Welfare, Occupational Stress and Burnout as Predictors of Organisational Commitment of Junior Nigerian Police Officers in Ibadan

Abel. O. Adigun¹, Ojaga Emmanuel Okoiye², Edwin Chika Ohizu³

Abstract

Police officers commitment to their constitutional responsibilities is of foremost importance to the Nigerian society. However, presently the Nigerian society is besieged by security challenges of diverse nomenclatures. Therefore, this study adopted a descriptive survey research design of ex-post factor type. Simple random sampling technique was used to select two hundred junior police officers at the Ibadan Police Command. Four instruments used were: Organizational Commitment Questionnaire (OCQ) (α = .87.75.79); Employee Welfare Scale (α = 0.78); Weiman Occupational Stress Scale: (α = 0.90); and Maslach Burnout Inventory: (α = 0.83, 0.84). Three research questions were answered and three hypothesis tested at 0.05 level of significance. Data were analysed using Pearson Product Moment Correlation and Multiple Regression. There was significant relationship between the independent variables and the dependent variable in order of magnitude: welfare (r = 0.986, P < 0.05); occupational stress (r = 0.643, P < 0.05); burnout (r = 0.627, P < 0.05). Also, the independent variables made a joint contributive effect of 97.3% on the dependent variable. Likewise, occupational stress contributed most to the prediction on organizational commitment of junior Nigerian Police officers (β = 0.973, t = 67.524, P < 0.05) followed by welfare (β = 0.528, t = 20.710, P < 0.05) and burnout (β = 0.301, t = 5.000, P < 0.05). However, it was recommended that attention should be given to the promotion of professionalism, resourcefulness and creativity among officers of the Nigerian Police to ensure security and peaceful co-existence of the Nigerian populace.

Keywords: Police, Officer, Welfare, Occupational stress, Burnout, Organisational commitment, Ibadan, Nigeria

1. Introduction

Over time, being a member of the Nigerian Police has some measure of effect on the mental health and personal wellbeing of officers considering the fact that it provides officers with structure, purpose and a sense of identity. It also provides opportunities for officers to develop and use their skills, to form social relationships, and to increase their feelings of self-worth. This brings to bear the contention of the fact that the roles of the police in any civilize society towards the sustenance of security, safety, peaceful and harmonious co-existence of people cannot be quantified. However, with the present complexity in the dynamic nature of security treat and challenges of the 21st century having a negative toll on the operational condition of the Nigerian Police Organisation, this sentiment is fast eroding. It is not surprising therefore that the often observed attitudinal disposition of police officers to duty calls for scrutiny and could be associated with extremely negative reactions that include psychological and physiological distress which could have unimaginable influence on their dedication and unparalleled commitment to work and service.

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Supporting this assertion is the expressive views of the recent Acting Inspector General of Police (Mohammed Abubakar) reported by Tayo (2012) as thus: the Nigeria Police has fallen to its lowest level and has become a subject of ridicule within the law enforcement community and among members of the public. According to him, police stations, state Criminal Investigation Departments and operation offices have become business centres and collection points for rendering returns from all kinds of squads and teams set up for the benefit of superior officers. As he put it, “Our respect is gone and the Nigerian public has lost even the slightest confidence in the ability of the police to do any good thing”. Not yet done, Abubakar lamented that police duties have become commercialised and provided at the whims and caprices of the highest bidder. Policemen are posted to rich individuals and corporate entities such that the police now lack the needed manpower to provide security for the common man.

Abubakar further bemoaned that police investigations departments could no longer equitably handle matters unless those involved have money to part with! Still displaying his utter disgust at the state of affairs within the force, Abubakar declared that the State Anti- Robbery Squad had become killer teams, engaging in deals for land speculators and debt collection, while toll stations in the name of checkpoints adorn the highways with policemen shamefully collecting money from motorists in the full glare of the public (Tayo, 2012). This show of professional ineptitude, misconduct and attitudinal disposition of shame could have been caused by the overriding influence of some factors such as welfare, occupational stress and burnout. This could also have grave implication on the organisational commitment of junior police officers in Nigeria which is the focus of this paper.

