

**PSYCHO-SITUATIONAL DYNAMICS OF QUALITY OF WORK-LIFE AND
PSYCHOLOGICAL WELL-BEING OF NIGERIAN POLICE PERSONNEL: A
MEDIATING STUDY**

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October, 2016

CERTIFICATION

I certify that this research was carried out by Adepeju Blessing OGUNGBAMILA (Student Number: 25480332) of the Department of Psychology, North-West University (Mafikeng Campus), South Africa under my supervision.

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DECLARATION

I declare that this thesis, titled “Psycho-situational dynamics of Quality of Work - life and Psychological Well-being of Nigerian Police Personnel: A Mediating Study”, has not been submitted by me for any degree at this or other university; that it is my own work in design and execution, and that all materials contained in this work have been duly referenced and acknowledged.

Ogunbanja Adepeju B. 

Name and Signature

11/10/2016

Date

DEDICATION

This thesis is dedicated to God Almighty, the one who knows me before I came into being. I also dedicate this thesis to my ever committed husband (Dr. Bolanle Ogunbamila), and my loving parents, (Mr. and Mrs. Odogiyon) for their care, words of encouragement and understanding.

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ABSTRACT

Previous studies have identified occupational burnout and frustration of needs as major variables influencing police personnel's quality of work-life and psychological well-being in Nigeria. Less research attention has focused on how perceived organisational support may affect the extent to which psychological needs and job demands are related with quality of work life and psychological well-being. These connections have implications for enhancing the well-being of police personnel, especially in Nigeria. This study, therefore, investigated the extent to which psychosituational factors (psychological needs and job demands) predicted police personnel's quality of work life and psychological well-being. It also examined the mediating roles of perceived organisational support on the relations of psychological needs and job demands to quality of work life and psychological well-being.

The research employed a cross-sectional survey research design. Using proportionate and simple random sampling techniques, 1,952 police personnel (867 females; 1085 males) with a mean age of 37.24 ($SD=8.14$) from 6 police headquarters in the 6 south-western states in Nigeria participated in the study. The study instruments were Basic Psychological Needs Scale ($\alpha=.87$), Job Demands Scale ($\alpha=.78$), Perceived Organisational Support Scale ($\alpha=.81$), Work-Related Quality of Life Scale ($\alpha=.85$), and Psychological Well-being Scale ($\alpha=.85$). Six hypotheses were tested using hierarchical multiple regression and structural equation modelling.

Results indicated that psychological needs significantly predicted quality of work life such that police personnel who had opportunities to satisfy their psychological needs tended to report a high quality of work life [$\beta=.40$; $\Delta R^2=.15$; $F(8, 1943)=55.70$, $p<.01$]. However, job demands did not have a significant influence on police personnel's quality of work life [$\beta=-.04$, $p>.05$; $\Delta R^2=.00$; $F(9, 1942)=49.82$, $p<.01$]. The results further revealed that satisfaction of psychological needs significantly predicted police personnel's level of psychological well-being [$\beta=.28$; $\Delta R^2=.08$; $F(8, 1943)=26.35$, $p<.01$], while job demands led to a significant decrease in the level of psychological well-being of police personnel [$\beta=-.11$, $p<.01$; $\Delta R^2=.07$; $F(9, 1942)=26.34$, $p<.01$]. The results

of the mediation analysis, using structural equation modelling, showed that perceived organisational support enhanced the extent to which psychological needs increased police personnel's level of quality of work life; but it did not enhance the level at which job demands reduced quality of work life of police personnel ($\chi^2=0.00$; $df= 0$; $p<.001$; $CFI=0.92$; $GFI=1.00$; $AGFI=0.96$; $RMSEA=0.04$; $NFI=1.00$; $TLI=1.00$). Perceived organisational support increased the extent to which psychological needs enhanced the level of psychological well-being of police personnel; but it, however, reduced the level at which job demands decreased their level of psychological well-being ($\chi^2=3.56$; $df=1$; $CFI=0.97$; $GFI=0.99$; $AGFI=0.99$; $RMSEA=0.03$; $NFI=1.00$; $TLI=0.98$).

The findings of this study indicate that perceived organisational support and satisfaction of basic psychological needs are important factors in police personnel's quality of work life and psychological well-being. In order to enhance the quality of work life and psychological well-being of police personnel, it is recommended that the Ministry of Police Affairs in Nigeria should provide opportunities and support that guarantee the satisfaction of their basic psychological needs.

Key words: Job demands, psychological needs, support, work life, well-being, police, Nigeria

CHAPTER ONE

INTRODUCTION

1.1. Background to the Study

In the past five years, concerns about the quality of work-life and psychological well-being of police personnel in Nigeria have received increased research attention among scholars (e.g. Adegoke, 2014; Afolabi & Omole, 2011; Chinwokwu, 2012; Karimu, 2015; Odedokun, 2015; Ojo, 2014; Osuji, 2012). The reasons for these concerns are not far-fetched. In Nigeria, while combating crimes and criminal activities, police personnel lack adequate resources, both material and non-material to function effectively in their jobs (Amos & Solomon, 2015; Aremu & Adeyoju, 2003; Akinrefon, 2014; Ilevbare & Ogunjimi, 2014; Karimu, 2015; Ojo, 2014).

There are no wellness programmes or insurance policy in place, salaries and allowances are delayed, there is inadequate training, and low promotion prospect (Adegoke, 2014; Chinwokwu, 2012; Karimu, 2015; Ojo, 2014; Osuji, 2012). All these factors can make police personnel working in Nigeria more vulnerable to stress and this can compromise their quality of work- life and psychological well-being. This situation is not in agreement with the submission of Sandrick (2003) that for any organisation to function effectively, a high level of quality of work-life is necessary to attract and retain competent employees.

Furthermore, the current security challenges, intensified by socio-economic and socio-political crises in Nigeria, are putting police personnel and other security agents under pressure to perform (Agbibo, 2013; Eme & Onyishi, 2011; Ojo, 2014). This

pressure is also aggravated as a result of the threatening security challenges caused by the influence of the Boko- Haram Sect (Agbiboa, 2013). These challenges heighten the job demands of police personnel because they are consistently exposed to internal and external job-related risks in the absence of adequate job resources to cope with the job demands (Agbiboa, 2013). These mentioned factors can make police personnel in Nigeria more susceptible to both internal and external job-related stress, which may adversely affect their functionality including their quality of work life and psychological well-being (Karimu, 2015; Mangwani, 2012).

As stated by Karimu (2015) and Mangwani (2012), the welfare of employees working under unfriendly conditions should be of paramount importance to their employers in order to guarantee the functionality of the employees. For example, employees working under unfriendly conditions, especially the police personnel, who mediate in domestic disputes, investigate crimes and crime scenes, face threat of losing their lives, work long hours, lose sleep due to shift work, exposed to personal and work-family conflicts, and demonstrate unusual emotions (Arnten, Algafoor, Nima, Schutz, Archer, & Garcia, 2015; Amendola, *et al*, 2015; Ivie & Garland, 2011; Karunanidhi, & Chitra, 2013; Kop & Euwema, 2001; Liberman, Best, Metzler, Fagan, Weiss, & Marmar, 2002; Ma, *et al.*, 2015; Weiss, Brunet, Best, Metzler, Liberman, Pole, & Marmar, 2010) are more vulnerable to job-related stress that can compromise the quality of work life and psychological well-being compared to other sets of employees (Weiss, *et al.*, 2010).

These challenges (such as vulnerability to internal and external job-related stress) experienced by police personnel in the developed countries are reduced because studies on policing (e.g. Abbasi, Azizi, & Khan, 2014; Ercikti, Vito, Walsh, & Higgins, 2011; Kara, Sunger, & Kapti, 2015; O'Connor, 2008; White, Shrader, & Chamberlain, 2015) have shown that developed countries like America and United Kingdom make the welfare of their police personnel a priority through provision of good infrastructure, welfare programmes, and good insurance policies. In developing countries especially in Nigeria, the situation is different. Police personnel in Nigeria do not have the luxury of wellness programmes and adequate infrastructure, which could have helped improve their quality of work life, psychological well-being, and functionality (Arase & Iwuofor, 2007; Ilevbare & Ogunjimi, 2014; Karimu, 2015; Ojo, 2014; Okeshola & Mudiare, 2013).

Quality of work life (QWL) refers to the perception of meaningful and satisfying work by employees (Serey, 2006; Sirgy, Efraty, Siegel, & Lee, 2001). Zhao, *et al.* (2012) conceptualized QWL as the favourable conditions that support and promote employees' satisfaction by providing them with rewards, job security and growth opportunities. According to Requena (2003), factors that determine good quality of work life are summed up in the bosses-subordinates relationships, employees' health and well-being, competence development, life and work balance. These are definitions from the employees' perspective which do not take cognisance of the environmental factors that can improve or hinder the quality of work life of employees. To address this shortcoming, Carayon, Honaker, Marchand, and Schwarz (2003) and Erdem (2010) viewed the term as the quality of relationship between employees and their working environment in addition

to the technical and economic aspects. The present study adopts Carayon *et al.*'s (2003) and Erdem's (2010) definitions, because they comprise all the key elements of employees' quality of work life including the employees and their working environment.

The term psychological well-being (PWB) has been viewed by researchers (Gupta & Nafis, 2014; Ryff, 1989) in diverse ways. This is because it indicates a subjective condition and has been differently conceptualised. Generally, psychological well-being is particularly viewed as a positive functioning of an individual and is described as the quality of life of a person. It includes what lay people call happiness, peace, fulfilment and life satisfaction. To Gupta and Nafis (2014), psychological well-being is defined from the eudemonic point of view, which emphasizes meaning and self-actualization and the degree to which a person is fully functioning.

From the positive approach of human functioning, Ryff (1989) defined psychological well-being by focusing and operationalising it to include six dimensions. The dimensions are (a) self-acceptance, which refers to the positive assessment of an individual's life, (b) personal growth: defined as the feeling of continuous growth and development as an individual, (c) purpose in life: the individual's belief that life is meaningful and purposeful, (d) positive relations with others: which refers to establishing quality relations with other individuals, (e) environmental mastery: the ability of the individual to direct his/her life and the world around him/her, and (f) autonomy: being able to make decisions by oneself. Psychological well-being is better captured using the above six dimensions each of which describe factors and challenges that constitute an

individual's positive functioning and well-being (Lyubomirsky, Dickerhoof, Boehm, & Sheldon, 2011; Ryff, 1989; Ryff, Singer, & Love, 2004; Seligman, 2011).

In line with Ryff's (1989) definition of psychological well-being, Masse, Poulin, Dassa, Lambert, Belair, and Battaglini (1998) define psychological well-being from the positive psychological functioning approach with emphasis on the positive (happiness) aspect of an individual rather than his/her negative functioning (e.g. depression). They focused on factors such as (a) control of self and events: an individual's ability to influence or direct him/her-self and the environment, (b) happiness: an emotional/affective state that enhances an individual functioning, (c) social involvement: an individual degree of participation in a broad range of social roles and relationships, (d) self-esteem: overall emotional evaluation of an individual's worth or personal value, (e) mental balance: effective functioning of a person at a satisfactory level of emotional and behavioural adjustment, and (f) sociability: the tendency to seek out companions, relationships, and friends, as the key factors that predict psychological well-being..

Masse *et al.*'s (1998) definition of psychological well-being will be adopted in this study. Although the above two definitions come from the positive human functioning angle, the researcher prefers Masse *et al.*'s (1998) definition due to the fact that Masse *et al.*'s (1998) PWB scale is more recent and has fewer items (25 items) compared with Ryff's (1989) PWB scale, which has 44 items. Therefore, it is appropriate to adopt Masse *et al.*'s (1998) brief measure of PWB among police personnel because of the nature of their job, which may not permit them to attend to a large number of items. In the present study, the various components of psychological well-being would be measured as a

composite score, just as it has been done in literature (Winefield, Gill, Taylor & Pilkington, 2012). Measuring psychological well-being as a composite score provides a significant health benefit and allows one to know the overall well-being of individuals (Winefield, *et al.*, 2012). An investigation of psychological well-being among police personnel is germane because psychological well-being has been associated with emotional and behavioural adjustment, which may enhance their adjustment to stressful situations and improve their level of functionality (Masse *et al.*, 1998).

Apart from psychological well-being, quality of work life can also improve the functionality of police personnel (Easton, Van Laar & Marlow-Vardy, 2013; Limongi-Franca, 2004; Wyatt & Wah, 2001). This may be because quality of work life has been implicated in job satisfaction, general well-being, positive home/work interface, and ability to withstand stress at work (Easton & Van Laar, 2013; Gabriel, & Nwaeve, 2014; Gospel, 2003; Huzzard, 2003; Kanten, 2014; Moghimi, Kazemi, & Samie, 2013; Owolabi, 2015a; Owolabi, 2015b; Stephen & Dhanapal, 2011).

Personality factors may precipitate psychological well-being and quality of work life. For example, studies (e.g. Daud, 2010; Duyan, Aytac, Akyidiz, & Van Laar, 2013; Erdem, 2010; Muindi & K'Obonyo, 2015; Reena & Jayan, 2012; Stephen & Dhanapal, 2011) have shown that personality factors enhance the quality of work life of police personnel. Similarly, emotional intelligence increased psychological well-being of police personnel (Adegoke, 2014; Dar, Alam, & Lone, 2011; Gupta & Nafis, 2014). This may be because emotional intelligence is a reflection of an individual's ability to use emotion-related information to adjust to emotionally demanding situations (Gupta & Nafis, 2014).

Therefore, in spite of the high job demands, police personnel who have high level of emotional intelligence may still experience high quality of work life and psychological well-being.

Apart from emotional intelligence and personality factors which have been implicated in past studies, when police personnel perceive organisational support (Gillet, Huart, Colombat & Fouquereau, 2012), especially in satisfying their basic psychological needs, their quality of work life and psychological well-being may be enhanced (Elst, Van de Broeck, De Witte, & De Cuyper, 2012). This implies that psychological well-being and quality of work life of police personnel in Nigeria may be associated with the extent to which the organization provides support for satisfying their psychological needs.

Therefore, the psychological well-being and quality of work life of police personnel may be guaranteed if they perceive organisational support in relation to the satisfaction of psychological needs in spite of their stressful job. It is, therefore, important that the connections of psychological and situational factors to quality of work life and psychological well-being of police personnel in Nigeria be studied. This study may provide an insight to solving some of the psychologically- and organisationally-related problems militating against effective policing in Nigeria. This is because an effective interface between employees' psychological needs and the situation prevalent in the organisation has been implicated in psychological well-being and quality of work life (Deci, Ryan, Gagne, Leone, Usunov, & Kornazheva, 2001; Van den Broeck, Vansteenkiste, De Witte, Soenens & Lens, 2010).

The psycho-situational dynamics in this study refer to a combination of psychological needs (autonomy, relatedness, and competence needs) and situational factor (job demands). This approach has a root in the person-environment fit theory (Edwards, 2008; French, Caplan, & Harrison, 1982; Velez & Moradi, 2012). Person-environment fit refers to the degree to which individual and environmental characteristics match (Edwards, 2008; French, *et al.*, 1982; Kristof-Brown, Zimmerman, & Johnson, 2005; Velez & Moradi, 2012). According to Edwards (2008) and French, *et al.* (1982), employees' psychological characteristics include individual biological or psychological needs, values, goals, abilities, or personality; whereas situational characteristics include job role or job demands.

Psychological needs, which are nutriments required for maintaining growth, integrity, and health (Deci & Ryan, 1985; 2000), are important for optimal functioning of employees (Deci, 1972; Van den Broeck *et al.*, 2010). Deci and Ryan (2000) operationalised psychological needs to include needs for autonomy, relatedness and competence. The need for autonomy is an employee's inherent desire to experience a general sense of choice and volition. The need for relatedness/ belonging is an employee's inherent propensity to feel connected to others (to love and care, and to be loved and cared for). The third need, which is the need for competence, is an employee's inclination to influence the environment and to obtain desired outcomes (Deci & Ryan, 2000). Van den Broeck *et al.* (2010) submitted that the extent to which an organisation strives to meet the psychological needs of its employees has implications for their quality of work life and psychological well-being.

A situation whereby employees perceive that their psychological needs cannot be satisfied as members of an organisation may lead to cognitive dissonance. Efforts to resolve this dissonance can create in the employees, depletion of energy, malfunctioning and inability to function effectively (Elst *et al.*, 2012). Therefore, police personnel whose psychological needs are frustrated by the organisation may experience low quality of work life and psychological well-being. This is because Deci and Ryan's (2000) self-determination theory posits that the inability of an organisation to meet the psychological needs of its employees may hinder their functionality and performance at work, which are reflections of low psychological well-being and quality of work life (Elst *et al.*, 2012; Van den Broeck, *et al.*, 2010).

Job demands are defined as work pressure, role overload/ ambiguity, role conflict, and emotional demands associated with a job or job roles (Wright & Hobfoll, 2004). Job demands require sustained physical and or psychological efforts or skills and are, therefore, associated with physical and/ or psychological cost (Bakker, 2015a; Demerouti & Bakker, 2011).

Job demands may compromise the quality of work life and psychological well-being of police personnel in Nigeria. This is because previous studies (e.g. Collins, & Gibbs, 2004; Häusser, Mojzisch, Niesel, & Schulz-Hardt, 2010; Rani, Garg, & Rastogi, 2012; Rusli, Edimansyah, & Naing, 2008; Tims, Bakker, & Derks, 2015; Toch, Bailey, & Floss, 2002) reported that job demands negatively correlate with quality of work life and psychological well-being of police personnel. This may be because policing has been rated among the top five most demanding occupations worldwide (Lieberman, *et al.*,

2002). Therefore, when police personnel are exposed to high job demands they expend more physical and emotional resources in order to meet the demands of the job. The emotional and physical costs of job demands may reduce the psychological and cognitive resources that would have been used to enhance their quality of work life and psychological well-being.

Police personnel whose psychological needs are frustrated by organisational- and job-related demands, without adequate perception of organisational support, may experience low quality of work life and psychological well-being (Bakker, 2015b; Easton, et al., 2013; Häusser, *et al.*, 2010). Eisenberger and Stinglhamber (2011) defined perceived organisational support (POS) as an assurance that aid will be available from the organisation when it is needed to carry out one's job effectively.

Perceived organisational support (POS) may reduce the effects of job demands and inadequate satisfaction of psychological needs on employees' quality of work life and psychological well-being (Abolfazi, Mohammad, Shiva, & Soosan, 2015; Alshamsudin, Subramaniam, & Rabiul, 2013; Babic, Stinglhamber, & Hansez, 2015; Barnes, Nickerson, Adler, & Litz, 2013; Liu, Yang, Yang, & Liu, 2015; Tucker, 2015). This may be because when employees perceive that the organisation cares about and values the contribution of employees, they may feel more comfortable working in and psychologically balanced in the work environment, which are indicative of high quality of work life and psychological well-being (Boateng, 2014; Liu, Hu, Wang, Sui, & Ma, 2013; Rhoades & Eisenberger, 2002). Consequently, employees with low level of

perceived organisational support (POS) are less likely to have high quality of work life and psychological well-being (Liu *et al.*, 2013).

Based on the above background, perceived organisational support (POS) is expected to mediate the extent to which psychological needs and job demands are related with quality of work life and psychological well-being of police personnel. This is because POS reflects the extent to which the organisation provides environmental and psychological resources that could help mitigate the adverse conditions of the job (Shane, 2010). Availability of such resources would enhance employees' quality of work life and psychological well-being in spite of inadequate satisfaction of psychological needs and perceived high job demands (Liu *et al.*, 2013). Shane (2010) submitted that the perception of supports that are available and given to police personnel by the police organisation may be beneficial for their well-being, especially in an unpleasant situation that may compromise their quality of work life and psychological well-being.

In spite of Shane's (2010) submission, there is no clear-cut empirical evidence showing the mediation effects of POS on the connections of psychological needs and job demands to quality of work life and psychological well-being. However, literature indicates that POS was negatively related with job demands; but positively related with quality of work life (Biswas & Bhatnagar, 2013; Lambert, Kelly, & Hogan, 2013). Other studies (e.g. Adegoke, 2014; Magnavita & Garbarino, 2013) reported a positive relationship between POS and psychological well-being.

Against this background, POS may be a possible mediator of the relationships of job demands and psychological needs to quality of work life and psychological well-

being. When the results of the above studies are harmonised, they appear to faintly confirm Baron and Kenny's (1986) conditions for ascertaining mediation. However, there is a need to empirically demonstrate the mediation roles of POS on the connections of job demands and psychological needs to quality of work life, and psychological well-being; a gap the present study was designed to fill.

1.1.2 Background history of Nigeria Police

The Nigeria Police system can be traced to three major eras namely the pre-colonial, colonial, and post-colonial eras.

1.1.2.1. The precolonial Era

During the pre-colonial era, indigenous institutions were responsible for crime prevention and crime control. There were no strict laws and regulations guiding the behaviour of the populace. However, regulations of behaviours were based on social structures and norms acceptable by the member of the society. In 1861, the pre-colonial policing in Nigeria comprised of 30 consular guard members. They were situated in Lagos colony and later changed into the Hausa constabulary in 1979 comprising of a 1200- member (Etannibi, Alemika & Innocent, 2004; Ikuteyiyo & Rotimi, 2010).

However, in 1896, the establishment of Lagos police came into being, prior to that time, in 1888 and 1894, the Royal Niger constabulary and Royal Niger Coast constabulary was formed in Lokoja and Calabar respectively (Ikuteyiyo & Rotimi, 2010). These two constabularies merged into the Northern and Southern Nigeria police in 1895.

During the pre-colonial era, the practice of policing was in the traditional/local perspectives in which local police such as palace guards and palace messengers called the “*dogarai, the Ilari, and agunren*” in the Yoruba kingdom were responsible for curbing crime and maintaining laws and order in the society (Ikuteyiyo & Rotimi, 2010; Tamuno, 1989).

1.1.2.2. The Colonial Era

In 1907 during the colonial era, the operations of policing in Nigeria were based on the provision of British law (Inyang & Abraham, 2013; Tamuno, 1970). In the colonial era, the operations of Nigeria police system moved from the traditional perspective where much emphasis was placed on customs, tradition, and unconstitutional law to a well-managed style of policing. In this era, the colonial masters’ commercial interests were protected by the Nigerian police at the detriment of the masses which they were established to protect (Dambazau, 1990; Ikuteyiyo & Rotimi, 2010, Tamuno, 1970). According to Ikuteyiyo and Rotimi, (2010), the style of policing in operation then was termed “strangers policed strangers”. During this time, the police often maltreated the masses that they were supposed to protect. As a result of this maltreatment, there were always clashes between the police and the masses. Colonial eras were associated with local governments (native authorities). In the northern part of Nigeria, the Native Authority Police were in charge of crime control while the local governing authority police were in the western part of Nigeria (Tamuno, Bashir, Alemika, & Akano, 2001).

1.1.2.3. Post-colonial Era

The Nigeria police force (NPF) is a product of the post - colonial era of Nigeria police system. The Nigeria Police Force (NPF) was established in 1930. NPF is designated by Section 194 of the 1979 and section 214 (1) of the 1999 Nigerian constitution as the national police of Nigeria and was formed from the Northern and Southern police forces in 1930 (Human Right Watch, 2010). Its main objectives were to recruit employees and train them on how to curb crimes and maintain order in the society. The Nigerian police force, as at 2010, was ranked as the ninth largest police force in the world and the largest in Africa with a ratio of 205 officers per 100,000 citizens (Alemika, 1993, 1994; Human Right Watch, 2010; Inyang & Brown, 2011).

