

## **PUBLIC PERCEPTION AND JOB PERFORMANCE NEXUS ANALYTICAL EVIDENCE FROM NIGERIAN POLICE.**

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### **Abstract**

*The study seeks to analytically investigate the impact of public perception on job performance of Nigerian Police. It made use of 300 police male and female officers from two States in South Western part of Nigeria (Oyo and Lagos). The study made use of six valid and reliable instruments named Police Officer's Job Performance Scale (POJOPES) to sample the respondents. Data analysis involved the use of path analysis which involved goodness of fit (step wise path) at 0.05 level of significance. Each of the significant variables showed relative effect on each other in the initial path model. The results indicated that public perception was found to be positively significant to police job performance. It is therefore recommended that the Federal Government should adhere to the United Nations prescription of one policeman to 400 citizens and to exhibit a continuous recruitment drive and training in order to benefit and enhance the performance of the police force.*

**Keywords:** Public Perception; Job Performance; Police force; Nigeria

### **1.0 Introduction**

The issue of police performance is the concern of the public, police performance is poor and it has contributed a great dilemma for officers across the globe. It destroys any pride, which the police might have in their job. Poor performance of the police erodes whatever confidence and trust the public might have in the police. Various factors have been analyzed as contributing to these, among often cited factors, according to Beal, (1993), are god-fatherism, nepotism, corruption, racism, violence and brutality. Other factors are institutional constraints such as inadequate manpower (both in strength and expertise) insufficient education and training, inadequate equipment, poor conditions of service and pay dissatisfaction. However, the literature on police and policing reveals that the police are often in conflict with a significant percentage of the population in almost all countries of the world (Alemika, 1999; Reiner, 2000; Alemika & Chukwuma, 2000).

The reason for the conflict is so for largely two factors firstly, modern societies are diverse in economic, social and cultural compositions, which mean that the police cannot be neutral in respect of competing and antagonistic class relations, no matter how hard they try. Secondly and perhaps most importantly, police are agencies of the state employed to maintain social order in which the interests of the rulers and the dominant economic class are paramount. Therefore, police enforcement of the laws and maintenance of social order which promote the interests of the rulers to the detriment of the majority of the population, inevitably put them in hostile relations with their host communities across countries (Alemika, 1999). Another important factor that has been neglected for many years, and which was rightly pointed out by Okereke (1995) is the perception of the police force itself by the police officers and the community they serve. Aremu (1999) was also of the view that police are

being confronted with series of problems ranging from negative perception of the public and de-humanizing condition under which they work.

The term job performance according to Campbell (1990) has been generally defined as behaviour or actions that are relevant to the goals of the organization in question. However, extensive research has been devoted to identifying the antecedents of job performance. The most widely researched single dimension of job performance includes task performance, organizational citizenship behaviour, and counterproductive behaviours. The vast majority of job performance research has focused on evaluating individual's performance on task requirements.

In the light of this, poor performances of the police have caused a lot of havoc to the society and the Nigeria Police force. Poor performances have also affected the morale of the Police force and the perception of the society a great deal. As the study seeks to investigate the impact of public perception on job performance of Nigerian Police, the findings could influence the disposition and attitude of Nigerian Police on their job and the entire public. Officers who see themselves as serving an important function will be more productive and more satisfied in their profession than those who feel no sense of mission. The findings of the study will also be beneficial to policy makers and all stakeholders in the Nigerian Police Service Commission. The study will enrich the existing body of knowledge and literatures on the police force. The study is therefore, significant in the sense that it will create another challenge to Police researchers and make psychologists, criminologists, lawyers and sociologists to focus attention on psycho-social problems of members of the police force which can deter effective performance at work.

## **2.1 Theoretical Framework**

### **2.1.1 Job Performance Theories**

There are lots of theories that prove foundational information on job performance. Job performance theories help to provide explanation on job performance. As such, theories may provide direction and as theories are tested and proved true theories may be used to expand knowledge. In his book, *The Human Side of Enterprise*, McGregor (1960) proposed two theories by which to view employee motivation is viewed. He avoided descriptive labels and simply called the theories X and Y. Both theories begin on the premise that managements role is to assemble the factors of production, including people, for the economic benefit of the firm. Beyond this point, the two theories of management diverges.

Theory X on the one hand, assumes that the average person dislike work and attempts to avoid it; has no ambition, wants no responsibility, and would rather follow than lead; is self-centred and therefore does not care about organizational goals; resists change; is gullible and not particularly intelligent; essentially, Theory X assumes that people work only for money and security.

- **Theory X - The Hard Approach and Soft Approach**

Under Theory X, management approaches can range from a hard approach to a soft approach. The hard approach relies on coercion, implicit threats, close supervision, and light controls, essentially an environment of command and control. The soft approach is to be permissive and seek harmony with the hope that in return employees will cooperate when asked to do so. However, neither of these extremes is optimal. The hard

approach results in hostility, purposely low-output, and hard-line union demands. The soft approach results in ever-increasing requests for more rewards in exchange for ever-decreasing work output. The optimal management approach under Theory X probably would be somewhere between these extremes. However, McGregor asserts that neither approach is appropriate because the assumptions of Theory X are not correct.

- **The Problem with Theory X**

Drawing on Maslow's hierarchy, McGregor argues that a satisfied need no longer motivates. Under Theory X the firm relies on money and benefits to satisfy employees' lower needs, and once those needs are satisfied the source of motivation is lost. Theory X management styles in fact hinder the satisfaction of higher-level needs. Consequently, the only way that employees can attempt to satisfy their higher level needs in their work is by seeking more compensation, so it is quite predictable that they will focus on monetary rewards. While money may not be the most effective way to self-fulfilment, in a Theory X environment it may be the only way. Under Theory X, people use work to satisfy their lower needs, and seek to satisfy their higher needs in their leisure time. But it is in satisfying their higher needs that employees can be most productive.

