

Influence of Supervisory Behaviour and Job Stress on Job Satisfaction and Turnover Intention of Police Personnel in Ekiti State

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Abstract

This study examined the influence that supervisory behaviour and job-induced stress might have on job satisfaction and turnover intention of police personnel in Ekiti State, Nigeria. Three hundred and fifty police personnel (200 males, & 150 females) drawn from the three senatorial districts of Ekiti State responded to Supervisory Behaviour Description Questionnaire (SBDQ), Job Related Tension Questionnaire (JRTQ), Minnesota Satisfaction Questionnaire (MSQ) and Turnover Intention Question (TIQ). Analysis of data with 2x2 ANOVA statistics revealed a significant effect of supervisory behaviour on job satisfaction ($F(1/346) = 185.4, P < 0.1$), a significant influence of supervisory behaviour on turnover intention ($F(1/346) = 129.66, P < 0.1$) and a significant effect of job stress on Job satisfaction ($F(1/346) = 5.57, P < 0.1$). Further revealed is a significant effect of job stress on turnover intention ($F(1/346) = 4.90, P < 0.1$). However no significant interaction effect of supervisory behaviour and job stress was observed on Job satisfaction ($F(1/346) = 2.16, P > 0.5$). In like manner there was no significant interaction effect of supervisory behaviour and job stress on turnover intention ($F(1/346) = 3.37, P > 0.5$). Findings were discussed in light of literature on supervisory behaviour, job stress, job satisfaction turnover intention and the police.

Keywords: Supervisory Behaviour, Job Stress, Job Satisfaction, Turnover Intention, Police, Nigeria.

1. Introduction

Supervisory behaviour has become the impeding scourge to the development and success of organizations (both public and private) in the country (Young 2009). The problem has not spared the Nigerian Police Force, which is the engine room of Nigeria Security system. Beaset (1994) posits that the nature and level of supervision is a factor, which can influence the satisfaction people derive from their work. Supervision involves technical knowledge, human relation, skill and coordination of work activities. The style of supervisory behaviour employed by a supervisor is known to be an important factor leading to the success or failure of an organization (Adebayo 2007; Eseka, 2009). Supervisory behaviour ranges from extremely autocratic, with all decision made at the tops to the extremely democratic with decision made by employee or subordinate at the lowest level (Dubrin and Maier 1993).

Stress has been a topic of vital importance because of the mental and physical suffering it can cause individuals (Glass, 1977; Sarason and Spelleager; 1979). Job induced stress has been labeled as one of the most serious occupational hazards of our time (Delay and Perfill, 1996; Jamals & Bada 1992). Work related stress results in organizational problems of job dissatisfaction, burn-out, poor commitment and high turnover intention among workers (Jamal, 1984; Jamal, 1985; Jamal and Bada 1995). Job stress should also receive considerable attention in developing countries like Nigeria, which is undergoing various enormous economic, social and technological changes, which is making work environment more complex and sophisticated andt herefore stressful. Police force is one of the jobs that is prone to physical, mental and psychological stress in Nigeria (Young, 2003; Oladele, 2009). Adebayo and Ezeanya (2010) posits in their study that higher level of stress or burnout are experienced in people helping professions (like Doctors,

Nurses, Police, etc) in Nigeria and if ignored could pose a calamity to any organization or nation.

According to some scholars like Croham (1989) job satisfaction is an attitude of contentment, enjoyment and fulfillment felt on one's job. Smitt (1998) claimed that the more a worker is satisfied the happier and more motivated he/she is. Measuring job satisfaction among the police personnel in Nigeria today is poor (Young, 2009). Most of the organizations in the country today are still operating with scientific management approach, when the workers were considered to be just another machine without attitude and feeling. Satisfaction of most workers including the police personnel in the country is only hinged on pay or salary (Banjoko, 1996). Other reasons that may be causing dissatisfaction among the police personnel are transfer inconvenience, poor equipment, etc (Oladele, 2009).

