

## CONTEXTUAL FACTORS AS CORRELATES OF ORGANISATIONAL COMMITMENT OF NIGERIA POLICE IN ILORIN METROPOLIS

BY

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### Abstract

*This study investigated the contribution of contextual factors (psychological wellbeing and motivation) to the prediction of organizational commitment of Nigeria Police in Ilorin Metropolis. One hundred and fifty police men, women and officers were randomly selected from the 3 senatorial zones of the state. They comprised of ninety-two male and fifty-eight female participants. The ages of the participants ranges from 33 years to 57 years. The mean and standard deviation of the ages of participants are 44.6 years and 12.15 respectively. The data for this study was collected using Ryff's (1999) Psychological Wellbeing Scale ( $r = 0.73$ ), Lasisi's (2014) Police Motivation Scale ( $r = 0.69$ ) and Aremu's (2009) Police Perceived Organization Commitment Scale ( $r = 0.72$ ). Four research hypotheses were testes at 0.05 level of significance. The finding showed that psychological wellbeing and motivation were significantly related to the organizational commitment of Nigeria Police in Kwara State. Significantly joint contribution of the psychological wellbeing and motivation was observed on the prediction of organizational commitment of Nigeria Police in Kwara State; and that motivation was observed to have significant relative contributions to the prediction of organizational commitment of the participants while psychological wellbeing's relative contribution was not significant. These findings were discussed and necessary recommendations, including the fact the police organization in Nigeria should improve on means of motivating their employees, were also highlighted.*

**Keyword: Psychological Wellbeing, Motivation, Organizational Commitment, Nigeria Police**

### Introduction

The importance of the police in the society cannot be underestimated. For instance, police roles as spelt out by section 4 of the Nigeria Police Act 1967, includes: Preventing and detecting crime, apprehending and prosecuting offenders, preserving law and order, protecting life and property, and enforcing all laws and regulations properly. It can be seen that the law gave a very important and statutory powers to the Nigeria Police (NP) (Aremu, 2009).

At the heart of democracy and institutions in Nigeria is the police who are expected to keep the peace, enforce law and order, investigate crimes and arrest criminals, enforce Judges and Attorney General's decisions and also help to keep general peace and stability. NP is found wanting in these obligations. Whereas the roles of the modern police force are to deter and monitor life and property-threatening behaviours; to assist people at risk of physical harm, such as victims of violent attacks; to promote the movement of people and vehicles; to assist those who are unable to provide for themselves, the intoxicated, the dependent, the mentally ill, the

physically disabled, the elderly and the young; to resolve conflicts, whether between individuals, groups or individuals or their government; to identify problems that may become more serious; and to create and maintain a sense of security in communities.

The prevailing situation in Nigeria shows that NP rarely accomplishes these obligations. It could be said that Nigeria Police has not lived up to these universal mantra. This necessitates the spate of insecurity in the country. The Nigeria Police personnel are human beings that also live in the society. They should be motivated. They also have the strong needs to live better lives as they are determined to use the talents to serve the nation. They can also react positively or negatively to their needs and expectations. When human beings are motivated, there will be change in their attitude to work.

Beck and Wilson (1997) believed that organisational commitment is one of the central features of organizational effectiveness. Furthermore, Metcalfe and Dick (2002) argued that commitment is linked to a lower absenteeism, lower turnover rates and an increased intention to stay with the organization. Moreover, Aven et al. (Metcalfe and Dick, 2002) claimed that highly committed employees are more likely to 'contribute to the organization in more positive ways than less committed workers.' Despite the fact that organizational commitment has great influence on organizational effectiveness and job performance, there are relatively few studies conducted among police officers. Haarr (1997) argued that organizational commitment is a mediating variable for explaining the patrol officers' work related behaviours. Beck and Wilson (1997) accounted to the problem of police socialization's effect on organizational commitment. Beck and Wilson (1997) argued that the socialization to a large extent influence organizational commitment (cynical and more experienced officers' influence the newcomers). Beck (1996) alleged two distinct stages in the development of organizational commitment of police officers: rapid and substantial decrease in commitment in the first few years of employment; and commitment levels of officers continued to decline with experience.

