

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. The specific objectives included ascertaining the levels of job satisfaction and turnover intentions, and the factors influencing such levels of job satisfaction and turnover intention. Survey research design with quantitative approach was used. The study also utilized multi-stage sampling design. First, three divisional police headquarters were purposively selected from 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 processed using Statistical Package for Social Sciences version 22, and statistically analysed using frequencies, percentage, and weighted mean. The results of the study showed 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 recommended that the police organisation should give serious attention to factors of job satisfaction such as standard pay structure, suitable work schedule, regular promotion and job specific training as well as efficient supervision. These will not only serve as strategies for reducing employee's job dissatisfaction and turnover intentions but also as the organisation employee retention strategy.

Key words: Job satisfaction, Kogi State, Police officers, Rural communities, Turnover intention.

Intentions de satisfaction des employés et intentions de rotation du personnel de police dans les communautés rurales de la région de Dekina, dans l'État de Kogi, au Nigéria

Abstrait

Cette étude a examiné la relation entre la satisfaction au travail et les intentions de rotation des agents de police dans les communautés rurales de la zone de gouvernement local de Dekina, dans l'État de Kogi, au Nigéria. Les objectifs spécifiques comprenaient la détermination des

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niveaux de satisfaction au travail et des intentions de roulement, ainsi que des facteurs influençant ces niveaux de satisfaction du travail et les intentions de roulement. Un plan de sondage avec une approche quantitative a été utilisé. L'étude a également utilisé un plan d'échantillonnage à plusieurs degrés. Premièrement, trois quartiers généraux de la police de division ont été choisis à dessein dans la zone d'étude. Deuxièmement, neuf postes de police ont été choisis à dessein parmi le quartier général de la police de division choisi. Troisièmement, cent dix-sept répondants ont été choisis parmi les postes de police sélectionnés en utilisant une technique de sondage par choix raisonné. Les données ont été collectées à l'aide d'un questionnaire semi-structuré et traitées à l'aide du logiciel Statistical Package for Social Sciences version 22, puis analysées statistiquement par fréquences, pourcentages et moyennes pondérées. Les résultats de l'étude ont montré que les répondants de la zone échantillonnée présentaient un faible niveau de satisfaction au travail et des intentions de roulement élevées. Celles-ci ont toutefois été influencées par une combinaison de facteurs tels que le faible niveau de rémunération (y compris le salaire et les avantages sociaux), la surcharge de travail, la promotion irrégulière et l'avancement professionnel. Sur la base de ces résultats, l'étude a recommandé que l'organisation policière accorde une attention particulière aux facteurs de satisfaction professionnelle tels que la structure de rémunération standard, un horaire de travail adapté, une promotion régulière et une formation spécifique à un emploi, ainsi qu'une supervision efficace. Celles-ci serviront non seulement de stratégies pour réduire l'insatisfaction au travail et les intentions de roulement des employés, mais aussi de stratégie de rétention des employés de l'organisation.

Mots clés: satisfaction au travail, état de Kogi, officiers de police, communautés rurales, intention de rotation

Introduction

Police organisation is one of the agencies created by the government with the objective of protecting life and property of the citizenry. However to achieve the aforementioned objective, one factor is very important; this factor is job satisfaction. 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 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 (Maslow, 1943). 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 (Herzberg, 1959). Conversely, Alderfer's ERG (1972) 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 propounded by Adams (1963)

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 and Bong (2010); Maertz and Griffeth (2004); Chang and Lee (2007); Mensor and Tayib (2010); Anik, Aknin, Norton, Dunn and Quoidbach (2013); Chen, Yang, Shiau and Wang (2006); Sesanga and Garrett (2005) to be a functions of many factors. For instance, Klassen, Usher and Bong (2010) found promotion, pay, supervisory support, team/group cohesion and job requirement as the main factors of job satisfaction. Maertz and 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 and Lee (2007); Mansor and Tayib (2010); and Anik, Aknin, Norton, Dunn and Quoidbach (2013) found organisational culture as prime factor of job satisfaction; while Sesanga and 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, Yang, Shiau and Wang (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). Aniel and 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 and Tuttel (1986); Hom and Griffeth (1995); Hom, Roberson and Ellis (2008); Shah (2011); Lee, Gerhart, Weller and Trevor (2008); Nel, VanDyk, Haasbrock, Schultz, Sono and 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 and Tuttel (1986); Hom, Roberson and Ellis (2008); Nel, VanDyk, Haasbrock, Schultz, Sono, and Werner (2011) show differences in male and female turnover intentions. However, 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 and Joarder (2010); Chew and Chan (2008); Reichheld (1993); Schmalenberg and Kramer (2008) suggested that employees experiencing job dissatisfaction tend to have high intention to leave such 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. These therefore inform the need to 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 factors influence such 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) find out the level of job satisfaction and turnover intention of police officers in rural communities in Dekina Local Government Area of Kogi State
- (ii) identify the factors influencing such level of job satisfaction and turnover intention of police officers in rural communities in Dekina Local Government Area of Kogi State

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 January and February, 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 survey research design. The design is apt because is useful in describing the characteristics of a population, gathering targeted data, and drawing conclusion and make important decision which no other design can provide. 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. Purposive sampling technique becomes necessary here in order to pick the entire police outpost in all the three division already chosen. 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 outposts were selected as sample using purposive sampling technique; and they all totalled one hundred and seventeen (117). Purposive sampling technique was adopted because of the relatively small number of the police officers in the chosen police outposts, this method enable researchers to choose them all.

