

Job Satisfaction and Turnover Intentions of Police Officers in Rural Communities in Dekina Local Government Area of Kogi State, Nigeria

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Abstract: *This study examined the relationship between job satisfaction and turnover intentions of police officers in rural communities in Dekina Local Government Area of Kogi State, Nigeria with the specific objectives of ascertaining the levels of job satisfaction and turnover intentions, the relationship between the levels of job satisfaction and turnover intention, and the gender differences in the levels of job satisfaction and turnover intentions, using descriptive survey research design with quantitative approach. The study also utilized multi-stage sampling design. First, three divisional police headquarters were purposively selected in the study area. Second, nine police posts were purposively chosen from the divisional police headquarters selected. Third, one hundred and seventeen respondents were chosen from the selected police posts using purposive sampling technique. Data were collected using semi-structured questionnaire and the data collected were processed using Statistical Package for Social Sciences version 22, and statistically analysed using frequencies, percentage and weighted mean while Pearson product correlation and Levene's independent t-test for equality of variance were used to test the study hypotheses. The results of the study show that respondents in the sampled area had low level of job satisfaction and high turnover intentions; these were however influenced by combination of factors such as poor compensation package (including salary and fringe benefits), work overload, irregular promotion and career advancement. Based on these findings, the study concludes with recommendations application of which will not only help the police organisation to reduce job dissatisfaction and turnover intentions among its personnel in the rural areas but also serve as the organisation personnel retention strategy.*

Keywords: Job satisfaction, Turnover intention, Police officers, Rural communities, Dekina, Kogi State

Introduction

Police organisation is one of the agencies created by government to protect the life and property of the citizenry. However, there are many factors that should be considered especially with regards to the welfare of human resources in achieving the objective of the organisation. One of these factors is job satisfaction (as it is important for retaining employees). Conceptually, to be satisfied means to be happy or free from some desire or need by being supplied with what one desires, needs or wants. In other words, satisfaction connotes happiness and a state of well being as an outcome of need-fulfilment. This idea of well-being can be extended to job satisfaction to mean the sum total of a person's feelings as

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to the extent to which his needs have been met in his job. These needs related to/encompass pay, benefits, promotion, working conditions, supervision, organisational practices and relationship with co-workers (Misener, 1996).

Theoretically, the concept of job satisfaction has been explained by a number of theories ranging from Maslow's theory of human needs, Herzberg's motivation-hygiene theory, the Existence, Relatedness and Growth (ERG) theory, to the Equity theory. Each of these theories uses different postulations and assumptions in explaining job satisfaction. For instance, Maslow theory argued that individual have certain needs that influence their behaviour, and that these needs are arranged in an order of importance/hierarchy from the basic physiological to the complex self-actualisation needs. However, when these needs are not met, individual experience de-motivation/dissatisfaction. Herzberg's motivation-hygiene theory, on the other hand, believes that an individual's relation to work is basic and that one's attitude towards work can determine success/failure. Conversely, Alderfer's ERG theory suggest that all human needs can be accessed and satisfied simultaneously, rather than from bottom up, either way, as needs are satisfied, employees are motivated to strive to satisfy a new needs; while equity theory draws attention to one role of job comparisons with those of another in determining satisfaction (Ejiogu, 1992). In spite of these differences, they all came to a consensus that workers have needs, and that satisfactory job attitudes are function of congruence between the needs of an individual and the job situation. In other words, it is agreed that when the characteristics of a job are compatible with the needs of a workers, he will experience job satisfaction.

Job satisfaction has also been found by scholars such as Klassen, Usher & Bong (2010); Maertz & Griffeth (2004); Chang & Lee (2007); Mensor & Tayib (2010); Anik, Akin, Norton, Dunn & Quidbach (2013); Chen, Yang, Shiao & Wang (2006); Sesanga & Garrett (2005) to be a functions of many factors. For instance, Klassen, *et al* (2010) found promotion, pay, supervisory support, team/group cohesion and job requirement as the main factors of job satisfaction. Maertz & Griffeth (2004), on the other hand, discovered factors such as competitive salary, job autonomy, good supervision and interpersonal relationship, training and development opportunities, better working conditions and job security. Additionally, Chang & Lee (2007); Mansor & Tayib (2010); and Anik, *et al* (2013) found organisational culture as prime factor of job satisfaction; while Sesanga & Garrett (2005) identified factors such as good remuneration and supervision, opportunity for promotion, co-worker's behaviour, working conditions, and the job itself as factors of job satisfaction. Likewise, Chen, *et al* (2006) discovered factors such as organisation vision, result feedback and motivation, management system, working conditions, pay and benefits, as influencer of job satisfaction.

