

CORRELATION STUDY OF PERFORMANCE MANAGEMENT AND ORGANIZATIONAL COMMITMENT OF NIGERIAN POLICE PERSONNEL IN KWARA STATE, NIGERIA

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Abstract

The importance of performance management cannot be underestimated in employee organizational commitment. Organizational commitment is a psychological link which exist between the employer and the employee, which makes the employee to be more committed to the goals and achievement of the organization and making it less likely that the employee will voluntarily leave the organization and thus which an employee develops an attachment and feels a sense of allegiance to his or her employer to the extent that the employees believe in the mission and value of the employer which makes them ever ready to stay in the job so that the goals and mission of the organization is achieved . Social exchange theory was used to anchor the study and the study considered employee welfare and job rotation among other performance management, descriptive statistic method was adopted and Pearson product-moment correlation was employed to analyze raised hypothesis, 150 serving police personnel was selected based on the purposive and convenient method. The result of the first hypothesis stated that , there is no significant relationship between employee welfare and employee organizational commitment as it was found at significant $r= 0.711$; $pp<0.05$. The second hypothesis stated there is no significant relationship between job rotation and employee organizational commitment, and it was found to be at significant $r= 0.179$; $p<0.05$. This study was recommended that Organizational leaders, instructors, and supervisors should develop positive connections that would result in increased employee level of wiliness to perform roles beyond their required role. Also, Police management should endeavour to provide necessary welfare to the employees in a manner that would enhance employees' desire to act or perform beyond their required role.

Keywords: *Performance management, employee and organizational commitment*

Introduction

The duties of the police in a nation like Nigeria, where crimes like kidnapping, armed robbery, human trafficking, political violence, and insurgency are threats, not only call for professionalism but also organizational dedication. Organizational commitment is the psychological bond that exists between an employee and their employer that reduces the thought of the employee that they will leave their position or job voluntarily. The degree to which they are attached and loyal to their duties is also strong to the extent that they become attached to and feel a sense of loyalty. Mowday et al. (1979) defined organizational commitment as a worker's strong belief in the mission and values of their employer, readiness to put up significant effort on their behalf, and a strong desire to stay with that employer. Employees that have demonstrated organizational commitment identify with the organization's mission and goals and desire to continue working there (Gautam et al., 2014). Meyer & Allen (1991) maintained that the three-component model consists of mindsets that describe an employee's commitment to the business, namely; affective, continuation, and normative commitment, which is a key model of organizational commitment.

The concept of affective commitment refers to how a worker feels about their emotional attachment to their sense of identification with the business. The three components of affective commitment are individual and organizational value congruence, which is defined as an employee's belief in and acceptance of the organization's goals and values, an obsession with helping the organization achieve its goals, and a clear desire to remain an organizational member out of choice (Arfat & Riyaz, 2013). When an employee is aware of the costs involved in quitting, they get attached to the organization, which is known as a continuity commitment (Reza et al., 2010). It is a worker's estimation of the expense of moving on from the company. A normative commitment is a responsibility to stick with a company (Buchko et al., 1998).

Normative commitment is the idea that an employee has of their regular duty to the company. If one should be loyal to the organization, it may be because of an internalized norm that has been acquired before joining the company through their values or other socialization processes (Arfat & Riyaz, 2013). Commitment can be referred to as the psychological condition that distinguishes the employee's relationship with the organization and has ramifications for the choice to maintain membership in it is shared by these three methods. Researchers in Nigeria hold differing opinions about employees' organizational loyalty, particularly those in the public sector (Salami, 2008). Existing research indicates that Nigerian public sector employees are not loyal to their employers, but other studies indicate that they are, sometimes, loyal to the organizations' objectives but not always to the employees' needs (Alarape & Akinlabi, 2010).

