ABSTRACT
The purpose of the study is to determine the ‘Relationship between Education and selected motivational Strategies on the Nigeria Police Job Performance in Rivers and Taraba States”. To carry out the study, two research questions and two hypotheses were raised, analyzed and tested. The correlation design was adopted for the study. Data was obtained using a self designed instrument: ‘Education and Motivational Strategies on Nigeria Police Job Performance Questionnaire (EMSNPJIPQ). The Mean Score Analysis was used to answer the six Research Questions while the Pearson Product Moment Correlation Coefficient and Multiple regressions were used to answer the hypotheses. A Check List was also used to obtain responses from those who have come in contact with the Police. The results revealed that to help to improve the image of the Force, have capacity to work with minimal supervision, incur less wrath and acrimony from members of the public and above all perform optimally, education is key. It recommended that supervisors and heads of formations/divisions were advised to make the policing environment conducive for the discharge of the Constitutional mandate of the police.

Keywords: Nigeria Police, Job Performance, commendation/award

INTRODUCTION
Education as conceived by the researcher is the formal education which takes place in schools: Secondary Schools, Polytechnics, Colleges of Education, Universities, etc. The educational qualifications obtained by Police Officers and men varied from School Certificates, National Diplomas, Nigerian Certificates of Education, First Degrees, Master’s and Doctorate Degrees, etc. Most of these qualifications are obtained while in service. Though, very few Policemen while serving obtained higher degrees from which include Masters Degree and above.

The National Policy on Education (2004) has posited that the quality of instruction at all levels of education shall be oriented towards inculcating the following values:

i. Respect for the worth and dignity of the individual
ii. Faith in man’s ability to make rational decisions
iii. Moral and spiritual principles in inter-personal and human relations
iv. Shared responsibility for the common good of society
v. Promotion of the physical, emotional and psychological development of all children, and
vi. Acquisition of competencies necessary for self reliance.

Ashby quoted in Okoroma (2017) has noted that: ‘…investment in education is the greatest asset any Country can leave for posterity’ because ‘the education of the young generation (Police Officers and men inclusive) is important in that a nation without educated men and women is doomed and bound for destruction’. To underscore the importance of education, Ukeje quoted in Okoroma (2017) has posited that ‘education is for life and for living, an investment in people which pays untold dividends to the society. When that investment is not made or is made inadequately, the society suffers a loss’.

Bull, Bob, & Gahagan, (1983) & Bohm & Haley (2005) in their studies revealed that though education could not be said to be equated with efficiency and effectiveness in policing; but they found a positive relationship between a well-educated Police Officer and the ability to handle situations differently. The study revealed that educated Police Officers contribute positively to the improved perception the general public has for the Force and this enhances their job performance in the area of crime prevention, detection and general maintenance of law and order. They listed the positive contributions of recruiting graduates into the force to include:

- Better written report
- More effective job performance
- Fewer citizens’ complaints and improved public relations
- Wiser use of discretion
- The Force enjoys robust police-public relationship
- Fewer aggressions, etc.

METHODS

Research Design

The research design of the study is correlational since it ascertains the extent to which variations in one variable are associated with variations in another

ANALYSIS AND PRESENTATION OF FINDINGS

Research question 1: What is the difference between the behavioural patterns of officers and men who have acquired degrees/certificates and those who have not in the level of their job performance?

To answer the above research question, mean score analysis was used.
Table 1: Summary of the mean score analysis of the influence of various educational qualifications on job performance of officers and men of the Nigeria Police Force, Rivers and Taraba State Commands.