Job satisfaction is a key antecedent of turnover intentions. This is so because the way people experience work in their place of work influences their intention to leave or stay in an organisation. Therefore, turnover intention connotes an individual estimated probability that he/she will stay or leave an employing organisation (Cotton & Tuttle, 1986). Aneil & Gretchen (2002) have classified turnover into two categories namely voluntary and involuntary turnover. Voluntary turnover occurs when an employee separates from the organisation by his/her willing. But if the separation occurs without the intention/interest of the employee, it is involuntary turnover. Voluntary reasons for leaving an

organisation include getting a new job that offers more responsibility and improved salary/benefits, education advancement, performance problems, unmet job expectations, job stress and lack of career development opportunities; while involuntary reasons for leaving an organisation include employee's death, chronic illness, and spouse transfer (Aniel & Gretchen, 2002; Asmran, AbdulRazak & Osman, 2013).

Studies conducted by Cotton & Tuttel (1986); Hom & Griffeth (1996); Hom, Roberson & Ellis (2008); Shah (2011); Lee, Gerhart, Weller & Trevor (2008); Nel, VanDyk, Haasbrock, Schultz, Sono & Werner (2011) on the relationship between job satisfaction and turnover intentions revealed job satisfaction exerting significant influence on employee's turnover intentions. Further findings especially in the studies of Cotton & Tuttel (1986); Hom, *et al* (2008); Nel, *et al* (2011) show differences in male and female turnover intentions. Notwithstanding the efforts from previous studies, none of the studies examined the relationship between job satisfaction and turnover intention in police organisation. A plausible implication of this neglect is that it makes it difficult to know the level of job satisfaction/dissatisfaction that prevail among personnel of such organisation and how much it has impacted on their feeling to leave/stay in the organisation. For instance, previous studies by Ashraf & Joarder (2010); Chew & Chan (2008); Reichheld (1993); Schmalenberg & Kramer (2008) suggest that employees experiencing job dissatisfaction tend to have high intention to leave that organisation. This however has many implications as it often leads to organisations losing their skilled and experienced employees, causing decreasing performance, and increasing cost of training and expatriation. Hence, the need to investigate the relationship between job satisfaction and turnover intention in police organisation. This will however be done with particular reference to police formation in rural communities in Dekina Local Government Area of Kogi State, Nigeria.

Research Questions

This study is guided by the following research questions:

- (i) What is the level of job satisfaction and turnover intention of police officers in rural communities in Dekina Local Government Area of Kogi State?
- (ii) What is the association between level of job satisfaction and turnover intention of police officers in rural communities in Dekina Local Government Area of Kogi State?
- (iii) Are there gender differences in the level of job satisfaction and turnover intention of police officers in rural communities in Dekina Local Government Area of Kogi State?

Objectives of the study

The general objective of this study is to examine the relationship between job satisfaction and turnover intention of police officers in rural communities in Dekina Local Government Area of Kogi State, Nigeria. Specifically, the study is set out to:

- (i) estimate the level of job satisfaction and turnover intention of police officers in rural communities in Dekina Local Government Area of Kogi State

- (ii) assess the relationship between level of job satisfaction and turnover intention of police officers in rural communities in Dekina Local Government Area of Kogi State
- (iii) ascertain the gender differences in the level of job satisfaction and turnover intention of police officers in rural communities in Dekina Local Government Area of Kogi State

Study hypotheses

The hypotheses for this study are stated in null form as follows:

- (i) Ho: There is no significant relationship between levels of job satisfaction and turnover intention of police officers in rural area in Dekina Local Government Area.
- (ii) Ho: There is no significant difference between male and female levels of job satisfaction.
- (iii) Ho: There is no significant difference between male and female levels of turnover intention