1.1.2.4. Present day organization of the Nigeria Police Force

According to the Human Right Watch (2010), the Nigeria Police Force (NPF) consists of 37 commands grouped into 12 zones. NPF comprised seven major departments: Finance and Administration ('A' department), which is in charge of general administration and finance; Operations ('B' department) deals with crime prevention, public safety and public order. The 'C' department which is Logistics and Supply is in charge of works and management of police estates. The fourth department is Investigation ('D' department), Training ('E' department) is the fifth department, while Research and Planning ('F' department), and Information and Communication technology ('G' department) are the sixth and seventh departments respectively. The Nigeria police force has staff strength of 371,800 police personnel. Alemika and

Chukwuma (2004) submitted that each of the 36 states and the federal capital territory in Nigeria is served by a command of the force. The inspector general of police who is often appointed by the president directs the affairs of Nigeria police force. The 37 commands are further grouped into 12 zonal commands. These zonal commands are being controlled by the Assistant Inspectors-General of police. At the state level, the commissioners of police control the affairs of police personnel (Alemika & Chukwuma, 2004). For the purpose of effective and efficient performance of the Nigeria police force, the distributions of the 37 states/commands into zones were created. Zone One is made up of Kano, Jigawa and Kastina States commands. This zone has its headquarters in Kano.

Lagos and Ogun States belong to zone Two. Lagos State is the headquarter of this zone. Yola is the headquarters of zone Three; it comprised Adamawa, Gombe, and Taraba States. Zone Four comprises of Benue, Nasarawa, and Plateau States; its headquarters is in Markudi. Zone Five is made up of Edo, Delta, and Bayelsa States; its headquarters is located in Benin City. Zone Six's headquarters is in Calabar and it comprises of Rivers, Cross River, Akwa-Ibom and Ebonyi States. Zone Seven has its headquarters in Abuja, and it made up of Federal Capital Territory, Kaduna and Niger States. Zone Eight is made up of Kogi, Ekiti, and Kwara States; its headquarters is in Lokoja. Zone Nine has Imo, Abia, Anambra, and Enugu States; its headquarters is in Umuahia. Zone Ten's headquarters is in Sokoto; it comprises of Sokoto, Kebbi, and Zamfara States. Zone Eleven with headquarters in Oshogbo; is made up of Oyo, Osun, and Ondo States. The last zone, which is zone Twelve, has Bauchi, Borno, and Yobe

States; its headquarters is situated in Bauchi. In addition to this, the State Commands are also divided into a number of Police Areas and Divisions under the statutory command of the Assistant Commissioner of Police, whose major duty is to make sure that there is orderliness in the Police Stations and Police Posts within his or her Area or Division.

1.1.2.5. Present day statutory functions and Challenges of Nigeria Police Force

The statutory functions of the Nigeria police force according to Section 4 of Police Act and Decree No. 23 of 1979 constitution include but not limited to apprehension of offenders in the society, preservation of law and order in the society, prevention and detention of crime in the society, enforcement of all laws and orders with which they are charged for, interrogate suspects, prosecute suspects, and grant bail to suspects before the completion of investigation (Alemika & Chukwuma, 2004; Akpan, 2000; Ehindero, 1998; Odekunle, 1979). However, in discharging these duties, police personnel in Nigeria are faced with a lot of challenges with regards to non-availability of adequate resources and materials to carry out their duties and lack of adequate staff members (ratio of 205 police officers per 100,000 citizens: Alemika, 1991; Human Right Watch, 2010; Ohonbamu, 1972) to mention a few. These challenges, if, not addressed may affect their quality of work life and psychological well-being.

1.2. Statement of the problem

Quality of work life and psychological well-being of police personnel are issues of concern among scholars and researchers (Abbasi, *et al.*, 2014; Adegoke, 2014; Habersaat, Geiger, Abdellaoui & Wolf, 2015; Karimu, 2015; Ojo, 2014; Padhy, Chelli, & Padiri, 2015; Reena & Jayan, 2012; Rivkin, Diestel & Schmidt, 2015; Stephen & Dhanapal, 2011). This may be because quality of work life and psychological well-being of police personnel have been associated with positive work attitudes and work outcomes (Abbasi, *et al.*, 2014; Ojo, 2014). In an attempt to find ways of improving the quality of work-life and psychological well-being of employees, studies have investigated factors such as job attitude, job satisfaction and occupational burnout as predictors of quality of work-life and psychological well-being of employees (Bakker, 2015b; Adegoke, 2014; Duyan *et al.*, 2013; Reena & Jayan, 2012).

However, an evaluation of these studies, especially in relation to Nigeria police personnel, revealed that job attitude, job satisfaction and occupational burnout may not be the only important predictors of quality of work life and psychological well-being. Other important predictors of quality of work life and psychological well-being of police personnel in Nigeria may include psychological needs and job demands. Hence a gap exists in knowledge. The aim of this study is to expand the literature in the areas of quality of work life and psychological well-being with regards to other factors that have not been previously examined as possible predictors of quality of work life and psychological well-being of Nigerian police personnel.

Moreover, most of the previous researches on quality of work life and psychological well-being in Nigeria focused on students, health workers, and employees in other service occupations (e.g. Adegoke, 2014; Babajide & Akintayo, 2011; Karimu, 2015; Salami, 2010). Few studies, if any, exist on quality of work life and psychological well-being among police personnel, especially in Nigeria. Apart from that, previous studies (e.g. Duyan *et al.*, 2013; Reena & Jayan, 2012; Stephen & Dhanapal, 2011) used quality of work-life to predict job attitudes and work outcomes. The present study is different from the previous studies because quality of work life was used as a criterion variable instead of a predictor, thereby extending the quality of work life literature.

Lastly, previous studies on quality of work life and psychological well-being among police personnel focused on needs satisfaction (Sirgy *et al.*, 2001), occupational stress (Adegoke, 2014), and emotional intelligence (Dar *et al.*, 2011) as predictors of quality of work life and psychological well-being. A limitation of these studies is that, no place was given to mediating variables. Studies by Biswas and Bhatnagar, (2013); Lambert *et al.* (2013); Magnavita and Garbarino, (2013) suggested that perceived organisational support (POS) can be a possible mediating variable in the relationships of job demands and psychological needs to quality of work life and psychological well-being. However, the review of available studies showed that no empirical study has explored the mediating roles of perceived organisational support in these relationships especially among police personnel in Nigeria. This study will, therefore, fill the lacuna in research in this area.

1.3. Purpose of the Study

The purpose of this study was to investigate the extent to which the psychological needs, job demands, and perceived organisational support determine the levels of quality of work life and psychological well-being of police personnel. Specifically, the study was designed to determine the extent to which:

- ✓ Psychological needs and job demands will predict quality of work life and psychological well-being of police personnel.
- ✓ Perceived organisational support mediates the relationship between psychological needs and quality of work life of police personnel.
- ✓ Perceived organisational support mediates the relationship between job demands and quality of work life of police personnel.
- ✓ Perceived organisational support mediates the relationship between psychological needs and psychological well-being of police personnel.
- ✓ Perceived organisational support mediates the relationship between job demands and psychological well-being of police personnel.

1.4. Objectives of the study

In order to achieve the general and specific objectives of this study, listed below are the objectives of this study:

1. To review the literature in order to identify and fill the gaps in knowledge regarding the predictors of quality of work life and psychological well-being.

2. To identify the mediating roles of perceived organisational support on the relations of psychological needs and job demands to quality of work life and psychological well-being of police personnel.
3. To review theories and models on the variables of study, identify their limitations, and use the limitations to build a conceptual framework for the present study.
4. To collect data on the variables of study through the use of self-reporting questionnaires among police personnel in South-Western Nigeria.
5. Finally, to draw conclusions and make recommendations on how to enhance the quality of work life and psychological well-being of police personnel in Nigeria based on the findings of the study.

1.5. Scope of the study

The scope of this study is limited to Nigerian police personnel. Nigeria is chosen because it is a large growing and important African nation. Nigeria as a country is made up of thirty-six states and the federal capital territory with an estimated population of one hundred and sixty seven million (World Fact book, 2011). Three hundred and seventy one thousand and eight hundred (371,800) out of this population are Nigerian police personnel (Human Rights Watch, 2010).

This research covered police personnel in south-western, Nigeria (which comprises six states namely; Ekiti, Lagos, Ogun, Ondo, Osun, and Oyo) with a total population of fifty eight thousand, one hundred and eighty-eight (58,188) police personnel (Nigerian Police Force: Department of Research and Planning. This

department is in charge of statistics and personnel). South-Western Nigeria was chosen for this study because it houses more than one quarter of the total number of police personnel in Nigeria as at January, 2014 (Nigeria Police Force: Department of Research and Planning).

1.6. Relevance and Expected Contribution of the Study

The relevance of this study is appraised from both the theoretical and practical angles. Theoretically, this study would provide more support to job-demands resources (JDR) model (Bakker, 2015a; Bakker, Demerouti, De Boer, & Schaufeli, 2003), which submitted that every organisation has its own specific risk factors associated with job-related stress. For example, if the results of the present study indicate that police personnel who perceived high organisational support reported high quality of work life and psychological well-being in spite of high level of job demands and inadequate satisfaction of psychological needs, it therefore implied that the organisation may need to provide police personnel with necessary support in order to enhance their quality of work life and psychological well-being.

Practically, this study would be useful for organisations, especially, crime managers and security personnel (e.g. police personnel). This is because the results of this study would provide knowledge-based evidence on how to meet the needs of police personnel from the perspective of the organisation. This would help in increasing their quality of work life and also enhance their performance at work (Deci & Ryan, 2000).

Apart from that, researchers and management practitioners would also update their knowledge through the results of this study.

In addition, the result of this study would be of immense benefit to the field of psychology, especially research on occupational health. For example, the results on the mediating roles of perceived organisational support would provide the missing link in the connections of psychological needs and perceived job demands to quality of work life and psychological well-being; a model that has not been explicitly investigated by previous studies. This would provide the needed knowledge that may help in managing the challenges associated with psychological needs, job demands, quality of work life, and psychological well-being of police personnel and employees in other service occupations.

This study would also provide methodological benefits. This is because the study examined the mediating roles of perceived organisational support on the relationships of psychological needs and job demands to quality of work life and psychological well-being using a more robust statistical analysis known as structural equation modelling (SEM), unlike the Baron and Kenny's (1986) mediation test which was used in the past to determine mediation. The importance of structural equation modelling over Baron and Kenny's (1986) mediation test is that it enables researchers to specify and estimate the fitness of the model using the mediator variable to predict the relationships between the independent and dependent variables (Hox, 1995; Hoyle, 1995; MacCallum & Austin, 2000; McFatter, 1979).

Lastly, findings from this study would have implications for designing psychosocial training (such as stress management training/comprehensive stress resilience training) that would reduce police personnel's vulnerability to job demands and also build their personal resilience to withstand pressure.

CHAPTER TWO

THEORETICAL FORMULATIONS AND PERSPECTIVES

2.1. Theoretical Framework

Quality of work-life and psychological well-being of police personnel can be explained using a variety of theories. The most relevant theories for this study are the self-determination theory, social exchange theory, job demands-resources model and person-environment fit theory. Apart from the theoretical background, this chapter also covers the theoretical perspective.

2.1.1. Self-determination Theory

The self-determination theory (SDT) is a macro-theory of human motivation and well-being propounded by Deci and Ryan (1985; 2000). The basic proposition of this theory is that individuals need a set of basic and universal psychological needs that are essential to vital and healthy human functioning. These basic psychological needs according to Deci and Ryan (2000) include needs for autonomy, competence and relatedness, the fulfilment of these needs enhances individuals' well-being. Ryan and Deci (2000) posit that well-being is not best captured by a hedonic conception of happiness; rather it entails the satisfaction of the basic psychological needs. Self-determination theory is an organismic theory which assumes that people are active organisms with inherent and deeply evolved tendencies towards psychological growth and development (Ryan, 1995).

This theory submitted that the satisfaction of the three basic psychological needs (autonomy, competence and relatedness) within a social context promotes individuals' vitality, self-motivation, and well-being. On the other hand, frustration of these basic needs leads to diminished self-motivation and less well-being (Ryan, Deci, Grolnick, & LaGuardia, 2006). Deci and Ryan (2000) theorized that each of the three basic psychological needs exert independent effects on wellness and the overall behaviour of individuals.

The theory has relevance to the present study because the effective functioning and general well-being of police personnel may depend on how satisfactorily their basic psychological needs have been met by the organisation. Adequate satisfaction of employees' psychological needs, such as needs for competence, relatedness, and autonomy can also help ameliorate stress and enhance employees' adjustment to stressful job demands. A major short-coming of this theory is that it only explains psychological needs in relation to employees' functioning (psychological well-being). Less attention was given to other factor such as quality of work life. The next theory attempts to fill this gap.

2.1.2. Social Exchange Theory

The social exchange theory was propounded by Homans (1961) and Blau (1964) to explain the relationship between two entities which is based on exchange of value items which can be economic or social exchange. The basic philosophy underlying this theory is that social behaviour is the result of an exchange process. The purpose of this

exchange is to maximise benefits and minimise costs. According to this theory, employees weigh the potential benefits and risks of social relationships. When the risks out-weigh the rewards, the employees may reduce their commitment to the relationship. Blau (1964) viewed this theory from two major perspectives namely cost and benefit.

Costs involve things that are seen as negatives to the individual such as investing money, time and effort into a relationship. The benefits are positive outcomes of the relationship such as fun, friendship, companionship and social support. Social exchange theory suggests that employees essentially take the benefits and subtract the costs in order to determine how much a relationship/commitment to work is worth. Positive relationships are those relationships in which the benefits outweigh the costs, while negative relationships occur when the costs are greater than the benefits.

When the risks/costs out-weigh the rewards/benefits, the employees may reduce their commitment to the relationship. For example, if the organisation cannot guarantee the well-being of police personnel by providing opportunities for the satisfaction of their psychological needs and cushioning the effects of job demands on their quality of work life and psychological well-being, the employees may not feel compelled to fulfil their obligations in the relationship with organisation.

The importance of this theory to the present study is that when psychological needs (benefit) of police personnel are met by their organisation, they (police personnel) will in turn reciprocate such action to the organisation (cost) by performing effectively on their job, especially when they perceive that the organisation is ready to satisfy their

needs at any given time; this will improve their quality of work life as well as their psychological well-being.

This theory fails to take cognisance of other factors such as job demands that could affect police personnel's quality of work life and psychological well-being even when their basic psychological needs have been satisfied by the organisation. This is because every organisation has its own specific risk factors associated with the job (Demerouti & Bakker, 2011). Policing has been generally viewed as a stressful occupation (Lieberman, *et al.*, 2002); thus, it is expected that police personnel may face high job demands. Therefore, if the organisation does not provide job resources to oil its relationship with employees, the quality of the social exchange is reflected in employees' low quality of work life and psychological well-being.

2.1.3. Job Demands-Resources Model

Bakker *et al.* (2003) propounded the job demands-resources model (JD-R model). The basic proposition underlying this model is that every occupation or organisation has its own specific risk factors associated with the job strain or burnout. According to Bakker *et al.* (2003), these factors can be classified into two: job demands and job resources. Job demands are those physical, social, or organisational aspects of the job that require sustained physical or mental effort and are, therefore, associated with certain physical and psychological costs (Bakker, 2015a; Bakker & Demerouti, 2014; Bakker, Ten Brummelhuis, Paris, & Van der Heijden, 2011; Bakker *et al.*, 2003). To Demerouti and Bakker (2011), job resources refer to those physical, psychological, social, or

organisational aspects of the job that are functional in achieving work goals, reduce job demands and the associated physiological and psychological costs, which stimulate personal growth, learning, and development. Job demands will be the focus of this study because it is the variable of interest to the researcher, while less attention will be on job resources.

The relevance of this theory to this study is that the quality of work life and psychological well-being of police personnel may be affected if they perceive that they are putting a lot of physical, psychological and mental efforts into the job without adequate reward. When this happens, their level of quality of work life and psychological well-being may be compromised.

A major short-coming of this model is that it does not highlight how perceived organisational support could mitigate the effects of job demands on quality of work life and psychological well-being. Drawing from the person-environment fit theory (Dawis, 1992; Edwards, 2008; French *et al.*, 1982; Kristof-Brown *et al.*, 2005; Velez, & Moradi, 2012), the quality of support given to the police personnel by their organisation may reduce the adverse effects of unpleasant situations in the workplace (such as job demands and inadequate satisfaction of psychological needs) that would have compromised their level of quality of work life and psychological well-being (Shane, 2010). The next theory explains how perceived organisational support may cushion the effect of high job demands on quality of work life and psychological well-being of police personnel.

2.1.4. Person–Environment Fit Theory

Person-environment fit theory was formulated to explain the level of compatibility between person and environment. The theory indicates that behaviour, attitudes and well-being are a reflection of the quality of the relationship between the person and the environment (Dawis, 1992; Edwards, 2008; French *et al.*, 1982; Judge & Zapata, 2015; Kristof-Brown *et al.*, 2005; Velez, & Moradi, 2012). This theory provides the basis for examining reciprocal causation between person and the environment by emphasizing the basic demand of the environment and the ability of the person to meet up with such demand (Caplan & Harrison, 1993; Dawis, 1992; Edwards, 2008; Judge & Zapata, 2015; Velez, & Moradi, 2012).

Ability is defined as the skills, training, time, and energy one must possess in order to meet with the demands of the environment while demands, in this theory, refer to the quantitative and qualitative job requirements as well as role expectation. The level of fit between the employee and the environment is depicted in the level at which the employee feels that the work environment can guarantee the satisfaction of his/her economic and psychological needs (Edwards, 2008; French *et al.*, 1982). Police personnel would feel more comfortable in an organisation that provides adequate opportunities for satisfying their needs (economic and psychological) than a work environment that frustrates the satisfaction of those important needs. Low quality of work life and psychological well-being may therefore be a reflection of perceived lack of fit between police personnel and their work environment.

Other aspects of the theory are the demands-abilities fit and the needs-supplies fit, which French *et al.* (1982) opined must be commensurate in content and dimension. For instance, needs-supplies fit regarding achievement should entail the comparison of need for achievement with opportunities for achievement in the environment. Likewise, demands-abilities fit regarding quantitative work load would involve comparing the amount of work to be done with the amount of work the person can do. Commensurate dimensions are required for the conceptualization and measurement of person-environment fit, because the degree of fit between the person and the environment can be determined only if both refer to the same content dimension and can be measured on the same metric. Without commensurate dimensions, it may be impossible to determine the fitness of the person and environment to one another.

The requirement of commensurate dimensions distinguishes person-environment fit theory from more general interactionist models of the person and environment (Edwards, Caplan, & Harrison, 1998). The level of fit between the police personnel and the work environment may be enhanced by the level of support the organisation provides for meeting their psychological needs as well as ameliorating the effects of job-related demands. This theory, therefore, suggests that police personnel-job fit and police personnel-needs fit may depend on police personnel-organisation fit.

The relevance of this theory is that perceived job demands (person-job fit) and psychological needs (person-needs fit), which are considered as person/ individual needs, and the level at which these needs are satisfied by the organisation by providing some kind of supports (perceived organisational support - referred to as person-organisation fit

in the person-environment fit theory) may determine the quality of work life and the psychological well-being of police personnel. According to this model, good employee-environment fit occurs if the employees' quality of work life and psychological well-being are enhanced; whereas, bad employee-environment fit occurs when police personnel's quality of work life and psychological well-being are compromised.

2.2. Theoretical Perspectives

Researchers (e.g. Allport, 1961; Becker, 1992; Jahoda, 1958; Jung, 1933; Rogers, 1961) have explained psychological well-being from various perspectives using a variety of theories to support their claims. For example, Momtaz, Ibrahim, Hamid and Yahaya (2010) viewed psychological well-being from three major perspectives of ability, affect and personal. As ability, Momtaz *et al.* (2010) defined psychological well-being as the state of being able and having the skills (mental and physical) to perform one's roles, having a good interpersonal relationship and being able to cope with life-threatening events and challenges. From the affect perspective, psychological well-being is defined as the feelings that individuals hold about themselves. These feelings could either be positive or negative. Lastly, from the personal perception, psychological well-being refers to when an individual is satisfied with life, has a purpose for being alive and also has the belief that life is going on well for him/her (Momtaz *et al.*, 2010).

Erikson (1959) conceptualised psychological well-being from psycho-social development stages. This perspective posited that a psychologically balanced individual

has to pass through eight stages of human development which are; trust versus mistrust, autonomy versus shame, initiative versus guilt, industry versus inferiority, ego identity versus role confusion, intimacy versus isolation, generativity versus stagnation, and ego integrity versus despair. According to Erikson (1959), individuals who were able to resolve the crises associated with each stage of psycho-social development are said to be happy, satisfied with life; and consequently, may experience high psychological well-being.

The individual may also experience good quality of work life, if the crises associated with the stages of psycho-social development are resolved through adequate work induction and work socialisation processes. Other theorists viewed psychological well-being as a reflection of appropriate personality changes that articulate wellness as trajectories of continued growth across the life cycle (Buhler, 1935; Neugarten, 1973). Therefore, psychological well-being and quality of work life may reflect the organisation's adequate support in police personnel's ability to develop appropriate personality characteristic and manage the crises and conflicts embedded in the psycho-social stages of development.

Maslow's (1968) hierarchy of need theory offers further description of psychological well-being by appraising it from the concepts of self-actualisation and personal growth. It places emphasis on one's desire to fully admit that one has achieved all that one needed to achieve in life. The implication of these theories is that, police personnel's level of psychological well-being is derived from their ability to adequately adjust to psycho-social challenges in the workplace using personal and organisational

resources in order to attain the desired level of functionality (Wright & Cropanzano, 2004).

Quality of work life has been rooted mostly from the perspective of theorists like Herzberg (1976; 1979; 1984), Maslow (1968), and McGregor (1960) theories of motivation. From the perspective of the hierarchy of needs theory (Maslow, 1968), quality of work life was related to the five basic needs of human beings. These needs are physiological needs, safety/security needs, love and belongingness needs, self-esteem and self-actualisation needs. The extent to which the psychological needs (subsumed in the safety, belongingness, self-esteem and self-actualisation needs) are satisfied by the organisation would determine the employees' level of quality of work life (Maslow, 1968).

Quality of work life can also be explained from the perspective of Herzberg's (1979; 1984) two-factor theory. The two-factor identified by this theory are hygiene and motivational factors. These factors are very important in improving the quality of work life of employees (Herzberg, 1979). Herzberg (1984) submitted that his two-factor theory is relevant to the modern understanding of the type of relationships that exist between employer and employee. To him, hygiene needs such as work conditions, salary, security of relationship with employers are needs that employees cannot live without because inadequate satisfaction of such needs would make them unhappy. Motivational needs are needs that encourage employees to work hard and to enjoy their jobs. Examples of the motivational needs are achievement, recognition, and advancement. The general suggestion of the Hertzberg's theory is that police personnel would feel comfortable

working in and value their organisation as long as it guarantees the satisfaction of their hygiene and psychological needs.

From the perspective of McGregor's (1960) theory X and Y of human motivation, it is theorized that basic factors that determine employees' quality of work life are employer/employee relationship, attitudes, values, and work culture of employees. This theory assumes that all employees are basically guided by the tenets of theory Y. Theory Y opined that (a) employees enjoy work that is meaningful, (b) are willing to take up responsibilities, and (c) are willing to work for organisational goals or courses they believe in. Theory X assumes that (a) employees dislike work, (b) are not ambitious, and (c) always want to avoid responsibility (McGregor, 1960).

