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# Reward System and Employees' Job Performance: Assessment of the Police Welfare Packages in Nigeria

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#### **Abstract**

The National Labour Union and the government have fought over public official salaries for decades in Nigeria. To improve police effectiveness, the Nigerian police force needs to re-evaluate its reward system. The public's dissatisfaction with police bribery and corruption over the past decade prompted this call for action. We must acknowledge that law enforcement officers' pay does not match their performance. These conditions have led to law enforcement corruption, inefficiency, and poor performance in Nigeria. Corruption and bribery are thought to decrease with higher government pay. The present study examines the relationship between the reward system and job performance in the Nigerian police force. Evaluation of the recently implemented police welfare package, established during the civilian administration, is emphasised. This study was based on human relations theory and used an exploratory research approach. This study used secondary data from online sites, publications, journal articles, environmental organisation reports, and books. The results show that the new police welfare programme has not reduced police bribery and corruption. The recently implemented welfare package has reduced motorist bribery, but it has not addressed police station bribery. This study suggests providing a comprehensive welfare package beyond salary compensation to help police officers perform their duties effectively and efficiently. The government should create a welfare department to meet police officers' needs, including uniform tailoring, footwear, and operational funding. Finally, the government should create monitoring teams with Nigeria Police Force, Reward System, and Welfare representatives to oversee police operations. These teams should regularly check police accountability and conduct.

Keywords: Efficiency; Package, Bribery and Corruption, Employees' Job Performance Package

#### Introduction

The global assessment of employee performance is predominantly influenced by the implementation of pay management strategies, commonly referred to as reward systems. According to Ejumudo (2011), the implementation of reward systems within an organisation has the potential to enhance overall performance by effectively motivating and directing employees towards the attainment of organisational goals. The management of employee performance rewards has reached its pinnacle in various

countries, including but not limited to the United Kingdom, United States, Canada, France, Germany, Spain, and Norway, owing to divergent standards. These governments ensure the protection and provision of their workforce. The individuals in question place a significant emphasis on their productivity and subscribe to the motivational school of thought, which posits that employees must be adequately motivated in order to achieve high levels of performance in the workplace. The countries mentioned above consistently

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conduct assessments of their personnel's posing remuneration benefits, thereby challenges in identifying instances of employee corruption. The implementation of welfare management strategies has been found to have a positive impact on employee performance and productivity. According to Markova and Ford (2011), the true achievement of organisations is contingent upon the willingness of employees to leverage their creativity, skills, and expertise in order to facilitate the growth and advancement of their respective companies, particularly in response implementation of positive reward practises.

The detrimental impact of subpar employee performance, as well as the prevalence of corruption and bribery within public services, particularly in West African nations, has had devastating consequences in certain African countries. The presence of these stigmas has had detrimental effects on several economies in West Africa, notably Nigeria's (Best Countries Rankings, 2018). The issue of corruption within the Nigerian police force has garnered significant concern, prompting discussions regarding the factors contributing to the ineffectiveness of police officers in delivering their services. There exists a divergence of opinions among authors regarding the discriminatory nature of stipends provided by the government to public servants, particularly within the Nigerian police force. One perspective posits that these stipends exert a coercive influence on the actions of public servants, while an viewpoint alternative asserts that appointments within the police force lack a foundation in meritocracy. According to Ekere and Amah (2014), there is a perception that a significant number of officers were appointed based on nepotism or favouritism, resulting in a detrimental impact on service delivery?

Numerous regions within Nigeria have been plagued by a persistent state of insecurity, characterised by incidents of kidnapping, armed robbery, militancy, and banditry, spanning a duration of more than ten years. The law enforcement agency responsible for maintaining public order is requesting an increase in compensation. During the tenure of President Muhammadu Buhari, the

government granted approval for a revised police welfare package with the aim of bolstering the police force, enhancing remuneration, and ultimately ameliorating service quality while mitigating insecurity within Nigeria. The government held the belief that the implementation of this new salary structure would serve as a catalyst for increased motivation among the workforce, thereby facilitating the provision of services on a nationwide scale. The welfare package policy, which was unveiled on November 25th, 2018, has attracted significant attention and raised inquiries.