Theoretical framework

This study is hung on the social exchange theory. Social exchange theory is a product of the research work done by Thibaut & Kelley (1959); Homans (1961); Rusbult (1983); and Levi-Strauss (1969). Although these researchers have different view point on modes of exchange, they all agreed that as humans, for example, people generally seek rewards, avoid punishments and are rational beings. The theory thus posits that human relationships are formed by the use of a subjective cost-benefit analysis and the comparison of alternative. Cost here means the negative consequences of a decision such as time, money and energy, while rewards (such as sense of acceptance, support and companionship) are the positive results of social exchanges. The theory argues that people calculate the overall worth/value of a particular relationship by subtracting its costs from the rewards it provides.

This theory explains the engagement of employees in organisations. By using the tenets of social exchange theory, one can argue that obligations are generated through a series of interactions between parties who are in a state of reciprocal interdependence. When an individual receives economic and socio-emotional resources from his/her organisation, he/she is obliged to respond in kind and repay the organisation (Saks, 2006). This thus describes engagement as a two-way relationship between the employer and employee. One of the ways by which an individual could repay his/her organisation is through their level of engagement. The more engaged the employees are to their work, the greater amounts of cognitive, emotional, and physical resources they will devote to perform their job duties. However, when the organisation fails to provide economic/socio-emotional resources, the employees are more likely to withdraw and disengage themselves from their roles/job duties.

Methodology:

Study Area: Dekina Local Government Area of Kogi State

This study was conducted in Dekina Local Government Area of Kogi State between December 2017 and January, 2018. The local government has an area of 2,461 km²(950 sq m) and a population of 260,312 at the 2006 census. Dekina Local Government Area was chosen for this study because it is the largest (in term of population and land mass) and has the highest number of Police Divisional Headquarters (altogether 5) in the state. These Police Divisional Headquarters are sited in Dekina, Anyigba, Egume, Abocho, and Ogene Enugwu, all within the local government area.

Research design, study population, sample size and sampling technique

This study used descriptive survey research design. The study population comprises of police personnel serving in rural area in Dekina Local Government Area. As regards selection of sample, the study utilizes multi-stage sampling design. The first stage involves the purposive selection of three police divisional headquarters (out of five) that have police outposts namely Dekina, Egume and Abocho divisions. The second stage involves selection of the entire police outposts in each of the three divisions. This was done using purposive sampling technique. The selected village police outposts are Iyale outpost, Oduh outpost, Ologba outpost, and Ajiyolo outpost (representing Dekina division); Acharu Egwume outpost, Okura Olaifa outpost, Elubi outpost, and Ojikpadala egume outpost (representing Egume division); and Emewe Opada outpost (the only outpost) representing Abocho division. The third stage involves selection of sample of the respondents. All the police personnel in all the chosen police posts were selected as sample using purposive sampling technique; and they all totalled one hundred and seventeen (117).

Research instrument

Data were collected using semi-structured questionnaire. The questionnaire was self constructed and divided into three sections. Section A consisted of questions on socio-demographic characteristics of the respondents. It aimed to get information from the respondents regarding their gender, age, marital status, educational level, years of working experience, and income. Section B measured respondents' job satisfaction levels. There were seventeen (17) items in this section and respondents were instructed to rate the items using four point rating scales (where 1 means 'highly dissatisfied', 2 means 'dissatisfied', 3 means 'satisfied', and 4 means 'highly satisfied'). Section C assessed respondent's turnover intentions levels. There were three items in this section and respondents were asked to rate the items using four point rating scale (where 1 means 'strongly disagree', 2 means 'disagree', 3 means 'agree', and 4 means 'strongly agree').

To test the reliability of the instrument, 15 copies of the questionnaire were administered on 15 respondents in police formations different from the ones sampled and the resulting data were then subjected to cronbach alpha reliability analysis and yielded 0.79 reliability coefficient. In all, relevant social science research ethical principles were observed and complied with in the study.