McGregor makes the point that a command and control environment is not effective because it relies on lower needs as levers of motivation, but in modern society those needs already are satisfied and thus no longer are motivators. In this situation, one would expect employees to dislike their work, avoid responsibility, have no interest in organizational goals, resist change, etc., thus making Theory X a self-fulfilling prophecy. From this reasoning, McGregor proposed an alternative: Theory Y. However, theory Y on the other hand, makes the following general assumptions: Work can be as natural as play and rest; People will be self-directed to meet their work objectives if they are committed to them; People will be committed to their objectives if rewards are in place that addresses higher needs such as self-fulfilment; Under these conditions, people will seek responsibility; Most people can handle responsibility because creativity and ingenuity are common in the population.

Under these assumptions, there is an opportunity to align personal goals with organizational goals by using the employee's own quest for fulfilment as the motivator. McGregor stressed that Theory Y management does not imply a soft approach. McGregor recognized that some people may not have reached the level of maturity assumed by Theory Y and therefore may need tighter controls that can be relaxed as the employee develops.

### **2.1.2 Two-factor Theory**

Herzberg's controversial two-factor theory labelled job factors as either satisfiers or dissatisfiers. Satisfiers revolved around the actual job itself and served as motivating factors, while dissatisfiers revolved around the extrinsic or environmental aspects of the job and served as hygiene factors. Conclusively, Herzberg found that pay was only a factor in that workers are negatively motivated when paid insufficiently, but he saw no correlation with positive motivation. This supports Abraham Maslow's "hierarchy of needs", which downgraded pay to the level of merely satisfying basic human needs (Lawler, 1971).

MacGregor likewise explored a two-factor theory of motivation, maintaining that pay is not the sole factor of worker motivation; instead, he claimed that many intrinsic factors such as responsibility and autonomy motivated workers in addition to pay and other extrinsic factors (MacGregor, 1967). The worker formerly portrayed as financially motivated was beginning to be seen as a complex creature influenced by many internal and external factors. This intrinsic-extrinsic approach looks at only one aspect of the behaviour-reward

relationship, ignoring one's perceptions and expectations of the rewards, which are critical to work motivation. Lawler (1971) reversed the trend with his resurrection of research on job performance-contingent wages as a means for inducing high productivity. While Herzberg indicated that pay ranked sixth in importance of job factors, Lawler opinion was that pay should, in most instances, be rated high in importance because of its assumed ability to satisfy a large variety of needs (Lawler, 1971).

### **2.1.3 Goal Setting Theory**

As with Vroom's Expectancy Theory, Locke's Goal-Setting Theory supported the relationship of job performance to pay. Accordingly, the process of setting goals is most likely to improve performance when goals are specific, agreed upon by employees, and somewhat challenging. Additionally, tying significant pay increases to goal attainment increases the likelihood that employees will meet goals. By directing employee behaviours toward organizational goals, pay plans can improve job performance.

Many research studies supported Locke's theory by finding correlation between positive beliefs about goals vs. employee achievement (Locke et al., 1981). Further studies, such as one by Prichard and Curtis (1973) reported that pay incentives increased the likelihood of goal achievement. Once employees realize that a given level of performance will lead to a set amount of additional pay and that marginal improvement will not be rewarded, they have an incentive to understand the goal-setting and appraisal process and to work toward meeting their goals (Sink & Sahl, 1995). Similarly, payouts based on beating historical averages are believed to have more motivational value than performance targets, which employees tend to view as arbitrary and subjective management gimmicks (Ledford, 1995). Support for pay-for-performance is mainly theoretical and based on Vroom's Expectancy Theory and Locke's Goal-Setting Theory.

Despite the fact that several motivation theories support pay for performance system, W. Edwards Deming was adamantly opposed to them insofar as they impacted total quality management (TQM). Deming believed these systems encourage individuals to meet personal goals at the expense of the organization; as a result, individual competition will flourish while the teamwork and cooperation necessary for TQM to succeed may decline (Knouse, 1995).

### **2.1.4 Hierarchy of Human Needs Theory**

Abraham Maslow (1908-1970) listed human motivation in an organised, structured way. His theory focuses on the physiological needs of employees which can enhance quality job performance. His influential proposal includes both primary motivation and secondary motivation. According to Maslow, our behaviour is governed by a hierarchy of needs. He then submitted that there are five levels of human needs which employee needs to have fulfilled at work for a better job performance. The most basic are the physiological needs for food, drink, oxygen, and warmth. Maslow holds that these basic needs ordinarily take priority over all others, illustratively a worker who is hungry will be motivated to achieve a basic wage in order to buy food before worrying about having a secured job, once he has satisfied his hunger he can move ahead to get a secured job. Once a worker has satisfied his physiological needs, they seek to satisfy their safety needs, such as security from attack and avoidance of pain.

For an effective job performance at work, management should offer different incentives to workers in order to help them fulfil each need in turn and progress up the hierarchy. Hence, job performance is not same as what motivates "A" to perform better at work may not motivate "B". Awonusi (2004) was of the view that the best

means of understanding workers motivation to produce better performance is to consider the social meaning of work. Adebayo (2004) states the hierarchy of human needs theory for motivation as follows.