2. Review of Related Literature
Organisational Commitment

Police officers commitment to their constitutional responsibilities is of foremost importance to the Nigerian society. Presently, Nigerian society is besieged by security challenges of diverse nomenclatures. Therefore, in view of the persistence security treats to lives and property, the clamour for police efficiency is in the increase daily. However, the expectation for a better secured society could be a mirage if the organisational commitment level of officers charged with such responsibilities is questionable. Therefore, construed as an individual’s identification and involvement with a particular organisation, organisational commitment is represented by (a) a strong belief in and acceptance of the organisation’s goals and values; (b) a willingness to exert considerable effort on behalf of the organisation; and (c) a strong desire to maintain membership in the organisation (Hart & Willower, 2001). Consistent with this assertion is Zeinabadi (2010) reported point of views that Organizational commitment is the strength of an individual’s identification and involvement in a particular organization as characterized by a strong belief in and acceptance of the organization’s goals and values (value commitment) along with a readiness to exert considerable effort on behalf of the organization and to remain a member (commitment to stay).

In congruence with this contention are Bussing (2002) identified three sources of commitment: the instrumental, affective and normative source. Affective commitment emphasizes attachment to the organisation; individuals put all their energy into their work, which is not expected of them. According to Bussing (2002), instrumental commitment focuses on the idea of exchange and continuance. Normative commitment focuses on an employee’s feelings of obligation to stay with an organisation. This implies that organisational commitment could be inferred as the strength of an individual’s contented association with, and pragmatic involvement in an organisation. Thus, organisational commitment has emerged as an important construct in organisational research owing to its relationship with work-related constructs such as absenteeism, turnover, job satisfaction, job involvement and leader-subordinate relations (Arnolds & Boshoff, 2004; Bagrai, 2003). According to Mowday, Porter and Steers (1982), people who are committed are more likely to stay in an organisation and work towards the organisation’s goals. Steers (1975) indicates that organisational commitment is a useful tool to measure organisational effectiveness.
According to Morrow (1993) as cited in Meyer and Allen (1997) “organisational commitment is a multidimensional construct that has the potential to predict outcomes such as performance, turnover, absenteeism, tenure and organisational goals.”

Welfare and Organisational Commitment

Presently, global contemporary challenges have made the issue of employee welfare a significant concern for consideration as people now, do not work just for a wage or salary but expect more from employment. Hence, employees are interested at attaining what they consider “Total Reward” which is everything an employee perceives resulting from working for an organisation. This implies that the perception of present day employees of beneficial welfare package has transcend from basic “Fringe Benefits "to a comprehensive range of benefits that strike a balance between employees' personal and professional lives (WorldatWork.2007).

Corroborating this point of view, is Giri (2008) assertion that employees' welfare includes services, facilities and amenities provided to employees for improving their efficiency, health, economic condition and social status. These welfare benefits are provided in addition to wages and other benefits available to employees due to legal provisions. Welfare measures are flexible and may be introduced by the employers, governments and employees. The main purpose of employee welfare is to develop the whole personality of the employees to make a better work life. The logic behind welfare benefits is to prepare efficient, healthy, loyal and satisfied work force for the organization. Also, Baptiste (2008) found that most employees would be committed to an organization in return for certain rewards which can be extrinsic (salary) and intrinsic (belonging and job satisfaction). Giri (2008) further reported that employee welfare benefits increase organizations productivity and promote a healthy work environment and facilities like medical benefits, education for employees families help in improving their standard of living and this makes employees to concentrate more on their jobs.

Occupational Stress and Organisational Commitment

Policing is a very critical and tasking responsibility that is not only challenging but stressful and requires utmost commitment, dedication and sincerity of purpose to succeed. Therefore, it is a common belief that for a police officer to make a success of his official responsibility, the officer needs to be committed to duty. Concurring, Siu (2002) posits that organisational commitment has been identified as a significant moderator of stress. Thus, Coetzee and Rothmann (2005) contend that organisational commitment is not only related to most of the physical and psychological outcomes among workers, but also to the moderating effects on the stressor-health relationship. Siu (2002) argues that this indirect or moderating effect of commitment protects individuals from the negative effect of stress, due to the fact that it enables them to see direction and attach meaning to their work.

