Impact of Job Satisfaction on Personal Growth in Nigeria Police Force

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Abstract

The job satisfaction ratings of Nigerian Police Force officers from six geographical zones were assessed to evaluate its impact on their professional development. A survey was conducted with 400 officers to collect primary data. The research used descriptive, diagnostic, and inferential statistics, including frequency counts, regression, and simple percentages. The regression study indicated that work security, supervision, decent salary, personal development, job satisfaction, and job incentive systems significantly influenced the Nigerian Police Force. The model fits the data well as shown by the F-statistic with a p-value of 0.000, showing that the model is statistically significant. The results suggest that the Nigerian police force should emphasise enhancing job satisfaction. This would enable staff members to use their diverse skill sets to assist in achieving the commission's objectives, thereby boosting employee happiness. This study applies Frederick Herzberg's Motivator-Hygiene Theory (1959) to the Nigerian police force to investigate the relationship between personal hygiene and motivation for job satisfaction and personal improvement.

Keywords*: Job satisfaction, Employee performance, Supervision, Personal growth, Police, Nigeria*

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Introduction

Cyril and Oladimeji (2023) state that police personnel have a distinct role in maintaining the rule of law, fighting crime in a manner aligned with democratic principles, and preserving human dignity and rights. Police officers play a crucial role in a country's security system, and academics have studied how they see their pleasure, satisfaction, and fulfilment at work (Demou et al., 2020). The Nigeria Police Force (NPF) is a crucial agency in Nigeria that ensures law and order as well as public safety. Cyril and Oladimeji (2023) state that all members of the force, including officers and personnel, must do their duties with the highest level of professionalism, honesty, and commitment.

Two key factors that enhance the Nigeria Police Force's ability to fight criminal activity are job satisfaction and a culture of professionalism among personnel. Concerns have arisen about the job satisfaction of Nigerian police officers, which might impact their personal growth and their capacity to provide high-quality service to the public. Job satisfaction is the psychological notion that measures an individual's fulfilment and contentment in their work. Employment security, salary, promotion prospects, management style, and working environment are all components of this complex concept (Azeez, 2020). Job satisfaction has a crucial role in the performance and personal growth of police personnel, making it a critical aspect for the NPF.

In order for the Nigeria Police Force to effectively fulfil its constitutional duties, its personnel must meet the professional standards, which include qualities such as skill, educational attainment, and technological expertise. The Nigeria Police Force (NPF) need human relations competence to enhance public trust in its capacity to fulfil its duty (Cyril and Oladimeji, 2023). Enhancing the professional development of officers is crucial for the overall effectiveness and efficiency of the Nigerian Police Force due to its pivotal responsibility in upholding national security. This is connected to work satisfaction, a crucial element in employee motivation and retention (Madubuike et al., 2019).

An in-depth analysis of the prior studies (Mahmood, 2019; Silla et al., 2013; Arubayi and Ayameh, 2023; Mac-Ozigbo and Cross, 2020; Najameddin et al., 2021) revealed that most researchers exclusively utilised methods such as chi-square, Spearman rank correlation, Pearson product-moment correlation, etc., to assess the relationship. Two research investigated both the link and effect. This study used rank-man correlation and multiple regression analysis as estimation methodologies to examine the link and influence of work satisfaction on employee performance, unlike prior studies. The proxies used in this research were supervision, work reward system, job security, excellent salary, and personal development.

This study will have a broad geographical reach and will consider a diverse set of police officers from the Nigerian Police Force to analyse their job satisfaction and performance. This research ensures a comprehensive and inclusive examination of the Nigerian police force dynamics by focusing on six geographical zones. The study's unit of analysis comprises officers at all levels of the organization's structure, including entry-level workers and upper-

level executives. This guarantees that a wide range of perspectives and backgrounds are included. The research collects information from the headquarters of the Police Command in each of Nigeria's six geographical zones. The research aims to improve working conditions and productivity in the Nigerian Police Force by examining the factors that influence officers' enjoyment and efficiency at work.

Statements of the Problem

Productivity, job quality, goal achievement, and profitability have all been negatively impacted at some firms as a result of workers' poor performance. Sami's (2021) study revealed that most public sector employees are dissatisfied with their current salary packages, working conditions, and assigned duties. This pertains to individuals inside the police force. Many well-intentioned Nigerians have concerns about the present status of personnel in the nation, especially the Nigerian Police Force. How to gain favour with the Nigerian Police Force at their headquarters is a concern. Workers in both the public and private sectors have a significant amount of control over their work security, indicating that job security is present in the current day. Extensive workforce reductions have taken place across the economy according to historical and current statistics (Vivian, 2021).