- Physiological needs: The basic needs of life that every person must satisfy. It includes food, clothing, shelter, sexual gratification, rest etc. The satisfaction of these needs leads to urge for another.
- Safety needs: Protection of life and property of people in an organisation both within and outside. That is, security against threats and for job security in work place, when these are put in place there may be effective job performance.
- Affiliation needs: It relates to affectionate relationship with others and status within a group. It involves the need to have respect and recognition for the opinion of people which indicate no alienation of people and suppression of their opinion.
- Esteem needs: The focus is on prestige and recognition that are given to workers at work. Employees look forward for support from their superior and they want encouragement from the organization which can prompt effective job performance.
- Self fulfilment or self actualization: which is the peak of needs as it makes people to find fulfilment in their jobs. Work is seen as challenging where workers are fully committed to it. Workers at this point are ready to take up additional responsibilities because they cherish the jobs.

### **2.1.5 Belbin's Theory of Team Role**

Belbin's work at Henley Management College demonstrated that balanced teams comprising people with different capabilities performed better than teams that are less well balanced. Belbin theory assert that people are naturally endowed will different skills, some people are good at strategies thinking, some have a propensity for action oriented roles and yet another may thrive in a role that requires brain storming and creative contribution. According to Belbin, organizations have to understand the strengths of their employees and assign team roles in a manner that synergizes individual strengths with their team responsibility. When a worker is assigned a role or is assigned a work that he or she is naturally inclined to perform, there is tendency for a high performance.

Belbin's theory emphasize that people must cooperate and see others as good team players the implication of this in police job is that team work is essential must especially when they are on patrol, a single person cannot patrol effectively, it require team role and cooperation to achieve positive performance at work. Belbin (2008) identified a set of eight roles which he argued are all present in a team that provide good balance and increase likelihood of success. The eight roles were later increased to nine, with the addition of the 'Specialist' role. Presumably due to political correctness and changing attitudes in organisations, the names of certain roles have been altered in recent years. Below are the modern role names and brief descriptions, with notes of what they were previously called when Belbin further explain that there are no 'good' or bad roles. People are as they are, and all roles play important parts in successful teams. Belbin suggested that certain roles tend to be more extraverted (outgoing, practice, outward-looking) while other roles tend to be more introverted (inward-looking, reactive). These days less emphasis is placed on whether a role was considered extravert or introvert, but for the record, the roles originally presented as extravert are indicated with an asterisk(s) within the roles listing and description below.

### **2.1.7 Expectancy Theory of Motivation**

The Expectancy Theory of Victor Vroom deals with motivation and management. Vroom's theory assumes that behaviour results from conscious choices among alternatives whose purpose is to maximize pleasure and minimize pain. Together with Lawler and Porter, Vroom suggested that the relationship between people's behaviour at work and their goals was not as simple as was first imagined by other scientists. Vroom realized that an employee's performance is based on individual's factors such as personality, skills, knowledge, experience and abilities. The expectancy theory says that individuals have different sets of goals and can be motivated if they believe that:

- There is a positive correlation between efforts and performance.
- Favourable performance will result in a desirable reward,
- The reward will satisfy an important need,
- The desire to satisfy the need is strong enough to make the effort worthwhile.

Vroom's Expectancy Theory is based upon the following three beliefs:

1. Valence (Valence refers to the emotional orientations people hold with respect to outcomes (The depth of the want of an employee for extrinsic (promotion, time-off, benefits) or intrinsic (rewards). Management must discover what employee's value.
2. Expectancy (Employees have different expectations and levels of confidence about what they are capable of doing). Management must discover what resources, training, or supervision employees need.
3. Instrumentality (The perception of employees whether they will actually get what they desire even if it has been promised by a manager). Management must ensure that promises of rewards are fulfilled and that employees are aware of that.

Vroom suggests that an employee's beliefs about Expectancy, Instrumentality, and

Valence interact psychologically to create a motivational force such that the employee acts in ways that bring pleasure and avoid pain. This force can be calculated via the following formula.  $Motivation = Valence \times Expectancy \times Instrumentality$ . This formula can be used to indicate and predict such things as job satisfaction, one's occupational choice, the likelihood of staying in a job, and the effort one might experience at work.

### **2.1.8 Public Perception**

The general image of the police officers forms an overview of the public's perception of the police. Particular characteristic of the people, organization, or institution remain undifferentiated. Measures of the general perception are useful because they provide a summary measure of the level of overall favourableness or support that the public holds for the police (Gallagher et al, 2001).

Public perception are the goals and impression that people hold, they are pattern of public opinion about the police. Public perception or image of the police is complex. It has many aspects, grouped under three general categories: overall image, perceptions of police outcomes, and perceptions of police processes. (Gallagher et al, 2001). In American according to a study conducted by International Association of Chiefs of Police (IACP) 2001 IACP came out among others. The followings study concerning the public perception and overall image of the police.

- Polls of the adult population in the United States since the 1960s show that the majority of the public has an overall positive view of the police. Depending on the year and the particular measure used, the percentage of respondent with a positive assessment of police has been between 51 and 81 percent. When asked to assess service to their own neighbourhoods, respondents tend to produce even higher evaluations. Relatively few citizens offer a negative assessment of police.
- Citizens experiences with the police affect their overall assessment of the police. The more positive a citizen's recent experience with the police, the more positive the citizen's over-all assessment of the police previously held views of police do not change easily and themselves tend to influence how citizens interpret their own experiences with the police.
- Across nearly all indicators of the public image of police, racial minorities consistently show lower assessments of police than do whites. These race effects appear to be particularly enduring for citizens' assessments of police fairness and use of force.
- The over-all legitimacy of the police depends much more on citizens' perceptions of how the police treat them on their perceptions of police success in reducing crime. Public confidence in and support for the police depends more on citizens' perceptions of police officers' motives than whether the outcome was personally favourable to the citizen.

