



Using Education as Motivational Strategy on Nigeria Police Job Performance in Rivers and Taraba States

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ABSTRACT

This study centres on using 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 (EMSNPJPO). The population of the study is twenty thousand, one hundred and seven (20,107) while a sample size of four hundred and two (402) officers and men in the two Commands representing 2% was obtained using stratified random sampling technique. 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 the role of education in the Nigeria Police job performance cannot be overemphasized. It also revealed that officers in the commands with good education perform well, 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. The study came up with empirical evidence that the application of joint education and selected motivational strategies would improve job performance of the Nigeria Police, Rivers and Taraba State Commands, as high as 85%. It recommended that the Police top hierarchy should make provisions for Officers and men to improve their academic standing. Supervisors and heads of formations/Divisions were advised to make the policing environment conducive for the discharge of the Constitutional mandate of the police. The application of motivational strategies should be devoid of ethnicity, tribalism and nepotism. It is also recommended that the various Police Colleges be affiliated with Universities in their areas of locations.

Keywords: Education, motivational strategies, Nigeria Police

INTRODUCTION

Education can enhance job performance of the Nigeria Police in Rivers and Taraba State Commands and improve their working relationship with members of the public, increase their capacity to fight crime, prevent and detect crime and prosecute offenders diligently. But despite the overwhelming and indispensable role education plays in the life of an individual employee: the Nigeria Police has one of the least academic

requirements for enlistment the world over (Oparaka, 2016). The cadre and pre-requisite for enlistment into the Nigeria Police include:

- i. Recruit- SSCE or its equivalent
- ii. Cadet Inspector – SSCE or its equivalent
- iii. Cadet ASP – University Degree or its equivalent

The above requirements have outlived its potency and have failed to meet up with global best standards. In the United States of America, Great Britain, Germany, Canada, etc., a University degree is the least academic requirement for enlistment into the Police (Bohm & Haley, 2005). It is based on the low academic qualifications of the field officers and even the supervisors of the Nigeria Police that Iwarimie-Jaja (2010) opined that by their educational standing, training and personality, most policemen are aggressive and suspicious. He believes that policemen with low academic qualifications have authoritarian traits and this negatively affects their job performance.

In 2009, the Federal Government of Nigeria accepted the upward review of the academic qualifications for recruits and Cadet Inspectors to ‘A’ level/NCE/ND or their equivalents. New entrants into the Force were expected to undergo fifteen (15) months of effective police training at the various police colleges/training schools. The government is yet to implement the White Paper which would have greatly improved the capacity and competence of the Police personnel (FGN White Paper on Police Reforms, 2009).

Though, the challenges facing the Police seem hydra-headed, the various Police Management teams in conjunction with successive governments have always put in place educational and motivational strategies to tackle these problems. These selected motivational strategies include: reward for gallantry, breakthrough in investigation, special promotions/postings. Others include: IGP, AIG or CP Commendation and Award, Special Welfare packages, Professional courses, Police Insurance Welfare Scheme to take care of the wounded or the dead in the line of duty, specialize courses/postings done internationally or nationally, recognition, etc. Briggs (2015) in his study has posited that special welfare packages among public civil service helps to improve job performance. Obagah (2017) in his study has opined that education which takes place in formal institutions helps in developing the employees’ potentials which lead to improved job performance among teachers and administrators in Schools.

Improvement in the welfare of the police officers and men especially in emerging democratic societies like Nigeria has been described as an important prerequisite that can ensure effective and efficient performance of their duty with regard to crime prevention, detection, control and law enforcement (Karimu, 1999). An unmotivated Police Force seems to be incapable of successfully and proficiently policing a country as big, highly politicized, ethnic conscious, tribally heedful and poverty-stricken with rising crime rate as Nigeria’. Anya (2012), Briggs (2015), Idris (2016), Okoroma (2017) and Obagah (2017) have argued in their various studies that education and motivational strategies played significant role in improved job performance among employees. Despite the various studies available, there is no evidence that such studies have been carried out among the officers and men of the Rivers and Taraba State Police Commands.

Thus, the emphasis of this study is to determine the ‘relationship between education and motivational strategies adopted by the Nigeria Police and how these variables affect the officers’ job performance in the area of crime prevention, control and detection, robust police-public relations in Rivers and Taraba States.

METHODOLOGY

The research design of the study is correlational. This design enables the researcher to ascertain the extent to which variations in one variable are associated with variations in another.

RESULTS

Research question 1: *To what extent does special promotion/posting affect job performance of the officers and men of the Nigeria Police in Rivers and Taraba States?*

Table 1: Summary of the mean score analysis of the influence of special promotion/posting on job performance of the officers and men of the Nigeria Police in Rivers and Taraba State commands.