The inquiry at hand pertains to the efficacy and efficiency of service delivery by the Nigerian police, notwithstanding implementation of a novel welfare package for the force. Has there been a decrease in corruption and bribery among Nigerian police officers since the implementation of the welfare package aimed at reducing crime? Several studies conducted in Nigeria have examined the prevalence of job performance (Ugwuanyi & Isafe, 2012). The existing body of literature pertaining to reward systems encompasses studies conducted by Ekere and Amah (2014), Nmakwe and Ojiabo (2018), Mathis and Jackson (2011), Chaudhary (2012), Inayatullah and Jehangir (2012), Brevis and Vrba (2014), Idemobi et al. (2011),Abayomi and Ziska (2014), Josephine, Luther, and Albert (2017), among others.

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m he}$ aforementioned works exhibit plausibility; however, the scholarly discourse surrounding Nigeria's reward system has predominantly overlooked the police force's inclination to render services. This research aims to address two areas of inquiry. Firstly, it aims to examine the impact of the new police force package on officer performance in maintaining law and order in Nigeria, by comparing it to the previous pay structure. Secondly, it seeks to evaluate the persistent ineffectiveness of the Nigerian police force in service delivery by comparing it to similar forces in selected countries.

# **Objectives of the Study**

The main objective of this study is to examine the effect of reward system on employees' job performance regarding the

new police welfare package in Nigeria. Others include;

- To examine the significant difference between before and after the police welfare package on the performance of the Nigerian police force;
- To evaluate the influence of the new police welfare package on the level of bribery and corruption among the Nigerian police officers;
- c. To assess various police officers pay in Africa and other developed countries of the world as a means of comparison to what is obtainable in Nigeria on the level of service delivery.

## **Review of Existing Literature**

The reward system problem has emerged as a significant concern among writers and practitioners throughout the United States (Galanou et al., 2010). The remuneration is not exclusively contingent upon salary; additional forms of compensation such as bonuses, acknowledgement, gratitude, and so forth are all encompassed within the concept of rewards (Rafiq et al., 2012). The literature review critically analyses various issues, perspectives, and relevant research pertaining to the relationship between rewards and employees' job performance. The literature review provides an examination of the concepts, theories, and empirical studies variables under pertaining to the investigation (Mandong, 2017).

# **Reward System**

The concept of a "Reward System" refers to the comprehensive framework within an organisation that encompasses its strategies, policies, and arrangements pertaining to rewards. These elements inform the various processes, practises, structures, procedures that are in place to ensure the provision and maintenance of suitable types and levels of compensation, benefits, and other forms of reward (Bello & Adebajo, 2014). According to Armstrong (2001), a reward system encompasses an organization's comprehensive set of policies, procedures, strategies that are designed compensate employees based on their individual contributions, level of expertise, competency, and market value. Scot (1996)

defines organisational reward as the set of motivational instruments employed by an organisation to compensate its employees for increased or enhanced productivity.

According to Agwu (2012), a reward system can be defined as a procedural mechanism implemented within an organisation that serves incentivize, reinforce, to remunerate individuals for engaging in behaviours or specific actions. organisational rewards system encompasses the various methods and mechanisms within an organisation to employed incentivize and inspire employees to exhibit heightened levels of engagement and exertion, ultimately contributing to the achievement of organisational objectives and the overall prosperity and well-being of the organisation (Onuegbu & Ngige, 2018). The varying perspectives of scholars regarding the concept indicate the absence of a universally agreed-upon definition for the term. The paramount aspect is that they collectively converged upon a shared interpretation. However, the reward system can also be perceived as a systematic approach through which organisations remunerate employees for their successful performance.

In 2012, Alsabriand Ramesh proposed various types of reward systems. The authors contend that there exist four primary categories of rewards, namely: monetary compensation in the form of wages and a performance-based incentive scheme; a comprehensive package of additional benefits; and acknowledgment or appreciation for one's contributions. The authors provide additional clarification regarding the distinction between wages and salary. Wages are remuneration provided to non-permanent employees, typically based on an hourly rate of pay, whereby the amount of compensation increases with the number of hours worked. On the other hand, salary refers to the compensation received by individuals who hold permanent employment, and it is characterised by a predetermined and unchanging weekly, monthly, or annual rate of pay.

Additionally, bonus plans function as supplementary remuneration that surpasses the employee's regular wage or salary. The nature of the phenomenon can manifest as

either long-term or short-term. Additionally, employee benefit programmes encompass various fringe benefits, including paid time off, pension plans, tuition reimbursement, recreational activities, and cafeteria services. Moreover, organisations may grant additional privileges to recognised employees based on their performance, such as access to company vehicles or cars, club memberships, or travel allowances. These privileges can constitute a significant component of remuneration, particularly for individuals in executive positions.