The Nigerian Police Force has a track record of poor job performance and a lack of responsibility stemming from inadequate monitoring. Corruption and inefficiency were widespread due to inadequate monitoring and oversight of authorities. In recent years, there has been a renewed effort to improve supervision within the Nigerian Police Force. The insufficient employment incentives in the Nigerian Police Force are said to demotivate workers from doing their best at work. As to a 2019 report in the Punch newspaper, some Nigerian police officers have seen a decline in morale because of insufficient incentives and low salaries. This study aims to investigate the relationship between employee happiness and productivity among public servants, focusing specifically on the Nigerian Police Force to address a gap in the existing literature. We want to contribute to the existing knowledge by examining the factors that influence the satisfaction and productivity of public sector workers in the Nigerian Police Force.

Objectives of the Study

The primary objective of the study is to determine the level of work satisfaction among police officers in Nigeria, with specific secondary purposes:

i. Examine the impact of supervision on task performance in the Nigerian Police Force.

ii. Determine the impact of Job reward system on motivation in the Nigerian Police Force.

iii. Examine the impact of Job security on inter personal facilitation in the Nigerian Police Force

iv. Evaluate the impact of good remuneration system on job dedication in the Nigerian Police Force

v. Establish the effect of personal growth on employee engagement in the Nigerian Police Force

vi. Investigate the impact of Job satisfaction on employee performance as moderated by organizational culture in the Nigerian Police Force.

Research Questions
The following research questions were raised to guide the study:
  i.   Does supervision impact on task performance in the Nigerian Police Force?
  ii. Does job reward system impact on motivation in the Nigerian Police Force?
  iii. Does job security impact on inter personal facilitation in the Nigerian Police Force?
  iv. Does good remuneration system impact on job dedication in the Nigerian Police Force?
  v.   Does personal growth impact on employee engagement in the Nigerian Police Force?
  vi. Does job satisfaction on employee performance as moderated by organizational culture in the Nigerian Police Force?

Research Hypotheses
The following hypotheses are put forward for testing:

Ho$_1$:   There is no significant impact of supervision on task performance in the Nigerian Police Force.

Ho$_2$:   There is no significant impact of Job reward system on motivation in the Nigerian Police Force.

Ho$_3$:   There is no significant impact of Job security on interpersonal facilitation in the Nigerian Police Force.

Ho$_4$:   There is no significant impact of good remuneration system on job dedication in the Nigerian Police Force**.**

Ho$_5$:   There is no significant impact of personal growth on employee engagement in the Nigerian Police Force.

Ho$_6$:   There is no significant impact of Job satisfaction on employee performance as moderated by organizational culture in the Nigerian Police Force?

Theoretical Review
Motivator-Hygiene theory
Frederick Herzberg introduced the Motivator-Hygiene Theory, often known as the Two-Factor Theory, in 1959. According to this concept, there are two sets of elements that influence an employee's level of happiness and motivation at work. motivational components (also known as content or developmental aspects) problem (maintenance or dissatisfaction factor) and hygiene factor (cleanliness factor).

This research using motivator-hygiene theory to explore the concepts of contentment and dissatisfaction, which are pertinent to the functioning of organisations such as the Nigerian Police Force. As to the notion, work satisfaction can only be achieved by motivating aspects such as recognition, reward, responsibility, promotion, and development. Hygiene elements such as power cuts, poor relationships with superiors and colleagues, low wages, severe regulations, lack of employment stability, etc., are anticipated to avert dissatisfaction in the workplace, but they may not necessarily result in job satisfaction. This outlines the necessary actions firms should take to motivate their employees and ultimately attain job satisfaction. The Motivator-Hygiene Theory suggests that improving both the motivator (recognition, achievement, etc.) and hygiene (working environment, salary, etc.) elements of an

employee's job is essential for increasing their motivation and satisfaction at work. Organisations may cultivate a happier and more productive work environment by addressing both sets of qualities.

Research Methodology

This study used an exploratory research technique to investigate the impact of job satisfaction on personal growth within the Nigerian police force. The research examined original data collected from the six geographical zones of the Nigerian Police Force headquarters. The study uses content analysis. Analyse the correlation between job satisfaction and individual growth within the Nigerian police force in relation to crime prevention in the nation.

This research attempts to evaluate individuals' attitudes, beliefs, and knowledge about job satisfaction and employee performance. The target population comprises 43,529 police officers located in the six geo-political zones of the Nigerian Police headquarters. There are 35 people in the sample. The data collection instrument was a questionnaire constructed with a customised Likert scale with six points: very high, high, moderately high, moderately low, low, and very low. We established the instrument's reliability via the test-and-retest approach. Composite Reliability and Cronbach's Alpha were used for analysing the responses. The reliability of Job Satisfaction, Employee Performance, and Organisational Culture was assessed using the Cronbach Alpha and Composite reliability tests, as shown in Table 1.

