

Effect of Motivation on Job Satisfaction and Performance: A Study of Nigeria Police Force

Uzor Nnenna Lois,^{1*}, Adegbola Eunice,², Alabi Jacob,³, Chukwuma Nnenna,⁴, Araga Abdullahi,

^{1,2,3,4,5} Department of Business Administration, National Open University of Nigeria.

Corresponding author: (+2348033229916; uzor.nnenna@yahoo.com)

Abstract	NG-Journal of Social Development
<p><i>The study examined the Effect of Motivation strategies on Job satisfaction and performance: A Study of Nigeria Police Force. Data were elicited using questionnaire. Descriptive statistics were used to analyse the data. The responses were analysed using both simple and multiple linear regressions. Findings revealed that the promotion strategy has a significant impact on motivation and performance, while the other two variables (police training and retraining strategy, and donation of operational vehicles) do not show a statistically significant relationship at the conventional alpha level of 0.05. Overall, the findings indicate that the promotion strategy has a stronger influence on job satisfaction and performance in the Nigeria Police Force compared to the other strategies (training and re-training and donation of operational vehicle) examined. Focus on enhancing and improving the promotion strategy within the Nigeria Police Force, as it has shown to have a significant impact on motivation and performance. The study recommends that the management of NPF should consider ways to make the promotion process transparent, fair, and rewarding for deserving officers. While police training and retraining strategies and the donation of operational vehicles did not show a statistically significant relationship with job satisfaction and performance, it is still important to continue investing in these areas to ensure that officers have the necessary skills and resources to perform their duties effectively. Implement a holistic approach to improving motivation and</i></p>	<p><i>Vol. 13 Issue 1 (2024)</i> <i>ISSN(p) 0189-5958</i> <i>ISSN (e) 2814-1105</i> <i>Home page</i> <i>https://www.ajol.info/index.php/ngjsd</i></p> <p>ARTICLE INFO: Keyword: <i>Motivation strategies, Job satisfaction, performance.</i></p> <p>Article History <i>Received 16th February 2024</i> <i>Accepted: 3rd March 2024</i> DOI: https://dx.doi.org/10.4314/ngjsd.v13i1.4</p>

performance by considering a combination of strategies that address various aspects of officer well-being and job satisfaction, such as provision of effective operational vehicle, work-life balance, leadership support, and career development opportunities

1.Introduction

The history of motivation within the Nigeria Police Force (NPF) paints a complex picture, marked by periods of neglect, reform attempts, and ongoing challenges. Understanding this historical context is crucial for appreciating the current state of police motivation in Nigeria. The NPF's roots trace back to the 1860s, established primarily for colonial control and maintaining public order. The concept of intrinsic motivation, serving with pride and purpose, likely wasn't prominent. Obedience and loyalty to authority were likely prioritized for maintaining colonial interests (Salami, 2016). After independence, the NPF faced challenges like inadequate resources, poor training, and political interference. These factors negatively impacted officer morale, leading to a decline in motivation and increased corruption (Salami, 2016).

Studies like Igun (2008) suggest extrinsic factors like salaries and promotions weren't prioritized, further demotivating officers. The NPF has undergone various reform efforts aimed at improving officer welfare and professionalism. Initiatives like improved training, better equipment, and attempts at addressing corruption were implemented with varying degrees of success. While some reforms have shown positive impacts on motivation, challenges remain.

Okuta et al. (2015) highlight the complex interplay of risk, career prospects, and internal hierarchies within the NPF, influencing police motivation. The history of motivation within the NPF reveals a dynamic and evolving landscape. From colonial origins lacking intrinsic motivation to ongoing attempts at reform, the journey has been marked by challenges and complexities. Addressing these influences and understanding their impact on current motivational levels remains crucial for building a more efficient and professional police force in Nigeria. This study therefore assess the Effect of Motivation strategies on Job satisfaction: A Study of Nigeria Police Force

1.1 Statements of the Problem

Since its existence, the Nigeria Police has endured unprecedented levels of institutional negligence. Its status as a colonial institution meant that it was subject to the enormous insensitivity of the country's many post-colonial governments (Ramoni, 2018, June 21). Promotions and pay raises as a means of motivating police officers in Nigeria had previously been a rare occurrence rather than the rule (Ramoni, 2018, June 21). "Before this, the only places where men and police officers could learn about promotions were within their ranks, such as the military and other security services. That is why those who knew about the Force's institutional neglect didn't let the organisation's history of inefficiency in carrying out its responsibilities disturb them. For them, the only reasonable expectation is that those who have less should also have less. As a result, the Nigeria Police's rotten character and attitude have deep historical roots" (Ramoni, 2018, June 21).