As suggested in this theory, police personnel's quality of work life may be improved when a quality relationship exists between the employees and the employer. In addition, good quality of work life may be enhanced if the organisation satisfies their psychological needs. Such healthy relationships may culminate in a good sense of job and career satisfaction among the employees, which may improve their work culture, values, and attitude towards their work.

Police personnel's psychological needs would be explained from the perspective of self-determination theory (SDT: Deci & Ryan, 2000; Ryan & Deci, 2000; Van den Broeck, *et al.*, 2010; Vansteenkiste, Ryan, & Deci, 2008). Self-determination theory holds that the satisfaction of the three basic psychological needs (relatedness, autonomy and competence) is important for employees' effectiveness and efficiency on the job (Deci & Ryan, 2000). The need for relatedness /belonging is defined as the ability of an

individual to have a sense of love and being loved by a group and also be connected to others. That is, the ability to display a good sense of interpersonal relationships with others. The need for autonomy refers to employees' ability to have control over their jobs and actions. The need for competence refers to employee's ability to influence the environment and also achieve desired results or outcomes (Deci & Ryan, 2000).

As stated by Deci and Ryan (2000), employees' optimal functioning depends, to a large extent, on the adequate satisfaction of these basic psychological needs. Inadequate satisfaction of these basic psychological needs may lead to energy depletion, illness, and malfunctioning. This is because the adequate satisfaction of these psychological needs has been implicated in growth, integrity, and stable health as well as an individual's ability to cope with stress (Deci & Ryan, 2000). From the perspective of SDT, it therefore implies that police personnel's basic psychological needs (needs for relatedness, autonomy and competence) must be adequately satisfied by the organisation in order to guarantee good quality of work life and better psychological well-being.

Job demands would be captured from the perspectives of job demands-resources model (JD-R: Bakker, 2015a; Bakker, 2015b; Bakker & Demerouti, 2007; Demerouti, Bakker, Nachreiner, & Schaufeli, 2001; Demerouti, Bakker, De Jonge, Jassen & Schaufeli, 2001), job demands control model (Karasek, 1979, 1998), and effort-reward imbalance model (Siegrist, 1996).

From the perspective of JD-R model, employees' performance depends to a great extent on how well they are able to cope with the requirements of their jobs based on the available resources (Bakker, 2015a; Bakker & Demerouti, 2007; Bakker & Demerouti,

2008; Bakker, van Veldhoven, & Xanthopoulou, 2010). According to this theory, every organisation has its own specific risk factors associated with the job strain or burnout (Asiwe, Hill, & Jorgensen, 2015; Bakker, 2015a; Bakker & Demerouti, 2007; Bakker, Demerouti, & Verbeke, 2004; Schaufeli & Bakker, 2004).

Bakker (2015a) defined job demands as those physical, psychological, social or organisational aspects of an employee's job that requires sustainable physical and psychological efforts or skills and are therefore, associated with certain physical and psychological costs. For example, police personnel in Nigeria are faced with risks associated with curbing crime, maintaining law and order coupled with inadequate facilities, inadequate training, shortage of personnel, lack of wellness programmes and insurance policies (Aremu & Adeyoju, 2003; Chinwokwu, 2012; Karimu, 2015; Ojo, 2014). All these may exert pressure, emotional demands, stress on the employees, and task their ability to cope. When the employees are unable to effectively cope with the demands emanating from the job, it may culminate in depletion of mental and physical resources, low quality of work life and psychological well-being.

Job resources, on the other hand, refer to those physical, psychological, social or organisational aspects of the job that are functional in achieving work goals, reducing job demands and stimulating personal growth (Asiwe, Hill, & Jorgensen, 2015; Bakker, 2015a; Demerouti *et al.*, 2001). Examples of job resources are social support, performance feedback and autonomy (Demerouti *et al.*, 2001). When the organisation provides resources that help employees to satisfy their psychological and economic needs, they may be able to cope effectively with the job demands because the job

resources serve as a buffer against job demands (Bakker, 2015b; Bakker & Demerouti, 2007). High job resources are said to increase employees' job engagement and extra-role performance. From the submission of this model, it can be deduced that police personnel's levels of quality of work life and psychological well-being depend on the level of organisational support received and the kind of job resources that are available for mitigating the adverse effects of job demands.

Police personnel's job demand has also been viewed from the perspective of effort-reward imbalance model (ERI: Siegrist, 1996; Siegrist, Starke, Chandola, Godin, Marmot, Niedhammer, & Peter, 2004). According to this model, employees experience job strain, when the available resources are not commensurate with the requirements or demands of their jobs. The ERI model assumes that job strain is the result of the imbalance between effort (e.g. extrinsic job demand and intrinsic motivation to meet those demands) and reward (e.g. salary, esteem reward, job security and career opportunities/promotion prospect).

The basic philosophy of this model is that when there is no balance between employees' effort and reward, it may lead to stress on the part of the employees (Siegrist, 1996; Siegrist, et al., 2004). From the perspective of this model, police personnel whose efforts are not measurably rewarded by the organisation may likely experience stress, which may lead to low quality of work life, ill-health and low psychological well-being.

From the perspective of the demand-control model (DCM: Karasek, 1979, 1998), employees' job strain is as a result of combination of high job demands (e.g. work overload and time pressure) and low job control (e.g. inability of the employees to have

dominion over their job tasks). This theory also submits that for employees to function effectively and experience good quality of work life they must have the ability to plan and make decisions on how to meet the demands of their job.

In Karasek's (1979) model, workplace stress is a function of how demanding a job is and how much control (discretion, authority and decision latitude) the employees have over their job responsibilities. Since a police organisation is a highly bureaucratic workplace where employees have little control over and cannot exercise some discretion over their job (Manning, 1977), police personnel may experience high job stress, which may result in low quality of work life and psychological well-being. From the above perspectives of job demands, police personnel's job demands may be reduced, if, (a) there are available resources to meet up with the demands of their job, (b) they are adequately rewarded by their organisation based on their job-related efforts and (c) their job tasks are structured to accommodate employee's individual inputs and discretion.

Perceived organisational support is viewed from the perspective of the organisational support theory (OST: Eisenberger, Huntington, Hutchison, & Sowa, 1986; Rhoades & Eisenberger, 2002; Shore & Shore, 1995) and the social exchange theory (Blau, 1964). From the perspective of organisational support theory, which holds that job-related functionality of employees depends on how their socio-emotional needs and benefits are met by their organisation. Employees evaluate the extent to which their organisation values their contributions and cares about their well-being based on how adequately the organisation has met their economic and psychological needs. If the outcome of this evaluation is positive, the employees may have a positive impression of

and attitude towards the workplace, which may have positive effects on their quality of work life and psychological well-being.

The social exchange theory (Blau, 1964) is also used to explain employees' perceived organisational support. This theory is based on the philosophy that employees are expected to act in accord with the norm of reciprocity; trading their effort and dedication to the organisation for perceived organisational support and its promise for future benefits (Blau, 1964). From this perspective, police personnel's level of quality of work life and psychological well-being would be enhanced if they perceive that the organisation acts in line with the norm of reciprocity by showing adequate care for their needs, recognition of their efforts and appreciation for their contribution to meeting its goals.

A low level of perceived organisational support would, therefore, indicate that the organisation has violated the norm of reciprocity in spite of employees' job-related efforts and dedication to the goals of the organisation. This implies that the employees, in this case, have incurred some loss. Employees who cannot adequately recover the lost efforts and do not have opportunities of withdrawing or reducing their current efforts may experience low quality of work life and psychological well-being.

CHAPTER THREE

REVIEW OF RELATED EMPIRICAL STUDIES AND HYPOTHESES

3.0. Introduction

Quality of work life and psychological well-being can be predicted using a wide range of personal and organisational factors. This section consists of the critical review of previous studies that investigated the variables that predict quality of work life and psychological well-being. It also explores previous studies on issues related to psychological needs, job demands, perceived organisational support, quality of work life and psychological well-being among police personnel. Based on the reviewed empirical studies, the gaps in literature were identified and a conceptual framework was proposed. Hypotheses were presented, based on the identified gap in literature and the proposed conceptual framework.

3.1. Review of Related Empirical Studies

3.1.1. Related Studies on Psychological Needs and Quality of Work life

Quality of work life can be associated with the satisfaction of the basic psychological needs. For example, Chun and Choi (2014) examined the extent to which members' basic psychological needs predict employees' performance with regards to their quality of work life among 145 work teams. They found out that basic psychological needs (autonomy, competence and relatedness) significantly predicted quality of employees' work life. Although this study was carried among employees of other service-oriented occupations, it can still be linked with police personnel because they

belong to service-oriented occupations. This study only looked at employees' quality of work life from the perspective of performance. Meanwhile, adequate satisfaction of police personnel basic psychological needs may be an important factor in predicting their quality of work life.

How basic psychological needs satisfaction and needs frustration predicted psychological growth, quality of work life, and vulnerability was studied by Vansteenkiste and Ryan (2013). The result of their study indicated that satisfaction of psychological basic needs (autonomy, competence and relatedness) significantly enhanced employees' quality of work life as well as their general well-being. On the other hand, the authors found that frustration of these basic psychological needs decreased employees' quality of work life and their general well-being. Apart from this factor, variable such as supervisor's support could also increase police personnel's quality of work life in addition to psychological needs.

Among a sample of 2250 US Air Force personnel, Nahum-Shani, Henderson, Lim, and Vinokur (2014) investigated the extent to which supervisor support predicts employees' quality of work life and general well-being. Their result showed that supervisor support had a significant influence on Air Force personnel's quality of work life as well as their overall well-being especially among those with high self-esteem. A major short-coming of this study is that it focused mainly on supervisors' support as an important factor predicting Air Force personnel's quality of work life, whereas, variables such as working conditions and training could serve as vital factors that can influence police personnel quality of work life in addition to their psychological needs.

To examine the extent to which police training and psychological needs enhance police officers' quality of work life and improved health outcome, Papazoglou and Anderson (2014) carried out their study among police officers in Canada. Their findings revealed that in addition to police officers' psychological needs, adequate training of police officers had a significant prediction on their quality of work life and also improved their general health. Apart from good working conditions and adequate training, good coping strategy could also be an important factor predicting police personnel quality of work life.

Powell, Cassematis, Benson, Smallbone and Wortley (2014) examined how police officers' coping strategies and psychological needs influenced their quality of work life and level of stress among 32 Internet Child Exploitation (ICE) investigators. They found out that despite the range of stressors encountered by the ICE investigators, good coping strategies and provision of basic psychological needs enhance their quality of work life and reduce their level of stress. Personal characteristics such as individual emotions could be a strong factor that can predict their quality of work life.

In a longitudinal study on the influence of psychological needs and quality of work life on psychological distress among high-exposure police officers in US, Galatzer-Levy, Brown, Henn-Haase, Metzler, Neylan, and Marmar (2013) investigated the extent to which positive and negative emotions, psychological needs, and quality of work life predicted psychological distress among high-exposure police officers in the US. Their results showed that both low negative and high positive emotions had a positive and significant influence on psychological distress. In the same vein, psychological needs and

high level of quality of work life significantly predicted US police psychological distress. Apart from these factors, socio-demographic factors could also be an important factor that can enhance police personnel quality of work life.

In a research on the influence of socio-demographic factors and psychological needs on quality of work life and mental health of 120 military police in Rio de Janeiro in Brazil, Souza, Minayo, Guimarães, and Pires (2012) investigated the extent to which demographic factors and psychological needs predicted quality of work life and mental health. Their results revealed that socio-demographic factors and psychological needs have no significant influence on quality of work life and mental health of Brazilian military police. Even if socio-demographic factors and psychological needs have no influence on quality of police work life, personality type may exert some influence on police personnel's quality of work life.

Afolabi and Omole (2011) examined the influence of personality type and workplace diversity on ethical behaviour and job satisfaction which was also measured and used as quality of work life in their study among 122 police personnel in Irrua, Edo State, Nigeria. Their result shows that personality type significantly influenced ethical behaviour and quality of work life (job satisfaction). Apart from personality characteristics, emotional intelligence could also determine quality of work life of police personnel.

The extent to which emotional intelligence and psychological needs predicted police officers' recruitment, training, and quality of work life was investigated by Okoiye (2011). The author submitted that a high level of emotional intelligence in addition to

basic psychological needs (autonomy, competence and relatedness) significantly predicted police officers' recruitment and training as well as the development of an acceptable behaviour. The inclusion of demographic and occupational factors could also be important factors that can predict police officers' quality of work life.

Using 165 police officers in Battalion of Santa Caterina, Brazil, Cascaes da Silva, Hemandez, Arancibia, Castro, Filho, and Da Silva (2014) investigated the extent to which demographic and occupational factors predict police officers' quality of work life and their general well-being. Their results revealed that demographic factors of age and years of service had a negative influence on police officers' quality of work life and their overall well-being while occupational factors had a significant positive relationship with their quality of work life and general well-being.

Muidi and K'Obonyo (2015) in a theoretical paper examined the relationships among competence (one of the basic psychological needs factors), personality, job satisfaction, job performance, and quality of work life of some selected employees. The findings of their study revealed that competence, personality, job satisfaction, and job performance, had a significant positive relationship with employees' quality of work life.

3.1.2. Related Studies on Job Demands and Quality of Work Life

Kara, et al. (2015) investigated the extent to which factors such as job demand causes stress among police officers in relation to their quality of work life in Turkey and US. Their results showed that job demands had a significant negative influence on Turkish and US police officers' quality of work life. However, this study did not take

cognisance of factors like job burnout which could also affect police personnel quality of work life apart from job demands.

Ojedokun and Idemudia (2014a) examined the extent to which job burnout influenced the performance of paramilitary personnel in Nigeria. This they did by including personal resources (emotional intelligence, self-efficacy, optimism and organisation-based self-esteem) to reduce the influence of job burnout on paramilitary personnel's performance as well as their quality of work life. Their results revealed that personal resources were significant predictors of job burnout among paramilitary personnel. The implication of this result is that the performance as well as the quality of paramilitary personnel's work life was enhanced as a result of the inclusion of the personal resources. This study did not consider an intervention program as a factor that can cushion the influence of job demands on police personnel quality of work life as well as their performance.

Arnetz, Arble, Backman, Lynch and Lublin (2013) investigated the extent to which job demands and primary prevention/intervention program (training in psychological and technical techniques) predict the quality of work life and performance of 75 Swedish police officers. Their result showed that introduction of intervention programs to Swedish police officers significantly improved their quality of work life and overall performance irrespective of the demands of their jobs. However, this study did not take cognisance of factors like fatigue and workload which could also affect police personnel quality of work life apart from job demands.

In a study involving Municipal Police Officers from 14 south-central Pennsylvania Police Departments, Jasan, James and Don (2011) examined the extent to which fatigue, job stress and workload predicts police officers' job satisfaction as well as their quality of work life. They found out that fatigue, job stress and workload had a negative prediction on their job satisfaction and quality of work life. In addition to fatigue, job stress, and workload, police personnel job content (routine work or special events) may also serve as an important factor predicting their quality of work life.

In order to determine the extent to which job content (routine work) and job strain influence police officers' performance and quality of work life, Garbirono, Magnavita, Elovainio, Heponiemi, Ciprani, Cuomo and Bergamaschi (2011) carried out a study among G8 policemen in L'Aquila, Italy. Their results indicated that police officers' job content and job strain had a negative relationship with their level of performance and quality of work life.

Amendola, Hamilton, Weisburd, Jones, and Slipka (2011) extended the work of Garbirono *et al.* (2011) by investigating the extent to which compressed work schedules (various shift work) which was referred to as job demands predicts police officers' performance, safety and quality of work life among 275 officers from two police departments in Detroit, Michigan and Arlington, Texas. They found that compressed work schedules had no significant influence on their performance, safety and quality of work life irrespective of their various shift lengths (8, 10 and 12 hour shifts of work).

Moon and Jonson (2012) shed more light on the research by Amendola *et al.* (2011) by investigating the extent to which occupational strain predicts police personnel

occupational commitment. In their study, it was indicated that the commitment of police personnel depends on how good they perceive their quality of work life. Their study was carried out among 180 police personnel from multiple agencies in Northern Kentucky, United States. They found out that occupational strain had a negative prediction on their organisational commitment as well as their quality of work life. The authors did not take cognizance of personal and motivational work characteristics as factors that can influence police personnel quality of work life.

Personal (self-efficacy) and motivational work (knowledge-oriented) characteristics were studied by Chen and Kao (2011) as predictors of police officers' organisational citizenship behaviour in relation to their quality of work life. The study was carried out among Taiwanese police personnel. Results indicated that, despite officers' high level of job demands, self-efficacy and motivational work characteristic significantly predicted officers' quality of work life and organisational citizenship behaviour, such that police personnel with high level of self-efficacy and good motivational work characteristics performed effectively on their jobs. A major factor that can also affect police personnel quality of work life apart from personal characteristics is their level of professional efficacy.

Taris, Kompier, Geurts, Houtman and van den Heuvel (2010) examined the extent to which professional efficacy, emotional exhaustion and job conditions (job demands and job resources) predict 228 Dutch police officers' performance and quality of work life. Their results showed that professional efficacy had a positive relationship with officers' performances and quality of work life while there were negative relationships

between emotional exhaustion, job demands and police personnel quality of work life and their level of performance. This study has shown that professional efficacy was a strong predictor of police personnel's quality of work life. It, however, did not test whether psycho-social factors could also enhance police personnel's quality of work life.

The above gap was filled in a research by Baranauskiene, Dirzyte and Valaikiene (2010). Baranauskiene et al. (2010) examined the influence of psycho-social factors (work environment, job conditions, workers' capacities, needs and personal extra-job consideration) on quality of work life and job performance among 62 randomly selected correctional officers, thirty eight of which were from Vilnius Correctional Institution and 24 were selected from Siauliai Interrogation Ward. The authors found out that psychosocial factor of work environment, job conditions, workers' capacities, needs and personal extra-job consideration significantly predicted their quality of work life and job performances. Apart from psychosocial factors, another major factor that can predict police personnel quality of work life in addition to perceived high job demands is physical demands.

In a study involving 360 police officers in Norway, Lagedsted (2012) examined the extent to which physical demands (physical skills) of police officers predict their quality of work life and work performances. It was found out that physical skills significantly predicted their quality of work life, work performance as well as their health and psychological well-being. This study only tested quality of work life in relation to police personnel's physical skills. Quality of work life can also be predicted from police personnel's age, job demands and exposure to work-related risks.

Santos, Leather, Dunn and Zarola (2009) examined the extent to which gender, job demands and work-related risks predict the quality of work life of 581 police officers in the United Kingdom. Findings revealed that there were no gender differences of police personnel with regards to their level of job demands and work-related risks on quality of work life. Apart from gender, job demands, and work-related risks, socio-demographic factors could also be important predictors of police personnel's quality of work life.

The influence of socio-demographic factors on quality of work life and mental health of 120 military police in Rio de Janeiro, Brazil was investigated by Souza *et al.* (2012). Their results revealed that socio-demographic factors had a negative influence on quality of work life and mental health of Brazilian military police.

3.1.3. Related Studies on Perceived Organisational Support and Quality of Work Life

Various researchers have identified the benefits of perceived organisational support to employees. For example, Yang, Le, LingYi and Lie (2012) investigated the relationship between perceived organisational support and job performance which was measured in term of their quality of work life. The study was carried out among police officer of Liaoning Province in China. Their result revealed that perceived organisational support had a positive relationship with police officers' job performance. This study paid more attention to the relationship that existed between perceived organisational support

and quality of work life of police personnel. Less attention was paid to factors like supervisor support and motivational variables.

The extent to which supervisor support and motivational factors predicts work engagement and quality of work life of police personnel was investigated by Gillet *et al.* (2012). A total of 379 police officers drawn from two different samples (first: 162 police officers; second: 147 police officers) in France participated in the study. They found that supervisor's support and motivational factors had significant prediction on their work engagement and quality of work life.

In a longitudinal study, Barnes *et al.* (2013) extended the work of Gillet *et al.* (2012) by investigating the extent to which perceived organisational support predicted stress and quality of work life among 1,039 military personnel in Kosovo, Europe. Their results revealed that member's perceptions of the supportiveness of their organisation significantly reduced their stress level and enhanced their quality of work life. Psychological factors (psychological capital: resilience and optimism) could also serve as an important factor predicting police personnel quality of work life.

Liu *et al.* (2013) investigated the extent to which psychological capital and perceived organisational support predicts depression and quality of work life of 1428 male correctional officers from four male prisons in Northeastern, China. Their results showed that psychological capital of resilience and optimism partially predicted officers' depression and quality of work life while perceived organisational support significantly influenced their level of depression and quality of work life. Though psychological capital could be a strong factor in predicting quality of work life of police personnel,

perceived trust, procedural justice and perceived organisational support are definitely not weak factors in the link between perceived organisational support and quality of work life of police personnel.

Areerat (2011) investigated the extent to which trust, procedural justice, perceived organisational support and commitment predicts police personnel job satisfaction and quality of work life among 123 police officers of the Royal Thai police, Thailand. It was found out that trust, procedural justice, perceived organisational support and commitment significantly predicted police officers' job satisfaction and quality of work life.

Mahfud (2013) extended the study by Areerat (2011). He examined the extent to which procedural fairness affects satisfaction with performance evaluation system and quality of work life of police detectives and chief detectives in United Kingdom. His results revealed that procedural fairness significantly predicted police personnel's satisfaction with the performance evaluation system and quality of work in such a way that police personnel who felt that the organisation was fair to them in terms of the support received from the organisation were more satisfied with the performance evaluation system and reported higher quality of work life than those who felt otherwise. However, this study did not indicate how police personnel's level of felt legitimacy could promote their quality of work life apart from procedural fairness.

Kochel (2012) conducted a study on how police legitimacy (potential role) predicts police personnel's quality of work life and collective efficacy among police personnel in the Republic of Trinidad and Tobago. The results showed that legitimacy of police personnel, in terms of their potential role, significantly enhanced their quality of

work life and collective efficacy. Apart from police legitimacy, organisational characteristics, such as organisational culture, could also be important factors that can predict police personnel's quality of work life.

Mahesh and Wook (2011) carried out a study on the extent to which organisational characteristics predict police personnel performance and quality of work life of 406 police officers in South Korea. They found that organisational characteristics significantly predicted police personnel's work performance and their quality of work life. A short-coming of this study was that the authors paid more attention to organisational characteristics, but paid less attention on motivational factor.

Among a sample of 207 police officers in Sichuan Province in China, Chan and Hagger (2012) examined the extent to which autonomous forms of motivation predict police personnel's quality of work life and their general well-being in the areas of rehabilitation and injury prevention. Their results revealed that police officers' autonomous forms of motivation significantly increased their level of quality of work life and their general well-being. Apart from the motivational factor investigated in Chan and Hagger's (2012) study, the way police personnel perceive managerial organisational democracy could be another salient factor in quality of work life.

Wuestewald and Steinheider (2012) tested the extent to which police personnel's perception of managerial organisational democracy (organisational culture and authority) predicts quality of work life and work performance of 122 police officers in the United States. It was revealed that managerial organisational democracy positively predicted quality of work life and work performance.

3.1.4. Related Studies on Psychological Needs and Psychological Well-being

Psychological well-being of police personnel can be associated with the satisfaction of their basic needs. For example, Camfield, Guillen-Royo and Velazco (2010) investigated the extent to which needs satisfaction predicts psychological well-being of police personnel in two developing countries (Bangladesh and Thailand). Their results revealed that satisfaction of basic psychological needs significantly predicted the psychological well-being of the police personnel. This study paid more attention to needs satisfaction and less attention to optimism in addition to psychological needs.

