



The Impact of Organisational Stress on The Motivation of The Nigerian Police Personnel

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Abstract. The police force in Nigeria is hindered by the long-standing issue of low motivation caused by insufficient pay, poor working conditions, lack of training and equipment, and high occupational risks. This has led to a demotivated and disengaged police force, resulting in poor performance and cases of violence and corruption. This study investigated the impact of operational and organizational stress on the intrinsic and extrinsic motivation of Nigerian police personnel. The study adopted the ex-post facto design. The participants in the study consisted of officers of 405 personnel of the Nigeria Police, with a mean age of 41.3 years ($SD = 6.9$), comprising 307 males and 89 females. Three instruments were used to measure operational stress, organizational police stress, and work motivation. These include the Operational Police Stress Questionnaire (PSQ-OP), Organisational Police Stress Questionnaire (PSQ-ORG), and the Work Preference Scale (WPS). The Multivariate Analysis of Variance (MANOVA) was used as the statistical analysis tool in the study. Results revealed a significant effect of organizational stress on intrinsic motivation [$F(1, 401) = 8.582, p = .004$]. Organizational stress did not significantly affect extrinsic motivation [$F(1, 401) = 1.377, p = .214$]. The study concluded that organizational stress has a significant impact on intrinsic motivation. The study recommends designing targeted interventions to reduce workplace stress and improve extrinsic motivation.

Keywords: Organizational Stress, Motivation, Personnel, Nigerian Police

1. Background

Although motivation is familiar, employers still need help because employees have different motivations for working at their jobs

(Androniceanu et al., 2019; Edge, 2014). Additionally, people's dedication to their organizations varies. According to Lyons, et al. (2015), several things can motivate people at work. The transformation of an organization depends critically on employee work motivation. In order to better understand what motivates productivity at work, employers and decision-makers must understand the needs and concerns of their employees (Uka & Prendi, 2021). Prior research has demonstrated that highly motivated employees are more content, involved, and performance-oriented in their jobs and organizations (Oman, 2021; AlKahtani et al., 2021).

Studies (Craun et al., 2014; Kula, 2017) claim that because law enforcement is so different from other previously studied office settings, research should focus on this area in particular. Professionals working in law enforcement face unique challenges, such as exposure to tense and traumatic situations, high rates of burnout and turnover, adverse physical and psychological effects, and intense scrutiny (Johnson, 2020).

Police officers work in a hazardous environment, and their physical health could suffer if they do not care for themselves. These physical limitations include decreased eye-hand coordination, heart, and abdominal stress damage, backaches, and restless sleep (Porter & Lee, 2023). Stress exists daily, whether the officer is patrolling a high-crime area or working behind a desk. Bad things happen every day in the environment that police officers work in. This study is critical to understanding how stress affects the motivation of police officers and what can be done to ensure that police officers protect themselves, the community, and their families.

The productiveness, motivation, and health of the Police services are important factors contributing to

a country's stability, economic growth, and development (Rothmann & Van Rensburg, 2002). Healthy Police officers engaged in their work are therefore imperative to furthering these goals. Few occupations require employees to face dangerous situations that police officers may encounter as part of their daily routines. Police organizations have behavioural orientations reflective of dominance, individual achievement, and masculinity. However, challenges in Nigeria, such as developing community-oriented policing and transforming a traditional Police culture that typically emphasized operational efficiencies to one that promotes team collaboration, innovation, and 'effective' processes, suggest the need for improved job performance within the law enforcement agencies (Afolabi et al., 2010).

The most often stated source of police stress is organizational (Acquadro-Maran et al., 2022; Purba & Demou, 2019). Sources of organizational stress range from a lack of two-way communication between administrators and officers to the feeling of being micro-managed. Organizational stressors such as workload, time pressure, inadequate resources, workforce shortage, and management styles are also why most police officers leave their departments and the profession (Purba & Demou, 2019).

Job stress harms both the health and productivity of employees. According to Ejikeme et al. (2018), high anxiety, stress, and work burnout are social psychological problems that can negatively impact police officers' performance. They repeatedly emphasized that stress can occur in various life contexts, such as the workplace, legal systems, and policing environments; hence, the existence of police stress. The level of job stress among police officers was up to 41%, according to Hassan and Wood (2018), cited in Ejikeme et al. (2018). Queiros (2020) added that among police officers in Western countries, job stress is frequently misdiagnosed as a mental health issue.

The field of law enforcement differs significantly from typical office settings that have previously been studied, and it faces difficulties like high rates of burnout, detrimental physical and psychological effects, external judgment and scrutiny, and authority over the general public (El Sayed et al., 2019; Kula, 2017). According to current research, future studies should concentrate on the field of law enforcement because it is one of the most demanding, litigious, and dangerous occupations, as evidenced by the difficulty in attracting and keeping personnel in the field and the extremely high burnout rate (Craun et al., 2014; Kula, 2017). Therefore, the need to examine the impact of

specific stressors on intrinsic and extrinsic motivation among police personnel is apt.