Table 1: Cronhach Alpha and Composite Reliability Results

Variables	No of items	Cronbach's Alpha	Composite Reliability
Supervision	5	0.945	0.943
Job Reward System	5	0.910	0.937
Job Security	5	0.975	0.963
Good Remuneration	5	0.864	0.902
Personal Growth	5	0.898	0.895
Job Satisfaction	**25**	**0.918**	**0.928**
Task Performance	5	0.961	0.873
Motivation	5	0.953	0.945
Interpersonal Facilitation	5	0.945	0.949
Job Dedication	5	0.932	0.937
Employee Engagement	5	0.975	0.960
Employee Performance	**25**	**0.953**	**0.948**
Organizational Culture	5	0.882	0.907

Source: Researcher's Computation, (2023)

Descriptive statistics, diagnostic statistics, and inferential statistics were employed to analyse the data collected from the questionnaire. Descriptive statistics included simple percentages,

frequency counts, mean, median, standard deviation, minimum and maximum values, skewness, kurtosis, and Karl Pearson correlation. Diagnostic statistics encompassed variance inflation factor, Breusch-Pagan Cook Wiesberg test for heteroskedasticity, Ramsey regression specification-error test for omitted variables, and Cameron & Trivedi's Decomposition of IM-Test. Inferential statistics involved simple regression.

The study's dependent and independent variables were analysed for correlation using the Karl Pearson correlation to assess the strength of the relationship. We assessed multicollinearity between each pair of independent variables using the variance inflation factor (VIF) as a general guideline. Multicollinearity exists when the Variance Inflation Factor (VIF) exceeds 10.0; otherwise, it does not. This is a broad guideline. The study's research assumptions were confirmed by basic regression analysis, and the existence of heteroskedasticity was assessed using the Breusch-Pagan Cook Wiesberg test.

Job Satisfaction: Table 1 demonstrates the strong internal consistency of Job Satisfaction. The Cronbach's Alpha value of 0.918 indicates a very high level of reliability, above the recommended threshold of 0.70. The Composite Reliability score of 0.928 shows the stability of the scale. You may rely on the instrument's reliability and the evaluation of the construct since all its components - Supervision, Job Reward System, Job Security, Good Remuneration, and Personal Growth - are coherent with each other.

Employee Performance: Employee Performance, similar to Job Satisfaction, has a significant amount of internal consistency. Cronbach's Alpha of 0.953 is a reliable statistic that exceeds the typical threshold. However, an unexpected finding emerges when examining the Composite Reliability. The little deviation from Cronbach's Alpha is notable, although it remains within acceptable ranges at 0.948. Further investigation of individual components such as task performance, motivation, interpersonal facilitation, work devotion, and employee engagement may provide a clearer understanding of the various sources of variability.

Organizational Culture: Organisational culture, including norms, communication methods, and beliefs, shows a suitable level of dependability. A Cronbach's Alpha of 0.882 indicates moderate internal consistency, while a Composite dependability of 0.907 provides assurance of the construct's dependability. Organisational culture is less dependable than other constructs. Thoroughly analysing the many elements in this aspect is essential to pinpoint possible areas for improvement. The reliability studies show that the measures assessing organisational culture, employee performance, and job satisfaction all demonstrate good levels of internal consistency. By combining Cronbach's Alpha and Composite dependability ratings, one can do a thorough evaluation of the measurement equipment's reliability. The dimensions exhibit a high level of consistency, indicating that the scales are accurately measuring the target structures.

Data Analysis and Interpretation
Multiple Linear Regression Analyses and Hypotheses Testing
Objective One: To examine the impact of supervision on task performance in the Nigerian Police Force.

Research Question One: Does supervision impact on task performance in the Nigerian Police Force?

Hypothesis One (H_{01}): There is no significant impact of supervision on task performance in the Nigerian Police Force.

Table 2: Regression Result – Supervision and Task Performance

TP Model	Coefficients		t	Sig.
	B	**Std. Error**		
(Constant)	0.575	0.268	2.149	0.032
S	0.899	0.071	12.622	0.000
Model Summary				
F – Statistic	**Sig.**	**R – Square**	**Adjusted R – Square**	**Std. Error**
159.311	0.000	0.286	0.284	0.938

Source: Researcher's Computation (2023), **Note**: Dependent Variable: Task Performance (TP), S = Supervision

The regression results indicate a robust and statistically significant relationship between supervision and task performance, as seen in Table 2. A positive coefficient for supervision indicates that workers demonstrate improved performance when provided with more direction to finish jobs. The R-squared values indicate a moderate level of explanatory ability, while the F-statistic and its associated p-value suggest that the model is statistically significant. All evidence indicates that the null hypothesis (H01) is invalid, and the work performance of the Nigerian Police Force is notably influenced by supervision.