To fill this gap in literature, Padhy, *et al.* (2015) examined the extent to which optimism in addition to basic psychological needs predicted the psychological well-being of 60 police officers in India. Their result indicated that optimism did not significantly influence police officers' psychological well-being. However, basic psychological needs significantly influenced their psychological well-being. Motivational factors can also be one of the salient factors that can predict police personnel's psychological well-being.

Elst *et al.* (2012) tested the extent to which motivational/psychological needs (autonomy, competence and relatedness) predict psychological well-being. Their results showed that satisfaction of the motivational needs significantly predicted employees' psychological well-being such that satisfaction of the motivational needs led to high level of psychological well-being. Psychosocial factors could also serve as important factors that can predict psychological well-being of police personnel.

Tuckey, Winwood, and Dollard (2012) investigated the extent to which psychosocial factors (emotional control, psychological safety and care) predict

psychological injury which could affect their psychological well-being. The study was conducted among Australian State police officers. It was revealed that psychosocial factors (emotional control, psychological safety and care) strongly predicted psychological injury (psychological well-being). This study focused more on psychosocial factors and paid less attention to psychological factors such as emotional stability, conscientiousness and positive social interaction as factors that can predict police personnel psychological well-being.

In a longitudinal study, Lee, Sudom and Zamorski (2013) examined the extent to which psychological factors such as emotional stability, conscientiousness, motivational needs, and positive social interaction predict psychological resilience in terms of psychological well-being and mental health. The study involved 1,584 Canadian forces. Their results showed that psychological factors of emotional stability, conscientiousness and positive social interaction significantly predicted Canadian forces' psychological well-being and mental health. This study did not take cognizance of factors like work cohesion and coping ability as factors that can also predict police personnel's psychological well-being.

Landem and Wang (2010) investigated the extent to which work cohesion and coping ability influence psychological well-being of fire-fighters in United States. Their results indicated that work cohesion and coping ability were strong predictors of psychological well-being of fire fighters. Apart from work cohesion and coping ability, career-long vitality can also be a strong factor in police personnel's psychological well-being.

In a research that investigated the importance of career-long vitality to police personnel's psychological well-being, Mattos (2010) reported that police personnel's effectiveness and psychological well-being depended greatly on their promotion of career-vitality. The researcher paid more attention to career-long vitality without considering counselling, which could be an important factor that helps improve police personnel's level of psychological well-being.

In an experiment that tested the effects of counselling therapy (cognitive behaviour therapy and reality therapy) on psychological well-being of 42 police officers in Thailand, Chongruksa, Parinyapol, Sawatsri and Pansomboon (2012) reported that the two forms of counselling therapies actually helped in improving the psychological well-being of police officers. The authors did not take cognizance of emotional awareness as a factor that could predict police personnel's psychological well-being.

Williams, Ciarrochi, and Deane (2010), in a longitudinal study, investigated the extent to which emotional awareness and mindfulness predict psychological well-being of 60 police personnel in New South Wales, Australia. The results of the study revealed that emotional awareness and mindfulness significantly predicted psychological well-being of police personnel. This study has shown that psychological well-being can be influenced by emotional awareness; it did not test whether cognitive appraisal of police personnel could enhance their psychological well-being.

The extent to which cognitive appraisal predicts psychological well-being of military personnel was investigated by McCuaig Edge and Ivey (2012). The study was carried out among 3,002 military personnel in Afghanistan. The results indicated that

positive appraisal of their stressful event had a strong influence on their level of psychological well-being. Apart from predicting psychological well-being from a cognitive appraisal perspective, security personnel's psychological well-being can also be appraised from the demographic angle such as gender.

Ojedokun and Idemudia (2014b) in a cross-sectional study examined the extent to which gender differs in psychological well-being and socio-emotional needs among 222 correctional personnel in Akure, Nigeria. The results of their study indicated that there were no significant differences between men and women correctional personnel in their levels of psychological well-being and socio-emotional needs.

3.1.5. Related Studies on Job Demands and Psychological Well-being

Studies (e.g. Arnetz *et al.*, 2013; Adegoke, 2014; Jason *et al.*, 2011) on job demands of police personnel have interchangeably used the term with occupational burnout. Burnout according to them is the outcome of stress induced by a high level of job demands. Many researchers have studied the job demands and psychological well-being of police personnel. For example, Fuente-Solana, Extremera, Pecino, and De la Fuente-Gustavo (2013) investigated the extent to which occupational burnout induced by a high level of job demands predicts police personnel psychological well-being. The study was conducted among 747 national police officers from Andalucía, Spain. Their results revealed that occupational burnout, induced by a high level of job demands, had a negative effect on police personnel's psychological well-being.

Adegoke (2014) extended the work of Fuente-Solana *et al.* (2013) by investigating the extent to which occupational stress induced by high job demands predicts the psychological well-being of police personnel in Nigeria. A total of 250 police personnel from Ibadan, Nigeria participated in the study. His result showed that occupational stress induced by high job demands had a negative influence on police personnel's psychological well-being. This study only tested the influence of occupational stress induced by high job demands on psychological well-being. Less emphasis was laid on how emotional intelligence could enhance police personnel's level of psychological well-being.

In order to test the extent to which emotional intelligence may be related with psychological well-being of police personnel, Dar *et al.* (2011) examined the relationship between emotional intelligence and psychological well-being of 200 male police personnel in Jammu and Kashmir, India. Their results indicated that police personnel's level of emotional intelligence had a positive relationship with their psychological well-being. Reviewing a comparative study on police personnel's perceived level of job demands may be an added advantage in determining their level of psychological well-being.

Pagon, Spector, Cooper, and Lobnikar (2011), in a comparative study, investigated the extent to which occupational stress, induced by high level of job demands, predicts the psychological well-being of 267 senior police officers and 232 managers in one private organisation in a Central European country. Their results revealed that, despite the high level of police officers' perceived job demands, they

reported better physical and psychological well-being than their colleagues in private industry.

Ogunbamila (2013) extended the work of Pagon *et al.* (2011) by comparing the level of occupational burnout (which signifies low psychological well-being) of police personnel with employees in other service occupations. The study was carried out among 455 employees sampled from 3 service occupations (police = 139; health = 159; teaching = 157) in Nigeria. He found that health employees had the highest level of occupational burnout compared with other occupations. This implies that health workers had the lowest level of psychological well-being compared with employees in the other two service occupations. Against this background, work characteristics could be an important predictor of psychological well-being of police personnel.

Hsieh, Chen, Lee, and Kao (2012) investigated the extent to which work characteristics (skill variety, task identity and task significance) predict work performance and psychological well-being of 812 police officers in Taiwan. Their results indicated that work characteristics (skill variety, task identity and task significance) were strong predictors of work performance and psychological well-being. A major shortcoming of this study is that it did not take cognizance of the fact that police personnel's level of psychological well-being could be compromised by reality-based stress (risk of being shot at in the course of performing their duty).

Taverniers and Smeets (2011), in a field experiment, investigated the extent to which reality-based stress (risk of being shot at in the course of performing their duty), which constituted a high level of job demands, predicts work performance and

psychological well-being. A total number of 36 (experimental group = 19; control group = 17) police officers participated in the study. Their results showed that reality-based stress (risk of being shot at in the course of performing their duty) significantly reduced police personnel's level of psychological well-being. Other stressful factors such as work stress (high job demands and difficult tasks to be performed in the place of work) could also affect police personnel's level of psychological well-being.

Lucas, Weidner, and Janisse (2012), in a research involving 115 police officers in the United States, examined the extent to which work stress influences the psychological well-being of police personnel. They reported that work stress significantly led to a decrease in police officers' level of psychological well-being. Factors like work-family conflict, emotional exhaustion in addition to high level of job demands could compromise police personnel psychological well-being

In a longitudinal study, Hall, Dollard, Tuckey, Winefield, and Thompson (2010) examined the extent to which work-family conflict, emotional exhaustion and high level of job demands predict the psychological well-being of 257 police officers in Victoria, Australia. They found that work-family conflict, emotional exhaustion and high level of job demands had negative effects on a police officer's level of psychological well-being. Despite the high level of job demands faced by police personnel, their psychological well-being can be enhanced if they have appropriate personality characteristics.

Lowmaster and Morey (2012) examined the extent to which personality factors predict job stress and psychological well-being of 85 law enforcement officers in Texas. Their results revealed that personality characteristics of police personnel significantly

decreased their level of job stress and psychological well-being. Apart from personality factors, gender differences may exist in the perception of high level of job demands and occupational risk factors predicting psychological well-being of security personnel.

Gender differences in psychological well-being were examined by Sinden, Mac Dermid, Buckman, Davis, Matthew and Viola (2011). They investigated the extent to which gender, job demands and occupational risk factors predict psychological well-being of female fire-fighter personnel in Southwestern, Ontario. It was found that female fire-fighters experienced higher level of job demands and were more prone to occupational risk factors than their male counterparts. Furthermore, male fire-fighters reported higher level of psychological well-being than their female counterparts. Apart from gender, psychological well-being of police personnel may also be associated with job rank.

Omolayo (2012) examined the gender and rank differences of police officers in their perception of job stress and psychological well-being. One hundred and fifty three (153) police officers in Ekiti State, Nigeria participated in the study. He found that female police officers reported higher level of job stress than their male counterparts. However, there were no significance differences in the levels of job stress and psychological well-being of senior and junior police officers. Apart from gender and job rank, psychosocial capital could also be an important factor that can determine police personnel's psychological well-being or mental health.

Ojedokun (in press) investigated the extent to which psychosocial capital (psychological and workplace social capital) influenced 340 police personnel's mental

health and psychological well-being in Nigeria. His results revealed that psychosocial capital (psychological and workplace social capital) had a significant negative relationship with police personnel's mental health.

Habersaat, *et al.* (2015) examined the role of job demands and risk factors on the psychological health of 84 police officers selected from 3 divisions (criminal, community, and emergency) of a Swiss state. Their results indicated that job demands and risk factors had significant negative influence on police officers' psychological health. The researchers did not consider factors like perceived stress and work-life balance in addition to high level of job demands which could compromise police personnel's psychological well-being.

To fill the above gap in literature, Turner (2015) examined the extent to which job demands, perceived stress and work-life balance predict physiological and psychological well-being of 89 police 9-1-1 call takers and radio dispatchers in San Jose, California. The author found out that job demands, perceived stress, and work-life balance had significant negative influence on San Jose police officers' physiological and psychological well-being. Other factors that can predict police personnel's psychological well-being apart from perceived stress and work-life balance is work demands.

Basinska and Wiciak (2013) investigated the extent to which work demands influenced the psychological well-being of 195 police officers and 304 fire fighters in Poland. Their result revealed that work demands influenced police officers and fire fighters' psychological well-being negatively.

3.1.6. Related Studies on Perceived Organisational Support and Psychological Well-being

Police personnel's psychological well-being may improve significantly, if they perceive that their organisation is ready to provide some kinds of support for them. For example, Noblet, Maharee-Lawler, and Rodwell (2012) examined the extent to which organisational support and procedural justice predicts the work performance and psychological well-being of 640 police officers in Australia. They found that organisational support and procedural justice significantly predicted police personnel work performance and psychological well-being.

Jacobs, Belschak, and Hartog (2014) shed more light on Noblet *et al.*'s (2012) study by investigating the extent to which organisational support and organisational justice predicts the psychological well-being and ethical behaviour of police personnel in Netherlands. The study was carried out among 332 police officers. Their results revealed that organisational support and organisational justice significantly predicted the psychological well-being and ethical behaviour of police personnel. This study paid more attention to organisational support and organisational justice as predictors of police personnel's psychological well-being. Less emphasis was placed on organisational climate.

Nalla and Kang (2012) examined the extent to which organisational climate and perceived organisational support predict the psychological well-being and job satisfaction of police officers in South Korea. The authors found that organisational climate positively predicted police personnel's psychological well-being and job satisfaction.

Organisational characteristics (organisational support and good communication between employer and employee) could be important factors in determining police personnel psychological well-being.

Nalla and Kang (2011) investigated the extent to which organisational characteristics (organisational support and good communication between employer and employee) predict the psychological well-being of 406 police officers in South Korea. Their result indicated that police officers who were dissatisfied with the level of organisational support rendered by their organisation tended to report low levels of psychological well-being. In this study, more emphasis was placed on organisational characteristics of police personnel. The kind of reward received from the organisation as compensation for employees' effort may also determine police personnel's level of psychological well-being.

In a study involving 879 police officers in Australia, Allisey, Rodwell, and Noblet (2012) examined the extent to which effort-reward imbalance predicts work performance and psychological well-being. Their results showed that police officers reported that their efforts did not equate to the rewards received from their organisations, which consequently resulted in a low level of psychological well-being.

Andrei, Ratiu, Otoi and Chirica (2012) conducted a research similar to Allisey *et al.*'s (2012) study by investigating the extent to which rewards (given with regards to professional performance) predict the psychological well-being of 40 Romanian police personnel. Their results showed that rewards strongly predicted police personnel's psychological well-being. This study only took cognizance of rewards, which could be

perceived by the employees as a form of organisational support, whereas, factors like leadership behaviours and styles can also improve the psychological well-being of police personnel.

Andreescu and Vito (2010) tested the level at which leadership style and perceived organisational support predict work performance and psychological well-being of 126 police personnel in United States. The results revealed that transformational/democratic style of leadership improved police personnel's work performance and psychological well-being than autocratic style of leadership.

Parson and Kautt (2011) extended a study by Andreescu and Vito (2010). The authors examined the extent to which perceived organisational support and organisational leadership influenced the psychological well-being and organisational commitment of senior police officers in Australia. Their results indicated that police personnel who felt that they were valued by the organisation were more committed to the organisation and reported higher levels of psychological well-being than those who felt otherwise. This study only tested how the behaviour of leaders/managers in an organisation may affect the psychological well-being of police personnel. Less emphasis was placed on group socialisation (through training) which may also be related with employees' psychological well-being.

Gatto and Dambrum (2012), in a study involving 301 French police personnel, tested the extent to which group socialization (through training) influences their psychological well-being. Their results showed that group socialization (through training) had a significant positive effect on the psychological well-being of police personnel. This

study did not take into consideration the amount of social support received by police personnel from their organisations, which can also determine employees' psychological well-being.

Sachau, Gertz, Matsch, Palmer, and Englert (2012) investigated the level at which social support (kind of help received from the organisation) predicts police personnel's levels of job satisfaction and psychological well-being. The study was conducted among 1203 members of the United States of America Air Force. Their results indicated that perceived social support especially at the organisational level was negatively related to job satisfaction and psychological well-being of police personnel.

3.1.7. Related Studies on Psychological Needs, Job Demands, Perceived Organisational Support and Quality of Work life

Lambert *et al.* (2013) carried out a study among 272 correctional officers in the United States. The authors investigated the extent to which occupational stress, which was induced by high level of job demands and perceived organisational support, predicts quality of work life and organisational commitment of US correctional officers. Their results revealed that occupational stress, which was induced by a high level of job demands had a negative effect on their quality of work life and organisational commitment. However, perceived organisational support significantly predicted US correctional officers' quality of work life and organisational commitment in a positive way.

Biswas and Bhatnagar (2013) investigated the extent to which job demands and perceived organisational support predict quality of work life, job satisfaction and organisational commitment of 246 Indian managers. Their results indicated that job demands and perceived organisational support significantly predicted quality of work life, job satisfaction and organisational commitment.

In a study conducted among nurses in Saudi Arabia, Alshamsudin *et al.*'s (2013) results were in consonance with those of Lambert *et al.* (2013) and Biswas and Bhatnagar (2013). The authors investigated the influence of perceived organisational support and job demands on work performance and quality of work life. They found that perceived organisational support was positively related with work performance and quality of work life of nurses. The results also showed that job demands were negatively related with nurses' work performance and quality of work life. This study laid less emphasis on the fact that perception of organisational factors (workload, autonomy needs, reward, perceived organisational support, organisational fairness and organisational value) may also be related with police personnel's quality of work life.

Kulkarni, Bell, and Hartman (2013) investigated the extent to which organisational factors (workload, autonomy needs, reward, perceived organisational support, organisational fairness, and organisational value) predict quality of work life and general well-being of domestic violence service providers. Two hundred and thirty six (236) employees from two statewide domestic violence coalitions located in the South and Southwest regions of the United States participated in the study. The authors

submitted that organisational characteristics had a positive prediction on quality of work life and general well-being of domestic violence service providers.

Bates, *et al.* (2013) extended the work of Kulkami *et al.* (2013) by examining the extent to which autonomy, high job demands, and limited control over an individual's job predict work performance, quality of work life and general well-being of military personnel in United States. They found that autonomy, high job demands, and employees' limited control over the job significantly predicted work performance, quality of work life and general well-being of military personnel in a negative way. This study did not consider social support from friend and counselling services as important factors that could also predict police personnel's quality of work life.

Page and Jacobs (2011) examined the extent to which social support, job stress and counselling services predicts police personnel's quality of work life and general well-being of 85 law enforcement personnel in Oklahoma, United States. Their results showed that police personnel's quality of work life and general well-being significantly increased with social support and counselling services. The results also revealed that there were negative relationships among job stress, police personnel's quality of work life and general well-being. There is a need to examine how factors like administrative support and control (over detainees) could help enhance employees' quality of work life.

In a study conducted among 1062 jail personnel in Orlando, Florida, Paoline and Lambert (2011) tested the extent to which administrative support and control (over detainees) predicts job stress, job satisfaction and quality of work life. Results showed that administrative support and control (over detainees) significantly increased job

satisfaction and quality of work life of jail personnel. Administrative support and control (over detainees) had negative relationships with job stress. This study only examined how administrative support and control may affect employees' quality of work life. It laid less emphasis on managerial (organisational and managerial supports) and job-related factors (job demands and job experience) which may also be related with police personnel's quality of work life.

Dick (2011) tested the extent to which managerial support, job-related factors (job demands and job experience) and demographic variables predict quality of work life and organisational commitment of 670 police personnel in United Kingdom. The author found that managerial support was positively related to police personnel's quality of work life and organisational commitment. The results also showed that job-related factors (job demands and job experience) and demographic variables had a negative prediction on quality of work life and organisational commitment of police personnel. This study has shown that employees' quality of work life can be influenced by managerial and job-related factors; it did not test whether risk perception in addition to high level of job demands may affect employees' quality of work life.

Sampling 986 Norwegian offshore workers from critical safety organisations, Nielsen, Mearns, Mattiesen, and Eid (2011) investigated the extent to which risk perception and high level of job demands predict employees' quality of work life and job satisfaction. Their results revealed that risk perception and high level of job demands exerted a negative influence on quality of work life and job satisfaction. This study did

not take into consideration how factors like family support could enhance police personnel's quality of work life.

Kurtz (2012) investigated the extent to which perceived family support, gender and job demands predict quality of work life and work performance of police personnel in Baltimore, Maryland. He reported that family support and gender had a positive prediction on their quality of work life and work performance. However, job demands were negatively related with quality of work life and work performance of police personnel. Apart from family support, other important factors that could predict police personnel's quality of work life are socio-emotional needs.

In a study involving 308 United State police officers, Armeli, Eisenberger, Fasolo and Lynch (1998) examined the extent to which socio-emotional needs mediated the relationship between perceived organisational support and police performance, which was measured in terms of quality of work life. Their results indicated that socio-emotional needs fully mediated the relationship between perceived organisational support and police personnel's quality of work life.

In a Nigerian sample, Ogunbamila (2014a) investigated the extent to which job stress and perceived organisational support predicted job involvement among 268 police personnel in Nigeria. His result revealed that job stress significantly predicted job involvement in such a way that police personnel who reported a low job stress tended to be highly involved with their jobs. Also, it was found that perceived organisational support positively predicted police personnel's level of job involvement.

3.1.8. Related Studies on Psychological Needs, Job Demands, Perceived Organisational Support and Psychological Well-being

Police personnel's level of efficiency and effectiveness may depend greatly on a stable psychological well-being (i.e. state of being happy with oneself, feeling of satisfaction with one's occupation) (Dar *et al.*, 2011; Gupta & Nafis, 2014; Tucker, 2015). Based on these positive outcomes (efficiency and effectiveness on one's job), many researchers have studied police personnel's level of psychological well-being.

For example, Magnavita and Garbarino (2013) examined the extent to which job stress, control, reward and support predict psychological well-being and general well-being of 290 police personnel in America. Findings revealed that control, reward and support positively predicted psychological well-being and general well-being of police personnel. However, job stress had a negative prediction on police personnel's psychological well-being and general well-being. This study paid more attention to organisational factors as major predictors of police personnel's psychological well-being. There is a need to examine how role identification could affect employees' psychological well-being.

Grawitch, Barber, and Kruger (2010) investigated the extent to which role identification and job demands predict psychological well-being and job stress of 89 police officers, selected from 10 Mid-western suburban police departments in a metropolitan region in the United States. They found that role identification significantly predicted psychological well-being and job stress of police personnel. Their result also indicated that job demand was negatively related with police personnel's level of

psychological well-being and job stress. This study did not take into consideration factors like individual values and self-direction (need for autonomy), which can also determine employees' psychological well-being.

In a sample of 27 police officers from Israel, Aaron and Orit (2010) investigated the extent to which individual values and self-direction (need for autonomy) predict psychological well-being and organisational commitment. Their results showed that individual values and self-direction (need for autonomy) positively predicted police personnel psychological well-being and organisational commitment. It was also indicated in their results that police officers' psychological well-being was significantly related to organisational commitment. This study did not consider the benefit of intervention programmes and social support on police personnel's level of psychological well-being.

In an experiment, Rui-Pedro (2013) tested the effect of job demands, intervention programs and social support on psychological well-being of fire-fighters in Portugal. One hundred and four (experimental group=67; control group=37) Portuguese fire-fighters participated in the study. Findings indicated that social support exerted a positive significant effect on fire-fighters' level of psychological well-being. Results also revealed that job demands and intervention programmes did not exert significant effects on fire-fighters' level of psychological well-being. Apart from the factors investigated in this study, other factors like perceived organisational support and resilience intervention (ability to recover quickly after performing a difficult task) may also improve the psychological well-being of police personnel.

Gayton and Lovell (2012) examined the extent to which perceived organisational support and resilience intervention (ability to recover quickly after performing a difficult task) predict psychological well-being of ambulance service paramedics. The study was conducted among 219 paramedics in Australia. Their results showed that perceived organisational support and resilience intervention (ability to recover quickly after performing a difficult task) significantly predicted ambulance service paramedics' level of psychological and general well-being. The psychological well-being of police personnel can be enhanced if they are provided with autonomy needs (ability to clearly sort things out when faced with tasking works and situations).

Chen and Kao (2012) investigated the extent to which work value (autonomy) and organisational citizenship behaviour predict the psychological well-being and professional commitment of 435 police students in Taiwan. Their results revealed that work value (autonomy) and organisational citizenship behaviour significantly predicted the psychological well-being and professional commitment of Taiwan police students. This study dwelt more on work value as a major predictor of police personnel's psychological well-being. Perceived organisational support may be an important moderator of the effects of job demands on employees' level of psychological well-being.

Using 240 registered nurses in Taiwan, Chou, Hecker and Martin (2012) examined the extent to which job demands, perceived organisational support, and emotional labour predict the psychological and general health of nurses. Findings indicated that job demands, perceived organisational support, and emotional labour significantly predicted nurses' level of psychological and general health. Another major

factor that can affect police personnel's level of psychological well-being, apart from job demands, is work-family interface.