Data Analysis

Data collected were processed using Statistical Package for Social Sciences (SPSS) version 22, and statistically analysed using frequencies, percentage, and weighted mean; while Pearson product correlation and Levene's independent t-test for equality of variance were used to test the study hypotheses.

Results

A total of one hundred and seventeen (117) copies of questionnaire were administered out of which one hundred and seven (107) representing 91.5 percent were suitable for analysis and the remaining ten (8.5 percent) were not properly filled and thus not used in the analysis. The analyses done in this study are in two parts. Part A focuses on the analysis of the respondents socio-demographic characteristics while part B centred on the analysis of the objectives of the study.

Table 1: Socio-demographic Characteristics of the respondents

Variables	Frequency	Percentage (%)
Gender		
Male	88	82.2
Female	19	17.8
Total	107	100
Age (in year)		
Less than 20 years	1	0.9
20 - 29 years	18	16.8
30 - 39 years	61	57
40 - 49 years	21	19.6
50 years and above	6	5.6
Total	107	100
Marital status		
Married	84	78.5
Never married	17	15.9
Divorced	2	1.9
Separated	2	1.9
Widowed	2	1.9
Total	107	100
Educational level		
Secondary/Technical school certificate	58	54.2
Tertiary education	49	45.8
Total	107	100
Years of working experience		
Less than 5 years	7	6.5
5 - 9 years	49	45.8

10- 14 years	18	16.8
15 - 19 years	12	11.2
20 years and over	21	19.6
Total	107	100
Monthly income (in naira)		
Less than 20,000	1	0.9
20,000 - 40,000	9	8.4
41,000 - 60,000	67	62.6
61,000 - 80,000	18	16.8
81,000 - 100,000	5	4.7
Above 100,000	7	6.5
Total	107	100

Source: Field Survey, 2018

Table 1 shows the respondents' socio demographic characteristics. From the table, majority (82.2 percent) of the respondents were male while the remaining 17.8 percent were female. A situation whereby there are more male than female indicate that male more than female are often recruited and posted to rural areas. This may however be due to the fact that work in rural area is very hectic as rural area in Nigeria is characterised by no/less social amenities necessary for better living and women may find it difficult to cope, hence the reason for their limited numbers in the study area.

The age of the respondents' shows that more than half (57.0 percent) were between ages of 30-39 years, about 19.6 percent were between ages of 40-49 years, 16.8 percent were between ages 20-29 years, 5.6 percent were between ages of 50 years and over while only 0.9 percent were less than 20 years of age. From the table 1 above, there are more respondents between ages 30-39 years than those in other age categories. This result indicates that most of the respondents were young and are in their productive age. It also means that the Nigerian police has younger workforce in the sampled area. Younger work force can be associated with high energy level which may be good for policing work.

As regards the marital status of the respondents, substantial (78.5 percent) numbers of them are still married, about 15.9 percent were single, while 1.9 percent were separated, divorced and widowed respectively. The high numbers of the married respondents may indicate that the police organisation prefers more matured and responsible adults as its personnel/officers.

The educational level of the respondents shows that a little more than half (54.2 percent) have secondary/technical school certificate, about 45.8 percent have tertiary education such as National Certificate of Education (NCE), Ordinary National Diploma (OND), Higher National Diploma (HND), and Bachelors degree certificate. This result indicates that the respondents are literate, and this has implication on their policing duties as it will not only make them to perform well but also to firmly take control of their policing work.

The working experience of the respondents shows that most (45.8 percent) of the respondents have between 5-9 years of working experience, about 19.6 percent have 20 years and above years of working

experience, 16.8 percent have between 10-14 years of working experience, 11.2 percent have between 15-19 years of working experience while 6.5 percent have less than 5 years of working experience. The high number of respondents with 5-9 years of working experience indicates that most of the respondents working in the study area have had enough job tenure/experience that can make their policing work end in success.