“Among the many troubling aspects of the police force's poor motivation dynamic, the events of the past ten years stand out. According to police records, not a single officer was promoted during this time. Worryingly, the Nigerian government ignored all calls for police motivation, despite the importance of police in a democratic society. The most ironic part is that it happened during a time in our nation's history when crime was at an alarming rate, but the people whose job it is to combat crime were dishonourably ignored (Blueprint, 2018, June 21)”.

The tide turned when Ibrahim Idris took office as police inspector general promoted more than 100,000 police officers and men for being both historic and meritorious. From the former IGP's inaugural statement, it is impossible to be surprised by this development, which many regard as a significant addition to police motivation (Blueprint, 2018, June 21). The former IGP inaugural address, “he assured the officers that he was prepared to end the Nigeria Police's historical suffering, leaving no room for doubt about his desire to implement lasting reforms for the force. Among his many promises was his commitment to inspire the force. He suggests that frequent wage and allowance increases and promotion exercises are one way to achieve this goal. The IGP's promised training and retraining Programmes are now ingrained in police culture. The Nigeria Police have made progress in their plan to tackle crime, and this is a direct result of the efforts of the top brass in establishing a new police force. Honestly, it's revolutionary to promote 100,000 men and officers to the rank of police officer. This is, without a doubt, an appropriate method of anticipating that the organisation will do more to firmly deliver security to the homes of Nigerians. Those who have previously attributed low performance to a lack of drive are now reconsidering their stance in light of this new information. Nigerians are now clearly informed that promises made may be fulfilled, and the men and women of the force have an unprecedented sense of belonging thanks to this daring motivational initiative. Now it's up to the recipients to step forward and make sure that the common Nigerian's dream of maximum security becomes a reality” (Idris, 2018: 13). Another motivating strategy is the good working equipments by business men such as Aliko Dangote who usually donation operational vehicles to the police. Donating to the police would have seemed like a waste of money to Dangote if he hadn't been persuaded and impressed by the excellent work of the IGP and his rank and file (Ramoni, 2018, June 21).

Given that no effective police organisation in the world relies just on government funding, it is now imperative that other well-intentioned Nigerians lend a hand to the police. For this reason, the National Assembly has enacted the Police Trust Fund Bill, the bill allowed the institution to receive income from sources similar to other strategic institutions in the country, this have allow the police to genuinely overcome deficient budgets. In this regard, it is important to stress that the Nigeria Police remain mired in insufficiency in funds if this law fully enforced (Ramoni, 2018).. Recognizing the shamefully low level of the police budget in comparison to other industrialized and developing nations, Kenya has a population of slightly over 45 million, but the government spent nearly \$1 billion on law enforcement in 2017 and 2018. With a population of almost 55 million, South Africa set aside 529 million US dollars. Even though only 8.5 million people were living in the city that year, New York City set aside \$2 billion to fund the police. A budget of 1.5 US dollars was set by the city of Chicago, which is home to 9.5 million people. Even though only 8.7 million people live in London, the Metropolitan Police Force has a budget of 802 USD. Nigeria has an estimated 188 million people, yet shockingly, only 30% of the 17 million US dollars allocated to the police were spent during that time (Ramoni, 2018). The problem in which this

study seeks to address is whether motivation strategies such as promotion strategy, police training and retraining strategy and donation of operational vehicles strategy has enhance Job satisfaction and performance in the Nigeria police Force.

1.3 Objectives of of the Study

- i. Examine whether promotion strategy has enhance Job satisfaction and performance in the Nigeria police Force
- ii. Ascertain whether police training and retraining strategy has enhance Job satisfaction and performance in the Nigeria police Force
- iii. Determine whether donation of operational vehicles strategy has enhance Job satisfaction and performance in the Nigeria police Force

1.4 Hypotheses

- i. H_0 : promotion strategy did not significantly enhanced Job satisfaction and performance in the Nigeria police Force
- ii. H_0 : police training and retraining strategy did not significantly enhanced Job satisfaction and performance in the Nigeria police Force
- iii. H_0 : donation of operational vehicles strategy did not significantly enhanced Job satisfaction and performance in the Nigeria police Force