DeCenzo and Robbins (2007), Khan (2011), and Onuegbu and Ngige (2018) have classified reward systems into various categories, including intrinsic and extrinsic rewards, finance and non-financial rewards, well as performance-based membership-based rewards. The authors present additional arguments in subsequent paragraph. Intrinsic rewards refer to the rewards that are obtained from the completion of work tasks. According to Mansor, Saidah, and Yusuf (2013), the concept of intrinsic reward involves engaging in an activity for the inherent satisfaction it provides, rather than being motivated by external outcomes. The fulfilment of intrinsic factors or motivators for employees serves to enhance their motivation, whereas extrinsic rewards encompass monetary compensation, promotions, salary increases, and additional perks. Extrinsic rewards refer to incentives that are not inherent to the job itself and are typically provided by external entities, often the management.

Financial rewards refer to incentives that directly contribute to the financial well-being of employees. These incentives may include bonuses, wage increases, and profit-sharing programmes. In contrast, nonfinancial incentives do not directly contribute to the employees' financial standing, but rather serve to enhance the appeal of the job. A business organisation or public institution may provide non-financial incentives such as a desirable pension plan, access to private healthcare, assistance for prolonged illness, childcare facilities, counselling services, and staff dining options, among others.

The remuneration provided by a business organisation to its employees may be contingent upon either their performance or their membership status. Performance-based rewards can be observed in various forms such as commissions, piecework pay plans, incentive schemes, group bonuses, merit pay, or other pay for performance plans. Membership-based rewards encompass various elements such as cost of living adjustments, benefits and salary increments, seniority or tenure, qualifications, and future potential, as exemplified in the context of a tertiary educational institution (DeCenzo & Robbins, 2007; Khan, 2011; Onuegbu & Ngige, 2018). Based on the perspectives of various scholars, it can be inferred that the "reward system" is regarded as a significant instrument employed by the resources department to incentivize and motivate employees for their exemplary performance. The potential reward can take the form of either financial or non-financial compensation. A reward system serves as a mechanism to incentivize employees to exert their utmost efforts in order to improve productivity within the organisation.

# **Evaluation of Employee Job Performance**

The term "employees' job performance" refers to the manner in which an employee executes the various tasks encompassing their job responsibilities (Bello & Adebayo, 2014). Achieving a high level of performance is contingent upon the combination of diligent efforts, inherent ability, and effective guidance.

Employee job performance can be conceptualised as the comprehensive result of the assigned tasks that an employee is responsible for within the organisational context. The potential result of a task can vary, either yielding positive or negative consequences. Numerous organisations align incentives with the outcome achieved from completing a job. The potential reward can encompass both financial and non-financial forms. The standard compensation package typically consists of a base salary, whereas additional components may encompass a variety of monetary and non-monetary perks

and motivations. The overall assessment of this factor influences an individual's level of societal integration (Fagbamiye, 2000; Bello & Adebayo, 2014). The evaluation of an employee's job performance can be regarded as a comprehensive assessment of the employee's activities over a reasonable duration, usually on an annual basis.

#### 2.3. Specification on the Relationship between Reward System and Employee Job Performance

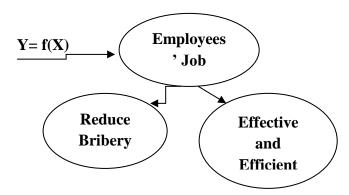
Fig. 1: Model Specification

## **Independent Variables (X)**

## **Reward System**

- Police pay Package
- other fringe benefits

## **Dependent Variables (Y)**



Source: Extracted from Itoya & Nwabuzo, (2017); Redeveloped by the authors, 2019

Y = f(X)

Where:

Y = dependent variable (Employee Job performance);

f = function

X = independent variable (Reward system)

The relationship between the two variables is depicted in Figure 1 above. The interconnection between these factors is pivotal, as it is the reward system that influences employee performance in carrying out their responsibilities, including salary packages and the acknowledgment of additional perks, which in turn can enhance performance levels and facilitate effective service delivery. The diagram presented illustrates a robust correlation between staff compensation and organisational productivity. There exists a positive correlation between employee compensation and productivity, whereby an increase in compensation leads to a corresponding increase in productivity. In summary, factors bevond financial compensation potentially enhance police motivation, leading to improved performance, reduced instances of bribery and corruption, strengthened security through proactive measures against criminal activities, and increased efficiency in service delivery.