This implies that organisational commitment can also provide people with stability and a sense of belonging. However, studies have shown that occupational stressors may result in mental, physical and behavioural stress reactions, such as burnout, depression and psychosomatic diseases (Houkes, Janssen, de Jonge & Nijhuis, 2001). The link between unmanaged stress and the negative impact on health and wellbeing are well-demonstrated in stress research and are linked to severe physical consequences, some of which may be fatal (Winefield, Gillispie, Stough, Dua & Hapuarachchi, 2002). Therefore, stress arises when individuals perceive that demands made upon them exceed their ability to cope (Cartwright & Cooper, 2002). Siu (2002) argues that a stressful transaction occurs when people exert an impact on and respond to their environment. This implies that occupational stress is associated with increases in negative work-related outcomes, such as job dissatisfaction, ill-health, absenteeism, higher turnover and lower productivity (Jones & Bright, 2001). In support, is the report of Adigun and Okoiye (2012) that occupational stress is likely to increase fear, feelings of uncertainty, emotional instability and higher level of poor productivity among police officers considering the fact that they may feel overwhelmed at work, loss confidence and may become irritable or withdrawn when they feel they lack the ability to meet up with the global trend and expectations. This could also make them less productive and less effective on their job.
Burnout and Organisational Commitment

In recent years, increasing attention has been paid to the phenomenon of burnout, particularly in human services professions. Burnout appears to be a response to interpersonal stressors on the job, in which an overload of contact with people results in changes in attitudes and behaviours towards them. When individuals experience job burnout they undergo severe physical and emotional exhaustion that is associated with negative work attitudes and a lack of concern for others (Handy, 1988). Thus, Maslach, Schaufeli and Leiter (2001) are of the opinion that the impact of the changing world of work is perhaps most evident in changes in the psychological contract. Employees are expected to give more in terms of time, effort, skills, and flexibility, whereas they receive less in terms of career opportunities, lifetime employment, and job security. The violation of the psychological contract between an employee and an organisation is likely to produce burnout, because it erodes the notion of reciprocity, which is crucial in maintaining well-being (Maslach et al., 2001).

Burnout refers to employees’ feelings that their physical and mental resources have been exhausted as a result of the continuous striving toward a work–related objective and is often the results of too much work pressure and stress, particularly if the pressure arises from unattainable work goals (Gerber, Nel & van Dyk, 1999). Exhaustion is considered to be the core indicator of burnout, being accompanied by four general symptoms: distress in the form of affective, cognitive, physical and behavioural symptoms, a sense of reduced effectiveness, decreased motivation and dysfunctional attitudes and behaviours (Schaufeli & Buunk, 2002).

Burnout has been recognized as a serious concern for employers in the social services and all other industries. Burnout has been linked to negative health effects such as anxiety, depression, decreased self-esteem, cholesterol problems, headaches, diminished psychological well-being, and other health concerns (Cordes & Dougherty, 1993). Combined with the personal health repercussions associated with burnout are organizational repercussions. Burnout is also linked to intention to turnover, decreased employee commitment and decreased job satisfaction (Wolpin, Burke & Greenglass, 1991). However, burnout can occur at all organisational levels, at all pay levels and in all age groups.

Theoretical Framework

The theoretical underpinning of this study is anchored on Schwartz and Sagiv (1995) individual values model. Schwartz and Sagiv (1995) defined human values as desirable, trans-situational goals, varying in importance, that serve as guiding principles in people’s lives, attitude and commitment to a cause. The crucial content aspect that distinguishes these values from one another is the type of motivational goal they express. Schwartz (1996) derived a typology of the different content of values by reasoning that values, in the form of conscious goals, serve three universal requirements of human existence: biological needs, requisites of coordinated social interaction, and demands of group functioning. Groups and individuals represent these requirements cognitively as specific values about which they communicate. Thus, they described several possible processes that might link value priorities to people’s attitudes and behaviours. High-priority values are enduring goals that guide people to look for and pay attention to value-relevant aspects of a situation (Schwartz, Sagiv & Boehnke, 2000). Therefore, based on this context, this study investigated welfare, occupational stress and burnout as predictors of organizational commitment of junior Nigerian Police officers in Ibadan.