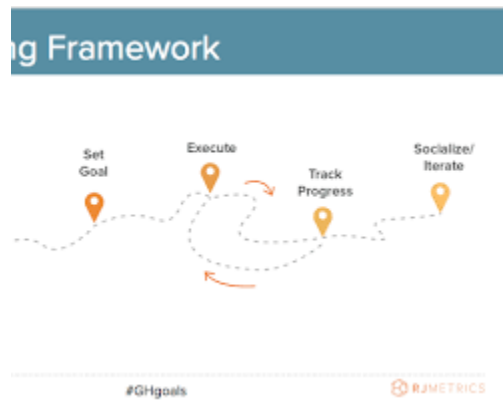
2. Conceptual clarification

Motivation Strategies

Motivation strategies are techniques used to increase an individual's desire and willingness to perform a certain action or behavior. They can be applied in various settings, including workplaces, educational institutions, and personal development.

Here are some key motivational strategies, incorporating APA references:

Goal setting: Setting specific, measurable, achievable, relevant, and time-bound (SMART) goals can provide individuals with a sense of direction and purpose, leading to increased motivation (Locke & Latham, 2002).



Positive reinforcement: Rewarding desired behaviors can strengthen them and increase the likelihood of them being repeated in the future (Skinner, 2003). This can be done through verbal praise, recognition, or tangible rewards.



Task enrichment: Making tasks more challenging and stimulating can increase intrinsic motivation, which is the desire to perform an activity for its own sake (Hackman & Oldham, 2016). This can be achieved by providing opportunities for autonomy, mastery, and purpose.



Self-efficacy: Encouraging individuals to believe in their ability to succeed can boost their motivation and perseverance (Bandura, 2017). This can be fostered by providing opportunities for mastery experiences, social persuasion, vicarious learning, and positive emotional arousal.

	Knowledge of self	Knowledge of strategies
g	<p>Is this task asking for subject knowledge I can remember?</p> <p>Do I understand the concepts that underpin this task?</p> <p>Am I motivated to stick at this tricky task?</p> <p>What can I do to keep myself focused?</p>	<p>Are my notes effective for understanding this task?</p> <p>Do I need to ask for help?</p> <p>What strategies can I deploy if I am stuck?</p> <p>What can I do to ensure I remember what I've learnt?</p>

Progress monitoring: Tracking progress towards goals can help individuals stay motivated and focused. This can be done through checklists, progress charts, or regular feedback (Zimmerman & Bandura, 2014).

Staff promotion strategy

A staff promotion strategy outlines the formal and informal processes an organization uses to identify, develop, and elevate qualified personnel to higher positions. It serves as a roadmap for fostering career growth, motivating employees, and ensuring the organization has the skilled leadership and workforce it needs to succeed (Musa, 2022).

Key components of a staff promotion strategy include (Society for Human Resource Management, 2023):

Clear criteria for promotion: Establish objective and measurable criteria for advancement, including required skills, experience, performance benchmarks, and leadership qualities. This transparency creates a fair and predictable system for employees and managers.

Performance evaluation and development: Regularly assess employee performance through performance reviews and feedback discussions. Link these evaluations to career development plans, providing opportunities for employees to acquire the skills and experience needed for potential promotions.

Open communication: Foster open communication between employees and managers regarding career aspirations and promotion opportunities. Regularly discuss individual career goals and align them with organizational needs.

Career development and training: Invest in training and development programs that equip employees with the necessary skills to succeed in higher-level roles. This demonstrates the organization's commitment to employee growth and future potential.

Internal job postings: Prioritize internal candidates for open positions by giving them the first opportunity to apply. This demonstrates appreciation for their loyalty and contributions while fostering a sense of career progression within the organization.

Transparent selection process: Establish a clear and transparent selection process for promotions, including defined criteria for evaluation and impartial selection committees. This minimizes bias and ensures fair treatment for all applicants.

Benefits of a well-defined staff promotion strategy (Society for Human Resource Management, 2020):

Increased employee engagement and motivation: Employees who see clear paths for advancement are more likely to be engaged, motivated, and productive.

Improved talent retention: By investing in employee development and providing opportunities for growth, organizations can retain valuable talent and minimize costly turnover.

Enhanced leadership pipeline: A robust promotion strategy ensures a steady pipeline of qualified internal candidates to fill leadership positions, reducing the need for external recruitment and promoting continuity within the organization.

Positive impact on organizational culture: A fair and transparent promotion process fosters trust and creates a positive work culture where employees feel valued and appreciated.