Juniper, White, and Bellamy (2010) investigated the extent to which work-family inter-face, job demands and workload influence the psychological well-being and work performance of police personnel in London. A total number of 822 police officers participated in the study. Their results showed that work-family interface, job demands and workload had a negative influence on the psychological well-being and work performance of police personnel in London. Apart from work-family interface, job demand, and workload, another factor that may influence employees' level of psychological well-being is occupational stress.

In a study involving 435 manufacturing employees in South West, Nigeria, Babajide and Akintayo (2011) tested the level at which occupational stress (induced by a high level of job demand) and perceived organisational support affect psychological well-being and work behaviour. They reported that perceived organisational support was positively related with employees' level of psychological well-being and work behaviour. They also found that occupational stress had a negative prediction on employees' level of psychological well-being and work behaviour. This study did not cover how positive psychological capital (a meta-construct that combines established psychological predispositions to be resilient to job stress induced by a high level of job demand) can improve police personnel's psychological well-being. The next study provided a possible explanation.

Using 648 military personnel in United States, Schaubroeck, Riolli, Peng and Spain (2011) examined the extent to which positive psychological capital and personality characteristics influence the psychological well-being of soldiers. Findings showed that positive psychological capital and personality characteristics had a significant positive influence on the psychological well-being of US soldiers.

Perceived organisational support had also been implicated as a very important factor that enhanced police personnel's psychological well-being among Pennsylvania police personnel (Tucker, 2015). Tucker (2015) examined the extent to which 673 Pennsylvanian police personnel's job stress can be reduced through the provision of some kind of support by their organisation in order to enhance their psychological well-being. His result revealed that police personnel who had a positive perception of organisational support perceived less stress on their job.

3.2. Summary of Literature and the Identified Gaps in Literature

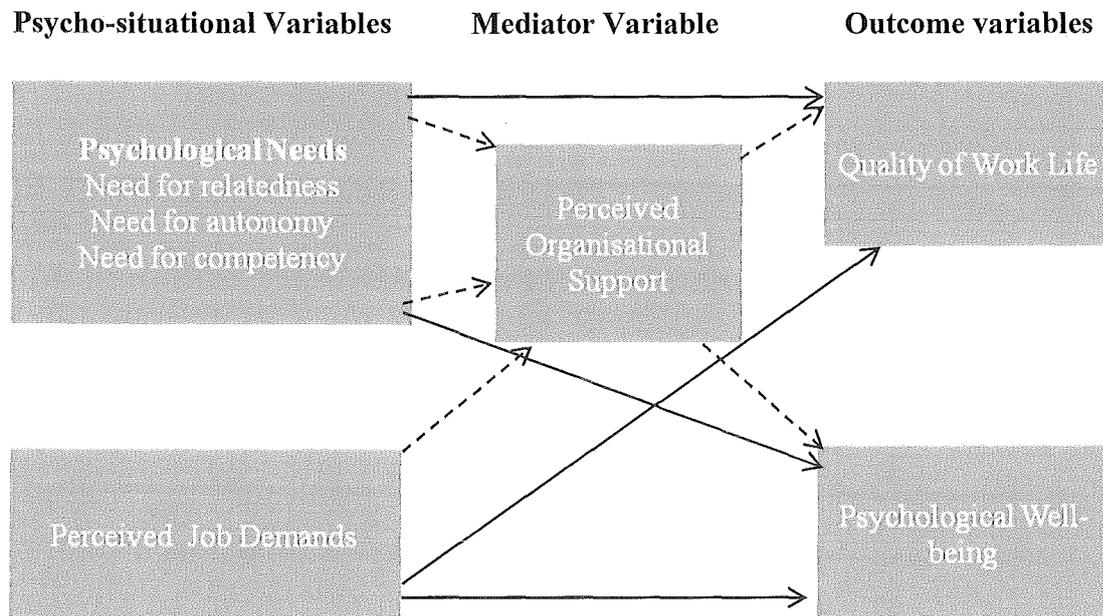
Generally, the reviewed studies have shown that a high level of job demands had significant negative effect on police personnel's quality of work life and psychological well-being. These studies also indicated that the satisfaction of police personnel's psychological needs (autonomy, relatedness and competence) may improve their level of quality of work life and psychological well-being. In addition to that, studies have shown that perceived organisational support has the potential of influencing the extent to which job demands and psychological needs connect with quality of work life and psychological well-being.

However, these reviewed studies did not explicitly test the extent to which perceived organisational support may affect the influence of job demands and psychological needs on quality of work life and psychological well-being, especially among police personnel in Nigeria, using mediation analysis. In addition, most of the studies reviewed on quality of work life and psychological well-being in Nigeria focused more on employees in the manufacturing industry; less attention has been paid to service occupations, especially police personnel. Against this background, this study investigated the extent to which job demands and psychological needs were related to quality of work life and psychological well-being of police personnel in Nigeria and whether perceived organisational support mediates the relationships.

3.3. Conceptual Framework of this Study

The conceptual framework of this study is presented in Figure1.

Figure 1: Conceptual Model of Quality of Work Life and Psychological Well-Being of Police Personnel



Note: This model was based on Baron and Kenny's (1986) mediation theory. The arrows with complete lines indicate direct paths of the predictor variables (psycho-situational variables) to the outcome variables. The arrows with broken lines indicate mediated (indirect) paths of the predictor variables to the outcome variables.

This model proposes that when psychological needs are met by the organisation, police personnel would experience high quality of work life and psychological well-being. It is also expected that low job demands would lead to high quality of work life and psychological well-being among police personnel. Quality of work life and psychological well-being of police personnel may be enhanced when organisational support is perceived despite high job demands and inadequate satisfaction of psychological needs. Perceived organisational support is, therefore, expected to mediate

the relationships of the psycho-situational variables with quality of work life and psychological well-being.

Based on the identified gaps and the conceptual framework, the following hypotheses were tested.

3.4. Hypotheses

1. Psycho-situational factors (psychological needs and job demands) will significantly predict quality of work life of police personnel.
2. Psycho-situational factors (psychological needs and job demands) will significantly predict psychological well-being of police personnel.
3. Perceived organisational support will significantly mediate the relationships between psychological needs and quality of work life of police personnel.
4. Perceived organisational support will significantly mediate the relationships between job demands and quality of work life of police personnel.
5. Perceived organisational support will significantly mediate the relationships between psychological needs and psychological well-being of police personnel.
6. Perceived organisational support will significantly mediate the relationships between job demands and psychological well-being of police personnel.

3.5. Operational Definition of Terms

Job demands: This refers to how employees perceive those psychological, physical, social or organisational aspects of their job that are required to meet the standards of the organisation. This was measured using Boyer, Carr, Mosley and Carson's (2007) Job Demands Scale (JDS). Scores at the mean and above reflect individuals who perceived high job demands. Individuals whose score falls below the mean indicate a low level of job demands.

Psychological needs: This is operationalized as those motivational needs that are put in place by the organisation to enhance the performance of employees. Psychological needs were measured using Deci and Ryan's (2000) Basic Psychological Needs Scale. The composite score on the measure of psychological needs, as used in previous studies (e.g. Elst *et al.*, 2012; Van den Broeck *et al.*, 2010), was adopted in this study. Police personnel whose score falls at the mean and above have a high level of psychological needs, while a score below the mean indicates a low level of psychological needs.

Perceived organisational support: This refers to the extent to which an employee feels or believes that the organisation values his/her contribution and cares about his/her well-being by rendering help to him/ her. The Perceived Organisational Support Scale developed by Eisenberger, Fasolo and Davis-Lamastro (1990) was used to assess the participants' level of perceived organisational support. A score at the mean and above shows that the individuals have favourable perceptions of organisational support.

Individuals whose score falls below the mean indicate a low level of organisational support.

Quality of work life: This occurs in a situation when an employee is satisfied with his / her working condition and his/her general well-being. The participants' level of quality of work life was measured using Van Laar, Edward and Easton's (2007) Work-Related Quality of Life scale. Individuals whose score falls at the mean and above indicates a high level of quality of work life, while a score below the mean indicate a low level of quality of work life.

Psychological well-being: This refers to the perception an employee has towards life, and being able to function effectively with a sense of feeling good. Generally, the term refers to a person's level of wellness and stability. Psychological well-being was measured using the Well-being Manifestation Measure Scale developed by Masse *et al.* (1998). A score at the mean and above indicated a high level of psychological well-being. Individuals whose score falls below the mean indicate a low level of psychological well-being.

Police personnel: These are the set of individuals who are professionally trained on how to curb crime and criminal activities. They are charged with the statutory functions of prevention and detention of crime, protection of life and properties, and apprehension of offenders. They are also expected to maintain law and order in the society.

South-western, Nigeria: This refers to the south-western geo-political zone of Nigeria. It comprises six states: Ekiti, Lagos, Ogun, Ondo, Osun, and Oyo.

Nigeria: It is a nation in western Africa, bordered in the south by the Gulf of Guinea; in the north by Niger Republic; in the east by Chad Republic and Republic of Cameroon; and in the west by the republic of Benin. The Nigeria gained independence from Britain on October 1st, 1960. According to The American Heritage New Dictionary of Cultural Literacy (2005) the population of Nigeria, as at 2013, stood at 178,516, 904.

Age: This is operationalised as the chronological age with regards to the participants' last birthday as at the time of this research.

Gender: This refers to the socially assigned sex roles and the biological sex of either being a male or female.

Marital status: This is defined as an individual's state of being single, married, divorced or separated. Marital status is associated with some socio-cultural expectations and social responsibilities.

Educational qualifications: This has to do with the highest level of western education attained by the participants as at the time of this research.

Years of work experience: This is operationalised as the total number of years the participants had spent on their job as at the time of this research.

CHAPTER FOUR

RESEARCH METHODOLOGY

This chapter consists of seven major sections namely: research design, research setting, participants, instruments, procedure, statistical analysis and ethical considerations. The detailed explanation of each section is presented below.

4.1. Research Design

This study adopted a cross sectional survey research design. This was because the data were collected at one time, among and across different sections of participants from six different states in Nigeria. The independent variables were psychological needs and job demands. The dependent variables were quality of work life and psychological well-being. The mediating variable was perceived organisational support.

4.2. Research Setting

This study was conducted in six police headquarters in Ekiti, Lagos, Ogun, Ondo, Osun, and Oyo States in south-western Nigeria. South-western, Nigeria was chosen for this study because it housed more than one quarter of the total police personnel in Nigeria. More so, it housed the two most populous states in the country (Lagos: about 8 million; Oyo: about 2.6 million) as at 2008 (World Fact Book, 2011).

The Nigeria Police Force (NPF) was established in 1930. NPF is designated by Section 194 of the 1979 and section 214 (1) of the 1999 Nigerian constitution as the national police of Nigeria and was formed from the Northern and Southern police forces

in 1930 (Human Right Watch, 2010). Its main objectives were to recruit employees and train them on how to curb crimes and maintain order in the society. The Nigerian police force, as at 2010, was ranked as the ninth largest police force in the world and the largest in Africa with a ratio of 205 officers per 100,000 citizens (Human Right Watch, 2010).

In addition, the NPF consist of 37 commands grouped into 12 zones. NPF comprised seven major departments: Finance and Administration ('A' department), Operations ('B' department), Logistics and Supply ('C' department), Investigation, ('D' department), Training ('E' department), Research and Planning ('F' department), and Information and Communication technology ('G' department). The Nigeria police force has a staff strength of 371,800 police personnel (Human Right Watch, 2010).

These police headquarters are located in the state capitals. Due to the cosmopolitan nature of the state capitals, police personnel who work in these headquarters are likely to encounter greater job-related tasks, thereby increasing their level of job demands compared to those in the rural areas. Due to the nature of police duties, these tasks may impair the quality of work life and psychological well-being of police personnel who work in the police headquarters more than those who do not work in the headquarters.

4.3. Population and Sampling

Multistage sampling technique (which involved a combination of proportionate and simple random sampling techniques) was used to randomly select 1952 police personnel from the six police headquarters in the six southwestern states in Nigeria. The multistage sampling technique was considered appropriate because it involved the combination of various sampling techniques, which might enhance the method of selecting the study sample.

Based on the information obtained from the Department of Research and Planning of Nigeria Police Force, the population of police personnel in southwestern, Nigeria, as at January, 2014, stood at 58, 188. Out of this number, Ekiti State had 3,759, Lagos State had 29, 129, Ogun State had 7, 117, Ondo State had 6, 589, Osun State had 5, 586, and Oyo State had 6,008 personnel. Since the numbers of police personnel were not evenly distributed across the states, Yamane's (1967) method of proportionate sampling technique was used to select participants from each of the states in southwestern, Nigeria.

4.4. Participants

The participants for this study consist of 1952 (1085 males; 867 females) police personnel selected from six police headquarters in the six states in South-west, Nigeria. The participants' ages ranged between 18 and 53 years (Mean= 37.24 years; *SD*= 8.12). With regards to their marital status, 462 (23.7%) indicated that they were single and 1490 (76.3%) were married. The participants' job rank also varied. Nine hundred and sixty two

(49.3%) of the participants were in the junior cadre, 577 (29.6%) belonged to the intermediate cadre, and 413 (21.2%) were in the senior cadre.

Concerning the participants' state of work, 138 (7.1%) were from Ekiti state, 952 (48.8%) work in Lagos state, 249 (12.8%) were selected from Ogun state, 207 (10.6%) were from Ondo state, 208 (10.7%) work in Osun state, while 198 (10.0%) were from Oyo state. The participants also indicated 2 to 33 (Mean= 12.9 years; SD= 8.25) years of work experience. Lastly, the participants were asked to indicate their highest level of academic qualification. Their academic qualification ranged between Ordinary Level Certificate (O'Level/ Senior Secondary School Certificate (SSSC) to a postgraduate degree. Nine hundred and eight (46.5%) held O' Level/SSSC, 568 (29.1%) held National Certificate in Education/National Diploma, 385 (19.7%) held Higher National Diploma/first degree, and 91 (4.7%) of the participants held a postgraduate degree.

4.5. Instruments

The research instrument was a questionnaire. The questionnaire consisted of six sections.

Section A: This tapped the participants' socio-demographic variables such as age, gender, marital status, job rank, years of work experience and educational qualification. Sections B to F comprised measures of psychological needs, job demands, perceived organisational support, quality of work life and psychological well-being.

Section B: Psychological Needs

Psychological needs were assessed using the Basic Psychological Needs Scale (BPNS) developed by Deci and Ryan (2000). It is a 21-item scale designed to measure three basic motivational needs of employees. The instrument is rated on a 7-point scale (Not at all true=1; to Very true= 7). BPNS has three subscales which include: autonomy (7 items), competence (6 items) and relatedness (8 items). Sample items are: “I feel like I can make a lot of inputs to deciding how I get my job gets done” (autonomy), “People at work tell me I am good at what I do” (competence) and “I really like the people I work with” (relatedness). Deci and Ryan (2000) obtained a reliability coefficient of .82 for the overall scale. The scale was used by Adegbesan (2015) and Owolabi (2012) among the Nigerian population. The reliability coefficients of .80 and .88 were obtained by the researchers (Adegbesan, 2015; Owolabi, 2012). The present study had a Cronbach’s alpha of .87. Total score ranged between 21 and 147. Individuals whose scores fell at the mean or above the mean (96.62 and above) had a high level of psychological needs and scores below the mean (below 96.62) indicate a low level of psychological needs.

Section C: Job Demands

Job demands was measured using the Job Demands Scale (JDS) developed by Boyer *et al.* (2007). It is a 5-item scale developed to measure how employees perceived the demand placed on them by their organisations. JDS is rated on a 5-point scale (strongly agree=1; to strongly disagree=5). Sample items include: “My job requires all of my attention” and “I am given a lot of work to do”. Boyer *et al.* (2007) obtained a

Cronbach's alpha of .89 for the scale. Balogun, Adetula, and Olowoduoye (2013) obtained a reliability coefficient of .70 when the scale was used among Nigerian bank employees. Cronbach's alpha of .78 was obtained in the present study. The total score on this scale ranged between 5 and 25. Score at the mean and above (18.24 and above) reflected individuals who perceived high job demands. Individuals whose score fell below the mean (below 18.24) indicated a low level of job demands.

Section D: Perceived Organisational Support

Perception of organisational support was assessed using the Perceived Organisational Support (POS) scale developed by Eisenberger *et al.* (1990). POS is a 16-item scale designed to assess the extent to which employees believed that the organisation values their contributions to its well-being and reciprocate same by contributing to the achievement of its employees' goal. It is rated on a 7 point scale (strongly disagree= 0; strongly agree=6). Sample items include: "My organisation cares about my opinion" and "My organisation cares about my general satisfaction at work". Eisenberger *et al.* (1990) obtained a reliability coefficient of .95 for the scale. When this scale was used among Nigerian samples, its reliability coefficient ranged from .74 to .86 (Adebayo, 2015; Ladebo, Abubaker, & Adamu, 2011; Onuoha, & Ayeeru, 2013). The current study had a Cronbach's alpha of .81. The total score on this scale ranged between 0 and 96. Score at the mean and above (57.15 and above) showed that the individuals have favourable perceptions of organisational support. Individuals whose score falls below the mean (below 57.15) indicated a low level of organisational support.

Section E: Quality of Work life

The participants' level of quality of work life was measured using Van Laar *et al.*'s (2007) Work-Related Quality of Life (WRQoL) scale. WRQoL is a 23-item scale designed to investigate the extent to which employees are satisfied with their working conditions as well as their general well-being. The scale is rated on a 5-point scale (strongly disagree =1; strongly agree= 5). WRQoL has six subscales: general well-being (6 items), home/work interface (3 items), job and career satisfaction (6 items), control at work (3 items), working conditions (3 items), and stress at work (2 items).

Examples of items are "I feel well at the moment" (general well-being), "My employer provides adequate facilities and flexibility for me to fit work in and around my family life" (home/work interface), "I have a clear set of goals and aims to enable me to do my job" (job career satisfaction), "I feel able to voice opinions and influence changes in my area of work" (control at work), "I work in a safe environment" (working conditions), and "I often feel excessive levels of stress at work" (stress at work). Van Laar *et al.* (2007) obtained a reliability coefficient of .89 for the overall scale. Among Nigerian samples, Cronbach alphas of .94 and .87 were obtained from two studies (Gabriel & Nwaeve, 2014; Owolabi, 2015a). The present study had a Cronbach's alpha of .85. The total score on this scale ranged between 23 and 115. Scores that fell at the mean and above (80.28 and above) indicated a high level of quality of work life, while a score below the mean (below 80.28) indicated a low level of quality of work life.

Section F: Psychological Well-being

Psychological well-being was assessed using the Well-being Manifestation Measure Scale (WBMMS) by Masse *et al.* (1998). This scale was preferred to other psychological well-being scales, such as Well-being Scale (Andrews & Crandall, 1976) and General Well-being Schedule (Depuy, 1977), because most of these scales were used among the elderly and they are more directed towards the health sector than the organisation. WBMMS was preferred to Ryff's (1989) Psychological Well-being Scale because WBMMS has 25 items that capture psychological well-being of employee better than Ryff's (1989) 44-item scale.

WBMMS is a 25-item scale designed to measure the wellness and stability of individuals. The scale is rated on a 5-point (Never =1; Almost Always= 5). It has six subscales which are control of self and events (4 items), happiness (5 items), social involvement (4 items), self-esteem (4 items), mental balance (4 items), and sociability (4 items). Samples items include: "I was able to face difficult situations in a positive way" (control of self and event), "I felt good, and at peace with myself" (happiness), "I had goals and ambitions" (social involvement), "I had self-confidence" (self-esteem), "I felt emotionally balanced" (mental balance), and "I had a good sense of humour, easily making my friends laugh" (sociability).

Masse *et al.* (1998) obtained a Cronbach's alpha of .93 for the overall scale. Three studies conducted in Nigeria (Akin, 2008; Mabekoje, 2003; Onyedibe, Onyekwelu, & Ugwu, 2015) reported reliability coefficients of .70, .71, and .63 respectively. A Cronbach's alpha of .85 was obtained in the present study. The total range score on this

scale is between 25 and 125. Scores at the mean and above the mean (93.89 and above) showed that the individuals had a high level of psychological well-being. Individuals whose score fell below the mean (below 93.89) indicated a low level of psychological well-being. The construct was measured compositely to indicate employees' psychological well-being.

4.6. Ethical considerations

In the course of carrying out this research, the following research ethics were considered. After an oral presentation at the department and faculty higher degrees committee, permission to conduct the study was obtained from the ethics committee of the North-West University, Mafikeng campus, South Africa. The ethics certificate number is NWU.00226-14-A9 (See Appendix C). Also, a written permission to conduct the study was sought from and granted by the Nigerian Police Public Relations Officer on behalf of the inspector general of police in Nigeria (See Appendices DI, DII, and EI, EII).

In addition to these, participation in the study was voluntary. Participants who indicated willingness to participate in the study studied and signed the Informed Consent Form, which indicated the purpose of the study, assurance that their responses will not be traced to them, and the freedom to discontinue with the research whenever they felt uncomfortable with any aspect of it.

The participants were assured of the confidentiality of their responses. They were told not to include their names and departments. The researcher adhered strictly to the principles of research ethics. This was done by informing the participants that the

research poses no physical, psychological, or emotional harms. Apart from that, a professional psychologist was made available by the researcher to attend to any participants who exhibited psychological reactions to any of the sensitive aspects of the study. The participants were made to understand that anyone who feels uncomfortable with the research at any point was free to discontinue with it.

4.7. Procedure

Written permission to conduct the study was sought from the Inspector General of Police in Nigeria (see Appendix DI and DII). On behalf of the Inspector General of Police in Nigeria, the Police Public Relations Officer granted the request and also notified the Police Commissioners in each of the selected States (see Appendix EI and EII).

Based on the information obtained from the Department of Research and Planning of the Nigerian Police Force, which was in charge of statistics and personnel, the population of police personnel in south-western, Nigeria, as at January, 2014, stood at 58,188. The researcher used a multi-stage sampling technique, which was a combination of proportionate and simple random sampling techniques, to select the participants from the six police headquarters in the six States (Ekiti, Lagos, Ogun, Ondo, Osun and Oyo) in South-west, Nigeria.

As stated earlier, out of the 58,188 police personnel in south-western, Nigeria, Ekiti State had three thousand, seven hundred and fifty nine (3,759) police personnel. Lagos State was made up of twenty nine thousand, one hundred and twenty nine (29,129) police personnel. Seven thousand, one hundred and seventy seven (7,117) police

personnel were in Ogun State. Ondo State had a total of six thousand, five hundred and eighty nine (6, 589) police personnel. Osun State had five thousand, five hundred and eighty six (5, 586) police personnel and Oyo State had six thousand and eight (6,008) police personnel. Since there was variation in the number of police personnel in each state, a proportionate sampling technique based on Yamane's (1967) method of sample selection was used. Based on Yamane's (1967) formula, 2,250 questionnaires were proportionately distributed (Ekiti State = 146; Lagos State = 1,127; Ogun State = 275; Ondo State = 254; Osun State = 216; Oyo State =232). (See Appendix F for the analysis on how the questionnaires were distributed per state).

Due to security reasons, which prevented the researcher from having access to the employment register, the Police Divisional Officers of each of the police headquarters that participated in the study assisted in identifying the police personnel whose employment numbers were even numbers on the employment register. In selecting the participants, the first set of police personnel whose employment numbers were even numbers on the employment register based on the proportionate number of police personnel in the selected States, were selected.