The income of the respondents shows that majority (62.6 percent) of them earned between N41,000-N60,000, 16.8 percent earned between N61,000-N80,000, 8.4 percent earned between N20,000-N40,000 while 6.5 percent earned above N100,000. From the table, those respondents who earned between N41, 000- N60, 000 per month are in the majority. However, by comparing the income of most of the respondents with that of the private sector workers, it revealed that the respondents are earning lower income. This however has implication as it may not guarantee job satisfaction and commitment

Apart from the respondents socio-demographic variables described above, efforts were also made to analyse the objectives of the study and the results of the analyses were presented below:

Table 2 shows the respondents' job satisfaction measures. From the table, it can be seen that the majority of the respondents were satisfied with their relationship with superior officers, colleagues/co-workers, the policing work, location of work duty, their achievement, recognition for work accomplished, hours worked each day, police organisation policy and promotion opportunity. On the other hand, most of the respondents were dissatisfied with variety of job responsibilities they were subjected to, the kind of support they were getting for further training and education, lack/insufficient opportunities to utilize their skills and talents, degree of independence associated with their work roles, salary, and work conditions.

From among the job satisfaction measures listed in table 2 above, relationship with superior officers was most satisfied with by the respondents with an overall mean of 3.09, while work conditions (availability of working equipments/tools) was highly dissatisfied with by the respondents with a mean value of 2.03

In addition to the foregoing, efforts were made to ascertain respondents' overall level of job satisfaction. Results of the enquiries show that most (43.9 percent) of them reported low level of job satisfaction, about 8.5 percent picked very low level of job satisfaction while 38.3 percent and 9.3 percent indicated high and very high level of job satisfaction respectively. However, by collapsing the respondents' answers into two groups of (i) low and (ii) high levels of job satisfaction, respondents who reported low level of job satisfaction were more than those who reported high level of job satisfaction. Based on this, respondents in the sampled area were found to have low level of job satisfaction.

Further enquiries were made to identify the factors responsible for low level of job satisfactions among majority of the respondents. The results of the inquiry are presented in table 3 below:

Table 2: Job Satisfaction Measures

S/N	Statements	Highly Dissatisfied (1)	Dissatisfied (2)	Satisfied (3)	Highly Satisfied (4)	N	Fx	\bar{x}	Rank
10	Relationship with superior officers	3	7	74	23	107	331	3.09	1 st
9	Relationship with colleagues/co-workers	4	9	75	19	107	323	3.02	2 nd
4	The policing work itself	3	10	87	7	107	312	2.92	3 rd
12	Location of work duty	3	16	80	8	107	307	2.87	4 th
1	Achievement (feeling of accomplishment)	10	23	63	11	107	289	2.70	5 th
2	Recognition for work accomplished	11	21	64	11	107	289	2.70	6 th
11	Hours worked each day	6	36	58	7	107	280	2.62	7 th
5	Police organization policy	5	41	52	9	107	279	2.61	8 th
3	Opportunity for promotion	5	44	51	7	107	274	2.56	9 th
8	Job security	3	50	46	8	107	273	2.55	10 th
13	Annual leave offered	10	41	50	6	107	266	2.49	11 th
17	Variety of job responsibilities	9	46	50	2	107	259	2.42	12 th
14	Support for additional training and education	12	52	36	7	107	252	2.36	13 th
16	Opportunities to utilized my skills and talents	13	56	31	7	107	246	2.30	14 th
15	Degree of independence associated with my work roles	9	61	35	2	107	244	2.28	15 th
7	Pay/salary	27	44	32	4	107	227	2.12	16 th
6	Work conditions (availability of working equipment/tools)	25	58	20	4	107	217	2.03	17 th

Source: Field Survey, 2018

Table 3 shows the factors responsible for low level of job satisfactions among majority of the respondents. From the table, most of the respondents strongly agreed/agreed that factors such as poor work conditions, inadequate fringe benefits (health insurance, pension scheme, etc), work overload, salary, inflexible work hour, irregular promotion and poor career advancement opportunities as well as other personal reasons influencing their level of job satisfaction; while some other respondents strongly disagreed/disagreed with factors such as job insecurity, police organisation, and lack of training as having any significant influence on their level of job satisfaction. However, from among the reasons

