nigeria Police Force. Though, women are coming up in the NPF, they are beginning to occupy high ranks and management positions. Before now, the management of the NPF is Men's affairs. Women are to follow the men and carry out the administrative functions of the police. But now, there are women CP, AIG and DIG which means a woman can be appointed as the IG since the position of an IG is, arguably, politically by appointment; as well, the duties are carried out in team. Accordingly, the most senior female officer argues:

The women generally have come a long way. Initially, women were stable at the rank of CSP and now we have woman DIG. I think the present DIG is the 5th woman DIG in the NPF. Over the years, women fought and we can now get the rank of Commissioner and DIG. So it has not been easy over the years. Imagine since Nigeria got independence, the issue of Inspector General of Police has been a one man, the position is just for one man. It depends on luck for you to be appointed. It is luck because when you get to CP, you can be appointed as the IG of Police. The appointment of the IG is not by promotion rather by Political appointment. If you are

lucky to be appointed fine, already you have met the requirements when you get to the rank of CP. If you are appointed, that does not mean you are the best, but what you have with your God. He has placed you there. When you reach the rank of AIG, you are IG already. The rules do not always state that it must be man, who so ever is there, a man or a woman, support him, you are all in one boat, don't allow it to sink, because a government may come and decides to sack the IG and all the assistants. The boat could sink and everybody goes down with it (KII/Female/Force Headquarter/Abuja/2016).

Regarding this argument, a female officer who is the DCP in one of the Commands also said:

Generally, ranking in the police force especially when you get to the top, AIG, DIG and IG, particularly the IG, is political depending on the choice of the government of the day. If the government of the day believes in a woman, then she becomes one, so also the male. If the current government chooses a woman as IG nobody stops that, she becomes. Appointment of IG is not a police job. We have women that could be appointed as IG but because of the patriarchal nature of the society, men may continue to be appointed. (IDI/female and Female/Niger/2016)

It can further be understood that the perception of the society regarding the ability of the women in the NPF could determine having a woman Inspector General. That is, if the society believes in the ability of women, then women can be appointed since we have women that are qualified; it is a matter of government decision even though it is obvious that the decision of any sitting government would definitely be influenced by the patriarchal culture of the society. This argument compliments the argument of dual system theory that the situation and relegation of women in most society resulted from patriarchal and the capitalist philosophy of most of the society. To dual system theory both capitalism and patriarchy are the basis for lack of appointment of female officers as IG of police in Nigeria. Capitalism and patriarchal are the dual beliefs that ensure gender discrimination in career opportunities and development for women in the NPF. The theory combines both the Marxist and Radical theory with emphasis on both capitalist and patriarchal systems to explain the reasons for lack of female IG and isolating and segregating the roles of gender in and outside employment (Hearn, 1987; Walby, 1986; Ali, 2013).

Dual system theory from the Marxist perspective argues that policewomen are mostly excluded from the work force (appointment as IG) as a result of the capitalist desire to use the cheapest possible labour (Hartmann, 1979) as could be seen in the Police Force where women are few in numbers compared to their male counterparts. In spite of human capacity and effectiveness of the policewomen in the discharge of police duties, they are still considered as pathetic and inferior not suitable for the IG cadre in the Nigeria Police Force (Braverman, 1974; Beechey, 1978; Wright, 1989).

Women empowerment

Men and women are empowered equally for both self and organisational actualisations. This means that both men and women receive equal training and have access to security gadgets in the NPF. A female Deputy Commissioner of Police (DCP) reported that:

Men and women are empowered equally. There is no training men receive that women don't get. Women are trained for anything just like the men, in fact, in some situation the women perform excellently better than men. Initially, women don't go for night patrol and guard, but now we have women that carry guns at night. There is no department that you don't see a woman. So training is what matters, it is very important, with training, you see women performing like the men (IDI/female/Command Headquarter/Niger/2016).

Another respondent was of different view during the interview that men and women are not adequately empowered in the NPF. She says officers need to be empowered to face any kind of challenge or situation, most especially with the present insurgencies such as Boko-Haram. She further laments that:

Though, even in the larger society, men and women are not equally treated, so also in the Police Force. Even the men that would say thank you would say it in a bigger way to men. They give you stipend just because you are a woman. So, when you know that as a woman, you work very hard (KII/Female/Police Headquarter/Abuja/2016).

Generally, men and women are not equally placed, most especially in patriarchal society like Nigeria. Women are less empowered because of the belief that they are under the men; the men take care of the women and the children as the head of the family and the women contribute little to the family. So, the NPF does not exist outside of the society, it took largely from the general norms and values of the society as reported by respondents.

Policewomen and transfer

Just like the men, the women in the NPF are willing to relocate for posting. This is largely because of the willingness to

develop their career in the NPF. Therefore, the interview below indicates that most of the women have been moving round the state for policing. This willingness to move by most of the women, is an indication that they are ready to compete and accept any responsibility like their male counterparts.