The public perception of how police treat them appears to affect their willingness to obey the law and obey the police. The study concludes that police public perception and general image is universal and it might be positive or negative depending on the activities of the police and the citizen (Gallagher, et al, 2001). Aremu (1999) asserts that police in Nigeria does not have a positive public perception, they are being confronted with series of problems ranging from negative perception of the public and dehumanizing condition under which they work. Mastroski (1998) conceptualized the police public perception and police image as falling into three general categories: over all image, outcomes, and process. The overall or general image of police is diffuse and reflects perceptions, feelings and evaluations that ask about the police in general, without regard to any particular characteristic or criterion.

The following are example of overall image of the police

- Confidence in the police
- Satisfaction with the police
- Trust in the police
- Respect for the police
- Support for the police
- Police performance in general (Gallagher et al, 2001).

## **2.2 Conceptual Framework**

### **2.2.1 Origin of Police Force in Nigeria**

What is known and would be said about Nigeria is, that beginning in 1845, the British were getting themselves much involved in the affairs of Lagos. They were also experiencing some serious law-enforcement problems in their self-imposed task of protecting the lives and property of the indigenous people, the European merchants, other business men, and Christian missionaries (Tamuno, 1970). In 1851 the British accused King Kosoko of trading in slaves and used its navy to bombard Lagos into submission he sacked king Kosoko and

called the puppet Akitoye on the throne of Lagos (Ikime, 1977), ten years after the attack, Lagos was formally annexed and made a British colony, following annexation, the first major step toward establishing the colonial police was taken by Mr. Coskry, who was appointed Acting Governor of Lagos Colony following the sudden death of Consul Foote in 1861. However, the circumstances surrounding this initiative predate 1861 and details will forever be clouded in peculiar colonial pattern of deceit. In Nigeria, the origin of police force dated to the pre-colonial period. It had its origin in Lagos, more than a hundred and twenty years ago.

The real issue therefore was the British determination to control the trade of Lagos and the Yoruba hinterland. However, it was long before they realize that the organisational arrangement in the Lagos area during that period failed to provide the necessary security for commercial and other pursuits. Apart from the succession debacles which later plagued Lagos in the 1940's and 1950's, there were other developments in the region that had important bearings on the security of Lagos. These events were the consequences of the Yoruba wars of the 19th century which threatened the security of areas like Ikorodu and Egbaland, which were Lagos's next door neighbouring Kingdoms. Particularly alarming was the reality of the alliance between the exiled King Kosoko and King Ghezo of Dahomey, which threatened lives and the chances of legitimate commerce on Lagos Island (Tamuno, 1970). Common sense and prudence therefore dictated anxiety on the part of the British Consul and Europeans residents to have armed forces at their disposal to protect their commercial interests. In response consul force proposed the establishment of a Consular guard of 100 men to be permanently stationed in Lagos, and controlled by consular agents. This marked the first idea of a police force in Colonial Nigeria. Foote's request, however, was turned down because of the reluctance of the Foreign Office to Commit British capital to Lagos without assurance of any returns

Unlike in Britain, Ahire (1991) argues that the emerging ruling class in Colonial Nigeria was a foreign and illegitimate one which sought to dominate and exploit the indigenous people in the interest of its own metropolitan (British) Economy. The effort of this foreign ruling class to subdue the indigenous people, and to impose a careful surveillance over them in order to forestall any popular rebellion, created an obsession with the policing of public order.

## **2.3 Empirical Evidence on Job Performance**

### **2.3.1 Nigerian Police and Job performance**

Although industrial psychology has many criteria of interest, it would not be far from the truth to refer to the variable job performance as the sine qua none of the art. This is not surprising; after all, one of the fundamental goals of the science is to help organizations select and retain those individuals who will perform well on the job. In the course of trying to accomplish this goal, psychologists have sometimes hypothesized huge webs of causality, gigantic networks all aimed at finding those factors which predict performance on the job, but the ultimate criterion of interest - job performance - remained a veritable black box.

While a "black box" may be a useful concept in physics, it is a sign of weakness in the empirical studies of job performance and demonstrates the relative lack of understanding we possess about that important concept. So, this led researchers and theoreticians over the last decade to explore the nature of job performance and begin to investigate the "black box" of job performance This empirical study will attempt to integrate some of the past literature on job performance and important individual-level predictors in light of more recent developments in our understanding of the nature of that important criterion of interest. It will focus on the use of certain aspects



of personality, intelligence and experience as independent and joint predictors of different dimensions of job performance. It also explores when these relationships exist, providing information about the conditions under which these relationships are likely to occur. Specifically, this study examines the potential interactions of conscientiousness, agreeableness, cognitive ability, and task experience when predicting task and contextual performance and the degree to which some of these interactions may differ depending on the type of performance being measured.

### **2.3.2 Measures of Job Performance**

Borman and Motowilo, (1997) theorized that these different dimensions of overall job performance have different antecedents; specifically, that personality variables primarily affect contextual performance and that cognitive ability variables primarily affect task performance. As evidence, they referenced work on Project A (Campbell, 1990), which found that cognitive ability was more predictive of technical proficiency than personal discipline. Campbell also found that certain personality measures were more highly predictive of personal discipline than technical proficiency. Specifically, cognitive ability correlated .33 with measures of technical proficiency, but only .08 with personal discipline," a measure that is conceptually related to contextual performance. By contrast, measures of dependability (a personality variable) correlated only .11 with technical proficiency, but .30 with personal discipline. These and similar patterns of results seem to be the main source of support for the theory so far (Hattrup, O'Connell & Wingate, 1998). By examining different dimensions of job performance, Borman and Motowilo (1993, 1997) have provided a potential explanation as to why cognitive ability and personality differentially predict job performance across professions. Since jobs differ in the degree to which task and contextual performance are integral to performance (Johnson, 2001), antecedents of those aspects of performance such as personality and cognitive ability will therefore tend to relate to global job performance ratings differentially across jobs types.