Table3: Reasons for low level of job satisfaction

S/N	Reasons	Strongly disagree (1)	Disagree (2)	Agree (3)	Strongly Agree (4)	N	Fx	\bar{x}	Rank
8	Poor work conditions	5	30	42	30	107	311	2.91	1 st
1	Inadequate fringe benefits (health insurance, pension scheme, organizational vehicles, etc)	8	29	38	32	107	308	2.88	2 nd
9	Work overload	4	40	37	26	107	299	2.79	3 rd
2	Dissatisfaction with salary	10	25	51	21	107	297	2.78	4 th
6	Inflexible work hour/shift	7	30	62	8	107	285	2.66	5 th
7	Irregular promotion and poor career advancement opportunities	4	48	42	13	107	278	2.60	6 th
4	Personal reasons	11	31	60	5	107	273	2.55	7 th
10	Job insecurity	10	49	37	11	107	263	2.46	8 th
3	Dissatisfaction with the police organization	11	50	42	4	107	253	2.36	9 th
5	Insufficient training	10	74	19	4	107	231	2.16	10 th

Field Survey, 2018

Listed in Table 3 above, poor work conditions ranked first with an overall mean of 2.91 while insufficient training was the least with a mean value of 2.16

Table 4: Turnover Intention Measures

S/N	Statements	Strongly disagree (1)	Disagree (2)	Agree (3)	Strongly Agree (4)	N	Fx	\bar{x}	Rank
2	I will probably look for a new job in the next one or two years	13	28	52	14	107	257	2.40	1 st
1	I often think about quitting my present job	16	27	53	11	107	248	2.32	2 nd
3	As soon as possible I will leave policing work	16	59	27	5	107	235	2.20	3 rd

Field Survey, 2018

Efforts were also made to examine respondents' turnover intention in the face of their low level of job satisfaction. The results of this inquiry are presented in Table 4.

Table 4 shows the respondents turnover intentions. From the table, it can be seen that the majority of the respondents agreed that they will probably look for a new job in the next one or two years, and were often thinking about quitting their present job; while some other respondents agreed that they will leave

policing work as soon as possible. Further enquiries were also made to ascertain respondents' overall level of turn over intention. Results of the enquiry show that most (37.4 percent) picked very high level of turn over intentions, about 29.0 percent reported high level of turnover intentions while 28.0 percent and 5.6 percent indicated low and very low level of turnover intention respectively. In sum, by collapsing the respondent's response into two groups of (i) low and (ii) high levels of turnover intentions, respondents who reported high turnover intentions are more than those who reported low turnover intention. Based on this, respondents in the sampled area were found to have high level of turnover intentions.

Respondents were however asked that if they were to leave the police organisation what factors will apply. Most (60.5 percent) of them stated poor compensation package including salary, about 15.7 percent indicated educational advancement, 10.2 percent highlighted unmet job expectations, 7.4 percent indicated inadequate career development opportunities while the remaining 6.2 percent stated inadequate training.

Efforts were also made to test statistically the three hypotheses formulated in the study and the results of the test were described below:

Testing of Hypotheses:

Hypothesis 1

Ho: There is no significant relationship between respondents' level of job satisfaction and turnover intention

Hi: There is significant relationship between respondents' level of job satisfaction and turnover intention

Table 5: Relationship between respondents' levels of job satisfaction and turnover intentions

		Overall level of Job satisfaction	Overall Turnover Intention Level
Overall level of Job satisfaction	Correlation Coefficient	1	0.558**
	Sig. (2-tailed)	.	0.000
	N	107	107
Overall Turnover Intention Level	Correlation Coefficient	0.558**	1
	Sig. (2-tailed)	0.000	.
	N	107	107

** Correlation is significant at the 0.01 level (2-tailed)

The result of the hypothesis is presented in Table 5.

From the table 5 above, the Pearson Product Correlation Coefficient (R) of 0.558 implies that there is an average positive but imperfect association between respondents' levels of job satisfaction and

turnover intentions. This association is however significant at both 1% (0.01) and 5% (0.05) level of significance, with a Sig. (2-tailed) value of 0.000. In other words, there is a significant relationship between respondents' overall job satisfaction and overall turnover intention levels.

Hypothesis 2

Ho: There is no significant difference between male and female respondents' level of job satisfaction.

Hi: There is significant difference between male and female respondents' level of job satisfaction.