1.1 Statement of Problem

Many jobs place high demands on responsibility, time commitment, and performance, which can be very stressful (Wu et al., 2019). According to Acquadro (2022), several duty-related, organizational, interpersonal, or external factors that impact officers can lead to police stress. Every officer and every department, not just those in the Nigerian Police but everywhere, must deal with the issue of police stress. Although the Police organization's bureaucratic performance has led to more fluid service delivery, one of the effects has been increased employee dissatisfaction. In the worst cases, this led to employee apathy and low morale. As a result, police officers have begun to adopt a civil service mentality wherein giving a task a minimal amount of effort is acceptable.

This employee paradigm within the Nigerian police has negatively impacted employee motivation. The problem of police motivation has long constrained the Nigerian police force's effectiveness and efficiency. Inadequate pay for police officers is one of the main issues, as it lowers their morale and discourages them from working hard. This has rendered the police force disengaged and unable to perform its duties, along with poor working conditions, a lack of tools and training, and a high risk of occupational risks. The lack of motivation within the force has also contributed to police violence and corruption, further undermining public confidence in the organization. Against these backdrops, this study investigates the influence of organizational Police stress on intrinsic and extrinsic motivation among Nigeria Police Personnel.

1.2 Aim and Objectives of the Study

The main aim of this study is to investigate the impact of organizational stress on the intrinsic and extrinsic motivation of Nigerian police personnel. The specific objectives of the study include the following:

- To determine the impact of police organizational stress on the intrinsic job motivation of Nigerian police personnel.
- To examine the impact of organizational police stress on extrinsic job motivation of Nigerian police personnel.

1.3 Research Hypotheses

The following hypotheses were tested in the study:

- Organizational policy stress will have a significant effect on the intrinsic job

motivation of the Nigerian police personnel

- Organizational policy stress will significantly impact the extrinsic job motivation of Nigerian police personnel.

2. Research Methodology

2.1 Research Design

The study adopted the ex-post facto design. This approach implies that the independent variables in the study were not manipulated. The independent variable was organizational police stress, which had two levels (Low and high). The dependent variables for this study were intrinsic and extrinsic work motivation.

2.2 Participants

The population of the study consisted of officers of the Nigeria Police Force from the Plateau State Command. The participants in the study were 405 sampled personnel of the Nigerian police with a mean age of 41.3 years (SD = 6.9), comprising 307 males and 89 females.

2.3 Sample Size Determination

The G power calculator was used to determine a representative sample size for the study (Faul et al., 2009). Using an effect size of 0.25 (low effect size), and a significance value of 0.05 (95% Confidence Interval), the G power calculator determined a minimum sample size of four hundred (400) to be adequate for the study. The minimum sample size for the study's dependent variable was four hundred.

2.4 Sampling Technique

The method of convenience selection for non-probability sampling was used to choose the study participants. Accordingly, the units chosen for the sample are the most convenient to access (Etikan, 2016). The hectic schedule of the men and women

of the Nigerian Police Force serves as justification for this sampling methodology. This ensures that the research's selection criteria and appropriate target were met.

2.5 Instruments for Data Collection

Three instruments were used to measure operational stress, organizational police stress, and work motivation. These include the Operational Police Stress Questionnaire (PSQ-OP), Organisational Police Stress Questionnaire (PSQ-ORG), and the Work Preference Scale (WPS).

2.6 Procedure

Having been granted access to conduct the study at the various police formations and commands, questionnaires were circulated to all members willing to participate voluntarily. Before the questionnaires were administered, respondents were given relevant information relating to the nature and purpose of the research. A guarantee of confidentiality of information was given. The questionnaires were presented to participants in a booklet form with a cover page of general instructions. After completion of the questionnaires, participants were debriefed accordingly.

2.7 Method of Data Analysis

The Multivariate Analysis of Variance (MANOVA) was used as the statistical analysis tool in the study. The choice of MANOVA results from the fact that the study tested for the effect of two independent variables on two dependent variables; and the MANOVA is a statistical test procedure for comparing multivariate (population) means of several groups across two or more independent variables; in order to determine whether the mean differences are statistically significant, the variance-covariance between the variables is used.

3. Results

3.1 Descriptive Results

Mean, Standard Error, and 95% Confidence Interval of Intrinsic and Extrinsic Motivation across Levels of organizational Stress

The mean, standard error, and 95% confidence interval of intrinsic and extrinsic motivation across the study participants' low and high organizational stress levels are indicated in Tables 1 – 2.