Turnover intention is a conscious and deliberate willingness to leave an organization (Teff and Meyer, 1993; Loyon, 1971). In spite of its obvious impact on organizational survival, it has not received as much attention as other behavioural outcomes at work. It however remains an important component of measuring employee's dedication given the potent and immediate impact that intentions have in work place behaviour (Fishbin and Ajzen 1975). The effects of turnover intention can be negative or positive on the organization and individual employee (Mobey, 1982). On the basis of the above, a greater understanding of the process of intention to quit can increase the degree to which organizations and employee within organization can influence its effects (Datton, Harndt & Porter, 1981; Todor and Harndt, 1982). There is no place more suitable to study turnover intention than the Nigeria Police Force, due to the general belief of the public that the job is only for helpless folks and graduates. According to the recent annual report of Nigerian Police Force, one thousand, seven hundred and eighty six personnel (1,786) were lost to incidences, like withdrawal, retirement, desertion, resignation in just a year (The Nation newspaper of April 4, 2009 page 19). Fagbohunge (1993) posits that a high turnover intention in an organization is a good indication that the organization is sick.

The present study intends to investigate how supervisory behaviour and job stress influence job satisfaction and turnover intention of the Nigeria police personnel.

The following hypotheses are put forward for testing:

1. There will be a significant influence of supervisory behaviour on job satisfaction of the police personnel
2. There will be a significant influence of supervisory behaviour on the turnover intention of the police personnel
3. There will be a significant influence of job stress on job satisfaction of the police personnel.
4. There will be a significant influence of job stress on turnover intention of the police personnel
5. There will be a significant interaction effect of supervisory behaviour and job stress on turnover intention of the police personnel.
6. There will be a significant interaction effect of supervisory behaviour and job stress on turnover intention of the police personnel.

2. Method

2.1 Participants

Survey method was used in drawing the samples in the study. The sample comprises 350 participants from Ekiti State police command. It consists of 200 male and 150 female police officers. The officers were also classified into junior and senior ranks, with senior ranks having (150) and junior ranks (200) participants. The sample was drawn from the three senatorial districts of the state.

2.2 Instruments

In this study, four instruments were used; they are:

1. Supervisory Behaviour Description Questionnaire (SBDQ)
2. Job Related Tension Questionnaire (JTQ)
3. Minnesota Satisfaction Questionnaire (MSQ)
4. Turnover Intention Questionnaire (TIQ)

The Supervisory Behaviour Description Questionnaire (SBDQ) is a 48- item inventory, originally developed by Fleishman (1953). The scale was designed to measure and assess two different kinds of specific leadership/supervisory styles in work organizations. However, the assessment is from the perspective of the workers, that is, how workers perceive their leaders' behaviour or their manager/ supervisor at work. The two leadership styles assessed are democratic also known to be person or employee -centered, and autocratic which is task or work- centered. Some items were scored

directly, while others were scored in a reverse order. Items, 1, 2, 3, 4, 6, 8, 10, 14, 19, 20, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 36, 37, 38, 39, 40, 41, 43, 44, 45, 46, 47, were scored directly, items 5, 7, 9, 11, 12, 13, 15, 16, 17, 18, 21, 35, 42 were scored in reverse order. Democratic style has a mean score of 121.98, while the autocratic has a mean score of 43.99. The norms of means scores are the basis for interpreting the scores of client. Scores higher than norms of a particular leadership indicates that the supervisor/manager being rated is perceived to use more of that styles, while scores lower than the norms indicates the absence of the particular style. The scale has been standardised in Nigeria by Ejimofor (1987). The psychometric property reveals that it has internal consistency alpha reliability coefficient of 0.87, for democratic and 0.75 for autocratic and validity coefficient ranges from .142 for democratic and .336 for autocratic respectively (Ejimofor 1987).

The Job Related tension Questionnaire (JRTQ) is a 15- item inventory scale, originally authored by Khan; Wolfe; Vinn, Snock and Rosental (1964). It is designed to assess the nature, cause and consequences of two aspects of organisational stress. The two organisational stresses measured by the scale are: role conflict and role ambiguity. The items are scored directly by adding together the values of the number shaded and the sum of the shaded items will be divided by 15 to obtain a client mean score. The Nigerian mean scores are the basis for interpreting the scores of clients. Scores higher than the norms indicated high levels of tension and stress while scores lower than the norms indicate the absence of occupational stress. The scale has been standardized in Nigeria by Oseghare (1988). The psychometric property reveals that it has internal consistency alpha reliability of .87 and .39 respectively for role conflict and role ambiguity. Its validity coefficients are .1 and .46 respectively (Sheridan 1978; Oseghbare (1988).