Research Questions

The following research questions were answered in this study:

1. Are there significant relationships between the independent and dependent variables?
2. What joint influence do the independent variables (welfare, occupational stress and burnout) have on the dependent variable (organizational commitment of junior Nigerian Police officers)?
3. What is the relative contribution of each of the independent variables (welfare, occupational stress and burnout) on the dependent variable (organizational commitment of junior Nigerian Police officers)?
Research Hypotheses

The following hypotheses are tested at 0.05 margin of error.

1. There is no significant relationship between welfare and organizational commitment of junior Nigerian Police officers.

2. There is no significant relationship between occupational stress and organizational commitment of junior Nigerian Police officers.

3. There is no significant relationship between burnout and organizational commitment of junior Nigerian Police officers

3. Methodology

Design and Participants

This study adopted a survey research design of ex-post facto type. The population comprised of junior police officers of the Ibadan Police Command.

Sample and Sampling Technique

The sample for the study consist of two hundred (143 males and 57 females) junior police officers of the Ibadan Police Command randomly selected through the simple random technique. Their mean age was 25 years.

Instrumentation

Four standardized instruments were used. These are Meyer & Allen’s (1997) Organizational Commitment Questionnaire (OCQ) this instrument has 24 items (8 items for each scale). The Organizational Commitment Questionnaire (OCQ) is a self-scoring questionnaire with a 5-point Likert scale with anchors labeled: 0 = strongly disagree, 1 = disagree, 2 = neither agree nor disagree, 3 = agree, 4 = strongly agree. Allen & Meyer reported a reliability coefficient of .87 for affective, .75 for continuance, and .79 for normative.

Employee Welfare Scale has ten items and self-constructed by the researcher. This scale was used to measure the welfare of police officers. It has items such as ‘I live in a good accommodation’, My family and I enjoy health insurance cover’, The police have good insurance cover for junior officers’, etc. It is a five point likert scale with a reliability coefficient of .78. The reliability coefficient was attained through a test-re-test method.

The Weiman Occupational Stress Scale (1978) was used to measure the occupational stress of junior police officers. The Weiman Scale is a fifteen question Likert-type instrument that measures work related stress. Answers on the scale range from 1-5 points, with 1 = never, 2 = seldom, 3 = sometimes, 4 = frequently, and 5 = nearly always. Weiman Occupational Stress Scale has .90 reliability coefficient

The Maslach Burnout Inventory (1979) was used to measure junior police officers work burnout. The Maslach Burnout Inventory is designed to measure three components of burnout syndrome: Emotional exhaustion; depersonalisation and personal accomplishment. For both emotional accomplishment and depersonalisation, higher mean scores correspond to higher degrees of burnout. In contrast, lower mean scores for personal accomplishment correspond to higher degrees of burnout. The internal consistency was estimated by Cronbach's coefficient alpha, which yielded reliability coefficients of 0.83 (frequency) and 0.84 (intensity) for the 25-item scale.

Procedure

The researcher’s obtained the consent of the participants. After the consent of the participants was obtained, the researchers personally administered copies of the instruments to the concerned officers with
some explanation on how to complete them and the purpose of the research.

**Data analysis**

Data were analysed with Pearson Product Moment Correlation and Multiple regression statistical tools at 0.05 level of significance.

**4. Result and Data Analysis**

The extent to which welfare, occupational stress and burnout factors act as predictors of organisational commitment of junior Nigerian police officers in Ibadan is presented as thus: **Results**

**Research question one**

Are there any significant relationships between the independent and dependent variables?

**Table 1: Descriptive Statistics and Inter-correlations among the variables**

<table>
<thead>
<tr>
<th>Variables</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>organizational commitment of</td>
<td>200</td>
<td>51.82</td>
<td>9.310</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nigerian Police officers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Welfare</td>
<td>200</td>
<td>51.85</td>
<td>9.12</td>
<td>.986***</td>
<td>1.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Occupational stress</td>
<td>200</td>
<td>51.64</td>
<td>9.46</td>
<td>.643**</td>
<td>.636**</td>
<td>1.000</td>
<td></td>
</tr>
<tr>
<td>Burnout</td>
<td>200</td>
<td>52.74</td>
<td>10.61</td>
<td>.627**</td>
<td>.613**</td>
<td>.633**</td>
<td>1.000</td>
</tr>
</tbody>
</table>

**Correlation Significant at 0.01 levels**

Table 1 shows there is significant positive relationships between each of the independent variables: welfare (r = 0.986, P < 0.05); occupational stress (r = 0.643, P < 0.05); burnout (r = 0.627, P < 0.05).