Data were collected during office hours. The researcher administered the self-report questionnaires to the police personnel with the help of four research assistants. Out of the two thousand, two hundred and fifty (2,250) questionnaires that were distributed, two thousand and twelve (2,012) questionnaires were retrieved. Out of this number, one thousand, nine hundred and fifty two (1952) were duly completed and found usable. The distribution of the duly completed questionnaires was as follow: 138 (Ekiti State), 952

(Lagos State), 249 (Ogun State), 207 (Ondo State), 208 (Osun State), and 198 (Oyo State). In all, this yielded a response rate of 87%. The data collection of the study took place from February 10th, 2015 to May 7th, 2015.

4.8. Data Analysis

In order to know the extent and direction of relationships among the study variables, Pearson Product Moment Correlation was used to inter-correlate the study variables. Variables such as gender, marital status, job status, state of work, and academic qualification were coded. Gender was coded male=0; female=1. Marital status was coded single=0; married=1. Job status was coded junior level=1; intermediate level=2; senior level=3. State of work was coded Ekiti State=1; Lagos State=2; Ogun State=3; Ondo State=4; Osun State=5; Oyo State=6. Academic qualification was coded SSSC=1; NCE/OND=2; HND/ First degree=3; postgraduate degree=4.

To test hypotheses 1 and 2, two sets of hierarchical multiple regression were conducted. The hierarchical multiple regression comprised three steps (Aiken & West, 1991; Dierdorff & Rubin, 2007; ter Doest, Maes, Gebhardt, & Koelewijn, 2006). In each analysis, the demographic variables were entered in the first step. In the second step, the first predictor (independent) variable was added to the model. In step 3 three of the model, the second independent variable was added to the model.

Hypotheses 3 - 6 were evaluated using structural equation modelling (SEM). The advantage of SEM over other statistics, such as multiple regressions, is that it reduces error variance found in multiple regressions. Apart from this, it enables researchers to

specify and estimate the fitness of model using mediator (intervening) variables to predict the relationships between the independent and dependent variables (Gunzler, Chien, Wu & Zhang, 2013; Hox, 1995; Hoyle, 1995; Janatabadi, 2015; McArdle, 2001; MacCallum & Austin, 2000; McFatter, 1979). All the paths in affected variables were tested simultaneously using maximum likelihood method in SEM (Bollen, & Long, 1993) to determine the mediating role of perceived organisational support on the relation of psychological needs and job demands to quality of work life and psychological well-being.

This is the criteria for which the overall Goodness-of-fit, the chi-square statistics (χ^2), which is the test of the absolute fit of the model can be evaluated. A χ^2 value of zero shows little difference between the expected and observed covariance matrices. Apart from the χ^2 test, the Goodness-of-Fit Index (GFI), the Comparative Fit Index (CFI), and the Root Mean Square Error of Approximation (RMSEA) were also determined because the χ^2 is sensitive to sample size. According to Hoyle (2011), indicators of a well-fitting model are evidenced by Goodness-of-Fit Index (GFI) and Comparative Fit Index (CFI) equal to or greater than .90, which is a rule in SEM known as rule of thumb. The values of RMSEA of about .05 or less indicate a good fit, furthermore, values smaller than .09 are also an indicative of an acceptable fit. In a situation where there are values greater than 1.0, it shows a model rejection (Bollen & Long, 1993; Browne & Cudeck, 1993; Kline, 2005).

All analyses were carried out with IBM-SPSS statistics for windows, version 22.0 and AMOS, version 22.0, using Maximum Likelihood (ML) estimation method (Byrne, 2010).

CHAPTER FIVE

RESULTS

5.0. Introduction

This chapter reports the results on the six hypotheses generated in the study. It gave a detailed analyses of the statistical tools (i.e. Correlation, Hierarchical multiple regression and structural equation modelling, SEM) used in analysing the study variables. Pearson Product Moment Correlation statistics was used in order to know the extent of relationship among the study variables. An Hierarchical Multiple regression statistic was thereafter used to test hypotheses 1 and 2. This was used in order to know the influence of the independent variables on the dependent variables. Lastly, hypotheses 4 to 6 were analysed with Structural Equation Modelling statistics. This became necessary in order to know the mediation effects of perceived organisational support on the connections of psychological needs and job demands to quality of work life and psychological well-being.

5.1. Test of Relationships among the Study Variables

In order to know the extent and direction of relationships among the study variables, Pearson Product Moment Correlation was used to analyse the data. This correlation was conducted in order to inform the Hierarchical Multiple regression and SEM analysis on the relationships among the variables and also to know which variables to be included in the model. The results are presented in Table 5.1.

Table 5.1: Mean, Standard Deviation, and Inter variable Correlation of the study variables

Variables	1	2	3	4	5	6	7	8	9	10	11	12
1. Age	1											
2. Gender	-.04	1										
3. Marital status	.54**	.02	1									
4. Job rank	.78**	-.01	.45**	1								
5. State of work	-.21**	.01	.05*	-.11**	1							
6. Work experience	.92**	-.05*	.51**	.74**	-.15**	1						
7. Educational quali.	.04	.03	.03	.04	.01	.04	1					
8. PN	.16**	.02	.03	.12**	.04	.15**	.03	1				
9. JD	-.06**	-.09**	.07**	-.01	.32**	-.04	.04	.14**	1			
10. POS	.17**	-.02	.01	.15**	-.05*	.14**	.08**	.65**	-.12**	1		
11. QWL	.13**	.07**	-.02	.10**	-.02	.10**	.05*	.41**	-.07**	.35**	1	
12. PWB	.09**	-.04	.01	.09**	.07**	.09**	.01	.30**	-.16**	.22**	.54**	1
Mean	37.24	-	-	-	-	12.88	-	96.62	18.24	57.15	80.28	93.89
SD	8.14	-	-	-	-	8.25	-	17.22	3.85	13.15	11.32	11.02

Note: ** $p < .01$. * $p < .05$. N = 1952. Gender was coded male=0, female=1. Marital status was coded single=0, married=1. Job rank was coded junior level=1, intermediate level=2, senior level=3. State of work was coded Ekiti State=1, Lagos State=2, Ogun State=3, Ondo State=4, Osun State=5, Oyo State=6. Educational qualification was coded 1=SSSC, 2=NCE/OND, 3=HND/First degree, 4=postgraduate degree. PN = Psychological Needs, JD=Job Demands, POS=Perceived Organisational Support, QWL=Quality of Work Life, PWB=Psychological Wellbeing.

Results in Table 5.1 indicate that psychological needs had significant positive relationships with quality of work life [$r(1950) = .41, p < .01$] and psychological well-being [$r(1950) = .30, p < .01$]. This implies that the level of psychological well-being and quality of work life of police personnel increased with their levels of psychological need,

Similarly, job demands had a significant inverse relationships with quality of work life [$r(1950) = -.07, p < .01$] and psychological well-being [$r(1950) = -.16, p < .01$]. The results indicate that police personnel who reported high level of job demands also tended to experience low levels of quality of work life and psychological well-being.

Furthermore, Table 5.1 results show that perceived organisational support had a significant positive relationship with psychological needs [$r(1950) = .65, p < .01$]. This indicated that psychological needs increased as police personnel felt supported by the organisation. However, perceived organisational support reduced as the level of job demands of police personnel increased [$r(1950) = -.12, p < .01$]. In addition, the results in Table 5.1 reveal that quality of work life [$r(1950) = .35, p < .01$] and psychological well-being [$r(1950) = .22, p < .01$] increased with perceived organisational support. This implies that when police personnel felt highly supported by the organisation they tended to experience high levels of quality of work life and psychological well-being.

5.2. Test of Hypotheses 1 and 2

Hypotheses 1 and 2 were tested with hierarchical multiple regression analysis. It became necessary to test hypotheses 1 and 2 with hierarchical multiple regression analysis in order to confirm the findings of previous studies on the relationships of job demands and psychological needs with quality of work life and psychological well-being.

To test hypothesis 1, which stated that psycho-situational factors (psychological needs and job demands) would significantly predict quality of work life of police personnel, a hierarchical multiple regression was conducted on the extent to which psychological needs and job demands predicted quality of work life.

In this model, the demographic variables (age, gender, marital status, job rank, work experience and academic qualification) were entered in step 1. In step 2, the first independent variable (psychological needs) was entered. The second independent variable (job demands) was added to the model in step 3. The results are presented in Table 5.2.

Table 5.2: Hierarchical Multiple Regression Showing the Influence of Psychological Needs and Job Demands on Quality of Work Life

Independent Variables	Step 1 <i>B</i>	Step 2 <i>β</i>	Step 3 <i>β</i>
Demographic Variables			
Age	.28**	.16**	.17**
Gender	.08**	.07**	.07**
Marital status	-.13**	-.09**	-.09**
Job rank	.01	.02	.02
State of work	.03	-.00	-.01
Work experience	-.09	-.08	-.08
Educational qualification	.05*	.04*	.04*
Predictors			
Psychological needs		.40**	.39**
Job demands			-.04
<i>R</i>	.19	.43	.43
<i>R</i> ²	.04	.19	.19
ΔR^2	.04	.15	.00
<i>Df</i>	7, 1944	8, 1943	9, 1942
<i>F</i>	10.70**	55.70**	49.82**
ΔF	10.70**	356.96**	2.49

Note: ** $p < .01$. * $p < .05$. N = 1952. Gender was coded male=0, female=1. Marital status was coded single=0, married=1. Job rank was coded junior level=1, intermediate level=2, senior level=3. State of work was coded Ekiti State=1, Lagos State=2, Ogun State=3, Ondo State=4, Osun State=5, Oyo State=6. Academic qualification was coded 1= SSSC, 2= NCE/OND, 3= HND/First degree, 4= postgraduate degree.

As indicated in Table 5.2, only four of the demographic variables had a significant influence on police personnel's quality of work life. The quality of work life of police personnel significantly increased with age ($\beta = .28, p < .01$). Similarly, gender significantly predicted quality of work life; with females reporting higher quality of work life than males ($\beta = .08, p < .01$). The results also show that marital status significantly predicted quality of work life of police personnel in such a way that police personnel who were married tended to report lower quality of work life than those who were single ($\beta =$

-.13, $p < .01$). Educational qualification also significantly predicted police personnel's quality of work life ($\beta = .05, p < .01$). This implies that police personnel's quality of work life increased with their level of educational qualification.

The results of step 2 of the model indicate that psychological needs significantly predicted police personnel's quality of work life such that as employees' psychological needs were being satisfied, their quality of work life improved ($\beta = .40, p < .01$). The inclusion of psychological needs in the model changed the R value from .19 to .43. This implies that psychological needs contributed 15% changes to the quality of work life of police personnel [$\Delta R^2 = .15; F(8, 1943) = 55.70, p < .01$].

However, when the effects of job demands were added to the model in step 3, there were no significant changes in the quality of work life of police personnel [$\beta = -.04, p > .05; \Delta R^2 = .00; F(9, 1942) = 49.82, p > .01$]. This implies that quality of work life of police personnel was not significantly related with their level of job demands. The results in Table 5.2 partly supported hypothesis 1 which stated that psycho-situational factors (psychological needs and job demands) would significantly predict police personnel's quality of work life.

To test hypothesis 2, which proposed that psycho-situational factors (psychological needs and job demands) would significantly predict psychological well-being of police personnel, another hierarchical multiple regression was conducted. The demographic variables (age, gender, marital status, job rank, work experience and academic qualification) were entered in step 1. In step 2 of the model, the first

independent variable (psychological needs) was entered. The second independent variable (job demands) was entered in step 3 of the model. The results are presented in Table 5.3.

Table 5.3: Hierarchical Multiple Regression showing the influence of Psychological Needs and Job Demands on Psychological Well-being

Independent Variables	Step 1 <i>B</i>	Step 2 β	Step 3 <i>B</i>
Demographic Variables			
Age	.12	.04	.05
Gender	-.03	-.04	-.03
Marital status	-.07**	-.04	-.05*
Job rank	.03	.03	.03
State of work	.10**	.07**	.04
Working experience	.01	.02	.02
Educational qualification	.01	-.00	-.01
Predictors			
Psychological needs		.28**	.27**
Job demand			-.11**
<i>R</i>	.15	.31	.33
<i>R</i> ²	.02	.10	.11
ΔR^2	.02	.08	.07
<i>Df</i>	7, 1944	8, 1943	9, 1942
<i>F</i>	6.04**	26.35**	26.34**
ΔF	6.04**	164.91**	23.78**

Note: ** $p < .01$. * $p < .05$. N = 1952. Gender was coded male=0, female=1. Marital status was coded single=0, married=1. Job rank was coded junior level=1, intermediate level=2, senior level=3. State of work was coded Ekiti State=1, Lagos State=2, Ogun State=3, Ondo State=4, Osun State=5, Oyo State=6. Academic qualification was coded 1= SSSC, 2= NCE/OND, 3= HND/First degree, 4= postgraduate degree.

Table 5.3 reveals that marital status and state of work were the only demographic variables that had significant influence on police personnel's level of psychological well-

being. Marital status significantly predicted police personnel's level of psychological well-being; with police personnel who were married reporting lower level of psychological well-being than those who were single ($\beta = -.07, p < .01$). Similarly, state of work had a significant influence on the psychological well-being of police personnel ($\beta = .10, p < .01$).

As indicated in the results of step 2 of the model, psychological needs significantly predicted police personnel's psychological well-being ($\beta = .28, p < .01$). This means that police personnel had a higher level of psychological well-being when provided with the basic psychological needs. When the effects of psychological needs were added to the model, the R value changed from .15 to .31. This implies that psychological needs contributed 8% changes to the psychological well-being of police personnel [$\Delta R^2 = .08; F(8, 1943) = 26.35, p < .01$].

In step 3 of the model, when the effects of job demands were added to the model, job demands significantly reduced police personnel's level of psychological well-being [$\beta = -.11, p < .01; \Delta R^2 = .07; F(9, 1942) = 26.34, p < .01$]. Job demands contributed 7% changes to the level of psychological well-being of police personnel. This implies that police personnel who are exposed to a high level of job demands tended to report low level of psychological well-being. The results in Table 5.3 supported hypothesis 2 which expected that psycho-situational factors (psychological needs and job demands) would significantly predict police personnel's psychological well-being.

5.3. Test of Hypotheses 3 to 6

Hypotheses 3 to 6 were analysed using structural equation modelling (SEM). Structural equation modelling technique was preferred to Baron and Kenny's (1986) mediation test because SEM allows researchers to know how well a model that links the predictor variable to the outcome variable through one or more intervening pathways fits appropriately into the model (Hair, Black, Babin, & Anderson, 2010).

5.3.1. Preliminary Analysis on Hypotheses 3 and 4

Hypotheses 3 and 4 were tested with SEM. Hypothesis 3 predicted that perceived organisational support would mediate the relationship between psychological needs and quality of work life of police personnel. In the case of hypothesis 4, perceived organisational support was expected to mediate the relationship between job demands and quality of work life of police personnel.

Using AMOS version 22, a path diagram that represents the study variables was specified in order to determine the extent to which psychological needs and job demands were related to the quality of work life of police personnel. Maximum likelihood estimation method was used to determine the estimation of the parameters in the model. In order to confirm the fitness of the model to the data, model fit indices, including Chi square (χ^2) test statistics, degree of freedom (df) ratio, Goodness-of-Fit Index (GFI), Adjusted Goodness-of-Fit Index (AGFI), Root Mean Square Error of Approximation

(RMSEA), Norm Fit Index (NFI), Comparative Fit Index (CFI), and Tucker Lewis Index (TLI) were calculated.

The calculation of all the model indices is an important procedure in SEM analysis in order to determine the model fit (Browne & Cudeck, 1993; Byrne, 2010; Hair *et al.*, 2010; Hu & Bentler, 1999; Kline, 2005; Mak & Socket, 2001; Vandenberg & Scarpello, 1994). According to the rule of thumb in SEM, a perfect model fit must have model indices that have the following values [*NFI*, *CFI*, *GFI* and *AGFI*= 0.9 and above; *TLI*=1.00 (usually a value of 0.90 is required to accept a model); *RMSEA* must be ≤ 0.05] (Browne & Cudeck, 1993; Hoyle, 2011; Kline, 2005).

After running the SEM analysis, the following model indices were obtained ($\chi^2=0.00$; *df*= 0; *CFI*= 0.61; *GFI*= 0.07; *AGFI*= 0.55; *RMSEA*=0.36; *NFI*= 1.00; *TLI*= 0.00). However, observation of the model fit indicated that one of the exogenous (job demand) variables did not show a significant prediction on quality of work life when perceived organisational support was used to mediate their relationships.

According to SEM rules, a variable can be removed from a model, if it does not significantly predict an outcome variable (MacCallum, Roznowski & Necowitz, 1992). This process is known as model modification. Modification of model is important in order to improve its fit; thereby estimating the most likely relationship between/among variables (MacCallum *et al.*, 1992). The results of the preliminary analysis on hypotheses 3 and 4 indicated that job demands did not contribute significantly to the model. Against

this background, the effects of job demands were removed from the model in order to improve its fit.

5.3.2. Test of Hypotheses 3 and 4

To test hypotheses 3 and 4, a revised SEM model that postulates one exogenous variable (psychological needs) was therefore used. This variable was fitted and it met the criteria for model fit ($\chi^2=0.00$; $df = 0$; $p<.001$; $CFI=.92$; $GFI= 1.00$; $AGFI= .96$; $RMSEA=.04$; $NFI= 1.00$; $TLI= 1.00$). All the model fit indices met SEM criteria as indicated in SEM literature (Bollen, 1989; Browne & Cudeck, 1993; Byrne, 2010; Hair *et al.*, 2010; Hu & Bentler, 1999; Kline, 2005; Mak & Socket, 2001; Schumacker, & Lomax, 1996; Ullman, 2006; Vandenberg & Scarpello, 1994). The results of the modified model are presented in Table 5.4 and Figure 2.

Table 5.4: Results of the Structural Equation Modelling (modified version) showing how Perceived Organisational Support Mediated the Relationships between Psychological Needs and Quality of Work life

Variables	Parameters	Estimates	SE	CR	P
BPN	QWL	.21	.02	12.16	<.01
BPN	POS	.49	.01	37.24	<.01
QWL	POS	.12	.02	5.02	<.01

Note: BPN= Basic Psychological Needs, POS=Perceived Organisational Support, QWL=Quality of Work Life.

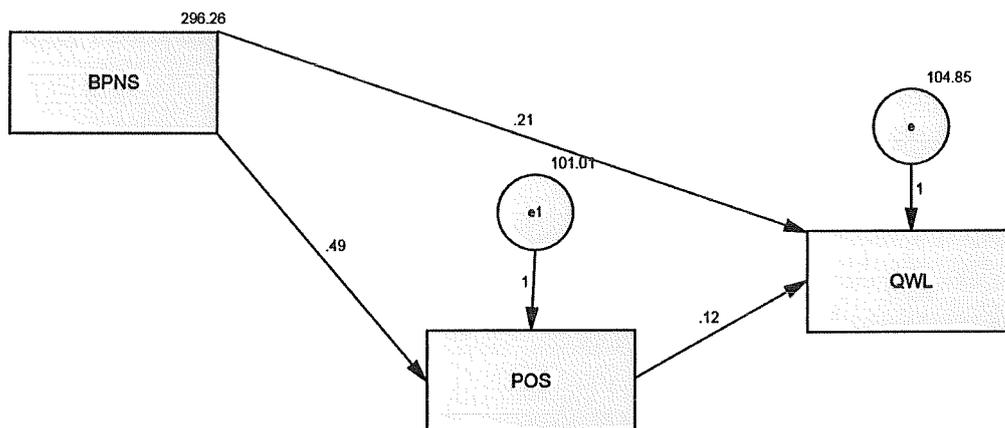


Fig. 2. Paths from Basic Psychological Needs to Perceived Organizational Support and Quality of Work-life

The results in Table 5.4 and Figure 2 show the standardised beta coefficient of the modified model. Psychological needs significantly predicted quality of work life of police personnel ($\beta=.21$; $p <.001$). This implies that police personnel who were provided with the basic psychological needs tended to have a higher quality of work life than those who did not have the opportunities for satisfying their psychological needs. Perceived organisational support significantly mediated the relationship between psychological needs and quality of work life of police personnel ($\beta= .49$; $p <.001$).

The above results support Baron and Kenny's (1986) mediation rule, which stated that when a mediator variable is used to mediate the relationship between a predictor and

a criterion variable, it must have a significant and higher value (indirect relationship) than when the predictor variable is tested on the criterion variable (direct relationship). These results imply that police personnel would have a high level of quality of work life when they perceive that their organisation cares for and values their contribution as well as provides opportunities for satisfying their psychological needs.

Table 5.4 and Figure 2 further show that perceived organisational support had a significant positive relationship with quality of work life of police personnel ($\beta = .12, p < .001$). This suggests that there would be an improvement in police personnel's level of quality of work life when they perceive that their organisation is ready to give them the necessary help and care.

Based on the results in Table 5.4 and Figure 2, hypothesis 3, which expected that perceived organisational support would mediate the relationship between psychological needs and quality of work life of police personnel was accepted. However, the results in Table 5.4 and Figure 2 did not provide evidence in support of hypothesis 4. Therefore, hypothesis 4, which proposed that perceived organisational support would mediate the relationship between job demands and quality of work life of police personnel, was rejected.

5.3.3. Preliminary Analysis on Hypotheses 5 and 6

Another set of SEM, using AMOS 22.0, was conducted to test hypotheses 5 and 6. Hypothesis 5 proposed that perceived organisational support would mediate the relationship between psychological needs and psychological well-being of police personnel. In case of hypothesis 6, the prediction was that perceived organisational support would mediate the relationship between job demands and psychological well-being of police personnel.

In this model, the relationships of psychological needs and job demands to psychological well-being were tested. The following model indices ($\chi^2=1.05$; $df = 1$; $CFI=.72$; $GFI=.76$; $AGFI= .61$; $RMSEA=.33$; $NFI= 1.00$; $TLI=.54$) were obtained after running the preliminary analysis. The results indicated moderate correlations among psychological needs, job demands and psychological well-being. However, the path from job demands to perceived organisational support was not significant. As such, the first hypothesised model was rejected because it did not have a good model fit.

5.3.4. Test of Hypotheses 5 and 6

Based on SEM rule (model modification), the model was re-specified in order to test hypotheses 5 and 6. In this modified model, the path that was not significant was deleted. The modified model produced acceptable model indices ($\chi^2=3.56$; $df= 1$; $CFI=.97$; $GFI= .99$; $AGFI= .99$; $RMSEA=.03$; $NFI= 1.00$; $TLI = .98$). Since all the model indices in the modified model met the fit indices benchmark (Kline, 2005), the modified

model was, therefore, used to test hypotheses 5 and 6. The results are presented in Table 5.5 and Figure 3.

Table 5.5: Results of the Structural Equation Modelling (modified version) showing how Perceived Organisational Support Mediated the Relationships among Psychological Needs, Job Demands and Psychological Well-being

Variables	Parameters	Estimates	SE	CR	P
BPN	PWB	.16	.02	9.12	<.05
JD	PWB	-.33	.06	5.38	<.05
BPN	POS	.49	.01	37.24	<.05
POS	PWB	.03	.02	6.23	<.05

Note: BPN= Basic Psychological Needs, JD= Job Demands, POS=Perceived Organisational Support, PWB=Psychological well-being.