The Minnesota Satisfaction Questionnaire (MSQ) is 20- items inventory scale originally developed by Weiss; Davis; England; and Infquist (1967). It is the short version of the 100- item inventory earlier developed by the authors. It is designed to assess the job satisfaction of worker. The three components of job satisfaction or fulfillment assessed are: Intrinsic Satisfaction (I), Extrinsic Satisfaction (E) and General Satisfaction (G). The items are directly score by adding the value of the number shaded in the relevant items. Intrinsic satisfaction has Nigerian mean score of 40.22, also 18.32, and 65.13, for extrinsic and general satisfaction respectively. Scores higher than the Nigerian mean score indicate adequate satisfaction in the particular component, while scores, lower than the norms indicate dissatisfaction. The Nigerian norms are provided by Mogaji (1997). Its psychometric property reveals a reliability coefficient of 0.70 Wells (1967) and 0.94 (Mogaji, 1997) while the validity coefficients are 0.71 and 0.50 (Smith, 1969; Mogaji, 1997).

The Turnover Intention Questionnaire (TIQ) is a three- item inventory scale originally developed by Camman, Fishman, Jenkins, (1989) and Fleish (1983). It is designed to measure the intention of workers (employee) to quit their present employment with the slightest opportunity. The responses range from strongly agree to strongly disagree. The scale has an internal consistency coefficient alpha of 0.78.

2.3 Procedure

A total of 350 copies of the instruments were administered individually to every respondent in a single questionnaire the survey method used covered the three senatorial districts of Ekiti state, this is done through simple random sampling. This was achieved with the assistance of the State Police Public Relations Officer (PPRO), and Divisional Police Officers of the Police Stations visited. When adequate rapport has been established with the police officers used as samples, they were also encouraged to read and follow the instruction at the top of the test forms. The respondents rated each of the items on the questionnaire as most applicable to them and their supervisors. The questionnaires were collected immediately but maximum time limit of a week was allowed for slow/busy readers to answer it. The data generated from completed questionnaires were used for the statistical analysis.

2.4 Design/Statistics

The study was carried out by means of a survey method, through the use of simple random sampling. Based on the fact that we have two factors each at two levels, 2 x 2 factorial ANOVA design was used to test the six hypotheses.

3. Results

On the table 2 above, effect of two factors were considered on job satisfaction. It is observed that there is a significant effect of supervisory behaviour on job satisfaction of the police personnel ($F(1/346) = 185.4, P < .01$), a significant effect of job stress on job satisfaction of police personnel is also observed ($F(1/346) = 5.57, P < .01$). No significant interaction effect of supervisory behaviour and job stress on job satisfaction of police personnel was however observed ($F(1/346) = 2.16, P > .05$). Furthermore, table 1 above shows that police under democratic supervision significantly exhibit higher feeling of job satisfaction ($x=85.5$) than those under autocratic supervision ($x=40.76$). Also police officers with low job stress have greater job satisfaction ($x=51.68$), than those with high job stress ($x=40.97$).

In table 4 above two factors were considered on turnover intention. This revealed a significant effect of supervisory behaviour on turnover intention of the police personnel ($F(1/346)=129.66, P<.01$), it also showed a significant effect of job stress on turnover intention ($F(1/346) = 4.90, P<.01$). However, non significant interaction effect of supervisory behaviour and job stress on turnover intention of the police personnel was observed ($F(1/346) = 3.37, P<.05$). Table 3 above further showed that police personnel under autocratic supervision significantly exhibited higher intention to quit ($x=12.52$) than those under democratic supervision ($x=5.41$).

4. Discussion

This study was designed to find out the influence of supervisory behaviour and job induced stress on job satisfaction and turnover intention of the police personnel in Ekiti State police Command which can have serious consequences on individual police personnel and general security in Nigeria. Six hypotheses were tested from which four were accepted and two were rejected.