**Research question two**

What joint influence do the independent variables (welfare, occupational stress and burnout) have on the dependent variable (organizational commitment of junior Nigerian Police officers)?

**Table 2: Multiple Regression Analysis showing joint influence of the independent variables on organizational commitment of junior Nigerian Police officers**

<table>
<thead>
<tr>
<th>Source of Sum of squares</th>
<th>Mean of F-Ratio</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>229,488.899</td>
<td>5</td>
</tr>
<tr>
<td>Residual</td>
<td>628.661</td>
<td>194</td>
</tr>
<tr>
<td>Total</td>
<td>23,577,560</td>
<td>199</td>
</tr>
</tbody>
</table>

Table 2 shows that the independent variables has significant joint influence on the dependent variable (organizational commitment of junior Nigerian Police officers) (R = 0.987, P <.05). The combination of the independent variables accounted for 97.3% of the total variance on organizational commitment of junior Nigerian Police officers (adjusted R² = 0.973). The analysis of variance of the multiple regression data
yielded an F-ratio value which was found to be significant at 0.05 Alpha level, F (5, 194) = 1949.335, P < 0.05.

**Research question three**

What is the relative contribution of each of the independent variables (welfare, occupational stress and burnout) on the dependent variable (organizational commitment of junior Nigerian Police officers)?

**Table 3: The relative contribution of each of the Independent Variables to Academic performance.**

<table>
<thead>
<tr>
<th>Variables</th>
<th>B</th>
<th>Std.Error</th>
<th>Beta</th>
<th>T</th>
<th>Sig.</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>(constant)</td>
<td>1.229</td>
<td>.601</td>
<td></td>
<td>2.047</td>
<td>.042</td>
<td>&lt;.05</td>
</tr>
<tr>
<td>Welfare</td>
<td>.290</td>
<td>.014</td>
<td>.528</td>
<td>20.710</td>
<td>.000</td>
<td>&lt;.05</td>
</tr>
<tr>
<td>Occupation</td>
<td>.957</td>
<td>.014</td>
<td>.973</td>
<td>67.524</td>
<td>.000</td>
<td>&lt;.05</td>
</tr>
<tr>
<td>Stress</td>
<td>.210</td>
<td>.042</td>
<td>.301</td>
<td>5.000</td>
<td>.000</td>
<td>&lt;.05</td>
</tr>
</tbody>
</table>

Dependent –Variable: Academic performance.

Table 3 indicates the contributions of each of the independent variables to the prediction of organizational commitment of junior Nigerian Police officers. In terms of magnitude of the contribution: Occupational stress contributed most to the prediction organizational commitment of junior Nigerian Police officers (β = 0.973, t = 67.524, P < 0.05) followed by welfare (β = 0.528, t = 20.710, P < 0.05) and burnout (β = 0.301, t = 5.000, P < 0.05) to the prediction of organizational commitment of junior Nigerian Police officers.

**Hypothesis one**

There is no significant relationship between welfare and organizational commitment of junior Nigerian Police officers.

**PPMC summary table showing significant relationship between welfare and organizational commitment of junior Nigerian Police officers.**

<table>
<thead>
<tr>
<th>Variables</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
<th>R</th>
<th>Df</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational commitment of</td>
<td>200</td>
<td>51.82</td>
<td>9.310</td>
<td>.986</td>
<td>198</td>
<td>Sig</td>
</tr>
<tr>
<td>junior Nigerian Police officers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Welfare</td>
<td>200</td>
<td>51.85</td>
<td>9.12</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4 shows that welfare positively and significantly correlates with the organizational commitment of junior Nigerian Police officers, r (198) = .986, p < .05. The mean and standard deviation for welfare is 51.85 and 9.12 respectively. With this result the Ho: is thus rejected.