Objective Two: To determine the impact of Job reward system on motivation in the Nigerian Police Force.

Research Question Two: Does job reward system impact on motivation in the Nigerian Police Force?

Hypothesis Two (H_{02}): There is no significant impact of Job reward system on motivation in the Nigerian Police Force.

Table 3: Regression Result - Job Reward System and Motivation

M Model	Coefficients		t	Sig.
	B	Std. Error		
(Constant)	1.882	0.105	17.919	0.000
JR	0.404	0.039	10.463	0.000
Model Summary				
F – Statistic	**Sig.**	**R – Square**	**Adjusted R – Square**	**Std. Error**
109.471	0.000	0.216	0.214	0.791

Source: Researcher's Computation (2023), **Note**: Dependent Variable: Motivation (M), JR = Job Reward System

The regression results in Table 3 strongly indicate that work reward schemes are positively and significantly associated with motivation. Job incentives have a crucial role in influencing motivation levels, as shown by the statistical significance and coefficient of the job reward system variable. This strongly refutes the second null hypothesis (H02), indicating that the employment reward structure significantly impacts motivation within the Nigerian Police Force.

Objective Three: To examine the impact of Job security on inter-personal facilitation in the Nigerian Police Force.

Research Question Three: Does job security impact on inter-personal facilitation in the Nigerian Police Force?

Hypothesis Three (H_{03}): There is no significant impact of Job security on interpersonal facilitation in the Nigerian Police Force.

Table 4: Regression Result - Job Security and Interpersonal Facilitation

IF Model	Coefficients		t	Sig.
	B	Std. Error		
(Constant)	2.301	0.223	10.302	0.000
JS	0.580	0.080	7.265	0.000
Model Summary				
F – Statistic	**Sig.**	**R – Square**	**Adjusted R – Square**	**Std. Error**
52.786	0.000	0.117	0.115	1.033

Source: Researcher's Computation (2023), **Note**: Dependent Variable: Interpersonal Facilitation (IF), JS = Job Security.

The regression results indicate a positive and statistically significant relationship between interpersonal facilitation and job stability (Table 4). Job security significantly influences interpersonal facilitation, as shown by the coefficient and its statistical significance. Strong evidence against H03 suggests that job stability significantly impacts interpersonal facilitation in the Nigerian Police Force.

Objective Four: To evaluate the impact of good remuneration system on job dedication in the Nigerian Police Force.

Research Question Four: Does good remuneration system impact on job dedication in the Nigerian Police Force?

Hypothesis Four (H_{04})**:** There is no significant impact of good remuneration system on job dedication in the Nigerian Police Force.

Table 5: Regression Result - Good Remuneration System and Job Dedication

JD Model	Coefficients		t	Sig.
	B	Std. Error		
(Constant)	2.547	0.081	31.539	0.000
GR	0.661	0.030	21.950	0.000
Model Summary				
F – Statistic	**Sig.**	**R – Square**	**Adjusted R – Square**	**Std. Error**
215.197	0.000	0.548	0.546	0.668

Source: Researcher's Computation (2023), **Note**: Dependent Variable: Job Dedication (JD), GR = Good Remuneration

The regression results show a significant positive association between an effective remuneration system and job commitment (Table 5). An effective pay system significantly impacts job dedication, as shown by the coefficient and statistical significance of the high-quality remuneration system variable. This indicates that the fourth null hypothesis (H04) is likely untrue, and it may be concluded that an effective remuneration system significantly impacts the dedication of police officers to their professions in Nigeria.

Objective Five: To establish the effect of personal growth on employee engagement in the Nigerian Police Force.

Research Question Five: Does personal growth impact on employee engagement in the Nigerian Police Force?

Hypothesis Five (H_{05})**:** There is no significant impact of personal growth on employee engagement in the Nigerian Police Force.

Table 6: Regression Result - Personal Growth and Employee Engagement

EE Model	Coefficients		t	Sig.
	B	Std. Error		
(Constant)	2.934	0.161	18.263	0.000
PG	0.397	0.048	8.327	0.000
Model Summary				
F – Statistic	Sig.	R – Square	Adjusted R – Square	Std. Error
69.341	0.000	0.148	0.146	0.881

Source: Researcher's Computation (2023), **Note**: Dependent Variable: Employee Engagement (EE) and PG = Personal Growth

Table 6 indicates a significant and positive association between employee engagement and personal growth, as shown by the regression results. Both the statistical significance and the coefficient of the personal development variable emphasise the crucial role of personal growth in influencing employee engagement. Therefore, the fifth null hypothesis (H05) should be rejected. In other words, it implies accepting the null hypothesis and concluding that personal development significantly impacts participation among Nigerian Police Force workers.