The testing of the first hypothesis revealed that supervisory behaviour determines or has significant influence on job satisfaction of the police personnel. The implication of this is that the officers under democratic supervision tend to be more satisfied and motivated at work than the one under autocratic supervisory styles. Beaset (1994) confirmed this finding by saying that the nature and level of supervision is a major factor which can influence the satisfaction people derive from their work. The studies of Fajana (2002); Rue and Lyord (1984) also confirmed the result, they posit that supervisors who adopt a considerate manner towards their workers tend to have more highly satisfied work group. The above assertion was also corroborated by the work of Morse and Reiner (2002) which was done with clerical employees in a Large Insurance Company which shows that workers under participating or democratic supervision displayed more positive (satisfied) behaviour towards their job. Fish and Steiner (2005) equally reported that level of task identity of a particular worker which is a function of democratic supervision affects his/her service attitude e.g. satisfaction or dissatisfaction.

It was also revealed in the testing of the second hypothesis that supervisory behaviour has a significant influence on turnover intention of the police personnel. This implies that the police personnel under participatory and democratic supervision will exhibit lower intentions to quit than those under strict and autocratic style of supervision. The works of Fecley and Bennett (1997), Flaherty & Pappa (2002) and Rycrat & Shoech (2002) corroborated this finding. They suggested that the rate of job quit intention is determined by several factors which supervisory behaviour is a major part. They further posit that when an employee is satisfied with the supervisory style of their supervisors, they tend to be more motivated and involved and less likely to have intention to quit the organization. Fleishman and Harries (1962) in their research, investigated the relationship between foreman or supervisor's behaviours and two primary indices of group behaviour, which are, Labour grievances and employee job quit intention. Consideration and structure dimensions of supervisory behaviour were also investigated; the result further corroborated the above revelation.

Moreover, the testing of hypothesis three affirmed that there is a significant influence of job induced stress on job satisfaction of the police personnel. The implication of this is that police personnel with higher experience of job stress will experience lower job satisfaction and vice versa. This finding was supported by the work of Sweeney et al (1998) in which they stressed that job stress can cut short enthusiasm and job satisfaction experienced by workers. They posited the fact that stress can lead or be indicated by incessant and frequent fatigue and error making by the employee (police personnel) which are attributes of job dissatisfaction. Also Mojinyinola and Ajala (2007) and Uwakwa (2005) working on the impact of burnout or stress in Nigeria, observed that job stress affects work attitudes like job satisfaction, motivation and emotional well-being.

Furthermore, the testing of hypothesis four revealed the influence of job induced stress on turnover intention or intention to quit of the police personnel. The result confirms the studies that feelings of strain have been shown to predict turnover intention, (Parrasuraman, 1982). Most police personnel in the country have been living or working perpetually dissatisfied and could leave at slights provocation or opportunity due to the mental social psychological stress experienced by them Young (2009). Sheridan (1978) and some past researchers also suggested that one factor related to turnover intention is the tension associated with the employee's present work and termination might represent the employees decision to escape stressful work environment. Sweeney (1998) also stated that there seems to be some relationship between stress, absenteeism and turnover. Apparently, withdrawing from work temporarily or moving on to a new work is a rational choice for many employees. Khan, Wholffe, Sneek Quinn and Rosenthal (1964) suggested that role ambiguity and conflict lead to alienation and detachment (turnover) from job. The result of the testing of this hypothesis was also supported by the research made by Yongging, Frang and Vishwanath (2008) on the effect of stress on turnover intention among Nurses in America and Canada. The study reveals that stress was a significant predictor of turnover intentions of the workers (Nurses). Pera and Serrapat (2002) also posit that occupational stress has some

direct psychosomatic, behavioural, emotional, and social consequences e.g. turnover intentions that may only be ignored at the peril of an organisation or Nation. McConnel (1982) also observed that cost of stress ranges from feeling of frustration, lack of interest to work, tendency to leave and alienation from work.