**Hypothesis two**

There is no significant relationship between occupational stress and organizational commitment of junior Nigerian Police officers.
PPMC summary table showing significant relationship between occupational stress and organizational commitment of junior Nigerian Police officers

<table>
<thead>
<tr>
<th>Variables</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
<th>R</th>
<th>Df</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>organizational commitment of junior Nigerian Police officers</td>
<td>200</td>
<td>51.82</td>
<td>9.310</td>
<td>.643</td>
<td>19</td>
<td>Sig</td>
</tr>
</tbody>
</table>

Table 5 shows that occupational stress positively and significantly correlates with organizational commitment of junior Nigerian Police officers, r (198) = .643, p < .05. The mean and standard deviation for occupational stress is 51.64 and 9.46 respectively. With this result the Ho: is thus rejected.

**Hypothesis three**

There is no significant relationship between burnout and organizational commitment of junior Nigerian Police officers

PPMC summary table showing significant relationship between burnout and organizational commitment of junior Nigerian Police officers

<table>
<thead>
<tr>
<th>Variables</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
<th>R</th>
<th>Df</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>organizational commitment of junior Nigerian Police officers</td>
<td>200</td>
<td>51.82</td>
<td>9.310</td>
<td>.627</td>
<td>19</td>
<td>Sig</td>
</tr>
</tbody>
</table>

Table 6 shows that burnout positively and significantly correlates with the organizational commitment of junior Nigerian Police officers, r (198) = .627, p < .05. The mean and standard deviation for burnout is 52.74 and 10.61 respectively. With this result the Ho: is thus rejected. **Discussion of the findings**

**Research Question One**

Are there significant relationships among the independent and dependent variables? The study indicates that the independent variables relates positively and have significant predictive influence on the organizational commitment of junior Nigerian Police officers: welfare (r = 0.986, P < 0.05); occupational stress (r = 0.643, P < 0.05); burnout (r = 0.627, P < 0.05). The reason for this is could probably be aligned to the fact that the work environment and condition of service of junior police officers in Nigeria dehumanizing and frustrating such that junior officers are often disillusioned in the cause of carrying out the duties. Supporting this assertion is the expressive views of the recent Acting Inspector General of Police (Mohammed Abubakar) reported by Tayo (2012) as thus: the Nigeria Police has fallen to its lowest level and has become a subject of ridicule within the law enforcement community and among members of the public. According to him, police stations, state Criminal Investigation Departments and operation offices have become business centres and collection points for rendering returns from all kinds of squads and teams set up for the benefit of superior officers. As he put it, “Our respect is gone and the Nigerian public has lost even the slightest confidence in the ability of the police to do any good thing”.

**Research Question Two**

What joint influence do the independent variables (welfare, occupational stress and burnout) have on the dependent variable (organizational commitment of junior Nigerian Police officers)? The result of the study revealed that the independent variables has significant joint influence on the dependent variable (organizational commitment of junior Nigerian Police officers) (R = 0.987, P <.05). The combination of the independent variables accounted for
97.3% of the total variance on organizational commitment of junior Nigerian Police officers (adjusted 
$R^2 = 0.973$). The reason for this development could be adjourned to the fact that junior police officers in 
Nigeria feel and express disenchantment in their call to duty and due to this they appear to be uncommitted 
to providing security to the Nigerian populace. This assertion is in congruence with Zeinabadi (2010) reported point of views that Organizational commitment is the strength of an individual’s identification and 
involvement in a particular 
organization as characterized by a strong belief in and acceptance of the organization’s goals and values (value commitment) along with a readiness to exert considerable effort on behalf of the organization and to remain a member (commitment to stay).

Research Question Three
What is the relative contribution of each of the independent variables (welfare, occupational stress and 
burnout) on the dependent variable (organizational commitment of junior Nigerian Police officers)? The 
result of the study indicates that each of the independent variables contributed in diverse magnitude to the 
prediction of organizational commitment of junior Nigerian Police officers as thus: Occupational stress 
contributed most to the prediction organizational commitment of junior Nigerian Police officers ($\beta = 
0.973$, $t = 67.524$, $P < 0.05$) followed by welfare ($\beta = 0.528$, $t = 20.710$, $P < 0.05$) and burnout ($\beta = 0.301$, $t = 5.000$, $P < 
0.05$). This implies that different factors could influence the commitment of an individual to an organization 
and impact negatively or positively with an individual’s contented association with, and pragmatic 
involvement in an organisation. Giving credence to this point of view is the contention of the new 
Acting Inspector General of Police Mohammed Abubakar who affirmed that policemen due to lack of 
commitment to service had become 
killer teams, engaging in deals for land speculators and debt collection, while toll stations in the name 
of checkpoints adorn the highways with policemen shamefully collecting money from motorists in the full 
glare of the public. This show of professional ineptitude, misconduct and attitudinal disposition of 
shame could have been caused by the overriding influence of some factors such as poor welfare, 
occupational stress and burnout (Tayo, 2012).