Objective Six: To investigate the impact of Job satisfaction on employee performance as moderated by organizational culture in the Nigerian Police Force.

Research Question Six: Does job satisfaction on employee performance as moderated by organizational culture in the Nigerian Police Force?

Hypothesis Six (H_{05})**:** There is no significant impact of Job satisfaction on employee performance as moderated by organizational culture in the Nigerian Police Force.

Table 7: Regression Result - Moderating effect of Organizational Culture on Impact of Job satisfaction on Employee Performance

EP Model	Variables	Coefficients		t	Sig.
		B	Std. Error		
Model 1	(Constant)	1.486	0.139	10.669	0.000
	JSA	0.796	0.046	17.118	0.000
Model 2	(Constant)	1.365	0.063	21.707	0.000
	JSA	0.126	0.027	4.684	0.000
	OC	0.601	0.015	39.508	0.000
Model Summary					
	F – Statistic [Sig.]	Sig.	R – Square	Adjusted R – Square	Std. Error
Model 1	293.023	0.000	0.424	0.423	0.610
Model 2	1501.159	0.000	0.883	0.883	0.275

Source: Researcher's Computation (2023), **Note**: Dependent Variable: Employee Performance (EP), JSA = Job satisfaction and OC = Organizational Culture.

Table 7 shows that the hierarchical regression analysis indicates that the organisational culture within the Nigerian Police Force influences the impact of job satisfaction on employee performance. Key factors for employee performance include job satisfaction and corporate culture. Organisational culture significantly influences the complex relationship between job satisfaction and employee performance. The change in F-statistics and the significant increase in R-squared value from Model 1 to Model 2 indicate this. The findings suggest that work happiness significantly impacts employee performance in the Nigerian Police Force, with the influence of organisational culture. This supports the rejection of the null hypothesis (H04).

Main Regression Model's Result
This section analyses the complex relationship between work satisfaction and productivity within the Nigerian Police Force, focusing on the study's main objective. We analyse the correlation between EP and the elements of supervision, work reward, job security, excellent salary, and personal development by a multiple regression model. The objective is to assess the overall fit of the model to the data and to analyse the individual impacts of each component.

Table 8: Regression Result - Job Satisfaction on Employee Performance

EP Model	Coefficients		t	Sig.
	B	Std. Error		
(Constant)	1.571	0.188	8.372	0.000
S	0.712	0.091	7.794	0.000
JR	0.219	0.045	4.873	0.000
JS	-0.604	0.080	-7.541	0.000
GR	0.581	0.055	10.623	0.000
PG	-0.222	0.063	-3.535	0.000
Model Summary				
F – Statistic	**Sig.**	**R – Square**	**Adjusted R – Square**	**Std. Error**
92.161	0.000	0.539	0.533	0.548

Source: Researcher's Computation (2023), **Note**: Dependent Variable: Employee Performance (EP), S = Supervision, JR = Job Reward, JS = Job Security, GR = Good Remuneration and PG = Personal Growth

(a) Regression Equation Results for model five
EP = 1.571 + 0.712S + 0.219JR - 0.604JS + 0.581GR - 0.222PG

Where: EP represents Employee Performance, S represents Supervision, JR denotes Job Reward, JS represents Job Security, GR denotes Good Remuneration and PG is Personal Growth

(b) Overall Model Fit
Table 8 displays a substantial F-statistic of 92.161 (p = 0.000), indicating that the overall model is meaningful. It suggests that one of the independent variables significantly contributes to explaining the difference in employee performance. This model explains 53.9% of the variance in employee performance, shown by an R-squared value of 0.539. The Adjusted R-squared score of 0.533 provides a more conservative evaluation of the model's explanatory power by considering the number of predictors and addressing any overfitting. The standard error, which is 0.548, measures the discrepancy between an employee's predicted performance and their actual performance. A minimal standard error indicates a good fit of the model to the data.

(c) Coefficients and Statistical Significance
The supervision coefficient (B = 0.712) indicates that employee performance improves by 0.712 units for each unit increase in supervision. The statistically substantial positive correlation (t = 7.794, p = 0.000) highlights the need of having competent supervisors to improve employee performance. Financial remuneration and productivity at work are positively correlated (r=0.219, t=4.873, p = 0.000). Recognising and remunerating individuals for their efforts is crucial since it enhances overall performance.

Job security is negatively associated with worker productivity (B = -0.604, t = -7.541, p = 0.000). This surprising discovery needs more investigation as it indicates that workers' commitment and motivation might be adversely impacted by excessive job security. There is a strong correlation between performance and high salary (r=0.581, t=10.623, p = 0.000). To motivate Nigerian police personnel, the government should provide a decent pay in line with market standards. There seems to be a significant negative correlation of -0.222 between employee performance and personal development, with a t-value of -3.535 and a p-value of 0.000. This surprising discovery indicates the need for more investigation into how workers see and appreciate chances for professional advancement in the work environment.