## **3.0 Methodology and Data**

### **3.1 Population and Sample**

The Population for this study comprised officers and men of the Nigerian Police Force from which 300 police personnel from the southwest was sampled through a random process. From the sample of the study, 172 males and 128 females Police Officers were used. About 131 of the respondents were single, while 169 were married. Their level of education ranged from Secondary to tertiary institution. 143 were Secondary School Certificate holders, 59 were NCE/OND holders, 59 were HND/B. Sc. holders and 9 belonged to the category of others(Postgraduate). 114 were Commissioned officers and 186 were not Commissioned.

### **3.2 Instrumentation**

The instrument used in the collection of data was Police officers' Job Performance Scale, which consists of sections A to C. Section A of the questionnaire was on demographic characteristics of the respondents. Section B contained 10 items adapted from Workplace Adaptation Questionnaire - WAQ - (known as job performance scale). The scale was developed by Morton 1993. The scale adopted a format of 5 – point likert type (Strongly disagree to Strongly agree) The alpha Co-efficient of Work Adaptation Questionnaire was 0.73. This shows that the instruments have high reliability. Section C contained six items adapted from Public perception Scale (PPS) modelled by Romzek's (1985). The following sample items were used for public

perception scale “As a Police officer, the recognition I receive for my services is ok”. “The public is not appreciative of my work as a police officer”. The scale adopted a format of 5 – point likert type (Strongly agree to Strongly disagree) The alpha Co- efficient is 0.70 indicating that the reliability of the scale is high. The six item scale was facilitated by the assistance of the project’s Supervisor who is an authority in Police studies. The scale adopted a format of 4 point likert type (strongly agree to strongly disagree). The alpha co-efficient is 0.74 showing the reliability of the scale.

### **3.3 Data Collection Procedures**

The investigator personally administered the questionnaires to the police personnel after granted permission by the State Commissioner of Police. The police were given instructions on the purpose of the study and how to respond to the items in the questionnaire. The questionnaires were distributed among the police division in Oyo and Lagos State.

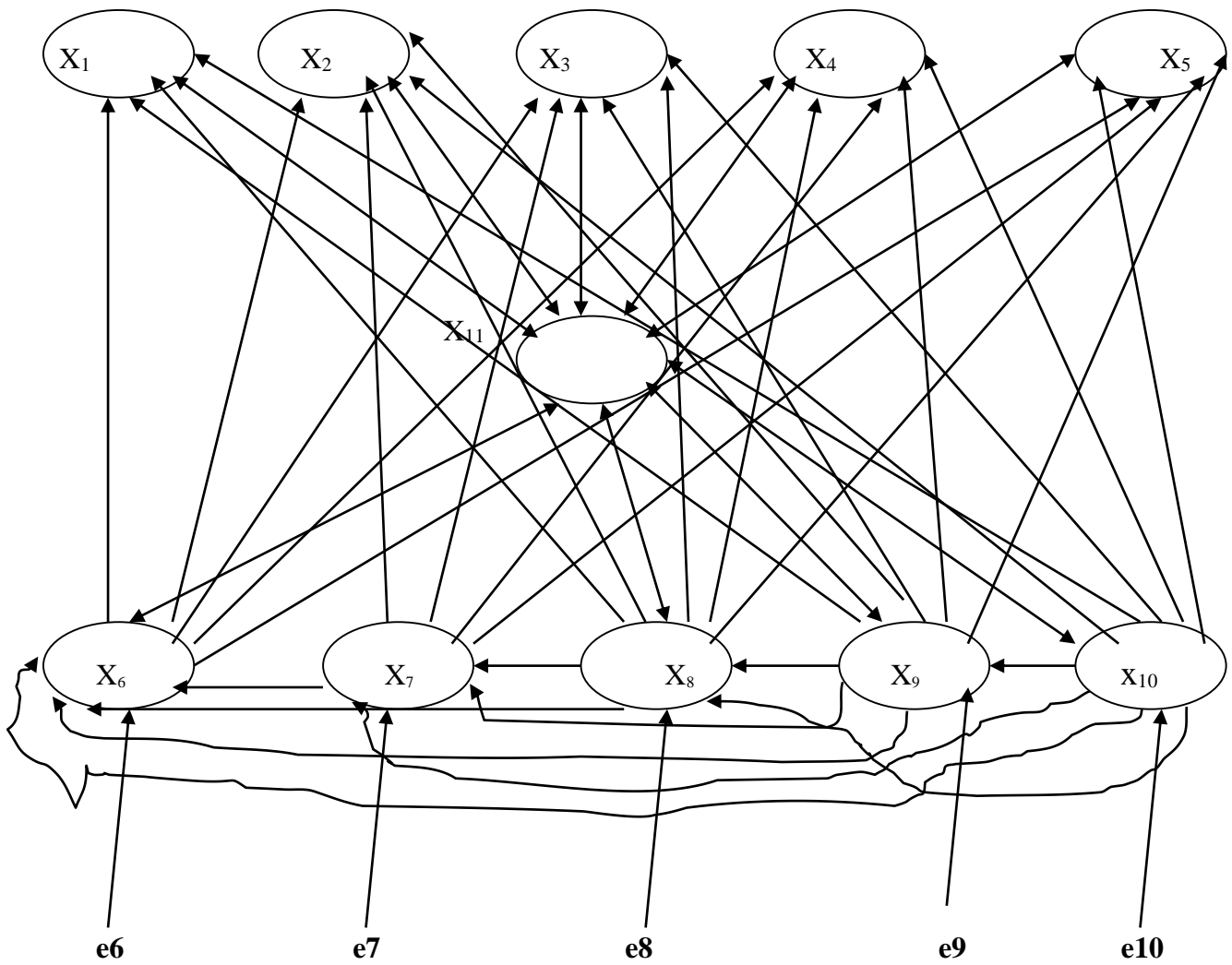
### **3.4 Data Analysis**

The data collected was analyzed using path analysis. Path analysis is an extension of the regression model, used to test the fit of the correlation matrix against two or more causal models which are being compared by the researcher.