A study involving a large sample of police officers from around Australia found that officers with low levels of commitment selected less ethical solutions to a series of ethical dilemmas (McConkey, Huon, and Frank, 1996). Furthermore, Haarr (1997) found that police officers with strong commitment to their work team and weak commitment to the organization were more likely to cover up unethical or corrupt behaviour of colleagues. In summary, levels of satisfaction and commitment have both been shown to have consequences for individual and organizational performance in police organizations. According to Hart, Wearing and Headey (1995), organizational experiences rather than operational experiences are more important in determining psychological well being. It could be asserted that although law enforcement may not be the most physically dangerous profession in the world, it is by far the most emotionally dangerous occupation due to poor administration and supervision and inadequate salary, amongst others especially in Nigeria. Aremu (2009) reported that the salary of police is too meager until very recent time, Hart, Waring and Headey (1995) asserted that a growing body of evidence suggests that the main source of psychological distress among the police is police organizations.

One of the factors influencing the work attitude of an individual or employees of any establishment is motivation. The needs or drives within the employees that determines their attitudes or behaviours towards their work, the goal towards this behaviour is directed and

rewards received for achieving these goals are factor affecting motivation. Cohen and Shamai (2010) studied the relationship between individual values, using the concept of fundamental human values of Schwartz and Psychological Well-being (PW) and affective organizational engagement, using 271 police officers who participated in an Israeli university undergraduate program. The findings of this study showed a positive relationship between PWB and the values of benevolence, self-direction, and achievement, as well as a negative relationship between PWB and power and traditional values. Furthermore, organizational engagement was negatively related to achievement and positively related to power, and the results also revealed a negative correlation between PWB and commitment.

Brunetto, Teo, Shacklock and Farr-Wharton (2012) reported a study on the impact of emotional intelligence and motivation on job satisfaction, well-being and participation of police officers in describing their organizational contribution and plans for turnover. Survey responses from 193 Australian police officers were analyzed using partial simulation of the minimum square direction. Emotional intelligence, as predicted, results in job satisfaction and well-being. Positive partnerships contribute to employee engagement and organizational dedication, thereby impacting the goals of turnover. Organizational dedication has been shown to partly mediate the causal relationship between employee engagement and turnover. Aremu (2005) investigated the predicting effect of credentialing, career experience, self-efficacy emotional intelligence (EI), and motivation on the career commitment of young police in Ibadan, Nigeria. The study adopted a field-based survey approach to collect a quantitative data through the means of a questionnaire from 200 non-commissioned officers that were randomly sampled from a police command. The result showed that the independent variables jointly and relatively made statistically significant contribution to the prediction of the dependent variable.

### **Statement of Problem**

The insecurity of life and properties currently pervading every nook and cranny of Nigeria is an indicator of inability of Nigeria Police to effectively discharge their constitutional responsibilities. Whereas, highly committed police personnel are expected to contribute significantly to the attainment of their constitutional objectives. The unfolding events in Nigerian milieus compel the public to conclude that Nigeria Police are not adequately committed to their organization. From the reviewed literature, it is apparent that enhancing the police motivation and their psychological wellbeing may bring about gross improvement on their organizational commitment. This implies that there is a need to investigate the relationship between psychological wellbeing and motivation as correlates of organizational commitment of Nigeria Police. This necessarily will provide empirical backing for the assertion that motivation and psychological wellbeing could improve organizational commitment of employees. It is conspicuous, from the foregoing, that there is dearth of studies involving motivation and psychological wellbeing predicting organizational commitment of Nigeria Police especially in the North Central part of the country. The present research effort intends to bridge this gap by examining the contribution of motivation and psychological wellbeing to the prediction of organizational commitment of Nigeria Police in Kwara State.

**Research Objective**

The main objective of this study is to examine the joint and relative contributions of psychological wellbeing and motivation to the prediction of organizational commitment of Nigeria Police in Kwara State.

**Methodology**

Correlational research design was employed in this study. This is a design which allows different sets of data to be collected from a group of respondents and these sets of data are subject to correlation statistic to bring about the degree of relationship among the variables. Specifically in this study, data were collected on psychological wellbeing, motivation and organisational commitment of Nigeria Police in Kwara State. These data were subjected to relevant correlation statistics. The population of this study consisted of all employees of Nigeria Police currently serving in Kwara State. As at the time of collecting this information, four thousand, three hundred and twenty-five officers, men and women of Nigeria Police are serving in Kwara State. Systematic sampling technique was used to determine the participants of this study. Fifty Police officers, women and men willing and ready to participate in this study were considered from each of the three senatorial district of the state. One hundred and fifty personnel of Nigeria Police carefully selected from the 3 senatorial districts of the state were the participants. They consisted of sixty-nine officers and eighty-one men and women, with the age ranging from twenty-nine to fifty-seven years. The mean age and standard deviation of the ages of the participants are 38.7 years and 14.56 respectively.