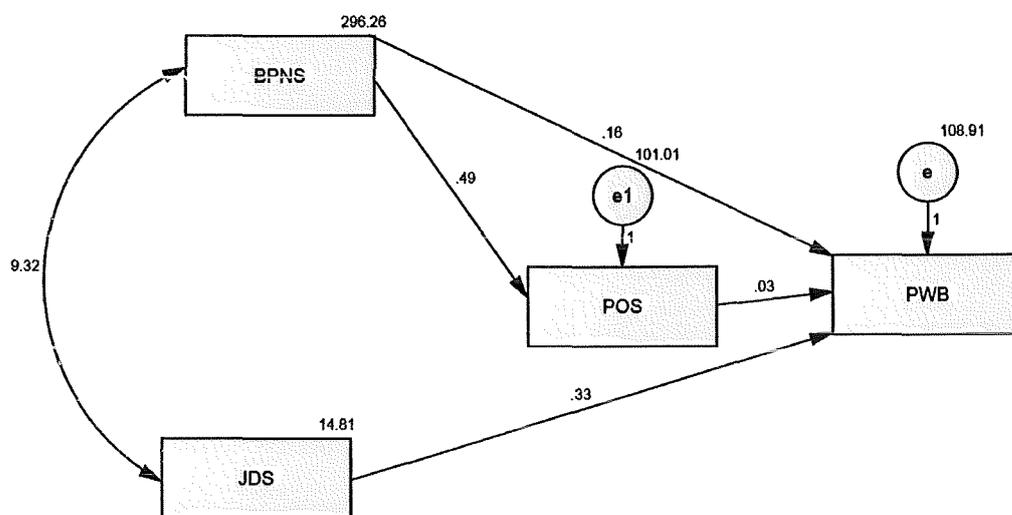


Fig. 3. Paths from Basic Psychological Needs, Job Demands to Perceived Organizational Support and Psychological Wellbeing

Table 5.5 and Figure 3 indicate that the direct paths of psychological needs ($\beta=.16$; $p <.05$) and job demands ($\beta= .33$; $p <.05$) to psychological well-being of police personnel were significant. This implies that as basic psychological needs of police personnel are met by their organisation, their level of psychological well-being improved. The result also showed that, in spite of the high job demands experienced by police personnel, they reported a high level of psychological well-being.

The results in Table 5.5 and Figure 3 revealed that perceived organisational support significantly mediated the relationship between psychological needs and psychological well-being of police personnel ($\beta=.49$; $p <.05$). This suggests that police personnel who were provided with their psychological needs and were given the necessary supports by their organisation tended to have a high level of psychological well-being than their counterparts who were not given such provisions.

The results further revealed that a significant direct relationship existed between perceived organisational support and psychological well-being of police personnel ($\beta = .03$; $p < .05$). This indicates that police personnel's level of psychological well-being tended to improve when their organisation value their contribution and care about their well-being by given them the necessary support.

CHAPTER SIX

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

6.1. Discussion

This study investigated the extent to which psycho-situational factors (psychological needs and job demands) predict quality of work life and psychological well-being of police personnel in Nigeria. It also examined the mediating roles of perceived organisational support on the relationships of psychological needs and job demands to quality of work life and psychological well-being of Nigerian police personnel.

Hypothesis one: Psycho-situational factors (psychological needs and job demands) will significantly predict quality of work life of police personnel.

The results of the study showed that satisfaction of psychological needs enhanced the quality of work life of Nigerian police personnel. This result was in consonance with the findings of past studies (Chun & Choi, 2014; Cascaes da Silva *et al.*, 2014; Muidi & K'Obonyo, 2015; Nahum-Shani *et al.*, 2014; Vansteenkiste & Ryan, 2013). The authors reported a significant prediction of psychological needs on quality of work life among police personnel.

The result of the present study might be associated with the level at which police personnel display some level of competence in their job. This may be because the

recruitment process of the Nigerian police force has been improved. The operations of the Nigerian Police Colleges have been improved in terms of quality of curriculum and manpower. This new development, coupled with improved training opportunities, might have provided the police personnel with opportunities to acquire skills and competencies needed on the job; thereby enhancing their level of job-related confidence. This enhanced level of job-related confidence might have aided their quality of work life.

Apart from the satisfaction of competence needs, a possible explanation for the present study result might be linked with the fact that psychological needs give police personnel the opportunity to satisfy their social relatedness need (an individual's inherent propensity to feel connected to others) which invariably might have led to an improved quality of work life. This may be because satisfaction of employees' psychological needs (e.g. social relatedness need) enhanced adequate functioning of employees (Elst *et al.* (2012). The present results add to psychological needs literature and the self-determination theory (SDT), which posits that an individual's adequate functioning depends greatly on the three basic psychological needs (social relatedness, autonomy and competence) and are perceived as a motivational mechanism through which the environment may impact positively on individuals (Deci & Ryan, 2000; Vansteenkiste *et al.*, 2008). Since the work environment provided police personnel with the opportunities to satisfy their psychological needs, therefore, they felt more comfortable with their job and had a positive feelings working in the organisation, which are evidence of good quality of work life.

Contrary to expectations, job demands did not significantly predict police personnel's quality of work life. This result did not confirm the findings of previous studies (e.g. Amendola *et al.*, 2015; Amendola *et al.*, 2011; Baranauskiene *et al.*, 2010; Basinska & Wiciak, 2013; Garbirono *et al.*, 2011; James & Don 2011; Lagedsted, 2012; Kara, et al., 2015; Moon & Jonson, 2012; Ojedokun & Idemudia, 2014a; Santos *et al.*, 2009; Taris *et al.*, 2010). The authors reported that job demand was significantly related with quality of work life and performance of police personnel.

However, findings from this study confirmed the results of Malloy and May (1984) and Geetha, Subba Krishna and Channabasavanna (1998), which indicated that job demands did not have a (negative) influence on police personnel's quality of work life. The fact that job demands did not influence police personnel's level of quality of work life could imply that there was third variable, such as resilience or family support, that might have dampened the level at which job demands predicted quality of work life. An implication of this result is that police personnel in Nigeria might have acquired stress-buffering skills and enjoyed good family support, which could help reduce the effect of job demands (Ogungbamila, 2014b).

Hypothesis two: Psycho-situational factors (psychological needs and job demands) will significantly predict psychological well-being of police personnel.

In line with the prediction of hypothesis 2, psycho-situational factors (psychological needs and job demands) significantly predicted psychological well-being of police personnel in Nigeria. Findings from the present study indicated that psychological needs increased police personnel's level of psychological well-being. The results of the present study supported the findings of Camfield *et al.* (2012), Elst *et al.* (2012), and Landem and Wang (2010). The authors submitted that psychological needs were positively related with employees' psychological well-being.

The positive relationship of psychological needs and psychological well-being in the present study could be associated with the fact that when employees experience high level of self-esteem, they tend to report psychological well-being (Camfield *et al.*, 2012). Positive evaluation of oneself is an important characteristic of psychological well-being (Camfield *et al.*, 2012).

In the case of job demands, police personnel's level of psychological well-being reduced as their level of job demands increased. The result of the present study corroborated the findings of Adegoke (2011; 2014). He found that occupational stress induced by a high level of job demands had a negative influence on Nigerian police personnel. Ogungbamila (2013) also reported that police personnel in Nigeria, compared with teachers, experienced higher level of occupational burnout, which might be connected with high job demands. In addition to that, Agbiboa (2013) submitted that the influence of Boko Haram may increase the level of job demands of police personnel and other security agents in Nigeria. This might have culminated in low psychological well-

being, especially in police personnel who did not have enough resources to cope with job demands; as posited in the job-demands resources model (Bakker, 2015a; 2015b; Bakker & Demerouti, 2007; Habersaat, et al., 2015; Turner, 2015).

Another possible reason for this result might be the current security challenges heightened by the current socio-political landscape in Nigeria. These socio-political challenges might have been worsened by political activities of political parties and their supporters as they struggle for political supremacy in the election year. This charged political atmosphere might have exerted extra job demands on police personnel as they struggle to curb crime, maintain law and order, and at the same time manage election-related crises throughout the states in Nigeria. This intense job-related stress invariably might have adversely affected their level of psychological well-being.

Hypothesis three: Perceived organisational support will significantly mediate the relationships between psychological needs and quality of work life of police personnel.

Perceived organisational support mediated the relationship between psychological needs and quality of work life of police personnel in Nigeria. This result aligned with the findings of China *et al.* (2012) and Gillet *et al.* (2012) who reported that perceived organisational support fully mediated the relationship between autonomous form of needs and quality of work life of police personnel. The connection of perceived organisational support to psychological needs and quality of work life of police personnel in the present

study might be because Nigerian police personnel felt that the organisation provided support, cared for, and valued their contributions. The perceived support from the organisation might have given the police personnel the impression that the organisation cherished their contributions, which might have enhanced their level of job-related self-worth that culminated to improved quality of work life.

The findings of the present study are consistent with the social exchange theory (Blau, 1964) which submitted that the relationship between two entities is based on the exchange of valuable items which can be economic or social in nature. This indicates that when psychological needs (benefit) of police personnel were met by the organisation they reciprocated with effective job performance, especially when they perceived that the organisation supported them and satisfied their psychological needs. This positive social exchange might have enhanced the police personnel's levels of quality of work life and psychological well-being.

Hypothesis four: Perceived organisational support will significantly mediate the relationships between job demands and quality of work life of police personnel

Results of the present study showed that perceived organisational support did not mediate the relationship between job demands and quality of work life. This contradicted the findings of previous studies that perceived organisational support significantly reduced the influence of job demands on quality of work life of police personnel

(Adegoke, 2014; Barnes *et al.*, 2013; Odedokun, 2015; Jasan *et al.*, 2011; Garbirono *et al.*, 2011). The contrary result of the present study might be because the police personnel in Nigeria needed more than the general organisational support in order to buffer the effects of job demands on quality of work life. For example, police personnel might have enjoyed some family support, which have reduced the effects of job demands on quality of work life, more than the perceived support from the organisation.

In order to confirm this position, there may be a need to include family support in the model linking job demands with quality of work life. This is because previous studies have shown that work-family interference without adequate family support may lead to adverse consequences for employees, especially those in service occupations (Heraty, Morley & Cleveland, 2008; Ogunbamila, 2014b).

Hypothesis five: Perceived organisational support will significantly mediate the relationships between psychological needs and psychological well-being of police personnel

Perceived organisational support fully mediated the relationship between psychological needs and psychological well-being of police personnel in Nigeria. This implies that police personnel's level of psychological well-being may be enhanced, when they perceive that the organisation cares for and values their contribution in addition to the provision of basic psychological needs required to perform effectively and efficiently

on their jobs. These findings agreed with the results of Elst *et al.* (2012), Jacob *et al.* (2014), and Nalla and Kang (2011). The authors submitted that the kind of support given to police personnel in addition to the basic psychological needs significantly enhanced their psychological well-being. Shane (2010) also found that the kind of support given to police personnel does help, especially when they found themselves in unpleasant situations that may compromise their psychological well-being.

A possible explanation for the results of the present study may be because police personnel in Nigeria felt that the police organisation in Nigeria has become more responsive to their needs and provided job-related support to them. This positive interface between perceived organisational support and satisfaction of psychological needs might have enhanced their level of psychological well-being.

These findings can also be situated in the social exchange views, which submitted that the kind of support given by the organisation encourages the work effort of employees towards their organisations alongside their psychological well-being (e.g. Blau, 1964; Eisenberger *et al.*, 1986; Eisenberger & Stinglhamber, 2011; Liu *et al.*, 2013). Social exchange theory also posits that the relationship between performance-reward expectations and perceived organisational support should be reciprocal in order to promote employee well-being (Eisenberger *et al.*, 1986; Shore & Shore, 1995). Perceived organisational support might have provided the police personnel with opportunities to fulfill a variety of needs such as needs for autonomy, competence and social relatedness.

This type of job-related fulfillment might not only have enhanced the employees' performances at work but also their psychological well-being (Eisenberger & Stinglhamber, 2011; Eisenberger *et al.*, 1990; Fasolo, 1995; Gouldner, 1960; Rhoades & Eisenberger, 2002).

Hypothesis six: Perceived organisational support will significantly mediate the relationships between job demands and psychological well-being of police personnel

In line with the prediction of hypothesis 6, perceived organisational support fully mediated the relationship between job demands and psychological well-being. Findings from the present study indicated that the kind of support given to Nigerian police personnel cushions the effect of job demands thereby improving their level of psychological well-being. The present study supports earlier studies which found out that police personnel perceived organisational support significantly reduced the effect of job demands on their level of psychological well-being (Adegoke, 2014; Jason *et al.*, 2011; Lambert & Paoline, 2008; Paoline & Lambert 2011; Lucas *et al.*, 2012; Sinden *et al.*, 2011). Perceived organisational support might have been a buffer that reduced the effects of job demands on police personnel, especially during extremely stressful and traumatic job conditions and when they are recovering from post-traumatic job conditions.

6.2. Conclusion

Overall, the findings of this study showed that psychological needs have a significant positive influence on Nigerian police personnel's quality of work life in such a way that satisfaction of the three basic psychological needs (autonomy, competence and relatedness) led to an improved quality of work life. Contrary to the expectation of the researcher, job demands did not significantly predict police personnel's quality of work life. This implied that police personnel in Nigeria still have better quality of work life in spite of their high level of job demands.

Furthermore, the results of this study indicated that psychological needs increased police personnel's level of psychological well-being; whereas job demands led to reduced psychological well-being. In addition to that, perceived organisational support enhanced the extent to which psychological needs influenced quality of work life of police personnel; but it did influence the extent to which job demands reduced the quality of work life.

Lastly, perceived organisational support fully mediated the relationships among psychological needs, job demands and psychological well-being of police personnel in Nigeria. It can, therefore, be concluded that, irrespective of the level of job demands, the quality of work life and psychological well-being of police personnel in south-western Nigeria can be improved, if there is perceived organisational support and adequate satisfaction of their basic psychological needs.

6.3. Recommendations

Based on the findings of this study, it is, therefore, recommended that the Ministry of Police Affairs in Nigeria should endeavour to satisfy the basic psychological needs of police personnel in order to enhance their quality of work life and psychological well-being. Furthermore, this study recommends that the Ministry of Police Affairs in Nigeria should provide police personnel with training such as psychosocial training (e.g. stress management training and or comprehensive stress resilience training). These kinds of trainings would help reduce police personnel's vulnerability to job demands and also build their personal resilience to withstand pressure. Through these trainings, it is expected that police personnel's level of quality of work life and psychological well-being would improve.

In addition to that, the police organisation should provide the necessary support and care to its workers. This is because it has been implicated in this study that perceived organisational support significantly enhanced police personnel's quality of work life and psychological well-being. Such supports should include payment of medical bills, provision of adequate wellness programmes, provision of good insurance policies, and opportunities for personal growth and career development.

Furthermore, it is recommended that the welfare of Nigerian police personnel should be given an utmost attention. Although, their pay had increased from what it used to be, however, Nigerian police personnel's allowances and accommodation are left unattended to. This study therefore, recommends that facilities and accommodation of

Nigerian police personnel should be upgraded in order to improve their quality of work life and psychological well-being.

This study also recommends that Nigerian police personnel's promotion criteria should be revisited. This is because there are irregularities when it comes to the issue of promotion in Nigeria police force. Frustration of Nigerian police personnel's promotion, can affect their morale which invariably might affect their level of quality of work life and psychological well-being.

6.4. Implications of Findings

The above findings have practical, theoretical, and methodological implications.

6.4.1. Practical Implications

Practically, this study has shown that police personnel's quality of work life was not determined by their level of job demands, rather it depends greatly on the satisfaction of their basic psychological needs. In order to improve Nigerian police personnel's quality of work life, police work should be designed in such a way that the workplace would provide opportunities for satisfying their psychological needs (e.g. need for autonomy) while performing their duties. This may help to improve their quality of work life. For instance, in Nigeria, the high level of bureaucracy in handling crime and criminal matters may frustrate police personnel's need for autonomy; which would adversely affect their level of quality of work life.

This study also found that job demands had an adverse effect on the psychological well-being of police personnel in Nigeria. This might be because there are no adequate resources to cushion the effect of their job demands. In order for police personnel in Nigeria to have better psychological well-being, there should be enough job resources that would balance and neutralise the demands and stress of the job. This can be done by providing them with adequate wellness programmes and insurance policies, which may help balance the effects of job demands and improve their level of psychological well-being. It is expected that through these provisions, police personnel in Nigeria would have better psychological well-being. Also, working on certain variables such as coping ability may also improve police personnel's quality of work life and psychological well-being. This is important because having adequate coping strategies in a stressful situation may lead to a better quality of work life and psychological well-being in spite of high job demands.

6.4.2. Theoretical Implications

Theoretically, the findings of this study corroborated the self-determination theory (Deci & Ryan, 1985; 2000) which submitted that individuals need a set of basic and universal psychological needs that are essential to vital and healthy human functioning. The present study has extended the applicability of the theory to police personnel in Nigeria. This is because the study has been able to identify psychological needs as important predictors of quality of work life and psychological well-being of police

personnel in Nigeria. This implies that the functioning and psychological well-being of police personnel in Nigeria depend on how satisfactorily their basic psychological needs have been met by the organisations.

In addition to that, this study also supported the social exchange theory propounded by Blau (1964) and Homans (1961), which submitted that the relationship between two entities is based on exchange of value items which can be economic or psychological. As shown in the results of the present study, when psychological needs (benefit) of police personnel are met by their organisation, they reciprocate by performing effectively on their job, especially when they perceive that the organisation is ready to satisfy their needs. This perception improved their quality of work life and psychological well-being of police personnel in Nigeria.

Another theoretical importance of this study is that it has contributed to and extended the application of the organisational support theory (Eisenberger *et al.*, 1987; Eisenberger *et al.*, 2001; Eisenberger *et al.*, 1997). This is because the study has identified and implicated perceived organisational support as a mediating variable between psychological needs and quality of work life; and between job demands and psychological well-being. This has proved that perceived organisational support is an important variable for improving the quality of work life and psychological well-being of police personnel.

6.4.3. Methodological Implication

This study has methodological implications. This is because the study examined the mediating roles of perceived organisational support on the relationships of psychological needs and job demands to quality of work life and psychological well-being using a more robust statistical analysis known as structural equation modelling (SEM), unlike the Baron and Kenny's (1986) mediation test which was used in the past to determine mediation. The importance of structural equation modelling over Baron and Kenny's (1986) mediation test is that it enables researchers to specify and estimate the fitness of the model using the mediator variable to predict the relationships between the independent and dependent variables (Hox, 1995; Hoyle, 1995; MacCallum & Austin, 2000; McFatter, 1979).

Apart from using structural equation modelling statistics to test mediation, this study made use of a large number of samples size (a total of one thousand, nine hundred and fifty two participants) selected from different six States in South-western, Nigeria.

6.5. Suggestion for future researches

Future researches need to establish other factors, such as resilience and family support that could also determine the quality of work life and psychological well-being of police personnel. Apart from that, there is a need for future researches to investigate quality of work life and psychological well-being of police personnel in other geo-

political zones in Nigeria, apart from south-western Nigeria. Furthermore, future researches should conduct cross-cultural or cross-national studies that would compare quality of work life and psychological well-being of police personnel. All these would provide fine-grain knowledge on how to improve the quality of work life and psychological well-being of police personnel.

6.6. Strengths of the study

The strength of the study can be appraised from the results of its findings. This study have been able to identify factors like psychological needs and perceived organisational support as the possible predictors of Nigeria police personnel's quality of work life and psychological well-being. These findings are important for intervention on the quality of work life and psychological well-being of police personnel in Nigeria, whose level of functionality is being criticised. This study has suggested that the level of quality of work life and psychological well-being of police personnel in Nigeria can be enhanced if their psychological needs are adequately met and their levels of perceived organisational support are effectively managed.

In addition, this study has added to the existing literature by testing a new model on police personnel's quality of work life and psychological well-being. The model made a unique contribution to practical and theoretical literature on psychological needs, perceived organisational support, quality of work life and psychological well-being,

especially among police personnel in Nigeria, which previous studies did not adequately address.

Lastly, the sophisticated statistical method (Structural Equation Modelling) used in testing the mediating effect of perceived organisational support in the relationship between the independent variables (psychological needs and job demands) and dependent variables (quality of work life and psychological well-being) added to its strength. This strength is underscored by the fact that most of the previous studies (e.g. Biswas & Bhatnagar, 2013; Lambert, Kelly, & Hogan, 2013; Magnavita & Garbarino, 2013), on the relationships among some of the variables investigated in the present study, used the Baron and Kenny Mediation test to determine mediation. Studies (Iacobucci, Saldanha & Deng, 2007; McCuaig, et al., 2012) have shown that Baron and Kenny' method does not effectively determine the strength of mediation. The SEM analysis, as used in the present study, did not only determine mediation but also the strength of mediation.

6.7. Limitations of the study

Like every study, the present study has some limitations. Firstly, the kind of statistical design (cross-sectional survey) employed in this study made it less appropriate to make inferences about causal relationships among the study variables. This limitation could be addressed in future studies using a longitudinal research design.

Secondly, participants (samples) were selected from police personnel in southwestern Nigeria. This might have affected the external validity of the study. This sample may not represent the entire population of the Nigerian police force because southwestern Nigeria only comprises of three zones out of the eleven zones that the Nigerian police force has. Thus, generalising the results of this study to police personnel in other parts of Nigeria may be inaccurate. Future studies should research on other police zones apart from the three zones studied in this study. This would help in generalising and knowing the possible predictors of police personnel quality of work life and psychological well-being in Nigeria.

The last limitation of this study is that all measures were based on self-reports which may have influenced the relationships among the variables. This may lead to an increase in the level of common method variance (Conway & Lance, 2010; Podsakoff, Mackenzie, Lee, & Podsakoff, 2003). Future studies could use other measures, such as focused-group discussion and interview, in addition to self-report measures in eliciting information from police personnel in Nigeria.

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APPENDIX A

Informed Consent Form to Complete a Questionnaire on Quality of Work Life and Psychological Well-being

Participation in a Study on Quality of work life and Psychological Well-being

Through randomization process, you have been selected as a possible participant in this study because you are a member of a police organisation. The study is conducted by Adepeju Ogungbamila (Doctoral Candidate) from the Department of Psychology at the NorthWest University (Mafikeng Campus), South Africa.

Purpose of Study

The purpose of this study is to investigate employees' perception of some work related issues.

Procedures

You will receive with this form a packet of questionnaire requesting you to respond to some statements on how you perceive some work related issues concerning your present job. A section of the questionnaire will focus on personal information such as age, gender, marital status, job level, educational qualification, etc.

Potential Risks and Discomforts

Participation in this study exposes you to very low physical and emotional risks. However, you are free to discontinue with the study any time you feel uncomfortable to continue.

Potential Benefits to Subjects and/or to Society

Your responses to the statements on the questionnaire and whatever is learned from you will enhance the understanding of your working life and the findings would inform policy and recommendations on how to improve your work life. This will be of immense benefit to the field of psychology, the helping profession, and research on occupational health in organisations.

Confidentiality

I assure you that specific and general information about your participation in this study will be kept confidential. Your responses cannot be traced to you because your name and other identifying information will not appear on the questionnaire.

Right of Research Participants

Participation in this study is purely voluntary. That is, you shall not be penalized if you choose to withdraw your participation any time during the study. It is not compulsory that you complete any portions of the surveys that you do not wish to complete.

Identification of Investigators

Please, contact Adepeju Ogungbamila at oadepeju@yahoo.com or Professor E.S. Idemudia at erhabor.idemudia@nwu.ac.za any time you have questions regarding this study.

Signature of Research Participant

I, having read and understood the explanation about the study, agree to participate.