<table>
<thead>
<tr>
<th>S/N</th>
<th>Item</th>
<th>SA</th>
<th>A</th>
<th>D</th>
<th>SD</th>
<th>Total</th>
<th>Mean</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Officers and men of the Nigeria Police with higher educational degrees perform better in the discharge of the investigating ability</td>
<td>60</td>
<td>190</td>
<td>90</td>
<td>22</td>
<td>362</td>
<td>2.80</td>
<td>Accepted</td>
</tr>
<tr>
<td>2</td>
<td>Officers and men of the Nigeria police with higher qualification have improved relationship with members of the public while performing their duties.</td>
<td>120</td>
<td>230</td>
<td>10</td>
<td>2</td>
<td>362</td>
<td>3.29</td>
<td>Accepted</td>
</tr>
<tr>
<td>3</td>
<td>Officers and men who failed to develop themselves academically while in the job do see the various motivational strategies of the police as ineffective</td>
<td>40</td>
<td>115</td>
<td>185</td>
<td>22</td>
<td>362</td>
<td>2.47</td>
<td>Rejected</td>
</tr>
<tr>
<td>4</td>
<td>The administrative capacity of those with higher qualifications is enhanced while discharging their duties</td>
<td>60</td>
<td>240</td>
<td>50</td>
<td>12</td>
<td>362</td>
<td>2.96</td>
<td>Accepted</td>
</tr>
<tr>
<td>5</td>
<td>The observed lapses of the police in the discharge of their duties could be ameliorated if officers and men of the Nigeria police improve their educational qualifications</td>
<td>75</td>
<td>200</td>
<td>70</td>
<td>17</td>
<td>362</td>
<td>2.92</td>
<td>Accepted</td>
</tr>
<tr>
<td>6</td>
<td>Promotion and other incentives of officers and men are not based on sound education hence officers and men are not motivated to improve themselves</td>
<td>40</td>
<td>110</td>
<td>180</td>
<td>32</td>
<td>362</td>
<td>2.44</td>
<td>Rejected</td>
</tr>
<tr>
<td>7</td>
<td>The various police management teams and the federal government have not done enough in proving the needed environment for officers and men of the Nigeria Police to improve themselves academically.</td>
<td>150</td>
<td>187</td>
<td>20</td>
<td>5</td>
<td>362</td>
<td>3.33</td>
<td>Accepted</td>
</tr>
<tr>
<td></td>
<td><strong>Grand mean</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2.89</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

Results in table 1 above show that out of all the seven items, five were accepted while two (items 3 and 6) were rejected as influence of various educational qualifications on job performance of officers and men of the Nigeria Police Force, Rivers and Taraba State Commands. Again, the grand mean which is 2.89 indicated that all the items were generally accepted as the ways that various educational qualification affect job performance of officers and men of the Nigeria Police Force, Rivers and Taraba State Commands and were therefore significantly accepted.
Research question 2: What is the relationship between commendation/award and job performance?

Table 2: Summary of the mean score analysis of the influence of commendation/award on job performance of officers and men of the Nigeria Police Force Rivers and Taraba State commands.

<table>
<thead>
<tr>
<th>S/N</th>
<th>Item</th>
<th>SA</th>
<th>A</th>
<th>D</th>
<th>SD</th>
<th>Total</th>
<th>Mean</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Good salary package has motivated the Police in Rivers State</td>
<td>140</td>
<td>215</td>
<td>5</td>
<td>2</td>
<td>362</td>
<td>3.36</td>
<td>Accepted</td>
</tr>
<tr>
<td>2</td>
<td>The existence of the Police insurance Scheme has positively impacted</td>
<td>110</td>
<td>240</td>
<td>7</td>
<td>5</td>
<td>362</td>
<td>3.26</td>
<td>Accepted</td>
</tr>
<tr>
<td></td>
<td>on the psychology of the Police personnel.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>The prompt payment of salaries and allowances energize the personnel</td>
<td>120</td>
<td>240</td>
<td>2</td>
<td>0</td>
<td>362</td>
<td>3.34</td>
<td>Accepted</td>
</tr>
<tr>
<td></td>
<td>of the commands</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Commendation and awards to personnel motivate them</td>
<td>140</td>
<td>217</td>
<td>5</td>
<td>0</td>
<td>362</td>
<td>3.37</td>
<td>Accepted</td>
</tr>
<tr>
<td>5</td>
<td>The belief that one’s commitment to hard work and discipline would</td>
<td>110</td>
<td>242</td>
<td>8</td>
<td>2</td>
<td>362</td>
<td>3.27</td>
<td>Accepted</td>
</tr>
<tr>
<td></td>
<td>be rewarded spur officers and men in the commands</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Grand mean 3.32 Accepted

Results in table 2 above; show that all the five items were accepted as influence commendation/award on job performance of officers and men of the Nigeria Police Force, Rivers and Taraba State commands. Again, the grand mean which is 3.32 indicated that all the items were generally accepted as the ways that commendation/award various can affect job performance of officers and men of the Nigeria Police Force, Rivers and Taraba State commands and were therefore significantly accepted.