Table 1: Mean, Standard Error, and 95% Confidence Interval of Intrinsic Motivation across Levels of Organizational Stress

Organizational stress	Mean motivation	intrinsic	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Low	36.94		.41	36.13	37.74
High	39.58		.80	38.00	41.16

Table 1 reveals the mean, standard error, and 95% confidence interval of intrinsic motivation across organizational stress levels. The table indicates that the participants with low organizational stress had intrinsic motivation mean score of 36.94, with 95% of those in this group with intrinsic motivation score ranging between 36.13 – 37.74 (Lower and upper bound), while participants with high levels of organizational stress had intrinsic motivation mean score of 39.58, with 95% of participants in this group with an intrinsic motivation score range between 38.00 – 41.16 (Lower and upper bound). Participants with high organizational stress had higher intrinsic motivation mean scores than those with low organizational stress.

Table 2: Mean, Standard Error, and 95% Confidence Interval of Extrinsic Motivation across Levels of Organizational Stress

Organizational stress	Mean motivation	extrinsic	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Low	32.77		.48	31.83	33.71
High	34.01		.94	32.16	35.85

Table 2 reveals the mean, standard error, and 95% confidence interval of extrinsic motivation across organizational stress levels. The table shows that participants with low organizational stress had extrinsic motivation mean score of 32.77, with 95% of those in this group with extrinsic motivation score ranging between 31.83 – 33.71 (Lower and upper bound), while the participants with high levels of organizational stress had extrinsic motivation mean score of 34.01, with 95% of participants in this group with an extrinsic motivation score range between 32.16 – 35.85 (Lower and upper bound). Participants with high organizational stress had higher extrinsic motivation mean scores than those with low organizational stress.

3.2 Inferential Result

Multivariate Test for Intrinsic and Extrinsic Motivation across Levels of Operational and Organizational Stress and Interactions

The multivariate test for intrinsic and extrinsic motivation across levels of organizational stress shows the value, F-ratio, error, significance, and effect size (Partial eta) for **Pillai's Trace**, **Wilks' Lambda**, **Hotelling's Trace**, and **Roy's Largest Root** are indicated below.

Table 3: Multivariate Test for Intrinsic and Extrinsic Motivation across Levels of Operational and Organizational Stress and Interactions

Effect		Value	F	Hypothesis df	Error df	Sig.	Partial Eta Squared
Intercept	Pillai's Trace	.958	4593.024	2.000	400.000	.000	.958
	Wilks' Lambda	.042	4593.024	2.000	400.000	.000	.958
	Hotelling's Trace	22.965	4593.024	2.000	400.000	.000	.958
	Roy's Largest Root	22.965	4593.024	2.000	400.000	.000	.958
Organizational stress	Pillai's Trace	.022	4.408	2.000	400.000	.013	.022
	Wilks' Lambda	.978	4.408	2.000	400.000	.013	.022
	Hotelling's Trace	.022	4.408	2.000	400.000	.013	.022
	Roy's Largest Root	.022	4.408	2.000	400.000	.013	.022

Table 3 shows the multivariate test for intrinsic and extrinsic motivation across organizational stress levels. The table reveals statistically significant organizational stress on the combined dependent variables, $F(2, 400) = 3.269, p = .039$; Wilks' $\Lambda = .984$.

Table 4: MANOVA Summary Table for Operational and Organizational Stress on Intrinsic and Extrinsic Motivation

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Effect size
Corrected Model	Intrinsic motivation	521.329	3	173.776	3.555	.015	.026
	Extrinsic motivation	575.915	3	191.972	2.889	.035	.021
Intercept	Intrinsic motivation	351235.716	1	351235.716	7184.369	.000	.947
	Extrinsic motivation	267505.151	1	267505.151	4026.019	.000	.909
Organizational stress	Intrinsic motivation	419.558	1	419.558	8.582	.004	.021
	Extrinsic motivation	91.472	1	91.472	1.377	.241	.003
Error	Intrinsic motivation	19604.439	401	48.889			
	Extrinsic motivation	26644.076	401	66.444			
Total	Intrinsic motivation	591496.000	405				
	Extrinsic motivation	468397.000	405				
Corrected Total	Intrinsic motivation	20125.768	404				
	Extrinsic motivation	27219.990	404				

Table 4 indicated a significant effect of organizational stress on intrinsic motivation, means 36.94, 39.58, $F(1, 401) = 8.582$, $p = .004$. The hypothesis is supported. However, organizational stress does not significantly affect extrinsic motivation, which means 32.77, 34.01, $F(1, 401) = 1.377$, $p = .214$. The hypothesis is not supported.