The premise of the current study is that organizational commitment is one aspect of the reciprocal interaction between the employer and the employees; as a result, performance management must be taken into account. Despite widespread agreement on the importance of police in safeguarding citizens' lives and property, especially in the democratic era when people have a great deal of power to decide the viability and stability of any government in power. A visible representative of the government, the police, is used to evaluate the country's political and social structures. Police personnel's devotion to their jobs was affected by performance management. There are several reasons for the increase in police officers' dedication, including the availability of armaments, advancements in medical and mechanical technologies, airplanes and space shuttles, IT, telecommunication, social media, cars, mobile phones, etc. A significant focus

has been placed on various performance management techniques to keep police officers dedicated to their work. However, very few of the sample offices from the prior study were in Kwara State. In light of this. The purpose of this study is to determine the relevance of performance management on employee commitment to serve the police. The objectives of these study include the followings:

- i. To assess the impact of performance management on organizational commitment among employees.
- ii. To ascertain the impact of employee welfare on the commitment to the organization.
- iii. To know the impact of employee organizational commitment on job rotation. Research questions are the level of dedication the serving police organization have.

Research hypotheses are the following:

- i. No positive significant relationship exist between employee welfare and employee organizational commitment.
- ii. No significant positive relationship between Job rotations and employee organizational commitment.

Theoretical Framework

The Social Exchange Theory will serve as the basis for this study's underlying theory. This conceptual paradigm is employed by many economists, managers, sociologists, and psychologists to comprehend workplace behaviour. It is a social action that has social and economic ramifications (Chiaburu, 2011). This theory compares interpersonal relationships to markets, where buyers and sellers compete to maximize their profits. When there is a reasonable return on investment, satisfaction is attained. However, the aspect of the exchange is what distinguishes a social from a commercial transaction. Positive outcomes and values like affection, support, and companionship are seen as the reward, but the effort, time, and money put into the relationship are seen as the cost. By deducting the relationship's expenses from its benefits, the overall value of a given relationship is determined (Lambe, 2001). According to another viewpoint, trading is a social behaviour that can have effects on society's economic and social conditions. It talks about the process of negotiated exchanges between partners in a relationship, which is essentially like a market deal. Human interactions are typically seen as interdependent and dependent on other people's actions. According to the social exchange theory, every human interaction involves a heuristic cost-benefit analysis and a comparison of possible outcomes.

Employee's Welfare

When peace reigns in a state, both the nation and its citizens can envision prosperity, advancement, and progress. To maintain peace, police forces' primary responsibility is to prevent all crimes, detect them, administer justice, exercise control, implement rules, and uphold the law (Nyamwamu, 2012). For employee organizational commitment, it is crucial to provide the police force with adequate welfare services. Employee welfare services have a significant impact on how well police officers perform. If these welfare services are inadequate, it will negatively impact the dedication of the police force (Nyamwamu, 2012). Typically, police work exposes soldiers to stress or trauma, which can impair performance. Due to a lack of effective welfare policies, Nigeria observed poor police officer dedication (Victor, 2014). Due to the Nigerian Police Department's subpar welfare services, which were frequently reported in publications, troops and officers have protested. Additionally, it has been predicted that the

majority of the issues facing police will be resolved by offering better social services (Karimu, 2015). Due to the complexity of today's crimes, a study conducted by Ransley (2009) demonstrates that inadequate welfare benefits and poor working conditions are of great concern since they make it difficult for police personnel to maintain peace and order.

Due to exigencies and a lack of staff, police officers have reportedly worked extended shifts. Police officers and men's workdays have occasionally been stretched to more than 16 hours in a single shift. Police officers and men providing their services for prolonged periods during a given shift pose a potential hazard to their performance. Research has also shown that police officers in Nigeria have claimed that they have trouble sleeping because of emergencies and particular jobs that keep them awake. Karimu (2015) after returning from their job station, police officers must stay in a home that is both comfortable and secure. However, the dedication of the police officers is impacted in situations where the management is subpar. The purpose of medical facilities, the workers who missed a lot of work due to health-related issues. The provision of medical services aims to hasten the return of employees to their jobs. If employees are given welfare services, the problem of staff absenteeism can be reduced to a manageable level (Mishra & Bhagat, 2007). In its report, the Labour Commission of the Indian Government in 2002 proposed offering greater welfare services to workers. Officers or other qualified personnel must visit the ill employee to alleviate their loneliness and demonstrate the organization's and other employees' genuine care for their well-being.