The result of the hypothesis is presented in Table 6 below:

Table 6: Difference between male and female respondents' level of job satisfaction

Gender	N	Mean	Std. Deviation	T	F	Sig.	Decision
Male	88	2.5455	0.815	0.628	3.052	0.084	NS
Female	19	2.4211	0.607				

*NS = Not significant at $p > 0.05$

From the table 6 above, since the Sig. value (*p-value*) of 0.084 is greater than the conventional 0.05 level of significance; we have no reason to reject the null hypothesis. Hence, we concluded that there is no significant difference between male and female respondents' level of job satisfaction.

Hypothesis 3

Ho: There is no significant difference between male and female respondents' level of turnover intention

Hi: There is significant difference between male and female respondents' level of turnover intention

The result of the hypothesis is presented in Table 7 below:

Table 7: Difference between male and female respondents' level of turnover intentions

Gender	N	Mean	Std. Deviation	T	F	Sig.	Decision
Male	88	2.9659	0.87689	1.736	0.316	0.575	NS
Female	19	2.5789	0.90159				

*NS = Not significant at $p > 0.05$

From Table 7 above, since the Sig. value (*p-value*) of 0.575 is greater than the conventional 0.05 level of significance; we have no reason to reject the null hypothesis. Hence, we concluded that there is no significant difference between male and female respondents' level of turnover intentions.

Discussion of findings

This study was conceived with the specific objectives of ascertaining the levels of job satisfaction and turnover intentions, the relationship between the levels of job satisfaction and turnover intention, and

the gender differences in the levels of job satisfaction and turnover intentions of police officers in rural communities in Dekina Local Government Area of Kogi State. As regards the respondents' level of job satisfaction, it was discovered in the study that majority of them have low level of job satisfaction. This means that most of the respondents were dissatisfied with their job. Some of the reasons given for this by the respondents included poor work conditions, inadequate fringe benefits, poor salary, work overload, inflexible work hours/shift, irregular promotion and career advancement. These show that job satisfaction requires a combination of many factors. Overall, respondents who reported poor work conditions are in majority while those who picked insufficient job specific training are the least.

Generally, poor work conditions influence considerably employees level of job satisfaction. For instance, good working conditions reduce employee turnover and induce a lower degree of job stress (Schmalenberg & Kramer, 2008). However, undesirable outcome on employee's dedication may be created if they are dissatisfied with the working conditions and consequently, it may affect turnover decision (Rahman & Parveen, 2006). Other consequences of job dissatisfaction include tardiness, absenteeism, union-organising activity and filing of grievances (Hackeits & Gulon, 1985; Judge & Locke, 1993; Crow & Hartman, 1995; Judge & Church, 2000; and Ajibade, 2016). Thus, employee's job satisfaction is very important for the well being of an organisation.

Other key factors discovered in the study were inadequate fringe benefits, work overload, work shift, and irregular promotion and career advancement. Each of the factors is explained as follows starting with inadequate fringe benefits. Inadequate fringe benefits coupled with poor salary has been found by Hermann, Whitman, Wyler, Anton & Vanderzwagg (1990) to be the major cause of emotional distress among employees, whereas adequate compensation/rewards enhance job satisfaction and commitment of an employee in any type of organisation (Nazir, Khan, Fida, Shah & Zaman, 2013). Work overload, on the other hand, has been found by Townley (2000) to be associated with tiredness, and loss of temper which sometime increase the risk of workplace accidents. All these have implications on workers' long term health and social life.

Work shift is an employment practice designed to make use of, or provide service across all 24 hours of the clock each day of the week (Ajibade, 2016). Shift work may impact on marital, family and personal relationship. These may decrease employee performance and efficiency (Costa, 1996); while job insecurity, according to Walsh & Taylor (2007), could lead to movement to an alternative job when better opportunities are offered by other employers. Promotion and career advancement opportunities in an organisation, on the other hand, lead to employee retention. However, when the opportunity is lacking, workers experience job dissatisfaction which is costly to the organisation. Job specific training, on its own is meant to support employees in acquiring the skills and new knowledge needed for the effective performance of their duties. Regular training enhances job satisfaction and employee performance since it helps to equip employees with skills. However, in an organisation where such training is lacking or irregular, employees' turnover intention is always high.