## **4.0 Discussion and Findings**

This section presents the result of the findings. Four research questions were generated and tested at 0.05 level of significance using path analytical method the summary of the findings were presented in the table that follows.

**FIGURE 1: Hypothesized Model 1**



- Keys**
- 1- Gender
  - 2- Qualification
  - 3- Police Status
  - 4- length of Service
  - 5- Marital Status
  - 6- Career Aspiration

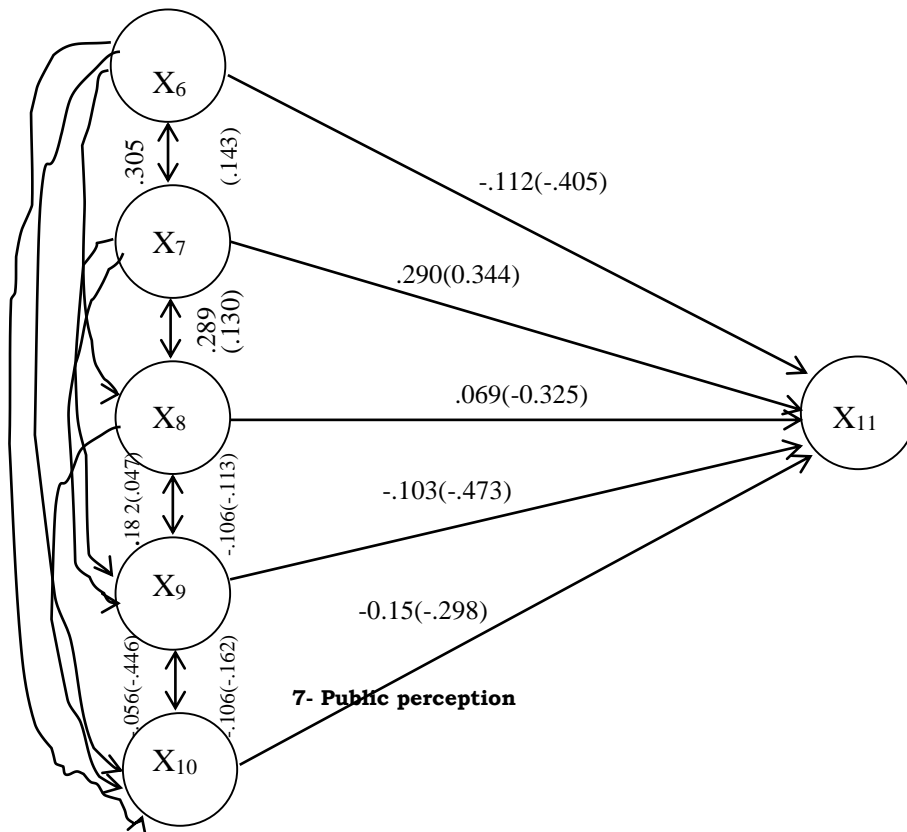
**4.1 Research Question 1** What is the most meaningful causal model involving the live factors and the police job performance.

**Structural Equation for the Path Model Figure 1**

$$X_7 = P_{71}X_1 + P_{72}X_2 + P_{73}X_3 + P_{74}X_4 + P_{75}X_5 + P_{76}X_6 + e_7$$

$$X_{11} = P_{111}X_1 + P_{112}X_2 + P_{113}X_3 + P_{114}X_4 + P_{115}X_5 + P_{116}X_6 + P_{117}X_7 + P_{118}$$

Fig 2: Hypothesized Model II



Note: Value in parenthesis indicates correlation coefficients.

Figure 2: Showed the path coefficients of the most parsimonious variables. These involve the Public Perception (X7) and the endogenous variable Job performance (X11)

**Structural Equation for the Path Model II**

$$X_7 = P_{78}X_8 + P_{79}X_9 + P_{710}X_{10} + P_{711}X_{11} + e_7$$

X11 = Dependent Variable (Job Performance)

**4.2 Research Question 2**

What are the directions and estimates of the strengths of the causal paths of the factors in the model?

Table 1: Testing the Significance of the Hypothesized Model I

Path	Standardized path coefficient	P-value
P6 <sub>1</sub>	-.071	.236(NS)
P6 <sub>2</sub>	-.037	.529(NS)
P6 <sub>3</sub>	-.016	.789(NS)
P6 <sub>4</sub>	-.061	.309(NS)
P6 <sub>5</sub>	-.020	.732(NS)
P7 <sub>1</sub>	.006	.903(NS)