Hypothesis 1: There is no significant relationship between the behavioural patterns of officers and men who have acquired degrees/certificates and those who have not in the level of their job performance in the Rivers and Taraba State Police Commands.

Table 3: Summary of the correlation analysis between acquisition of educational degrees by officers and men of the Nigeria Police force and job performance among Rivers and Taraba State Commands

<table>
<thead>
<tr>
<th>Variables</th>
<th>N</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>Coefficient of correlation (r)</th>
<th>Significance</th>
<th>Accepted level of significance</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational degrees</td>
<td>362</td>
<td>2.96</td>
<td>1.829</td>
<td>0.936</td>
<td>0.015</td>
<td>0.05</td>
<td>Hypothesis rejected</td>
</tr>
<tr>
<td>Job performance</td>
<td>362</td>
<td>2.48</td>
<td>1.118</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The table above reveals that when higher education was correlated with job performance, an r-value of 0.936 was obtained (which shows a high positive relationship between the two variables), significant at 0.015 (which is less than the chosen level of probability of 0.05). This means that there is a higher positive relationship between the two variables which is found to be statistically significant. Therefore hypothesis 1 (no significant relationship between job performance and acquisition of degrees) was rejected.

Hypothesis 2: There is no significant relationship between commendation/award for gallantry and job performance among officers and men in the Rivers and Taraba State Police Commands.
Table 4: Summary of the correlation analysis between commendation/award for gallantry by officers and men of the Nigeria Police force and job performance among Rivers and Taraba State commands.

<table>
<thead>
<tr>
<th>Variables</th>
<th>N</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>Coefficient of correlation (r)</th>
<th>Significance</th>
<th>Accepted level of significance</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commendation/Award</td>
<td>362</td>
<td>3.32</td>
<td>0.813</td>
<td>0.331</td>
<td>0.011</td>
<td>0.05</td>
<td>Hypothesis is rejected</td>
</tr>
<tr>
<td>Job performance</td>
<td>362</td>
<td>2.48</td>
<td>1.118</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The table above reveals that when commendation/award as a motivational strategy was correlated with job performance, an r-value of 0.331 was obtained (which shows a low positive relationship between the two variables), significant at 0.011 (which is less than the chosen level of probability of 0.05). This means that there is a low positive relationship between the two variables which is found to be statistically significant. Therefore hypothesis 2 (no significant relationship between job performance and commendation/award) was rejected.

Summary of Findings
The findings of the study are summarized as follows:
1. Educational acquisition and higher level of education were also found to positively correlate with job performance among the Police Officers.
2. Commendations and awards were found to be positively correlated with job performance among Officers and men of the Nigeria police in Rivers and Taraba State Commands.

DISCUSSION OF FINDINGS
RQ 1. What is the difference between the job performance of Officers and men who have acquired Degrees/Certificates and those who have not in Rivers and Taraba State Police Commands?

Ho. Relationship between Educational attainment and job performance of Officers and men of the Nigeria Police in Rivers and Taraba State Commands.

In answering the research question above and testing the corresponding hypothesis, the mean score analysis and Pearson Product Moment Correlation Coefficient were employed respectively. The results obtained indicated a high positive relationship between the two variables, which was found to be statistically significant. This result is in agreement with the findings of the Ratified Force Order of the Nigeria Police, 2013 and the Federal Government of Nigeria White Paper on M.D. Yusufu Reforms Committee (2009). They both found out that the acquisition of degrees/certificates by Officers and men of the Nigeria Police would lead to improved job performance. The committee was emphatic that the poor qualifications of Officers have greatly hampered the desire of the Nigeria Police to achieve stated goals and compete with their counterparts in other parts of the world. They submitted that for the Police to achieve its goals, the entry qualifications of would-be-Officers should have to be raised in conformity with global best practices. The study has found out that the acquisition of higher degrees/certificates will increase the knowledge base of Officers and men especially on the role of the police in crime prevention, detection and boost public relations. This would invariably improve the job performance of Officers in the Nigeria police, Rivers and Taraba State Commands.
Check List for Police who have acquired Degrees/Certificates