Ultimately, multiple regression analysis may assist in understanding the intricate relationship between several elements that influence work satisfaction and productivity within the Nigerian Police Force. Supervision, work incentives, and appropriate compensation are highlighted for their favourable influence on cultivating a high-performing workforce. Further research is needed to explore the adverse correlation among job stability, opportunities for professional growth, and workplace productivity. Understanding the environmental circumstances and underlying processes that influence these relationships is essential for improving overall work satisfaction and performance. The model and its components are statistically significant; thus the results are reliable. Exercise care when attempting to generalise these findings outside the unique setting of the Nigerian Police Force.

Discussion of Findings
The study's findings are presented based on the six defined goals:
Tables 9 - 13 provide a detailed insight into the respondents' perceptions within the Nigerian Police Force, employing a Likert scale ranging from Very Low (VL) to Very High (VH).

(a) Perceptions of Respondents on Supervision (S)
Table 9 displays the frequencies and percentages of how respondents evaluated several aspects of supervision, indicating the extent and intensity of their judgements.

Table 9: Perceptions of Respondents on Supervision (S)

Questions	VL [%]	L [%]	ML [%]	MH [%]	H [%]	VH [%]	Total [%]	Mean (S.D)
Progress monitoring	0 [0.0]	0 [0.0]	200 [50.0]	80 [20.0]	120 [30.0]	0 [0.0]	400 [100]	3.8 (0.87)
compliance with policies and procedures	0 [0.0]	40 [10.0]	80 [20.0]	80 [20.0]	200 [50.0]	0 [0.0]	400 [100]	4.1 (1.05)
Setting goals and expectations	0 [0.0]	40 [10.0]	40 [10.0]	200 [50.0]	120 [30.0]	0 [0.0]	400 [100]	4 (0.9)
Provision of guidance and support	40 [10.0]	80 [20.0]	0 [0.0]	200 [50.0]	80 [20.0]	0 [0.0]	400 [100]	3.5 (1.29)
Conducting evaluations of line activities	40 [10.0]	80 [20.0]	160 [40.0]	40 [10.0]	80 [20.0]	0 [0.0]	400 [100]	3.1 (1.22)
Grand Mean								**3.7 (1.07)**

Source: Researcher's Computation (2023)

The research indicates that monitoring progress is an essential aspect of supervision, with the majority of respondents expressing some level of satisfaction. The low standard deviation indicates a consensus among participants about this problem. However, there is a varied distribution in terms of adherence to rules and procedures, with a significant portion evaluating it as important. There is a generally positive impression, although various viewpoints lead to significant diversity.

The respondents' diverse viewpoints, particularly on direction, support, and assessment performance, resulted in a Grand Mean score of 3.7, indicating a moderate level of job satisfaction. To enhance the supervisory structure of the Nigerian Police Force, it is essential to take into account individual perspectives, as shown by this study.

(b) Perceptions of Respondents on Job Reward (JR)
The results presented in Table 10 offer valuable insights into respondents' perceptions of job satisfaction concerning various aspects of job rewards.

Table 10: Perceptions of Respondents on Job Reward (JR)

Questions	VL [%]	L [%]	ML [%]	MH [%]	H [%]	VH [%]	Total [%]	Mean (S.D)
Employee recognition programs	80 [20.0]	160 [40.0]	120 [30.0]	0 [0.0]	40 [10.0]	0 [0.0]	400 [100]	2.4 (1.11)
Promotions and career advancement opportunities	80 [20.0]	120 [30.0]	80 [20.0]	80 [20.0]	40 [10.0]	0 [0.0]	400 [100]	2.7 (1.27)
Employee of the month/year awards	120 [30.0]	120 [30.0]	40 [10.0]	80 [20.0]	40 [10.0]	0 [0.0]	400 [100]	2.5 (1.36)
Performance bonuses	240 [60]	80 [20.0]	40 [10.0]	0 [0.0]	0 [0.0]	40 [10.0]	400 [100]	1.9 (1.52)
Employee wellness programs	80 [20.0]	120 [30.0]	40 [10.0]	40 [10.0]	80 [20.0]	40 [10.0]	400 [100]	3.1 (1.7)
Grand Mean								**2.5 (1.39)**

Source: Researcher's Computation (2023)