With regards to the respondents level of turnover intention, it was found that majority of them have high level of turnover intention. High level of turnover intention means that respondents are having high feeling/intention of leaving their job. This is however not surprising since majority of the respondents reported low level of job satisfaction. Reasons given by the respondents for their high turnover intentions included poor compensation package (including salary and fringe benefits), unmet job expectation, inadequate career development opportunity and training. These reasons as given by the respondents', support that discovered by Aneil & Gretchen, 2002; and Amran, *et al*, 2013; as they were found to be having influences on turnover intention of employees in an organisation. By and large, high turnover has implications of making organisations to loose their skilled and experienced employees, decreasing performance and increasing cost of training and expatriation losses (Reichheld, 1993; Asmran, *et al*, 2013).

On the hypothesized relationship between respondent's levels of job satisfaction and turnover intentions, it was discovered that there is a significant relationship between respondent's levels of job satisfaction and turnover intention. This finding is consistent with that of Rasch & Hanell (1990); Hom & Griffeth (1996); Lee, Gerhart, Weller & Trevor, 2008; Anthony & Stella (2012); Adeboye & Adegoroye (2012); and Santript & Ambatika (2012). These scholars in their separate studies found job satisfaction exerting significant influence on employee turnover intention. Likewise, on the difference between male and female level of job satisfaction, it was discovered that there is no significant difference between male and female respondents level of job satisfaction. This finding supports that of Truong (2014) indicating that a job satisfaction level of female employees' group is not different from a job satisfaction level of the male employees group.

Further, on the difference between male and female level of turnover intention, the study found that there is no significant difference between male and female respondents' level of turnover intention. This finding however contradicts that of Cotton & Tuttel (1986); Hom, Roberson & Ellis (2008); and Nel, VanDyk, Haasbrock, Schultz, Sono & Werner (2011). These scholars in their various studies found the turnover rate for females to be higher than that of male. Female high turnover was however attributed to factors such as family and child care responsibilities and a lack of career advancement/promotional opportunities

Conclusion, Implications of the findings and Recommendations

This study examined the relationship between job satisfaction and turnover intentions of police officers in rural communities in Dekina Local Government Area of Kogi State, using descriptive survey research design with quantitative approach. The study population comprised of police personnel serving in rural communities in the study area, and purposive sampling technique was used to select three divisional police headquarters, nine police posts and one hundred and seventeen respondents. Data were collected using semi-structured questionnaire and the data collected were processed using Statistical

Package for Social Sciences version 22, and statistically analysed using frequencies, percentage and weighted mean while Pearson product correlation and Levene's independent t-test for equality of variance were used to test the study hypotheses. The results of the study show that respondents in the sampled area had low level of job satisfaction and high turnover intentions and these were however influenced by combination of factors such as poor compensation package (including salary and fringe benefits) work overload, irregular promotion and career advancement as well as unmet job satisfaction.

These findings imply that police organisation has not properly delivered factors of job satisfaction to its personnel especially those serving in the rural areas. Therefore, police organisation should give serious attention to ensuring that factors of job satisfaction are properly delivered to their personnel. This may be done through adoption of standard pay structure, suitable work schedule, regular promotion and job specific training as well as efficient supervision. This will not only serve as strategies for reducing employee's job dissatisfaction and turnover intentions but also as the organisation employee retention strategy.

Limitation and Suggestion for Further Study

This study examined the relationship between job satisfaction and turnover intentions of police officers in rural communities in Dekina Local Government Area of Kogi State. This however limits the generalisation of findings to other climate other than where it was carried out. Despite this, however, the study has both theoretical and practical significance. Theoretically, it has provided not only framework about levels of job satisfaction and turnover intentions but also revealed factors contributing to the development of positive/negative work attitudes among police personnel most especially in rural communities. Practically, the study has helped to provide guidelines for police management on ways of reducing job dissatisfaction and turnover intentions among its personnel.

As regards suggestion for further study, any researcher who is interested in replicating the findings of this study should do so in police formations different from the one used in this study and in other climates in order to know what is happening elsewhere.

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