Job Rotation

Organizations use the technique of job rotation to boost employees' productivity and increase their commitment to their work (Mohan & Gomathi, 2015). Job rotation makes employees more adaptable and capable to do any task assigned to them with little to no supervision by allowing them to be aware of and prepared for the fundamentals of their job operations (Oparanma & Nwaeke, 2015). A review of empirical studies on employee performance and job rotation revealed a strong correlation between the two variables (Hosseini, 2015; Khan, 2014). To be more specific, a substantial favorable association between job rotation and the performance of Pakistani bank personnel was discovered (Khan, 2014; Hosseini, 2015). They agreed that adopting an efficient system for work rotation increases staff commitment and performance. Additionally, the research by Rashki et al. (2014) showed that shifting an individual's task inside a company from one duty position to another encourages excellent employee performance.

Employees consider job rotation as an opportunity to learn new abilities and information. Saravani and Abbasi (2013), however, asserted that the correlation between job rotation and employee performance was an indirect one, which is derived through the mediating role of job satisfaction for employees. Furthermore, Casad (2012) made the case that the practice of job rotation fosters the development of knowledge, skills, and talents that aid in discovering and maximizing employees' capacity and have a favorable impact on their willingness to work. Job rotation generally enhances workers' problem-solving competencies, abilities, and skills, enabling them to create higher performance in organizations (Way, 2010).

Methodology

The study's instruments included designed questions on organizational commitment, which contain five items to gauge employee commitment, and items on performance management of employee welfare and job rotation, which had six and nine items, respectively.

The statistical approach used was Pearson product-moment correlation, both descriptive and inferential. In contrast to the inferential design, which allows for the testing of hypotheses to help with inference drawing, the descriptive design paves the way for the explanation of the attributes of the survey data collected about the phenomenon under study and provides the researcher with a first response. All 3000 police officers working in Kwara State were included in the study's sample size, which was compiled from six outpost police stations in the Ilorin West Local Government Area. which includes the D-division police station, the Adewole police station, the Surulere police station, the Oja-oba police station, the Owode police station, and the Oloje police station. From each division, 25 police officers were chosen, for a total of 150 participants. Utilizing a multistage sampling technique, the choice was made (purposive, stratified, and random sampling techniques). The drop-and-pick method was used to gather information from the respondents. Pearson product-moment correlation (PPMC) descriptive and inferential analysis was performed on data from 150 respondents.

Table 1.
The Demographic Characteristic

Variable		Frequency	Percentage (%)
Gender	Male	98	65
	Female	52	35
Age	20-29	20	13.3
	30-39	91	60.6
	Above 40	39	26.1
Rank	Constable	17	12.0
	Corporal	76	50.0
	Sergeant	42	28
	Inspector	15	10
	Total	100	100

Table 1 shows that 65% of the respondents are male police officers, while 35% are police officers. 13.3% of the respondents are between the age of 20-29, 60.6% are between the age of 30-39 and 26.1% of them are above 40 years. 12% of the respondents are constables, 50% of them are corporal, 28% of them are sergeants and 10% are inspectors.

Research Question One: What Level of Dedication Does the Serving Police Organization Have?

Table 2.
Organization commitment level

Variable	Frequency	Percentage (%)
Highly committed	0	0
Moderately committed	96	64
Lowly committed	54	36
Total	150	100

Table 2 shows the organization commitment level of the serving police in Nigeria, 0(0%) were high omitted; 96(64%) were moderately committed and 54(36%) were lowly committed.

Testing of Hypothesis:

H0₁: There is No Significant Positive Relationship Between Employee Welfare and Employee Organizational Commitment.