S/N	Item	SA	A	D	SD	Total	Mean	Decision
1	Promotion to the next rank especially after performing gallantly motivates officers and men	100	230	25	7	362	3.17	Accepted
2	Uplifting the inspectors, rank and file who has obtained degrees and certificates to ranks commensurate to their qualifications would boost the morale of the police in the two States.	150	210	2	0	362	3.41	Accepted
3	Promotion improves the zeal of officers and men of the commands	110	230	15	7	362	3.22	Accepted
4	Promotion of officers and men prepares them for greater responsibilities	80	240	30	12	362	3.07	Accepted
5	Promotion is a morale booster	120	237	4	1	362	3.31	Accepted
Grand mean							3.24	Accepted

Results in table 1 above, show that all the five items were accepted as influence of special promotion/posting on job performance of the officers and men of the Nigeria Police in Rivers and Taraba State commands. Again, the grand mean which is 3.24 indicated that all the items were generally accepted as the ways that special promotion/posting can 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 are the joint contributions of education and motivational strategies to job performance of the officers and men of the Nigeria Police in Rivers and Taraba State commands?*

To answer the above research question, mean score analysis was used. The results obtained were summarized and presented in **table 2**.

Table 2: Summary of the mean score analysis of the influence of the joint contributions of education and motivational strategies on job performance of the officers and men of the Nigeria Police in Rivers and Taraba State commands

S/N	Item	SA	A	D	SD	Total	Mean	Decision
1	Officers and men of the Nigeria police with higher educational degrees perform better in the discharge of the investigating ability	60	190	90	22	362	2.80	Accepted
2	Officers and men of the Nigeria police with higher qualification have improved relationship with members of the public while performing their duties.	120	230	10	2	362	3.29	Accepted
3	Officers and men who failed to develop themselves academically while in the job do see the various motivational strategies of the police as ineffective	40	115	185	22	362	2.47	Rejected
4	The administrative capacity of those with higher qualifications is enhanced while discharging their duties	60	240	50	12	362	2.96	Accepted
5	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	75	200	70	17	362	2.92	Accepted
6	Promotion and other incentives of officers and men are not based on sound education hence officers and men are not motivated to improve themselves	40	110	180	32	362	2.44	Rejected
7	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.	150	187	20	5	362	3.33	Accepted
8	Good salary package has motivated the Police in Rivers and Taraba States.	140	215	5	2	362	3.36	Accepted
9	The existence of the Police insurance Scheme has positively impacted on the psychology of the Police personnel in Rivers and Taraba States	110	240	7	5	362	3.26	Accepted
10	The prompt payment of salaries and allowances energize the personnel of the commands	120	240	2	0	362	3.34	Accepted
11	Commendation and awards to personnel motivate them	140	217	5	0	362	3.37	Accepted
12	The belief that one's commitment to hard work and discipline would be rewarded spur officers and men in the commands	110	242	8	2	362	3.27	Accepted
13	Promotion to the next rank especially after performing gallantly motivates officers and men	100	230	25	7	362	3.17	Accepted
14	Uplifting the inspectors, rank and file who has obtained degrees and certificates to ranks commensurate to their qualifications would boost the morale of the police in the two States.	150	210	2	0	362	3.41	Accepted
15	Promotion improves the zeal of officers and	110	230	15	7	362	3.22	Accepted

	men of the commands							
16	Promotion of officers and men prepares them for greater responsibilities	80	240	30	12	362	3.07	Accepted
17	Promotion is a morale booster	120	237	4	1	362	3.31	Accepted
18	The members of the force are willing and ready to attend courses	90	210	50	12	362	3.04	Accepted
19	Attending courses will improve the psyche and skills of officers and men	140	220	2	0	362	3.38	Accepted
20	The top echelon of the force adequately provide enough funds and other logistics for the courses	70	220	50	22	362	2.93	Accepted
21	Officers and men have equal opportunity in attending courses in the commands	50	190	80	42	362	2.69	Accepted
22	The courses help to motivate officers and of the force	130	230	2	0	362	3.35	Accepted
23	The provision of low cost housing for officers and men owner-occupier basis helps to motivate them	100	200	40	22	362	3.04	Accepted
24	The availability of the Health Insurance Scheme in the force helps to energize the personnel	140	210	10	2	362	3.35	Accepted
25	The thought that one's retirement benefits would be paid and on time spur them	150	205	6	1	362	3.39	Accepted
26	Scholarship awards to children/wards of serving officers and men of the Nigeria Police will enhance their job performance	130	198	30	4	362	3.25	Accepted
Grand mean							3.13	Accepted

Results in table 2 above show that of all the twenty six items, twenty four were accepted while only two (items 3 and 6) were rejected as the influences of the joint contributions of education and various motivational strategies adopted by the Nigeria police force on job performance of officers and men of the Nigeria Police Force, Rivers and Taraba State commands. Again, the grand mean which is 3.13 indicated that all the items were generally accepted as the ways that education and the various motivational strategies jointly 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 effect of special promotion/posting on job performance of the Nigeria Police.

To answer the research question and test for the above null hypothesis above, Pearson product moment correlation was employed.

Table 3: Summary of the correlation analysis between special promotion/posting of officers and men of the Nigeria Police force and job performance among Rivers and Taraba State commands.