An examination of the respondents' thoughts on labour reward is presented below. Employee recognition programmes: 80% of respondents believe that the Nigeria Police Force should focus on establishing and promoting employee appreciation programmes to boost morale and motivation among its personnel. This is substantiated by the following analysis: 20% from very low, 16% from low, 40% from medium-low, 30% from medium-high, 0% from high, and 10% from very high. Potential for advancement and career development: The respondents highly value this component, giving it an average rating of 2.7. The Nigeria Police Force should establish transparent and fair promotion policies to maintain staff engagement and dedication, while also offering many opportunities for professional advancement 60% of poll respondents believe that awards for employee of the month or year are meaningful. The Nigeria Police Force may establish and honour awards to recognise outstanding performance by its troops. A mean score of 1.9 suggests that respondents do not highly prioritise performance incentives. The Nigeria Police Force should consider using performance-based incentives to motivate its personnel to increase efficiency and productivity. Respondents highly value employee wellbeing initiatives, rating them an average of 3.1. The Nigeria Police Force must prioritise the physical, mental, and emotional well-being of its troops by implementing comprehensive wellness programming. The Nigeria Police Force should consider these viewpoints while developing and implementing employment incentive programmes to promote, motivate, and retain its employees. Addressing these things may create a positive work atmosphere and enhance productivity via the force.

(c) Perceptions of Respondents on Job Security (JS)
Table 11 provides a comprehensive overview of respondents' perceptions regarding job security.

Table 11: Perceptions of Respondents on Job Security (JS)

Questions	VL [%]	L [%]	ML [%]	MH [%]	H [%]	VH [%]	Total [%]	Mean (S.D)
Contractual agreements and employment terms	0 [0.0]	0 [0.0]	120 [30.0]	120 [30.0]	160 [40.0]	0 [0.0]	400 [100]	4.1 (0.83)
Adequate compensation and benefits	200 [50.0]	120 [30.0]	40 [10.0]	0 [0.0]	40 [10.0]	0 [0.0]	400 [100]	1.9 (1.22)
Workplace safety and health measures	120 [30.0]	80 [20.0]	40 [10.0]	80 [20.0]	80 [20.0]	0 [0.0]	400 [100]	2.8 (1.54)
Protection against discrimination and harassment	80 [20.0]	160 [40.0]	80 [20.0]	40 [10.0]	40 [10.0]	0 [0.0]	400 [100]	2.5 (1.21)
Clear communication and transparency regarding organizational changes and layoffs.	80 [20.0]	200 [50.0]	40 [10.0]	80 [20.0]	0 [0.0]	0 [0.0]	400 [100]	2.3 (1.01)
Grand Mean								**2.7 (1.16)**

Source: Researcher's Computation (2023)

This information reflects people's sentiments towards several facets of job security. Some examples of these requirements include workplace health and safety measures, transparent information about organisational changes and layoffs, and suitable remuneration and benefits.

The percentages of the respondents' opinions for each component are shown, along with the overall mean. The average rating for fair pay and benefits is 1.9, while for employment contracts and conditions it is 4.1. The most crucial components in guaranteeing job security include efforts to provide a secure and healthy workplace, protection from harassment and discrimination, open and honest communication, enough compensation and benefits, and employment contracts and conditions.

Discussing these results, it can be inferred that employees value consistent job circumstances and have a greater sense of security when they have them. Creating a safe and healthy work environment is essential for job security as employees want to feel secure while doing their tasks. Ensuring a workplace that is free from discrimination and harassment is essential for retaining employment.

It is essential to be upfront and properly discuss any changes and layoffs that may affect employees' job status. Ultimately, adequate compensation and benefits seem to be the least important aspect of a stable job, suggesting that employees prioritise other aspects of their work environment above financial rewards. Employers should consider these outcomes

when creating policies and procedures to provide a secure and encouraging work environment for their employees. Improving job security and fostering a healthy work culture may be achieved by addressing these areas.

(d) Perceptions of Respondents on Good Remuneration (GR)

Table 12 presents the perceptions of respondents on job satisfaction, specifically focusing on their views regarding good remuneration across various dimensions.

Table 12: Perceptions of Respondents on Good Remuneration (GR)

Questions	VL [%]	L [%]	ML [%]	MH [%]	H [%]	VH [%]	Total [%]	Mean (S.D)
Competitive salary	160 [40.0]	80 [20.0]	80 [20.0]	40 [10.0]	40 [10.0]	0 [0.0]	400 [100]	2.3 (1.35)
Comprehensive benefits package	160 [40.0]	80 [20.0]	120 [30.0]	40 [10.0]	0 [0.0]	0 [0.0]	400 [100]	2.1 (1.05)
Paid time off (vacation, sick leave, personal days)	120 [30.0]	120 [30.0]	40 [10.0]	120 [30.0]	0 [0.0]	0 [0.0]	400 [100]	2.4 (1.2)
Career advancement opportunities	120 [30.0]	80 [20.0]	80 [20.0]	40 [10.0]	80 [20.0]	0 [0.0]	400 [100]	2.7 (1.49)
Recognition and rewards for exceptional achievement	120 [30.0]	80 [20.0]	120 [30.0]	0 [0.0]	40 [10.0]	40 [10.0]	400 [100]	2.7 (1.62)
Grand Mean								**2.4 (1.34)**

Source: Researcher's Computation (2023)

The findings below indicate the sentiments of participants about several aspects of equitable remuneration.