Table 3

PPMC Table Showing the Relationship between Organizational Commitment and Employee Welfare

Variable	No	Mean	St. D.	DF	r. Cal.	Sig.	P.
Organizational Commitment	150	9.83	1.89				
Employee welfare	150	12.91	1.67		148	0.71	0.03 **

** (Significant at 0.05 critical region)

Table 3 shows the results obtained from testing hypothesis one. From the table, it is shown that r. calculated is 0.71, degree of freedom is 148 and significant level is 0.03. Since the significance is less than 0.05, the null hypothesis was rejected. Thus, there was a significant relationship between organizational commitment and employee welfare among the participants.

H0₂: There is no significant relationship between job rotations and employee organizational commitment.

Table 4

PPMC Table Showing the Relationship between Organizational Commitment and Job Rotation

Variable	No	Mean	St. Dev.	df	r. Cal	Sig.	P
Organisational Commitment	150	9.83	1.83				
Job Rotation	150	12.91	1.67		148	0.28	0.02 Significant

** (Significant at 0.05 critical region)

Table 4 shows the results obtained from testing hypothesis two. From the table, it is shown that r . calculated is 0.28, degree of freedom is 148 and significance is 0.02. Since the significant level is less than 0.05, the null hypothesis is rejected. Thus, there was a significant relationship between organizational commitment and job rotation.

Discussion

Out of 150 respondents that were used for the study, 98 (or 65%) were men, and 52 (or 35% of them) were female police officers, according to the findings. 20 (13.3%) were between the ages of 20 and 29; 91 (60.6%) were between the ages of 30 and 39, and 39 (26.1%) were around the age of 40. Additionally, 17 (12.0%) constables, 76 (50.0%) corporals, 42 (28.0%) sergeants, and 15 (10.0%) inspectors of police were employed. According to the research question, which examined the amount of organizational commitment among serving police, no one officer has shown a high level of commitment, while 96 (64 percent) of police officers showed a moderate level of commitment and 54 (36 percent) a low level. According to the first hypothesis's findings, there is no meaningful connection between employees' well-being and their dedication to their organizations. This outcome is consistent with Nyamwamu (2012) conclusion that employee benefits have a significant impact on police officers' performance. If these welfare services are subpar, it will negatively affect how committed the police force is. Victor (2014) also discovered that the lack of an effective welfare program in Nigeria led to a reported low level of police officer commitment. Because of this, troops and officers have voiced complaints about the subpar welfare services the Nigerian Police Department had been providing them, which were frequently reported in publications.

Inadequate welfare benefits and unfavorable working circumstances are of great concern since they make it difficult for police officers to uphold the rule of law given the complexity of today's crimes. The second hypothesis claimed that there was no connection between employee commitment to their employer's organization and their commitment to serving as police officers. The study's findings, which accord with those of Hosseini (2015) and Khan (2014) revealed a strong relationship between the two variables. A review of empirical studies on job rotation and worker performance also revealed this relationship to be favorable. To be more specific, a substantial favorable association between job rotation and the performance of Pakistani bank personnel was discovered (Khan, 2014; Hosseini, 2015). They agreed that adopting a successful work rotation strategy will increase employee engagement and performance. Additionally, the research by Rashki et al (2014) showed that switching between employees' duty posts inside a company encourages excellent employee performance. According to the employees, job rotation or switching of jobs helps them learn new skills and makes them expertise. However, the findings of the study by Saravani and Abbasi (2013) showed that, on the contrary findings above, the relationship between job rotation and employee performance was indirect and thus the mediation of employee work satisfaction.

Conclusion

The study indicates that there is a substantial positive association between performance management and employee organizational commitment to serving police personnel based on the results and empirical findings of the current study.

Recommendations

The following recommendations are made in light of the conclusion reached:

- i. The ability of employees to execute roles outside of those that are necessary should be increased by strong relationships between organizational leaders, educators, and supervisors.
- ii. Police management should work to provide the employees with basic needs in a way that will increase their motivation to go above and beyond what is expected of them.
- iii. The development of job rotation methods by police management at all organizational levels will help to encourage police officers to remain committed to their jobs.

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