The following instruments were used for the study. Police perceived organizational Commitment. This is adopted from Aremu (2009). The scale has eight items with response options ranging from very much like me to not at all like me on five likert format. The minimum and maximum obtainable scores are respectively 8 and 40. This instrument has reliability coefficient of 0.77 using homogeneity form of reliability. The psychological well-being scale. This is a modified version of Ryff (1989) scale. The scale consists of twelve items with response options ranging from very much like me to not at all like me on five likert format. The minimum and maximum obtainable marks are 12 and 60 respectively. The instrument is reported to have split half reliability coefficient of 0.82. Lasisi's (2014) Police motivation scale was used. It contains ten items with response options including strongly agree, agree, undecided, disagree and strongly disagree on five likert format. The minimum and maximum obtainable scores are respectively 10 and 50. This instrument was observed to have internal consistency with reliability coefficient of 0.74.

The investigator visited area command offices and divisional police headquarters in each of the 3 senatorial zones of the state to collect the relevant data. The investigator personally visited these police formations and the police officers, men and women who were willing and able to participate were given the research instruments to fill. Pearson Product Moment Correlation (PPMC) and Multiple Regression Analysis were used to analyze the generated data. PPMC was used to determine the relationship each of the independent variables (psychological wellbeing and motivation) and the dependent variable (organizational commitment). Multiple Regression analysis was used to determine joint and relative contributions of the independent variables to the prediction of the dependent variable.

## Results

### Hypothesis One

There is no significant relationship between motivation and organizational commitment of Nigeria Police in Kwara State.

**Table 1**

**Table Showing The Mean, Standard Deviation And P.P.M.C Scores On Motivation And Organisational Commitment Of Nigeria Police In Kwara State**

Variable	No	Mean	St. Dev.	Df	r. cal.	r. crit	Pr.
Motivation	150	30.	4.79	298	0.52	0.2	**
Org Comm	150	30.7	4.16				

\*\* (Significant at 0.05 critical region)

Table 1 shows the results obtained from testing hypothesis 1. From the table, r. calculated = 0.52, degree of freedom = 298 and r. critical = 0.2. Since r. calculated (0.52) is greater than r. critical (0.2), the hypothesis is rejected. Thus, there is significant relationship between the motivation and organisational commitment of Nigeria Police in Kwara State.

### Hypothesis Two

There is no significant relationship between psychological wellbeing and organisational commitment of Nigeria Police in Kwara State.

**Table 2**

**Table Showing the Mean, Standard Deviation And P.P.M.C Scores On Motivation And Organizational Commitment Of Nigeria Police In Kwara State**

Variable	No	Mean	St. Dev.	Df	r. cal.	r. crit	Pr.
Psycho Wellbeing	150	31.3	3.0	298	0.43	0.2	**
Org Comm	150	30.7	4.16				

\*\* (Significant at 0.05 critical region)

Table 2 shows the results obtained from testing hypothesis 2. From the table, r. calculated = 0.43, degree of freedom = 298 and r. critical = 0.2. Since r. calculated (0.43) is greater than r. critical (0.2), the hypothesis is rejected. Thus, there is significant relationship between the psychological wellbeing and organizational commitment of Nigeria Police in Kwara State.

**Hypothesis 3**

There is no significant joint contribution of motivation and psychological wellbeing to the prediction of organizational commitment of Nigeria Police in Kwara State.

**Table 3**  
**Regression Table**

**Regression = 0.52**

Regression Square = 0.27

Adjusted Regression Square = 0.26

Error of Estimate = 3.58

Model	Sum of Square	Df	Mean Square	F. Ratio	S.
Regression	703.12	2	351.55	27.51	0.00
Residual	1878.39	147	12.77		
Total	2581.5	149			

\*\* (Significant at 0.05 critical region)

The table shows the results obtained from testing hypothesis three. From the table, it is shown that multiple R is 0.52, multiple R square is 0.27, adjusted multiple R square is 0.26 and standard error of estimate is 3.58. This shows that the independent variable jointly contributed 26% to the prediction of organisational commitment of Nigeria Police in Kwara State. The anova table also shows F ratio value of 27.515 which is found to be significant at 0.05 critical region.