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'. However, in determining the overall level of job satisfaction, respondents were asked to indicate either very high, high, very low or low. 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'. However, in determining the overall level of turnover intention, respondents were asked to indicate either very high, high, very low or low.

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;

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 be used. 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, [N=107]

Variables	Frequency	Percentage (%)
Gender		
Male	88	82.2
Female	19	17.8
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
Marital status		
Married	84	78.5
Never married	17	15.9
Divorced	2	1.9
Separated	2	1.9
Widowed	2	1.9
Educational level		
Secondary/Technical school certificate	58	54.2
Tertiary education	49	45.8
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
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

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 (17.80 %) were female. The finding suggests that more male than female are serving in the police force in the LGA. 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 a half (57.0%) 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 of the respondents were less than 20 years of age. From the table 1, 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%) numbers of them were 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 respondent's shows that a little more than a 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 showed that most (45.8%) 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%) 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. For instance, table 2 shows the respondents' job satisfaction measures. From the table, it can be seen that 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.

Table 2: Job Satisfaction Measures, N =107

Statement	Highly Dissatisfied (1)	Dissatisfied (2)	Satisfied (3)	Highly Satisfied (4)	\bar{x}	Rank
Relationship with superior officers	3	7	74	23	3.09	1 st

Relationship with colleagues/co-workers	4	9	75	19	3.02	2 nd
The policing work itself	3	10	87	7	2.92	3 rd
Location of work duty	3	16	80	8	2.87	4 th
Achievement (feeling of accomplishment)	10	23	63	11	2.70	5 th
Recognition for work accomplished	11	21	64	11	2.70	6 th
Hours worked each day	6	36	58	7	2.62	7 th
Police organization policy	5	41	52	9	2.61	8 th
Opportunity for promotion	5	44	51	7	2.56	9 th
Job security	3	50	46	8	2.55	10 th
Annual leave offered	10	41	50	6	2.49	11 th
Variety of job responsibilities	9	46	50	2	2.42	12 th
Support for additional training and education	12	52	36	7	2.36	13 th
Opportunities to utilized my skills and talents	13	56	31	7	2.30	14 th
Degree of independence associated with my work roles	9	61	35	2	2.28	15 th
Pay/salary	27	44	32	4	2.12	16 th
Work conditions (availability of working equipment/tools)	25	58	20	4	2.03	17 th

Source: Field Survey, 2018

Further enquiries were made from the respondents to ascertain their overall level of job satisfaction. Results of the enquiries show that most (43.9%) 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. Enquiries were further 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.

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 listed in table 3 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

Table3: Reasons for low level of job satisfaction, N = 107

Reasons	Strongly disagree (1)	Disagree (2)	Agree (3)	Strongly Agree (4)	\bar{x}	Rank
Poor work conditions	5	30	42	30	2.91	1 st

Inadequate fringe benefits (health insurance, pension scheme, organizational vehicles, etc)	8	29	38	32	2.88	2 nd
Work overload	4	40	37	26	2.79	3 rd
Dissatisfaction with salary	10	25	51	21	2.78	4 th
Inflexible work hour/shift	7	30	62	8	2.66	5 th
Irregular promotion and poor career advancement opportunities	4	48	42	13	2.60	6 th
Personal reasons	11	31	60	5	2.55	7 th
Job insecurity	10	49	37	11	2.46	8 th
Dissatisfaction with the police organization	11	50	42	4	2.36	9 th
Insufficient training	10	74	19	4	2.16	10 th

Field Survey, 2018

Efforts were also made to examine respondents' turnover intention in the face of their low level of job satisfaction. 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%) 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.

Table 4: Turnover Intention Measures, N = 107

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

Field Survey, 2018

When respondents were asked what factors would make them to leave the police organization, most of them (60.5%) 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.

Discussion of Findings

This study was conceived with the specific objectives of ascertaining the levels of job satisfaction and turnover intentions, and the factors responsible for such levels of job satisfaction and turnover intention among 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 were in majority while those who picked insufficient job specific training were the least.

Generally, poor working conditions influence 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 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. Inadequate fringe benefits coupled with poor salary has been found by Hermann, Whitman, Wyler, Anton and 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 and 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 earlier findings by Aneil and Gretchen (2002) and Asmran, *et al*, (2013) that compensation have 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).

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. 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. There is the need therefore for the police organisation to 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 therefore limits the generalisation of findings to other places other than where it was carried out. Despite this, however, the study has both theoretical and practical significance. Theoretically, the study provides not only ideas 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 suggestions for the police management on ways of reducing job dissatisfaction and turnover intentions among its personnel.

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