These criteria include opportunities for career advancement, a competitive salary, comprehensive benefits, paid time off (including holidays, sick days, and personal days), and recognition and rewards for outstanding performance. Remarkable achievement, the frequency distribution chart displays numbers ranging from Very Low (VL) to Very High (VH). Examining the average ratings for each component of fair compensation enables data analysis. Most individuals consider competitive pay essential for fair remuneration, as shown by the average score of 2.3. Similarly, the ratings are as follows: 2.1 for complete benefits, 2.4 for paid time off, 2.7 for professional advancement opportunities, and 2.7 for recognition and rewards for exceptional achievements. According to the evaluations, respondents also consider these criteria important when considering fair remuneration.

The Grand Mean is 2.4, which is the average score across all categories. Respondents generally find these components of great pay to be very important, as shown by this figure. The results show that respondents exhibit a high level of consistency with each other, as shown by standard deviations ranging from 1.05 to 1.62 for each component. The data ultimately indicates that individuals place varying degrees of importance on various aspects of a comprehensive pay package. Individuals consider a competitive wage, comprehensive benefits, paid time off, job advancement chances, and acknowledgment and incentives for exceptional performance to be crucial.

(e) Perceptions of Respondents on Personal Growth (PG)
Table 13 provides a comprehensive overview of respondents' perceptions regarding personal growth as a component of job satisfaction.

Table 13: Perceptions of Respondents on Personal Growth (PG)

Questions	VL [%]	L [%]	ML [%]	MH [%]	H [%]	VH [%]	Total [%]	Mean (S.D)
Personal goals setting	0 [0.0]	160 [40.0]	0 [0.0]	120 [30.0]	120 [30.0]	0 [0.0]	400 [100]	3.5 (1.29)
Learning new skills or hobbies	0 [0.0]	160 [40.0]	80 [20.0]	40 [10.0]	80 [20.0]	40 [10.0]	400 [100]	3.4 (1.43)
Seeking out new experiences	0 [0.0]	200 [50.0]	40 [10.0]	120 [30.0]	40 [10.0]	0 [0.0]	400 [100]	3 (1.1)
Reflecting on personal values and beliefs	0 [0.0]	120 [30.0]	120 [30.0]	120 [30.0]	0 [0.0]	40 [10.0]	400 [100]	3.3 (1.19)
Engagement in self-improvement activities	40 [10.0]	120 [30.0]	120 [30.0]	40 [10.0]	80 [20.0]	0 [0.0]	400 [100]	3 (1.27)
Grand Mean								**3.2 (1.26)**

Source: Researcher's Computation (2023)

The figures offered represent respondents' opinions on many aspects of personal growth. Below, you can see the distribution of ratings from very low (VL) to very high (VH) for each aspect. Averaging the percentage values yields the mean, with the total sum of all percentages equating to 100%. In addition, the standard deviation is also shown.

In summary, the respondents see aspects of personal progress in the following ways: Establishing personal goals: All respondents evaluated the significance of developing personal goals as Very Low or Low, indicating that it is not highly valued. Learning something new: 100% of respondents estimate the possibility of learning something new as low or extremely low, similar to setting personal objectives. Half of the participants rated the significance of actively seeking out new experiences as Very Low, while the other respondents

rated it as Low, Medium Low, or Medium. 60% of individuals rated their personal values and beliefs as medium or high, indicating a rather elevated impression overall. 61% of survey respondents considered engaging in activities to improve oneself a low priority. Respondents usually rated personal development factors as low to moderate, with a Grand Mean of 3.2 for all areas.

Conclusion

The research aimed to investigate how workers' perception of personal advancement influenced their job satisfaction in each of the six geographical zones where the Nigerian Police Force is headquartered. They used five indicators to assess the relationship between these aspects and progress: supervision, work reward, job stability, excellent compensation, and individually acquired skills. The importance of supervision, job incentives, and proper remuneration in developing a high-performing workforce was emphasised by the multiple regression analysis, indicating that these variables have a considerable influence on employee performance. Further investigation is required to understand the factors affecting the negative relationship between work stability, personal growth, and employee performance. Understanding these elements is essential for developing targeted solutions to enhance job happiness and performance. The study results are substantiated by statistical data, demonstrating their legitimacy. It is important to avoid applying these results in a manner that is limited to the Nigerian Police Force.

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