4. Discussion of the Study Findings

The results of hypothesis one revealed that organizational stress significantly affects intrinsic motivation. Sun et al. (2021) discovered that stress levels could mediate the relationship between psychological resilience and quality of life. As a result, stress can be a great motivator for achieving goals or completing simple tasks. Stress can motivate one to take action. Furthermore, the outcome of this hypothesis is consistent with findings that stress increased intrinsic motivation based on the need to meet basic needs (Taormina & Gao, 2013).

The outcome of hypothesis two showed no significant impact of organizational stress on extrinsic motivation. The findings of Faiza et al. (2021) showed that workplace stress did not correlate with extrinsic motivational factors like salary, support this. This finding can be explained by the mounting evidence that extrinsic motivators significantly affect learning and the development of autonomous, self-sustaining behaviour (Carmen et al., 2019). When incentives and rewards are used to motivate people, it is less likely that genuine interest and self-generated motivation will arise and persist (Legault, 2016).

The police personnel's ability to use coping mechanisms triggered in some cases by intrinsic factors, like asking for help and sharing the problem, and in other cases by external factors, like

substance use, could be used as evidence that organizational stress has little impact on extrinsic motivation. Humour and planning are also effective ways to reduce perceived stress. The stress on the organization could have been reduced by police personnel using internal locus strategies like emotional support more frequently. They report feeling less organizational stress when they use the active coping technique.

Although intrinsic motivation is regarded as the best type and is linked to several advantages, such as persistence and psychological well-being, intrinsic motivators are occasionally considered beneficial to motivate behavior without intrinsic interest. In other words, they were encouraging or pressuring police officers to adhere to proper organizational behavior standards while under pressure can occasionally conflict with safeguarding and fostering individuality and intrinsic motivation.

5. Limitations of the Study

There are several limitations to the study that should be noted. The findings could be more generalizable because the study focuses solely on the Nigerian police force. Compared to other organizations or countries, the specific context and cultural factors within the Nigerian police organization may influence the stress-motivation relationship differently. As a result, extreme

caution should be exercised when applying these findings to different contexts.

Second, the sample may need to accurately reflect the diversity and characteristics of the Nigerian police force, limiting the findings' generalizability. A more diverse and representative sample would improve the study's validity and applicability. Furthermore, using self-report measures to assess organizational stress and motivation introduces bias and may not provide a complete understanding of these constructs. Using multiple methods or incorporating objective measures would improve the study's findings' robustness. Furthermore, the study's ex post facto design makes it difficult to establish causal relationships between organizational stress and motivation, necessitating future longitudinal or experimental research to understand this relationship's directionality and causality better.

6. Implications of findings

By investigating the relationship between organizational stress and motivation, the study adds to the current body of information. It focuses on the effect of stress on intrinsic motivation, demonstrating that higher stress levels can lead to higher intrinsic motivation among Nigerian police officers. This discovery undermines the widely held belief that stress always harms motivation and offers a more nuanced picture of the complex link between stress and motivation. This means that stress may function as a motivator for some members of the Nigerian police force. The study's findings offer policymakers and organizational leaders' practical implications for dealing with organizational stress and increasing motivation among Nigerian police officers. Policymakers can use these findings to create targeted policies, programs, and initiatives that promote a motivated and satisfied police force.

7. Conclusion

Finally, the research offers insight into the complicated relationship between stress and motivation in the Nigerian police force. The findings show the potential positive impact of organizational stress on intrinsic motivation, implying that higher stress levels may be associated with better levels of intrinsic drive among police officers. However, it also demonstrates that organizational stress has little effect on extrinsic motivation. These findings highlight the importance of policymakers and organizational leaders recognizing the different nature of motivation and stress reactions across the police force and developing tailored ways to manage stress while improving motivation successfully.

While the study provides important information, its limits should be considered. The study's specialized context limits the study's generalizability. Methodological constraints, such as self-report measures and the ex post facto design, necessitate additional study to increase the validity and establish causal links. Despite these limitations, the study's implications highlight the importance of implementing stress management practices and personalized support systems, considering individual differences, and creating a supportive work environment to foster motivation and well-being among Nigerian police personnel.

8. Recommendations

Based on the findings of the study:

- Policymakers should consider implementing stress management and coping skills training programs and support systems for police officers. Workshops or seminars on stress reduction techniques, resilience building, and mindfulness practices can be provided. To effectively support intrinsic motivation, policymakers should ensure these programs are accessible, ongoing, and integrated into organizational culture.
- Implement recognition programs to recognize and reward police officers' efforts and achievements. Recognizing their effort and hard work might help them feel accomplished and motivated. Policymakers should create reward schemes consistent with the ideals and aims of the police force while also assuring justice and openness.
- Conduct frequent assessments to examine organizational stress levels and intrinsic motivation in the Nigerian police force. This can be accomplished through surveys, focus groups, or interviews. Policymakers can use this feedback to identify areas for improvement, track progress, and make data-driven decisions about policy implementation and adjustment.

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