Staff Training and Retraining Strategy

A staff training and retraining strategy is a comprehensive plan designed to equip employees with the knowledge, skills, and abilities (KSAs) necessary to perform their jobs effectively and adapt to changing organizational needs. It encompasses both initial training for new hires and ongoing training for existing staff, referred to as retraining.

The key components of Staff Training and Retraining Strategy

1. Needs Assessment: This initial step involves identifying the specific training needs of the organization and individual employees. This can be achieved through performance evaluations, skills gaps analysis, and employee surveys (Noe, 2021).

2. Training Objectives: Based on the needs assessment, clear and measurable training objectives are formulated. These objectives should define what employees are expected to learn and how their skills should improve after the training (Baldwin & Ford, 2018).

3. Training Methods: Selecting the most appropriate training methods is crucial for effective learning. These methods can include:

On-the-job training: Learning through direct observation and mentorship from experienced colleagues (Noe, 2021).

Off-the-job training: Formal training programs such as workshops, seminars, e-learning modules, and classroom instruction (Baldwin & Ford, 2018).

Blended learning: Combining on-the-job and off-the-job methods for a comprehensive approach (Bates, 2019).

4. Delivery and Implementation: This stage involves planning the logistics of the training program, such as scheduling, budget allocation, and selecting instructors or facilitators (Noe, 2021).

5. Evaluation and Feedback: Measuring the effectiveness of the training program through assessments, observation, and feedback is essential. This allows for continuous improvement and ensures the training meets its objectives (Baldwin & Ford, 2018).

6. Retraining: Recognizing that skills and knowledge become outdated over time, a retraining program ensures employees remain current with evolving technologies, industry trends, and best practices. Retraining can be delivered through similar methods as initial training, adjusted based on specific needs (McKenna et al., 2021).

Benefits of a Staff Training and Retraining Strategy:

Improved employee performance and productivity

Enhanced employee engagement and morale

Reduced errors and improved quality of work

Increased innovation and adaptability to change

Higher customer satisfaction and loyalty

Theoretical Framework

Motivator-Hygiene Theory

Frederick Herzberg published the Motivator-Hygiene Theory, often known as the Two-Factor Theory, in 1959. This approach highlights two distinct sets of characteristics that influence workplace motivation and job satisfaction. The first group, known as "growth factors" or

"motivation factors," includes opportunities for personal improvement, achievement, and acknowledgment. When these elements are present, they enhance job happiness. The second category consists of elements including working environment, remuneration, and business rules, known as "hygiene factors" or "maintenance factors." Their absence or inadequacy may lead to unhappiness. Companies might gain advantages by establishing a more favourable and inspiring work atmosphere via a thorough comprehension of these variables.

The Motivator-Hygiene Theory was chosen for this study due to its relevance to concerns of happiness and discontent often seen in real organisational settings such as the Nigerian Police Force. According to the idea, individuals may still be dissatisfied with their occupations even if certain negative circumstances such as power outages, poor relationships with superiors and colleagues, low wages, strict regulations, and job insecurity are present in the work environment. Businesses should take the required steps to motivate their staff even more.

The Frederick Herzberg Motivator-Hygiene Theory is relevant to the study of motivation in the Nigeria Police force as it emphasizes that there are two sets of factors that influence employee motivation and job satisfaction: motivator factors and hygiene factors.

In the context of the Nigeria Police force, motivator factors could include aspects such as opportunities for career advancement, recognition for good performance, challenging and meaningful work assignments, and opportunities for personal growth and development. When these motivator factors are present, officers are more likely to be motivated, satisfied, and engaged in their work.

Hygiene factors, on the other hand, are aspects that, when lacking, can lead to dissatisfaction and demotivation. These factors could include issues such as inadequate pay, poor working conditions, lack of proper equipment and resources, and ineffective leadership or management practices. Addressing these hygiene factors is important in ensuring that officers are not demotivated and disillusioned in their work.

By understanding and applying the principles of the Motivator-Hygiene Theory, the Nigeria Police force can better identify the key factors that drive motivation and job satisfaction among its officers. This knowledge can help in designing effective strategies and policies that promote a positive work environment, enhance motivation, and improve overall performance within the organization.

3. Review of Related Literature

Motivation and satisfaction play a crucial role in influencing various aspects of individuals' lives, such as work performance, customer loyalty, and overall well-being. Several empirical studies have been conducted across different fields to investigate the relationship between motivation and satisfaction, utilizing various data collection methods and analytical techniques to provide valuable insights and recommendations based on their findings.