#### **Theoretical Review**

This study encompasses various motivational theories, including Abraham Maslow's Hierarchy of Needs, McGregor's X-Y theory, Herzberg's hygiene theory, among others. However, for the purposes of this study, the Human Relations or Neo-Classical theory has been selected. The foundation of this theory was established upon the principles of classical theory. The classical theory was modified, supplemented, and expanded in various ways. According to Sharma, Sadana, and Harpreet (2013), neoclassical theory posits that it is imperative to prioritise the psychological and social dimensions of the individual worker and their workgroup.

Evidence of the Human Relations movement can be identified in ancient literary works. development of However, the phenomenon primarily occurred during the 1920s and 1930s, and it has since undergone significant evolution within the framework of contemporary theory. During this particular time frame, the Harvard Business School, led by Elton Mayo, a professor specialising in sociology, industrial along with colleagues, undertook an extensive research endeavour at the Hawthorne plant, which was owned by the Western Electricity Company. This theory signifies the commencement of an ideological revolution within the field of organisational theory.

The primary objective of this study is to examine the perspective of Chester I. Barnard within the context of the Human Relations School. Chester is an American business executive who is considered a contemporary of Mayo. The author articulates his perspectives in his publication titled "The Functions of the Executive," which was released in the year 1938. Barnard's definition of an organisation entails a structured arrangement of individuals engaging in purposeful actions, wherein coordination is achieved through collective generation of objectives, the willingness of members to actively participate in its operations, and the establishment of effective communication channels. The author posited that organisations operate by maintaining a state of "equilibrium" between contributions and inducements. individual expresses disapproval towards the theory of economic man and instead puts forth an alternative theory referred to as "contribution, satisfaction, and equilibrium." Contributions refer to the impact made by individuals within an organisation, while inducements, incentives, or satisfaction are provided by the organisation. In order to secure contributions, it is imperative for the organisation to ensure member satisfaction at every level. This implies that it is the responsibility of the government to offer various incentives, including tangible rewards such as financial incentives and opportunities for recognition, favourable working

# Police Welfare Packages and Employees' Job Performances in the Nigeria Fourth Republic

Despite the demanding nature of their occupation, the compensation received by the Nigerian police force ranks among the lowest across various sectors within the country. The Nigerian police force has been implicated in instances of discriminatory budget allocation, as well as the delayed or partial release of funds that were previously allocated to the commission. These actions have been attributed to corruption and bribery within the police force. The primary factors contributing to unprofessional lower-ranking behaviour among the

conditions, ideal benefits, a sense of pride and craftsmanship, as well as fostering patriotism and loyalty towards the organisation. The efficiency of the organisation was contingent upon its ability to generate these incentives in adequate quantities to sustain the equilibrium of the system.

The perspective held by Chester regarding the performance of the Nigerian Police is that achieving effectiveness and efficiency is contingent upon the provision of a conducive operating environment by the government for the officers. The perspective did not confine governmental accountability solely to salary, but encompassed tangible aspects such as opportunities and benefits. Once these elements are established, the discussion can then shift towards the efficacy of service delivery.

While acknowledging the existence of certain limitations, the theory in question exhibits a notable oversight in its failure to consider various aspects of employees' attitudes and behaviours. This includes a lack of attention towards factors that extend beyond the confines of the organisational setting, such as the social background of workers. The assumption regarding human motivation exhibited a failure to acknowledge the intricate and varied nature of human needs. This theory partially fulfils these requirements. Nevertheless, in practise, this methodology can be implemented across various organisations, regardless of their unique characteristics.

members of the Nigerian police force are the substandard quality of service and extended working hours (Alozie, 2019). Throughout the years, the reward system within the force has been underwhelming. In addition to inadequate compensation, the prolonged lack of advancement in the ranks of certain officers is a source of frustration. The promotion process is frequently influenced by nepotism, favouritism, and tribal affiliations. Furthermore, the prevalence of parochialism and substandard police facilities have had detrimental effects on the performance of Nigerian police officers (Alozie, 2019).

According to Oseni's (1993) assertion as cited in Alozie's (2019) study, it is argued that

the Nigerian policeman lacks a sense of belonging or a stable residence. He further argues that the limited number of residences present are scarcely deserving of being characterised as such. The barracks were on the verge of collapse, lacking both comfort and decency. The conditions of these spaces are unsanitary, characterised by excessive occupancy and a state of disrepair, necessitating maintenance that is not readily available. The sight of policemen and their

Families residing in dilapidated vehicles within the barracks under the flyover bridge adjacent to the Force Headquarters premises, particularly in Lagos, is profoundly distressing. According to Alozie (2019), the children are subjected to a challenging and rigorous upbringing, which may potentially hinder their development into competent and accountable leaders in the future.