**Hypothesis Four**

There are no significant relative contributions of motivation and psychological wellbeing to the prediction of the organizational commitment of Nigeria Police in Kwara State.

Table 4

**Tables Showing The Relative Contributions of the Independent Variables to the Prediction of the Dependent Variable**

Model	Standard. B	Coeffi. Stand.Err.	Unstandardized. Beta	t.	Val. S
Constant	40.26	3.7		10.89	0.00
Psyc. wellbeing	0.27	0.22	0.2	1.21	0.23
Motivation	0.6	0.14	0.69	4.28	0.00

Table shows the results obtained from testing hypothesis four. From the table, unstandardized B ranges from 40.26 to 0.27, standard error ranges from 3.7 to 0.14, standardized coefficients Beta ranges from 0.69 to 0.2 and t. values range from 10.89 to 1.21. Based on these figures, motivation has significant relative contribution to the prediction of organisational commitment of Nigeria Police in Kwara State ( $\beta = 0.69$ ) while psychological wellbeing' relative contribution to the prediction of organisational commitment of Nigeria Police in Kwara State was not significant ( $\beta = 0.2$ ).



## **Discussion**

The finding of this study shows that there was a significant relationship between motivation and organizational commitment of Nigeria Police in Kwara State. The motivations of these police personnel were significantly related to their organizational commitment. This finding supports the previous finding of Brunetto, et al (2012) which observed the significant relationship between motivation of workers and their organizational commitment. The finding also indicates that there was significant relationship between psychological wellbeing and organisational commitment of Nigeria Police in Kwara State. Put differently, the psychological wellbeing of the personnel of Nigeria Police in Kwara State has a significant correlation with their organizational commitment. This finding supports the previous finding of Cohen and Shamai (2010) which disclosed that significant relationships were found between psychological wellbeing and organizational commitment.

The findings of this study also show that there was significant joint contribution of the independent variables (Psychological Wellbeing and Motivation) to the prediction of organisational commitment of Nigeria Police in Kwara State. The combinatorial effect of psychological wellbeing and motivation was significant to the prediction of organisational commitment of Nigeria Police in Kwara State. This finding supports the previous finding of Aremu (2005) which reported among other things, that motivation and psychological wellbeing jointly made significant contribution to the prediction of organizational commitment of Nigeria Police in Kwara State. In addition to this, it was found that motivation made significant relative contribution to the prediction of organizational commitment of Nigeria Police in Kwara State while the relative contribution of the psychological wellbeing was not significant.. This confirms the position of Brunetto, et al (2012) that motivation is one of the greatest predictors of organizational commitment of workers.

## **Conclusion**

This study concluded that there was significant relationship between each of the motivation and psychological wellbeing and organisational commitment of Nigeria Police in Kwara State. Also, it was concluded from the study that there was significant joint contribution of the independent variables (motivation and psychological wellbeing) to the prediction of the dependent variable (organisational commitment). The conclusion of this study includes the fact that motivation made a significant relative contribution to the prediction of organisational commitment of Nigeria Police in Kwara State while psychological wellbeing's relative contribution was not significant.

## **Recommendations**

Based on the finding of this study, it is recommended that:

1. Government and police organisation in Kwara State specifically and in Nigeria as a whole should ensure that mechanism for enhancing motivation of their employees as well as strengthening their psychological wellbeing.
2. There is a need to do more. Establishing behavioural clinics in all the police formations throughout the country may have a positive impact on the psychological wellbeing of Nigeria Police . This will afford the diagnosis of the behavioural problems among the police employees.

3. The right and conducive environment should be created for police personnel. This might reduce their work-stress and enhance their productivity. The authority of Nigeria Police should reform the police organisation in such a way that it will be more personnel friendly.
4. The public should also change their perception of police. The police personnel stand a better chance of contributing more to the attainment of the constitutional objective of their organisation if they are better and more positively perceived by the members of public.

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