One study by Martin & Goldwasser (2022) focused on intrinsic motivation and job satisfaction among employees, using a quantitative correlational approach to establish a strong empirical link between the two factors.

In the field of tourism, Bayih & Singh (2020) examined domestic tourism modeling, motivations, satisfaction, and tourist behavioral intentions. Their study highlighted the mediating role of satisfaction between motivation and loyalty, contrasting with previous research by Suardana et al. White (2015) explored the impact of motivation on customer satisfaction formation from a self-determination theory perspective, contributing significantly to the literature by investigating motivational types and their connection to customer satisfaction.

Putri et al. (2018) investigated the correlation between principal competency, work motivation, job satisfaction, and teacher performance, emphasizing the importance of these factors in enhancing teacher performance through a correlational quantitative method.

Additionally, Tang et al. (2021) conducted a cross-cultural study in China and France to examine the contribution of basic psychological need satisfaction to psychological well-being through autonomous motivation among older adults. Their findings underscored the positive associations between basic psychological need satisfaction, autonomous motivation, and psychological well-being.

Organisational commitment boosts employee motivation, leading to enhanced performance (Abu Jahid & Adnyana, 2021). Rahmitasari et al. (2021) shown that motivated personnel are inclined to exert more effort and align themselves with the company's goals and direction. The perspective differs with the findings of Masydzulhak et al. (2016) and Astuti and Amalia (2021) who identified a decreasing correlation between employee performance and work motivation. Organisational commitment does not effectively regulate the connection between work motivation and employee performance, as seen below. The probability of a committed employee resigning from their current role is significantly reduced, as stated by Rachman (2022). The study concluded that a committed workforce may impact the connections between motivation and performance to achieve organisational goals, despite conflicting views from previous studies. However, the influence of motivation on job commitment in the Nigerian Police Force has not been studied.

4. Methods

4.1 Research Design, Population and Sample Size

Research Design

Survey research design was adopted to assess the effect of motivation strategies on job satisfaction within the Nigeria Police Force. This design involved collecting numerical data to analyze the relationship between motivation strategies and job satisfaction. A cross-sectional design was employed to gather data at a single point in time from a sample of participants within the Nigeria Police Force.

Population of the Study

The population of the study comprised all members of the Nigeria Police Force across different ranks and departments.

The Nigerian Police Force has 370,000 policemen and Women (Human Resource Department, 2023). The total population of the study is 370,000 comprises of Officers and Ranks and file in the Force.

Using the practicality of Taro Yamane's 1967, process for calculating sample size, a total of 400 policemen and women are drawn from the entire population. Taro Yamane's 1967 sample size model is stated as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where n = Sample Size

$$n = \frac{370,000}{1 + 370,000 (0.05)^2}$$

$$n = \frac{370,000}{1 + 370,000 (0.0025)^2}$$

$$n = \frac{370,000}{1 + \frac{370,000}{370,000}}$$

925 **n = 400 Sample size**

Sample Technique

A stratified random sampling technique was used to ensure representation from various ranks and departments within the Nigeria Police Force. Stratification involved dividing the police force into homogeneous subgroups based on ranks and departments. From each subgroup, a random sample was selected to participate in the study.

Primary Data Collection

Primary data was collected through structured questionnaires distributed among the selected participants. The questionnaire included items related to motivation strategies and job satisfaction. The questions were designed based on existing literature and theories related to motivation and job satisfaction.

Secondary Data Collection

Secondary data was collected from existing literature, research articles, books, and official reports related to motivation strategies, job satisfaction, and the Nigeria Police Force. This data provided background information and supported the analysis of the primary data.

Regression Analysis

Regression analysis was employed to examine the relationship between motivation strategies and job satisfaction among members of the Nigeria Police Force. Multiple regression analysis was used to identify the relative contributions of different motivation strategies to overall job satisfaction. Control variables such as rank, years of service, and department were also included in the analysis to account for potential confounding factors.

The analysis involved running regression models to test the hypotheses regarding the impact of motivation strategies on job satisfaction. Statistical software such as SPSS or R was used to perform the regression analysis, assess the significance of coefficients, and interpret the results. The findings were presented and discussed in the final research report, highlighting implications for practice and future research in the context of the Nigeria Police Force.