Hypothesis one:
There is no significant relationship between welfare and organizational commitment of junior Nigerian 
Police officers. The study revealed that welfare positively and significantly correlates with the 
organizational commitment of junior Nigerian Police officers, $r$ (198) = 
.986, $p < .05$. With this result the Ho: is thus rejected. The reason for this is probably for the fact that 
junior police officers are exposed to poor condition of service and standard of living for example junior 
police officers live in dilapidated and chantey barracks, poor health services, lack of professional training, 
etc. This development affects their psyche and attitudinal disposition to duty. Also, this is consistent with the 
report of Worldat-Work (2007) that employees are interested at attaining what they consider “Total 
Reward” which is everything an employee perceives resulting from working for an organisation. This 
implies that the perception of present day employees of beneficial welfare package has transcend from 
basic "Fringe Benefits "to a comprehensive range of benefits that strike a balance between employees’ 
personal and professional lives.

Hypothesis two:
There is no significant relationship between occupational stress and organizational commitment of 
junior Nigerian Police officers. The result of the study shows that occupational stress significantly 
correlates with organizational commitment of junior Nigerian Police officers, $r$ (198) = .643, $p < .05$. With 
this result the Ho: is thus rejected. The reason for this could be that junior police officers work in a dynamic 
society that is ever changing in sophistication for which most of them do not have the capacity to 
comprehend and as such they are often overwhelmed with stress and frustrated to act abysmally contrary
to the norms of the society. Thus Adigun and Okoiye (2012) posit that occupational stress is likely to increase fear, feelings of uncertainty, emotional instability and higher level of poor productivity among police officers considering the fact that they may feel overwhelmed at work, loss confidence and may become irritable or withdrawn when they feel they lack the ability to meet up with the global trend and expectations. This could also make them less productive and less effective on their job.

Hypothesis Three:

There is no significant relationship between burnout and organizational commitment of junior Nigerian Police officers. The study revealed that burnout significantly correlates with the organizational commitment of junior Nigerian Police officers, r (198) = .627, p< .05. With this result the Ho: is thus rejected. This development could be attributed to the fact that burnout is a negative stressor that impair employees organizational commitment. Thus, there is the likelihood that when junior police officers experience job burnout they undergo severe physical and emotional exhaustion that is associated with negative work attitudes and a lack of concern for others. In line with this perspective, Maslach et al., (2001) assert that the violation of the psychological contract between an employee and an organisation is likely to produce burnout, because it erodes the notion of reciprocity, which is crucial in maintaining well-being. This is often the experience of junior police officers who are expected to give more in terms of time, effort, skills, and flexibility, whereas they receive less in terms of career opportunities, lifetime employment, and job security and the resultant consequence is lack of organizational commitment.

5. Implication of findings

The findings of this research provide reasonable information that can be applied in police research and policing efficacy. This is based on the consideration of the fact that the attitude of police officers to duty is daunting and unprofessional. These posses treat to national security, peace and development. This implies that the police organization requires structural re-engineering and ethical re-orientation. This is critical for national development.

6. Recommendations

Police authority should endeavour to improve the welfare package of junior officers in the like of good accommodation, health, insurance and educational advancement.

Police officers should be given security task that commiserate their ability and capability to avoid work overload, stress and burnout.

Police officers should be exposed to psychological training that would help enrich their emotional intelligence competence and enhance their social competence.

7. Conclusion

The challenges of this millennium requires competence and professionalism as to meet up with the present complexity in the dynamic nature of security treat and challenges that has faced humanity for which Nigeria is not immune. Therefore, the government needs to improve the condition of service of police officers as a measure to reinforce their desire to efficiently serve the nation for the good of all.

References


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