Variables	N	Mean	Standard deviation	Coefficient of correlation (r)	Significance	Accepted level of significance	Decision
Special promotion/posting	362	2.96	0.839	0.211	0.035	0.05	Hypothesis rejected
Job performance	362	2.48	1.118				

The table above reveals that when special promotion/posting as a motivational strategy was correlated with job performance, an r-value of 0.211 was obtained (which shows a low positive relationship between the two variables), significant at 0.035 (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 1 (no significant relationship between job performance and special promotion/posting) was rejected

Hypothesis 2: There is no significant effect of the joint contributions of education and motivational strategies to job performance in the Rivers and Taraba State Police commands.

To answer the research question and test for the null hypothesis, multiple regressions were used. The results obtained were summarized and presented in table 4

Table 4: Summary of the multiple regression analysis of the joint contributions of higher education and motivational strategies to job performance by the officers and men in the Rivers and Taraba State Police Commands

Variables	Mean	SD	R	R-Square	Adjusted R
Job performance	2.48	1.118			
Commendation	3.32	0.813			
Special promotion	3.24	0.839	0.923	0.852	0.732
Special courses	3.08	0.777			
Special package	3.26	2.106			
Higher Education	2.96	1.829			

The results in table 4 above revealed that the mean score of the variables are 2.48, 3.32, 3.24, 3.08, 3.26 and 2.96 for job performance, commendation, special promotion, special professional courses, special welfare package and higher education respectively.

The multiple regression coefficient obtained is 0.923 at a 0.031 level of significance (which is lower than the accepted 0.05 level of significance) while the R^2 value is 0.852. This means that higher education and the four motivational strategies jointly had a statistically significant high positive relationship with job performance by the officers and men in the Rivers and Taraba State Police Commands and that about 85% of the improved job performance among the police officers can be accounted for by the combination of higher degrees and motivational strategies while the remaining 15% may be due to other factors outside the scope of this study.

Summary of Findings

1. There was found to be positive correlation Special promotions/postings and job performance among Officers and men of the Nigeria Police, Rivers and Taraba State Commands.
2. There was also found a positive and statistically correlation between higher education and motivational strategies when jointly correlated with job performance among police officers and men of the Rivers and Taraba State Police Commands.

DISCUSSION OF FINDINGS

RQ . 1. *To what extent does special promotion/posting affect job performance of the Officers and men of the Nigeria Police in Rivers and Taraba State Police Commands?*

Ho. 1. Relationship between special promotions/postings as a motivational Strategy and job performance among Officers and men of the Nigeria Police in Rivers and Taraba State Commands.

To answer the research question above and test the corresponding null hypothesis, the mean score analysis and Pearson Product Moment Correlation Coefficient were employed respectively. The result obtained indicated a low positive relationship between the two variables, which was found to be statistically significant. The result agrees with the work of Hossain (2011), wherein the researcher found out that, special promotions/postings is a form of motivation which is capable of improving job performance of public and private employees. He found out that when employees are promoted in their work places, they tend to believe that their contributions to the organisation are recognized and this improves their job performance. This is also applicable when officers are posted to special areas after attending courses. This present study has also shown that special promotions and postings have the capacity to improve the job performance of the

Nigeria Police in Rivers and Taraba States if given based on verifiable reasons. Officers who are given special promotions/postings see the Nigeria Police as a caring organisation and this helps to boost their morale which leads to increase job performance.

RQ. 2. What are the contributions of education and motivational strategies to job performance of Officers and men of the Nigeria Police in Rivers and Taraba State Police Commands?

Ho. 2.Contributions of Education and Motivational strategies on job performance 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 multiple regressions were employed respectively. It was found that higher education and the four selected motivational strategies jointly had a statistically significant high positive relationship with job performance by the Officers and men in Rivers and Taraba State Commands. The study has shown that about 85% of improvement of job performance would be achieved by the application of combined acquisition of higher degrees/certificates and the selected motivational strategies. The remaining 25% is for other variables outside the scope of this study. This result agrees with the findings of Fitch (2014), Fortenbery (2015) & Okoroma (2017) who all did various studies on motivation, education and job performance among employees in both Public and Private employment. They found out that there is a positive relationship between well-educated employees and improved job performance. They were of the view that education is what differentiates progressive organisations from none progressive organisations. On the other hand, they were unanimous that adequate motivation leads to improved job performance of employees. Though these studies were not carried out in the Nigeria Police, its findings are in consonance with the present study which has now established the extent of the relationship to be 85%.

Summary

The results of the study were presented in different tables. 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. It was also observed that higher academic attainment had a positively significant relationship with job performance while motivational strategies when taken individually on hypothesis testing, showed varying degrees of positive and significant relationship with job performance among 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.
- The four 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.
- The 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. The government, the Police Service Commission and the Management team must play active role in learning and managing the motivational processes in the police in order to achieve optimal results. It is envisaged that supervisors would be sensitive to variations in officers' needs, capabilities, strengths and weaknesses to ensure they harness these variables to achieve results. It is an incontrovertible fact that employees' job performance would improve if they are co-opted during the goal-setting processes.

2. Improved education would enhance better handling of cases, better police-public relations, help develop capacity, reduce frictions in the course of policing and generally boost job performance on the part of Officers in Rivers State Police Command. The supervisors should lecture officers to see a clear nexus between job performance on their part and the achievement of the overall goals of the police. This would improve job performance.

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