During an interview with female officers, a respondent (the most senior officer) represented that women are ready to accept posting because most posting are accompanied by promotion or level of decision-making at senior rank. She further opines that:

I have relocated and relocated before I was finally back to the headquarters. I was posted to places as CP. When I was posted to Taraba as CP, my husband and the children said mummy please don't go you're a Commissioner of Police already, please resign, I said no, let me go, if I had not gone, I would have come back to the office doing nothing and my mates would have grown more than me. So anything you are given, don't complain, do it like men, it is a matter of time, you would be there (KII/Female/Force Headquarter/Abuja/2016).

These results suggest that women have aspirations to enhance their professional skills and advance in policing in Nigeria. Policewomen in Nigeria are willing to relocate in order to accept promotion in the Police Force.

Career opportunities in the NPF

Officers, whether male or female in the NPF have the same career opportunity because of their equal access to training. Specifically, most of the women believe that they have the same career opportunity with their male colleagues. Nevertheless, men and women have the same career opportunity in the NPF because no group or sex is disfavoured by the promotion process. There is prospect for women in the NPF. In this respect, an officer (the most senior female officer) responds that women have come a long way and have been recognised in the NPF. The only post women have not held is the position of the IG. So, if women can be AIG and DIG, they can also be IG. The most important thing is for women to strive and work hard like the men. She further argues that women can look up to be the IG tomorrow; the only thing is for the women to be patient and wait for their time.

Furthermore, she was particular about the academic requirements of the women officers to get to the top on time. Education, commitment and the interest to further education and readiness to attend regular and professional courses would definitely speed women to any position of the NPF. She argues further that:

It is good for you to be academically okay. It is better you have some kind of qualification. With whatever qualification you come in, always go back to school. Further your education. When you come back, make sure you understand what you have been taught and make sure you put them in to

practice. Don't give irrelevant excuse when you're given an assignment to do and stop malingering while you have work to do, you don't need it, showing people how you look. Nobody cares about how you look. All you need is to work hard like the men (KII/Female/Force Headquarter/Abuja/2016).

She argues, women should be encouraged and empowered like the men because the challenges men have are the same with that of the women and says, "Women should be encouraged especially from our husband and people around us. In fact, empower us for encouragement. The challenges men go through when they don't have are the same thing with that of the women", (KII/Female/Force Headquarter/Abuja/2016).

She encourages the policewomen further and suggests ways on how the women would get to the top of their career in the NPF. She says to other women:

Don't be over bearing. I want to be like this, don't be like anybody, be 'you'. Don't look at anybody; if you do that, people would appreciate you for who you are. I grew up not using make up, not because I am in uniform but because I don't fancy anybody that uses make-up. I appreciate the person I am. It is who are you? What you are? What can you achieve? Whatever you can achieve as a man, I can achieve it as a woman. Even when I was in homicide, I was the first woman to be posted to homicide (KII/Female/Police Headquarter/Abuja/2016).

Conclusion and Recommendations

Police rules and regulations do not operate to affect the career development of the female officers rather it serves as guide to how officers discharge their duties. There is no relationship between police rules and the career development of policewomen particularly the lack of women on the rank of IG in the NPF. Women are not found on IG rank because position of IG is by appointment not by promotion. The appointment is done by the federal government and no section in the Police Act says that a woman should not be appointed, even though there is patriarchal undertone evidence in the decision of the president on the appointment of IG. Hence, the study recommends that:

Government should also give consideration to the policewomen when it comes to the appointment of IG. To ensure this, it can be included in the federation's constitution as well as the Police Act.

Promotion to rank of CP is based on available vacancies or positions, if there is no vacancy, officers have no place to go; thus, officers should be promoted as when due irrespective of the vacancies because officer can be promoted to CP cadre and still do office work at the force headquarters not necessarily in the state headquarters as commissioner of police.

Officers (men and women) do not grow equally in the NPF even with the same academic qualifications at the point of enlistment; this is because individual officers grow based on their capacity as well as performance. Therefore, emphasis

should be on merit and clean records.

Courses and training related to officers' career development should be organised for both policemen and women regularly.

There should be division of labour so as to achieve specialisations not only among the policewomen but in the police force entirely.

Police promotion is bombarded with corruption in Nigeria; hence, there is the need to into the promotion processes to make sure that officer's promotion is not corrupted. Merit should be brought into the police force; people should not be promoted on personal ground to avoid being biased. To avoid being biased in the promotion process, certain measures need to be considered.

Academic qualifications

Ability to understand what is on ground professionally, not everybody is good academically, so professional ability should be considered

Police force should be professionalised so that officers can know that they are cut out to do something. When one does something every day, he becomes an expert in it or professional in it because they get used to it. Based on that, officers should be promoted not only on academic ground.

Police work should not be a paper work alone. Real policing should come to work

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