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th>Total</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. A better written report by graduate Officers</td>
<td>70</td>
<td>32</td>
<td>15</td>
<td>117</td>
</tr>
<tr>
<td>2. Capacity to work with less supervision</td>
<td>74</td>
<td>30</td>
<td>13</td>
<td>117</td>
</tr>
<tr>
<td>3. Fewer Citizens’ complaints and improved public relations</td>
<td>78</td>
<td>30</td>
<td>9</td>
<td>117</td>
</tr>
<tr>
<td>4. Wiser use of discretion</td>
<td>68</td>
<td>39</td>
<td>10</td>
<td>117</td>
</tr>
<tr>
<td>5. Fewer aggressions against members of the public</td>
<td>80</td>
<td>29</td>
<td>8</td>
<td>117</td>
</tr>
<tr>
<td>6. Help to improve the image of the force</td>
<td>79</td>
<td>36</td>
<td>2</td>
<td>117</td>
</tr>
</tbody>
</table>

KEY: H- High ...........(5 points))
A- Average .......(33 points)
L- Low ..........(1 point)

The results above show that respondents agreed that the acquisition of Certificates/Degrees plays important role in improving job performance among Officers and men of both Rivers and Taraba State Police Commands. The findings are in line the studies of Briggs (2016), Obagah (2017) and Okoroma (2017). In their studies which were focused on education and improved productivity among teachers of Tertiary institutions, they agreed that improved knowledge base among teachers lead to improved productivity.

RQ 2. What is the relationship between commendation/award and job performance among Officers and men of Rivers and Taraba State Commands?

Ho.2. Relationship between Commendations/awards for gallantry and improved job performance of Officers and men of the Nigeria Police in Rivers and Taraba State Commands.

To answer the research question above and test for the corresponding null hypothesis, the mean score analysis and Pearson Product Moment Correlation Coefficient were employed respectively. The results showed a low positive relationship between the two variables, which was found to be statistically significant. This result is in agreement with Karimu (2007) and the Federal Government of Nigeria White Paper on M.D Yusufu-led Police Reforms (2009). The researcher and the Reform White paper were unanimous that commendations/awards have the capacity to spur Officers and men to perform their job effectively, efficiently and conscientiously. This will invariably lead to improved job performance. When workers are commended for performance and given awards for feats achieved, it boosts their morale and help in improving the performance of their job. This supports the findings of Okoroma (2007) and Koko (2007) who postulated that when managers identify employees who have performed well and reward them accordingly, others are challenged to do the same and this will improved the overall performance of the organisation. Though their findings were for public service, this study has confirmed this with empirical evidence as also being applicable to the Nigeria Police, Rivers and Taraba State Commands.

Summary
The aim of the study was to determine the relationship between education and motivational strategies employed by the Nigeria Police and how these affect the job performance of Officers and men in Rivers and Taraba State Commands. Two research questions and two corresponding hypotheses guided the study. It was found that the joint motivational strategies had a high positive and significant relationship with job performance of Officers and men of the Nigeria Police in Rivers and Taraba State Commands.

CONCLUSION
- It was found that the motivational strategies have a high positive relationship with job performance of the Officers and men of the Nigeria Police, Rivers and Taraba State Commands. This relationship was found to be statistically significant.
- Selected motivational strategies individually have low positive relationship with job performance of the Officers and men of the Nigeria Police, Rivers and Taraba State Commands.
Higher educational qualifications and motivational strategies have a high positive and statistically significant relationship with job performance of Officers and men of the Nigeria Police, Rivers and Taraba State Commands.

RECOMMENDATIONS
Based on the results of the study, the following recommendations are made:
1. Arrangement should be made urgently so that Police Staff College, Police Colleges of Lagos, Oji-River and Maiduguri is affiliated with the Universities of Jos, Lagos, Nsukka and Maiduguri. This robust academic relationship would improve the programmes run by various Police institutions and Degrees/Certificates of the affiliated University award to deserving course officers and men.
2. Supervisors and heads of formations/Divisions are to make the policing environment conducive and less stressful to enable officers’ discharge their Constitutional mandate with relative ease.

The Police Academy, Wudil, Kano State, Nigeria, should make provisions whereby serving members of the Nigeria Police would be admitted into various courses in order to improve their academic standards.

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