The multiple linear regressions model was to be used as indicated below:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Where;

Y=Performance

β_1 to β_3 are the regression coefficients

β_0 = Constant Term

X1 = promotion strategy

X2= Training and Retraining Strategy

X3= Operational vehicle

E=Error term

4. Results and Discussion

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.709 ^a	.503	.499	.78505	.980
a. Predictors: (Constant), donation of operational vehicles as a Job satisfaction strategy, police training and retraining strategy, promotion strategy					
b. Dependent Variable: Motivation and performance in the Nigeria police Force					

The model summary indicates that the predictors mentioned (donation of operational vehicles as a job satisfaction strategy, police training and retraining strategy, promotion strategy) have a significant impact on the dependent variable, which is motivation and performance in the Nigeria Police Force. The R value of .709 suggests a strong relationship, with 50.3% of the variance in the dependent variable being explained by the predictors. The adjusted R square value of .499 accounts for the number of predictors in the model. The standard error of the estimate is .78505, indicating the accuracy of the model's predictions. The Durbin-Watson value of .980 suggests minimal autocorrelation in the model's residuals.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	220.926	3	73.642	119.491	.000 ^b
	Residual	218.169	354	.616		
	Total	439.095	357			
a. Dependent Variable: Motivation and performance in the Nigeria police Force						
b. Predictors: (Constant), donation of operational vehicles as a Job satisfaction strategy, police training and retraining strategy, promotion strategy						

In the ANOVA table provided, the regression analysis shows that there is a significant relationship between the predictors (donation of operational vehicles as a job satisfaction strategy, police training and retraining strategy, and promotion strategy) and the dependent variable (motivation and performance in the Nigeria Police Force). The F-value of 119.491 suggests that the predictors collectively have a significant impact on the dependent variable. The p-value of .000 indicates that this relationship is statistically significant.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficient	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.016	.139		7.339	.000
	promotion strategy	.615	.039	.662	15.883	.000
	police training and retraining strategy	.065	.038	.069	1.716	.087
	donation of operational vehicles	.050	.033	.059	1.523	.129

	as a Job satisfaction strategy					
a. Dependent Variable: Motiivation and performance in the Nigeria police Force						

In the regression analysis presented, the coefficients suggest the relationship between the independent variables (promotion strategy, police training and retraining strategy, and donation of operational vehicles as a job satisfaction strategy) and the dependent variable (motivation and performance in the Nigeria Police Force).

The standardized coefficients indicate the strength and direction of the relationship, with a higher coefficient indicating a stronger impact on motivation and performance.

According to the results, the promotion strategy has the highest standardized coefficient (0.662), followed by police training and retraining strategy (0.069) and donation of operational vehicles as a job satisfaction strategy (0.059).

The t-values and significance levels (Sig.) suggest that the promotion strategy has a significant impact on motivation and performance, while the other two variables (police training and retraining strategy, and donation of operational vehicles) do not show a statistically significant relationship at the conventional alpha level of 0.05. Overall, the findings indicate that the promotion strategy has a stronger influence on job satisfaction and performance in the Nigeria Police Force compared to the other strategies (training and re-training and donation of operational vehicle) examined. Focus on enhancing and improving the promotion strategy within the Nigeria Police Force, as it has shown to have a significant impact on motivation and performance. The management of NPF should consider ways to make the promotion process transparent, fair, and rewarding for deserving officers.

5. Conclusion

Based on the data collected and analyzed, the study concluded that the promotion strategy has a significant impact on job satisfaction and and performance within the Nigeria Police Force. However, the other variables of police training and retraining strategy, as well as donation of operational vehicles, do not demonstrate a statistically significant relationship with job satisfaction and performance. These results highlight the importance of promotion strategies in influencing motivation and performance in the Nigerian Police Force. It is important to consider these findings within the context of the study and to also recognize other potential factors that may impact motivation and performance within the organization.

Recommendations

Here are some recommendations based on the findings of the study:

1. Focus on enhancing and improving the promotion strategy within the Nigeria Police Force, as it has shown to have a significant impact on motivation and performance. The management of NPF should consider ways to make the promotion process transparent, fair, and rewarding for deserving officers.
2. While police training and retraining strategies and the donation of operational vehicles did not show a statistically significant relationship with job satisfaction and performance, it is still important to continue investing in these areas to ensure that officers have the necessary skills and resources to perform their duties effectively.
3. Implement a holistic approach to improving motivation and performance by considering a combination of strategies that address various aspects of officer well-being and job satisfaction, such as provision of effective operational vehicle, work-life balance, leadership support, and career development opportunities.

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