P7 <sub>2</sub>	-.046	.349(NS)
P7 <sub>3</sub>	.013	.797(NS)
P7 <sub>4</sub>	-.005	.918(NS)
P7 <sub>5</sub>	-.067	.174(NS)
P7 <sub>6</sub>	.539	.000(sig)
P8 <sub>1</sub>	.006	.898(NS)
P8 <sub>2</sub>	-.020	.671(NS)
P8 <sub>3</sub>	-.063	.186(NS)
P8 <sub>4</sub>	.148	.003(sig)
P8 <sub>5</sub>	.003	.957(NS)
P8 <sub>6</sub>	.286	.000(sig)
P8 <sub>7</sub>	.363	.000(sig)
P9 <sub>1</sub>	-.013	.765(NS)
P9 <sub>2</sub>	-.040	.356(NS)
P9 <sub>3</sub>	.002	.964(NS)
P9 <sub>4</sub>	.099	.027(sig)
P9 <sub>5</sub>	.005	.914(NS)
P9 <sub>6</sub>	.317	.000(sig)
P9 <sub>7</sub>	.087	.111(NS)
P9 <sub>8</sub>	.394	.000(sig)
P10 <sub>1</sub>	-.139	.003(sig)
P10 <sub>2</sub>	.019	.678(NS)
P10 <sub>3</sub>	.045	.314(NS)
P10 <sub>4</sub>	.038	.412(NS)
P10 <sub>5</sub>	.109	.016(sig)
P10 <sub>6</sub>	.131	.026(sig)
P10 <sub>7</sub>	-.017	.766(NS)
P10 <sub>8</sub>	.266	.000(sig)
P10 <sub>9</sub>	.351	.000(sig)
P11 <sub>1</sub>	.067	.157(NS)
P11 <sub>2</sub>	.031	.494(NS)
P11 <sub>3</sub>	-.034	.448(NS)
P11 <sub>4</sub>	-.055	.235(NS)
P11 <sub>5</sub>	.003	.947(NS)
P11 <sub>6</sub>	-.264	.000(sig)
P11 <sub>7</sub>	.029	.603(sig)
P11 <sub>8</sub>	-.215	.001(sig)
P11 <sub>9</sub>	-.296	.000(sig)
P11 <sub>0</sub>	.000	1.000(NS)

**Author’s Computation (2013)**

Table 1 revealed that path 7<sub>6</sub> (public perception and career aspiration of police), path 8<sub>3</sub> (police status and prosocial behaviour), Path 8<sub>6</sub> (career aspiration and prosocial behaviour), Path 8<sub>7</sub> (public perception and prosocial behaviour), path 9<sub>4</sub> (police self efficacy and length of service), path 9<sub>6</sub> (police self efficacy and career aspiration), path 9<sub>8</sub> (Police self efficacy and prosocial behaviour), Path 10<sub>1</sub> (Police pay satisfaction and gender), path 10<sub>5</sub> (police pay satisfaction and marital status), path 10<sub>6</sub> (police pay satisfaction and career aspiration), Path 10<sub>8</sub> (Police pay satisfaction and prosocial behaviour) Path10<sub>9</sub> (Police Pay Satisfaction and Self-efficacy), Path11<sub>6,117,118</sub> and 11<sub>9</sub>). (Job performance and Variables like marital status, career aspiration, public perception, prosocial behaviour and police self efficacy) are significant at 0.05 level, while others are not significant. The significant variables showed relative effect on each other in the initial path model.

**Table 2: Correlation Matrix of the exogenous and endogenous variables**

Variables	1	2	3	4	5	6	7	8
Job performance	1.000							
Gender	.018	1.000						
Qualification	.033	.066	1.000					
Police status	.040	-.122	.088	1.000				
Length of service	.067	.089	.112	.109	1.000			
Marital status	.012	-.063	-.046	.072	.109	1.000		
Public Perception	.405	-.054	.132	.046	.132	.077	.143	1.000

**Author’s Computation (2013)**

Table 2 shows interrelationship among the exogenous and endogenous variables. Like Gender, (r = 0.018, p>.05), Qualification (r = 0.033, p>.05), Police status (r = 0.040, p>.05), length of service (r = 0.067, p>.05), and Marital status (r = 0.012, p>.05) did not correlate and significant with job performance. Variables like career aspiration, prosocial behaviour, police self efficacy and pay satisfaction correlated negatively and significant with police job performance, while only public perception correlated positively and significant with police job performance.

**Table 3: Testing the significance of the path model II**

Path	Standardized path coefficient	P – value
P6 <sub>7</sub>	.305(0.143)	.000(sig)
P6 <sub>8</sub>	.004(-0.473)	.048(sig)

P6 <sub>9</sub>	.182(.047)	.000(sig)
P6 <sub>10</sub>	.056(-0.446)	.002(sig)
P6 <sub>11</sub>	-.112(-0.405)	.008(sig)
P7 <sub>8</sub>	.289(0.130)	.000(sig)
P7 <sub>9</sub>	.093(-.461)	.000(sig)
P7 <sub>10</sub>	-.026(-0.312)	.000(sig)
P7 <sub>11</sub>	.290(0.344)	.000(sig)
P8 <sub>9</sub>	-.106(-0.113)	.012(sig)
P8 <sub>10</sub>	.059(-0.103)	.015(sig)
P8 <sub>11</sub>	.069(-0.325)	.013(sig)
P9 <sub>10</sub>	-.106(-0.162)	.009(sig)
P9 <sub>11</sub>	-.103(-0.473)	.008(sig)
P10 <sub>11</sub>	-.015(-0.298)	.023(sig)

**Author’s Computation (2013)**

Note: value in parenthesis is correlation coefficient

Table 3 showed that the most parsimonious exogenous variables are significant at 0.05 levels and showed independent effect on each other. However, the table revealed that Public perception ( $\beta = 0.290$ ,  $r = 0.344$ ) was the most potent contribution to job performance of police. The correlation also showed that public perception positively correlated with public job performance.

**4.3 Research Question 3**

What are the direct and indirect effects of the factors on job performance of police?