Signature of Participant:

Date:

APPENDIX B
QUESTIONNAIRE



NORTH-WEST UNIVERSITY
YUNIBESITI YA BOKONE-BOPHIRIMA
NOORDWES-UNIVERSITEIT

ETHICS COMMITTEE

Northwest University: Mafikeng Campus

Department of Psychology (2014)

Faculty of Human and Social Sciences

Private Bag 2046

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Department of Psychology, Faculty of Human &

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Bag 2046, Mmbatho, 2735, South Africa.

Promoter: Prof. E.S. Idemudia

Dear Respondent

I am a PhD student at the North-West University (Mafikeng Campus), South Africa conducting a research on some work-related issues among employees in the Nigerian police force. You are required to respond to the attached questionnaire. It won't take you more than 15 to 20 minutes to complete the questionnaire. I understand that this is a substantial investment of your time. Your valuable response will contribute towards an understanding of those work-related issues in Nigerian police force and will have a great impact on research nationally and internationally. Please, respond truthfully to the questionnaire. Your responses will be treated with utmost confidentiality and will be used for research purposes only. This is not a test, so there is no right or wrong answer.

Consent

I hereby voluntarily consent to participate in the research with the following topic:
Psycho-situational dynamics of quality of work life and psychological well-being of Nigerian police: A mediating study.

I realise that:

1. Participation in this study is voluntary.
2. I will not be penalized, if I choose to withdraw my participation any time during this study.
3. The purpose of this study is to investigate employees' perception of some work-related issues.

4. The research protocol; i.e. the extent, aims and methods of the research, has been explained to me.
5. Access to the records that pertain to my participation in the study will be restricted to persons directly involved in the research.
6. Any questions that I may have regarding the research, or related matters, will be answered by the researcher.

Signature of the researcher:

Signature of respondent:

**THANK YOU FOR CONSENTING TO PARTICIPATE IN THE RESEARCH
PROJECT**

INSTRUCTIONS: Please use a pen to complete the questionnaire.

SECTION A (Demographic Variables)

1. **Age (as at last birthday):**
2. **Gender:** Male () Female ()
3. **Marital status:** Single () Married ()
4. **Rank/Position of police personnel:** Junior () Intermediate () Senior ()
5. **State of work:** Ekiti () Lagos () Ogun () Ondo () Osun () Oyo()
6. **Years of working experience:**

7. **Academic qualification:** SSCE () NCE/OND () HND/First degree ()
 Postgraduate degree ()

SECTION B (WRQoL)

Instruction: The following are statements that reflect how satisfied you are about your workplace. It is not a test, so there are no right or wrong answers. Please read each statement carefully and shade the appropriate number to the right of the statement to indicate your feelings.

The numbers stand for:

1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree

S/n	Items	1	2	3	4	5
1	I have a clear set of goals and aims to enable me to do my job					
2	I feel able to voice opinions and influence changes in my area of work					
3	I have the opportunity to use my abilities at work					
4	I feel well at the moment					
5	My employer provides adequate facilities and flexibility for me to fit work in around my family life					
6	My current working hours / patterns suit my personal circumstances					
7	I often feel under pressure at work					
8	When I have done a good job it is acknowledged by my line manager					

9	Recently, I have been feeling unhappy and depressed						
10	I am satisfied with my life						
11	I am encouraged to develop new skills						
12	I am involved in decisions that affect me in my own area of work						
13	My employer provides me with what I need to do my job effectively						
14	My line manager actively promotes flexible working hours / patterns						
15	In most ways my life is close to ideal						
16	I work in a safe environment						
17	Generally things work out well for me						
18	I am satisfied with the career opportunities available for me here						
19	I often feel excessive levels of stress at work						
20	I am satisfied with the training I receive in order to perform my present job						
21	Recently, I have been feeling reasonably happy all things considered						
22	The working conditions are satisfactory						
23	I am involved in decisions that affect members of the public in my own area of work						

SECTION C (WBMMS)

The following statements indicate how you feel about life being going well with you and how effective you are on your job. Please answer each of the following questions according to the scale provided.

The numbers stand for:

1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Frequently, 5 = Almost always

During the last few months:

S/n	Items	1	2	3	4	5
1	I had self-confidence.					
2	I felt that others loved me and appreciated me.					
3	I felt satisfied with what I was able to accomplish, I felt proud of myself.					
4	I felt useful.					
5	I felt emotionally balanced.					
6	I was true to myself, being natural at all times.					
7	I lived at a normal pace, not doing anything excessively.					
8	My life was well-balanced between my family, personal and school activities					
9	I had goals and ambitions					
10	I was curious and interested in all sorts of things					

11	I had lots of “ get up and go ”, I took on a lot of projects					
12	I felt like having fun, doing sports and participating in all my favorite activities and past-times					
13	I smiled easily					
14	I had a good sense of humor, easily making my friends laugh.					
15	I was able to concentrate and listen to my friends.					
16	I got along well with everyone around me.					
17	I was able to face difficult situations in a positive way					
18	I was able to clearly sort things out when faced with tasking situations.					
19	I was able to find answers to my problems without trouble.					
20	I was quite calm					
21	I had the impression of really enjoying and living life to the fullest					
22	I felt good, at peace with myself.					
23	I found life exciting and I wanted to enjoy every moment of it.					
24	My morale was good.					
25	I felt healthy and in good shape.					

SECTION D (BNPS)

The following questions indicate how you feel about your job during the last six months.

Please indicate how true each of the following statement reflects your experiences on the

job in the last six months. Please, response to the scale truthfully. You are required to please use the scale in responding to the questions. The numbers stand for;

1 = Not at all true, 2 = Rarely true, 3 = Sometimes true, 4 = Somewhat true, 5 = Frequently true, 6= Almost always true, 7= Very true

S/n	Items	1	2	3	4	5	6	7
1	I feel I can make a lot of inputs to deciding how my job gets done.							
2	I really like the people I work with.							
3	I do not feel very competent when I am at work.							
4	People at work tell me I am good at what I do.							
5	I feel pressured at work.							
6	I <i>get along</i> with people at work.							
7	I pretty much keep to myself when I am at work.							
8	I am free to express opinions on the job.							
9	I consider the people I work with to be my friends.							
10	I have been able to learn interesting new skills on my job.							
11	When I am at work, I have to do what I am told.							
12	Most days I feel a sense of accomplishment from working.							
13	My feelings are taken into consideration at work.							
14	On my job I do not get much of chance to show how capable I am.							
15	People at work care about me.							

16	There are not many people at work that I am close to.							
17	I feel I can pretty much be myself at work.							
18	The people I work with do not seem to like me much.							
19	When I am working I often do not feel very capable.							
20	There is not much opportunity for me to decide for myself how to go about my work.							
21	People at work are pretty friendly towards me.							

SECTION E (JDS)

Instruction: The following statements describe how people usually feel about their jobs.

Please indicate the extent to which each statement describes your feelings about your job by using the scale below.

The numbers stand for:

1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree

S/n	Items	1	2	3	4	5
1	My job requires all of my attention					
2	I feel like I have a lot of work demand					
3	I feel like I have a lot to do at work					
4	My work requires a lot from me					

5	I am given a lot of work to do						
---	--------------------------------	--	--	--	--	--	--

SECTION F (POS)

Listed below are statements that represent possible opinions that you have about your organisation. Please indicate the degree of your agreement or disagreement with each statement. Please choose from the following answers.

The numbers stand for:

0= Strongly disagree, 1= Moderately disagree, 2 = Slightly disagree, 3 = Neither disagree nor disagree, 4 = Slightly agree 5= Moderately agree, 6= Strongly agree

S/n	Items	0	1	2	3	4	5	6
1	My organisation values my contribution to its well-being							
2	My organisation could hire someone to replace me at a lower salary it would do so							
3	My organisation fails to appreciate my extra effort from me							
4	My organisation strongly considers my goals and values							
5	My organisation would ignore any complaint from me							
6	My organisation disregards my best interests when it makes decisions that affect me							

7	Help is available from my organisation when I have a problem								
8	My organisation really cares about my well-being								
9	Even if I did the best job possible, my organisation would fail to notice it								
10	My organisation is willing to help me when I need a special favor								
11	My organisation cares about my general satisfaction at work								
12	I If given the opportunity, my organisation would take advantage of me								
13	My organisation shows very little concern for me								
14	My organisation cares about my opinion								
15	My organisation takes pride in my accomplishment at work								
16	My organisation tries to make my job as interesting as possible								

Thanks for participating in this study.

Adepeju Ogunbamila

APPENDIX C



NORTH-WEST UNIVERSITY
YUNIBESITHI YA BOKONE-BOPHIRIMA
NOORDWES-UNIVERSITEIT

Private Bag X6001, Potchefstroom
South Africa 2520

Tel: (018) 299-4900
Faks: (018) 299-4910
Web: <http://www.nwu.ac.za>

Ethics Committee
Tel +27 18 299 4849
Email Ethics@nwu.ac.za

ETHICS APPROVAL OF PROJECT

The North-West University Research Ethics Regulatory Committee (NWU-RERC) hereby approves your project as indicated below. This implies that the NWU-RERC grants its permission that provided the special conditions specified below are met and pending any other authorisation that may be necessary, the project may be initiated, using the ethics number below.

Project title: Psycho-situational dynamics of quality of work life and psychological well-being of Nigerian police: a mediating study																															
Project Leader:	Prof ES Idemudia																														
Student:	AB Ogungbamila																														
Ethics number:	<table border="1"><tr><td>N</td><td>W</td><td>U</td><td>-</td><td>0</td><td>0</td><td>2</td><td>2</td><td>6</td><td>-</td><td>1</td><td>4</td><td>-</td><td>A</td><td>9</td></tr><tr><td colspan="3">Institution</td><td colspan="5">Project Number</td><td colspan="2">Year</td><td colspan="5">Status</td></tr></table> <small>Status: S = Submission, R = Re-Submission, P = Professional Authorization, A = Authorization</small>	N	W	U	-	0	0	2	2	6	-	1	4	-	A	9	Institution			Project Number					Year		Status				
N	W	U	-	0	0	2	2	6	-	1	4	-	A	9																	
Institution			Project Number					Year		Status																					
Approval date:	2014-10-09																														
Expiry date:	2019-10-08																														

Special conditions of the approval (if any): None

General conditions:

While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, please note the following:

- The project leader (principle investigator) must report in the prescribed format to the NWU-RERC:
 - annually (or as otherwise requested) on the progress of the project,
 - without any delay in case of any adverse event (or any matter that interrupts sound ethical principles) during the course of the project.
- The approval applies strictly to the protocol as stipulated in the application form. Would any changes to the protocol be deemed necessary during the course of the project, the project leader must apply for approval of these changes at the NWU-RERC. Would there be deviations from the project protocol without the necessary approval of such changes, the ethics approval is immediately and automatically forfeited.
- The date of approval indicates the first date that the project may be started. Would the project have to continue after the expiry date, a new application must be made to the NWU-RERC and new approval received before or on the expiry date.
- In the interest of ethical responsibility the NWU-RERC retains the right to:
 - request access to any information or data at any time during the course or after completion of the project;
 - withdraw or postpone approval if:
 - any unethical principles or practices of the project are revealed or suspected,
 - it becomes apparent that any relevant information was withheld from the NWU-RERC or that information has been false or misrepresented,
 - the required annual report and reporting of adverse events was not done timely and accurately,
 - new institutional rules, national legislation or international conventions deem it necessary.

The Ethics Committee would like to remain at your service as scientist and researcher, and wishes you well with your project. Please do not hesitate to contact the Ethics Committee for any further enquiries or requests for assistance.

Yours sincerely

Prof Amanda Lourens
Chair NWU Research Ethics Regulatory Committee (RERC)

APPENDIX DI



DEPARTMENT OF PURE AND APPLIED PSYCHOLOGY
ADEKUNLE AJASIN UNIVERSITY

P.M.8 001, Akungba Akoko, Ondo State, Nigeria.
E-mail: aappsychology@yahoo.com
Tel : 08034676352, 08075827763, 08056403775



Our Ref:..... Your Ref:..... Date:.....

C/o Dr. Bolanle Ogungbamila
20th January, 2015.

The Police Public Relation Officer
Nigeria Police Force
Shehu Shagari Way,
Force Headquarters
Louise Edet House
Abuja, Nigeria

Dear Sir,

REQUEST FOR A WRITTEN PERMISSION TO CONDUCT A RESEARCH AMONG
POLICE PERSONNEL IN SOUTH-WEST, NIGERIA

I write to request for a written permission to conduct a study among police personnel in a South-west, Nigeria.

I am a Nigerian (a lecturer in the Department of Pure & Applied Psychology, Adekunle Ajasin University, Nigeria) and a PhD student of the Department of Psychology at the North-West University, South Africa. My research thesis is titled "Psycho-situational dynamics of quality of work life and psychological well-being of Nigerian police: A mediating study".

This study is designed to investigate issues relating to the functionality of the Nigerian police with the aim of enhancing its efficiency. The findings of this study may help in guiding the focus of the current reform efforts geared toward enhancing the efficiency and effectiveness of the Nigeria Police Force.

Sir, due to structure of the police organisation in Nigeria, I would need a written permission from your esteemed office that would enable me to conduct the study in police formations in the six south-western States (Ogun, Ondo, Oyo, Osun, Lagos, and Ekiti) in Nigeria. You have the assurances of the Department, the Higher Degree Committee as well as the Ethical Committee of the North-West University, South Africa that the research poses no known physical and psychological threats and discomfort to the police organisation or police personnel that would participate in the study.

It would be highly appreciated, if this request is granted.

Attached to this letter are letter of introduction from the head of department and a copy of my questionnaire for your perusal.

Yours Sincerely,

Mrs. Adepeju Blessing Ogungbamila
E-mail: oadepaju@yahoo.com
Phone Number: +2348078888549, +2348168269540, +2348075827763

Lecturers in the Department

- | | | | |
|---|---|--|---|
| F. A. Oluwatelure B.Sc., M.Sc., Ph.D (Psychology) | A. O. Afolabi B.Sc., M.Sc., Ph.D (Psychology) | G. A. Adetula B.Sc., M.Sc., Ph.D (Psychology) | Bolanle Ogungbamila B.Sc., M.Sc., Ph.D (Psychology) |
| O. A. Ojedokun B.Sc., M.Sc., Ph.D (Psychology) | S. A. Olowudunoye B.Sc., M.Sc., Ph.D (Psychology) | I. O. SegunMathins B.Sc., M.Sc., Ph.D (Psychology) | C. U. Onuoha B.Sc., M.Sc., Ph.D (Psychology) |
| A. B. Ogungbamila B.Sc., M.Sc., Ph.D (Psychology) | A. G. Balogun B.Sc., M.Sc., Ph.D (Psychology) | J. Kolade B.Sc., M.Sc., Ph.D (Psychology) | C. O. Ajila B.Sc., M.Sc., Ph.D (Psychology) |
| E. E. Idehen B.Sc., M.Sc., Ph.D (Psychology) | | | |

Motto: *Rooted in Faith, Guided by Reason, Committed to Excellence*

APPENDIX DII



Private Bag X2046, Mmabatho
South Africa, 2735

PSYCHOLOGY DEPARTMENT

Tel: 018 389 2635
Fax: 018 389 2424
Email: sbusiso.mhlongo@nwu.ac.za

The Inspector General of Police

Nigeria Police Force
Shehu Shagari Way,
Force Headquarters
Louise Edet House
Abuja, Nigeria

Dear Sir,

LETTER OF INTRODUCTION ON MRS. ADEPEJU B. OGUNGBAMILA AND A REQUEST FOR PERMISSION TO CONDUCT A RESEARCH

I write to introduce Mrs. Adepeju Blessing Ogungbamila (student number: 25480332), a PhD student of the above named department. The student is currently working on a research thesis titled "Psycho-situational dynamics of quality of work life and psychological well-being of Nigerian police: A mediating study".

This study is designed to investigate issues relating to the functionality of the Nigerian police with the aim to enhancing its efficiency. The findings of this study may help in guiding the focus of the current reform efforts geared toward enhancing the efficiency and effectiveness of the Nigeria Police Force.

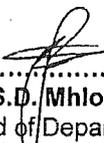
Sir, due to structure of the police organization in Nigeria, she would need a written permission from your esteemed office that would enable her to conduct the study in police formations in the six southwestern states (Ogun, Ondo, Oyo, Osun, Lagos, and Ekiti) in Nigeria. You have the assurances of the Department, the Higher Degree Committee as well as the Ethical Committee

APPENDIX DII (continued)

of the University that the research poses no known physical and psychological threats and discomfort to the police organization or police personnel that would participate in the study.

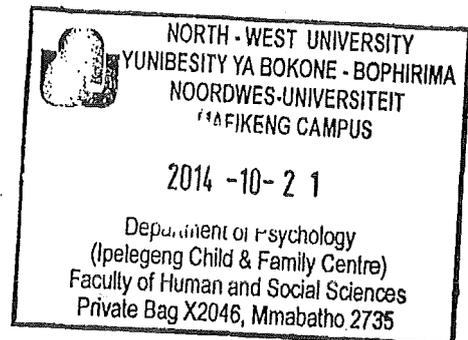
Any assistance rendered to her would be highly appreciated.

Thank you.


.....
Dr. S.D. Mhlongo
Head of Department

For further enquiry, please call:

+27727953933 (Professor Erhabor S. Idemudia, Student's Supervisor)
+278183892160 (Dr. Mhlongo, Head of Department)



APPENDIX EI



Telegraphic Address:
NIGPOL PRESSFOR
Telephone No. 09-2340868
E-mail: pressforabuja@yahoo.com

INSPECTOR-GENERAL OF POLICE,
FORCE PUBLIC RELATIONS DEPT.
FORCE HEADQUARTERS,
LOUIS EDET HOUSE,
ABUJA.

In reply please quote

Ref No: CZ:6355/FPRD/FHQ/ABJ/VOL.2/48

3rd February, 2015

Date:

The Commissioners of Police,
The Nigeria Police Force,
States Headquarters,
Abeokuta/Akure/Ibadan/Osogbo/Ikeja/Ado-Ekiti

**LETTER OF INTRODUCTION AND A REQUEST FOR A WRITTEN
PERMISSION TO CONDUCT A RESEARCH AMONG POLICE
PERSONNEL IN SOUTH-WEST, NIGERIA**

MRS. ADEPEJU BLESSING OGUNGBAMILA

The above named is a lecturer in the Department of Pure & Applied Psychology, Adekunle Ajasin University, Akungba-Akoko, Ondo State, and a PhD student of the Department of Psychology at the North-West University, South Africa. She is currently working on a research thesis titled "*Psycho-situational dynamics of quality of work life and psychological well-being of Nigeria Police: A mediating study*".

2. The bearer will arrive in your respective Commands to do a research on issues relating to the functionality of the Nigeria Police Force with the aim of enhancing its efficiency.
3. It is, therefore, requested that you render to her all legitimate assistance to facilitate the accomplishment of the intended task in your Commands, please.

A handwritten signature in black ink, appearing to read 'Emmanuel C S Ojukwu'.

Ag CP EMMANUEL C S OJUKWU, psc
FORCE PUBLIC RELATIONS OFFICER,
FORCE HEADQUARTERS,
ABUJA.

APPENDIX EII

Telegraphic Address:
NIGPOL PRESSFOR

Telephone No. 09-2340868
E-mail: pressforabuja@yahoo.com



INSPECTOR-GENERAL OF POLICE,
FORCE PUBLIC RELATIONS DEPT.
FORCE HEADQUARTERS,
LOUIS EDET HOUSE,
ABUJA.

In reply please quote

Ref No: CZ:6355/FPRD/FHQ/ABJ/VOL.2/48
2015.

Date: 3rd February,

The Commissioners of Police,
The Nigeria Police Force,
States Headquarters,
Abeokuta/Akure/Ibadan/Osogbo/Ikeja/Ado-Ekiti

**LETTER OF INTRODUCTION AND A REQUEST FOR A WRITTEN
PERMISSION TO CONDUCT A RESEARCH AMONG POLICE PERSONNEL
IN SOUTH-WEST, NIGERIA**

MRS. ADEPEJU BLESSING OGUNGBAMILA

The above named is a lecturer in the Department of Pure & Applied Psychology, Adekunle Ajasin University, Akungba-Akoko, Ondo State, and a PhD student of the Department of Psychology at the North-West University, South Africa. She is currently working on a research thesis titled *“Psycho-situational dynamics of quality of work life and psychological well-being of Nigeria Police: A mediating study”*.

2. The bearer will arrive in your respective Commands to do a research on issues relating to the functionality of the Nigeria Police Force with the aim to enhancing its efficiency.

3. It is, therefore, requested that you render to her all legitimate assistance to facilitate the accomplishment of the intended task in your Commands, please.

APPENDIX EII (continued)

Ag CP EMMANUEL C S OJUKWU, psc
FORCE PUBLIC RELATIONS OFFICER,
FORCE HEADQUARTERS,
ABUJA.

CC

Mrs Adepeju Blessing Ogunbamila,
Dept. of Pure & Applied Psychology,
Adekunle Ajasin University,
Akungba Akoko,
Ondo State.

Your letter dated 20th January, 2015 on the above underlined subject refers. It is advised you report to the Commissioner of Police in charge of the States you wish to visit with this introduction letter.

2. Accept the assurances of my warmest regards, please.

APPENDIX F

Analysis of distributed number of questionnaires per state.

$$\text{Ekiti State} = \frac{3759}{58188} \times 100 = 6.5\% \text{ of } 2250 = 146$$

$$\text{Lagos State} = \frac{29129}{58188} \times 100 = 50.1\% \text{ of } 2250 = 1127$$

$$\text{Ogun State} = \frac{7114}{58188} \times 100 = 12.2\% \text{ of } 2250 = 275$$

$$\text{Ondo State} = \frac{6589}{58188} \times 100 = 11.3\% \text{ of } 2250 = 254$$

$$\text{Osun State} = \frac{5586}{58188} \times 100 = 9.6\% \text{ of } 2250 = 216$$

$$\text{Oyo State} = \frac{6008}{58188} \times 100 = 10.3\% \text{ of } 2250 = 232$$

$$146 + 1127 + 275 + 254 + 216 + 232 = 2250.$$

The total number of questionnaires distributed by the researcher is **2250**.

Note: Based on the information obtained from the department of research and planning of Nigeria Police Force, the population of police personnel in southwestern, Nigeria, as at January, 2014, stood at 58, 188. Out of this number, Ekiti State had 3,759, Lagos State had 29, 129, Ogun State had 7, 117, Ondo State had 6, 589, Osun State had 5, 586, and Oyo State had 6,008 personnel. Since the numbers of police personnel are not evenly distributed across the states, proportionate sampling technique was used to select police personnel from each of the states in southwestern, Nigeria.

APPENDIX G

Analysis of duly completed number of questionnaires per state.

State	Number of questionnaires distributed	Number of retrieved and duly completed questionnaires
Ekiti	146	138
Lagos	1127	952
Ogun	275	249
Ondo	254	207
Osun	216	208
Oyo	232	198
TOTAL	2250	1952

Note: Based on the information obtained from the department of research and planning of Nigeria Police Force, the population of police personnel in southwestern, Nigeria, as at January, 2014, stood at 58, 188. Out of this number, Ekiti State had 3,759, Lagos State had 29, 129, Ogun State had 7, 117, Ondo State had 6, 589, Osun State had 5, 586, and Oyo State had 6,008 personnel. Since the numbers of police personnel are not evenly distributed across the states, proportionate sampling technique was used to select police personnel from each of the states in southwestern, Nigeria.