However, the testing of the fifth hypothesis reveals that there is no interaction influence of supervisory behaviour and job stress on job satisfaction of the police personnel. Schuller (1977) offers support for this rejection, he suggests that personality and other factors also moderate the relationship between role stressors and job satisfaction, so that the role impact of role stressors and supervisory behaviour are relatively less pronounced when ability or skills is high. This findings was also supported by the findings of Edwards (1992) in the cybernetic theory of stress, where he noted that not all individual (male/female) who experienced work place stressors have the resulting strains and not all people who experience strains have the adverse resulting outcomes like dissatisfaction, absenteeism etc. Rue and Byan (1986) posited that other factors like age, experience, intelligence, health etc could also affect their satisfaction. Evidences from twin studies have shown that moderation of genetic predispositions for a worker to be more or less satisfied (Arvey et al 1994; Judge and Hullin 1993). Also apart from supervisory behaviour and stress, salary and pay is a stronger source of motivation and satisfaction in the Nigeria work setting. This is because of the prevailing poverty in the country. Therefore, job satisfaction in the Nigerian Police Force could sometime be pay or salary driven (Lawler 1987; Banjoko 1996). Further studies, Blood and Hullin (1984) and Turner and Lawrence (1989) in two different studies on job satisfaction stressed some other factors like, individual differences, religion, cultural factors etc as higher mediating factors of workers' job satisfaction. Pay/salary and security are more important than intrinsic ones at lower workers level or status, while at higher workers status the intrinsic factors of stress etc are emphasised (Pansand and Fielder 1966; Bloom and Barry 1976).

Finally, the testing of hypothesis six shows no interaction influence of supervisory behaviour and job stress on turnover intention of the police personnel. The implication of this result is that job stress and supervisory behaviour in Nigeria work setting may not always or necessarily lead to intention to quit, due to the high poverty and unemployment rate in the country. Therefore everybody, including the police, tend to hold firm to what they've got (employment) because new jobs are not easy to come by. Carston and Specter (1987) and Hullin et al (1985) revealed that there are other underlining and intervening variables that could influence any intention of worker to quit his job, they are; availability of alternative job opportunities, job tenure etc. Edward's (1992) cybernetic theory also confirms this findings He stressed that it is important to note that not all individuals who experience work place stressors have the resulting strains – intention to quit relationship. Since not all people actually do quit their jobs, there is an obvious need to identify and explore factors that have an impact on strain and supervisory behaviour outcomes as enumerated by the studies stated above.

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Table 1. Showing the means score and standard deviations of Police personnel on job satisfaction along job stress and supervisory behaviour personnel.

Supervisory Behaviour	Job stress	Means	SD	N
Autocratic	High	40.97	12.98	239
	Low	51.68	12.72	19
	Total	40.76	13.24	258
Democratic	High	83.17	8.54	6
	Low	85.66	5.61	86
	Total	85.50	5.81	92

Table 2. 2 x 2 Factorial ANOVA analysis table, showing the main and interaction effects of supervisory behaviour and job stress on job satisfaction police personnel.

Source	S.S	df	Ms	Fob	F critical
Job stress	741.710	1	741.710	5.572	3.84
Supervisory behaviour	24677.454	1	24677.454	185.3292	3.84
Job stress X supervisory behaviour	286.914	1	286.914	2.155	3.84
Error	460056.009	346	133.110		
Total	1170655.000	350			
Corrected total	177835.340	349			

Table 3. Showing the mean score and standard deviations of police personnel on turnover intention along job stress and supervisory behaviour.

Supervisory behavior	Job stress	Means	SD	N
Autocratic	High	12.33	2.42	239
	Low	12.53	2.37	19
	Total	12.52	2.36	258
Democratic	High	5.25	2.10	6
	Low	7.42	2.73	86
	Total	5.41	2.22	92

Table 4. 2x2 ANOVA summary table, showing the main and interaction effects of supervisory behaviour and job stress on turnover intention of police personnel.

Source	S.S	df	Ms	Fob	F critical
Job stress	23.922	1	23.922	4.90	3.84
Supervisory	632.662	1	632.662	129.658	3.84
JobstressX supervisory behaviour	16.481	1	16.481	3.378	3.84
Error	1688.297	346	4.879		
Total	23750.000	350			
Corrected total	5200.560	349			