**Table 4: Direct effect, indirect effects and total effects of the models**

Variables	Total effects	Direct effects	Indirect effects
Gender	0.08	.067	.013
Qualification	.059	.031	.028
Police status	-.055	-.034	-.021
Length of service	-.023	-.055	.032
Marital status	.019	.033	.016
Public perception	.306	.290	.016

*Dependent Variable = Job performance.*

Table 4: showed direct effects, indirect effect and total effects of the exogenous variables and endogenous variable (Job performance of police). It was observed that total effects range from – 0.023 (length of service) to 0.306 (public perception). Public perception had positive direct effect on police job performance. Based on the findings above, the research generated and confirmed the hypotheses that: Public perception was the most contributor to job performance of police force.

**4.4 Research Question 4**

What is the relative effect of the factors on job performance of police?

**Table 5: The relative effect of each of the independent variables to job performance of police**

Variables	B	Std. Error	Beta	T	Sig	P
(Constant)	8.171	1.849		4.419	.000	<.05
Gender	0.084	.659	.006	0.129	.898	>.05
Public perception	.511	.096	.290	5.323	.000	<.05

**Dependent Variable:** Police job performance

Table 5 indicates the contributions of the independent variables (Gender and Public Perception) to the prediction of police job performance among the police in this study. In terms of magnitude of the contribution public perception contributed most to the prediction of police job performance ( $\beta = 0.290$ ,  $t = 5.233$ ,  $P < 0.05$ ). There was no relative contribution of gender ( $\beta = 0.006$ ,  $t = 0.129$ ,  $P > .05$ ) to job performance of police. This implies that police job performance is significantly related to the perception of public about them. The combination of the above variables accounted for 42.2% ( $adj R^2 = 0.422$ ) variance in the prediction of police job performance. The results revealed that the variables jointly predicted police job performance;  $R = 0.657$ ,  $P < .05$ .

**5.1 Discussion of findings**

The study revealed that out of the forty-five hypothesized paths (figure 1 Model 1) 15 significant pathways were derived. These pathways were derived from the structural equation for producing the most meaningful model (path model figure 1). The variables include career Aspiration, Public Perception, Pay Satisfaction as they influence job performance of Nigerian Police. It also revealed the influence of the demographic factors known as (pseudo-variables) on the job performance of police. The factors include Gender, qualification, police status, length of service and marital status (Model 1). The study accounted that the exogenous-variables when taken together with the endogenous variables are significant at 0.05 levels. Table 1 indicated that public perception is significantly related to police job performance. The significant variables showed relative effect on police Performance in the initial path model (Table 1).

Table 2 indicates interrelationship among the Exogenous-variables and the endogenous variables. The Exogenous variables like Gender, qualification, police status and marital status did not correlate positively and significant with job performance. Variables like career aspiration, prosocial behaviour, police self efficacy and pay satisfaction correlated negatively and significant with police job performance. The seventh causal factor in the order of importance is public perception. Public perception has the most effective causal influence on job performance of police as shown in fig. 2 (Hypothesized Model II). The causal strength of the entire endogenous variable is 23.6% of the total effect value. This means that public perception of Nigerian police corroborate



and significant with their job performance. Public perception as shown by the findings of this study ( $\beta = 0.290$ ,  $r = 0.344$ ) was the most potent contributor to job performance of police.

## **5.2 Implication of the Findings**

The findings of this study have exposed Public Perception as a factor that influenced the job performance of the Nigerian police force. Public Perception was exposed as having direct influence on Nigerian Police. This implies that out of the five variables tested, only public perception has direct effect, while the remaining four have indirect effect on job performance of police. Public perception contributed most to the prediction of police job performance; this implies that police job performance commensurate with how public perceive them. The result of this study revealed that, beliefs and the positive feedback of people makes police job worthwhile.

The results of this study unravel the importance of positive public perception and opinion about the police. The citizen and police relationship is necessary to make police job performance worthwhile, while the police themselves should have a positive perception of the job they do. Another implication observed in this study is that, to ensure good career aspiration, prosocial behaviour and high self efficacy, the public perception in relation to their job is highly important.

## **5.3 Limitation of the findings**

The study made use of police officers male and female, in two states in the south western Part of Nigeria (Oyo and Lagos). Therefore for meaningful generalization of the findings, similar studies should be replicated in other parts of the country. Among the sampled population where the copies of questionnaire for the study were distributed, some of the police did not want to cooperate in specifying their rank indicating their rank do not have anything to do with this research work. But higher cadre police officers cooperated well with researcher in this study.

## **5.4 Recommendations**

As much as this research work revealed that perception and opinion of police and the public is a barometer by which a policing standard could be adjusted. Police officers should be exposed to psychological training that will enhance their self efficacy; Behavioural modification technique should be made available to them while on training to boost their prosocial attitude and performance.

As one of the major imperatives for an enduring democracy in Nigeria, a better police is of utmost significance. To start with, Federal Government, which has exclusive power over the Nigerian police need to act quickly to safe the organization from deteriorating. There is still large chunk of corps that is barely literate. Entry qualification into the force should be at least holders of school certificate. Those that were recruited long time ago should be advised within some years to update their knowledge and officers in the police is grossly inadequate for effective policing. While the United Nations recommends one policeman to 400 citizens, Nigeria is still far to the recommended ratio. This low strength level has occasioned a situation in which policemen are easily overpowered by criminals. The current recruitment drive of the present administration should be encouraged. The Federal Government announced recently that 40,000 men would be recruited into the force. Since the commencement of the exercise at state level, the period of training is indeed too short for those that

will take policing as life time career. Thus, training should be a continuous exercise at regular intervals, to enhance the performance of the corps and their officers.

In the same vein, motivation is of utmost significance to productivity. Both officers and corps should be greatly motivated if the society will be better protected. This can be done in terms of special skill outside the civil service rating because of the hazard involved in the work of policing. As part of motivation, all necessary communication gadgets and mobility should be provided to ease their jobs. Likewise in this info-tech age, the job of policing should be well computerized.

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