The aforementioned issues outlined in the paragraph undoubtedly contributed to the inefficiency of their service delivery. The presence of police corruption and bribery is an indisputable reality, supported by substantial evidence of their complicity. The aforementioned examples include instances of police collusion with certain individuals to facilitate the release of offenders from police custody in exchange for monetary

compensation, the deliberate closure of case files, the provision of escort services for vehicles carrying illicit goods and stolen items, the theft of belongings from suspects and/or victims of accidents, the pilfering of evidence from crime scenes, and the illicit provision of police weapons, ammunition, and uniforms to criminals for financial gain (Olurotimi, 2012). Poor salaries can be attributed to various factors, including corrupt and undisciplined socio-economic environments, among others. In addition, Odekunle (2004) presented several categories of obstacles that impede the optimal performance of the Nigerian police. One such significant factor is the inadequate compensation provided to both officers and personnel within the police command, which has resulted in a dismal performance by police officers in fulfilling their constitutional responsibilities (Adegoke, 2014).

# **Comparative Analysis of Police Pay** in Africa and Developed Countries

This portion explains the various police pay in many countries of the world as compare to what is obtainable in Nigeria. With the aid of table, we can easily assess the average monthly and annual pay packages as shown in the below fig. 2:

Fig. II Comparative Analysis of Police Pay in Africa and Developed Countries

S/N	Countries	Categories	Geographic Location	An average Salary of a Police Officer per month in Local Currency	An average Salary of a Police Officer per month in Dollar	Salary Annually (\$)
1.	States of America	Developed	North America	\$5371.167	5371.167	64,490
2.	South Africa	Developing	South Africa	R183,005	12,273.97	147,189
3.	Nigeria	Developing	Western Africa	N43,293.80	119.76	1,437.14
4.	Kenya	Developing	Eastern Africa	45,540 Shill	438.98	5,267.78
	Egypt	Developing	Northern Africa	8,578 EGP	528,2	6,338.42

Sources: Andrew Dipietro, 2018; Chizoba Ikenwa, 2019.

Based on the data presented in Table II, it is evident that Nigeria exhibits the lowest annual pay among the countries listed, amounting to \$1437.14. In contrast, the South African government offers the highest remuneration to its police officers, amounting to \$147,189, surpassing even the United States. Based on the data presented in

the aforementioned table, this study prompts an inquiry into the potential impact of the newly implemented police pay packages on their performance in relation to the delivery of effective services. Furthermore, it is worth examining whether the implementation of pay reductions has effectively mitigated corruption and bribery within the police force. It is crucial to acknowledge that the Nigerian police cannot be anticipated to yield superior outcomes in contrast to their counterparts in the chosen nations. Welfare and other forms of support, including acknowledgment, educational opportunities, skill enhancement, additional attire such as uniforms and boots, and improved living arrangements, among others.

Fig. III: Analysis of the Nigerian police allocation from the national budget over the 5 years *Years* 

Allocations 932tn 969tn 1.063tn 1.142tn 1.323tn

Source: Proposed Security Budget, 2018

The visual representation depicted in Figure III provides a clear illustration of the inadequate financial support allocated to the Nigeria Police Force by the Federal Government. Prior to 2018, there has been a lack of substantial progress in the allocation of funds towards the Nigeria Police. The focus of our argument extends beyond the issue of officer salaries, as we contend that other potential benefits resulting from exemplary job performance have been withheld. We currently reside in a time period where employee salaries no longer serve as a significant motivator, as posited by the motivational school of thought, which that the factors that drive suggests motivation for one individual (party 'A') may not necessarily elicit the same level of motivation for another individual (party 'B').

# Factors Contributing to Suboptimal Police Performance in Nigeria

The significance of the impact of a reward system on employee motivation should not be underestimated. The efficacy of the Nigerian police force is contingent upon the extent to which they are adequately remunerated for their provision of services. The lack of effectiveness in service delivery by the Nigerian police force is a matter of great concern. Moreover, it has been argued that an effective incentive structure can serve as a valuable source of motivation, whereas an ineffective incentive structure may result in the stigmatisation of workers (Adegoke, 2014). According to the findings of Reio and Callahon (2004), it can be inferred that both intrinsic and extrinsic rewards play a significant role in motivating employees to achieve organisational objectives.

In the latter part of 2018, there was an upward adjustment in the remuneration of enforcement Nigerian law personnel. Nevertheless, the efficacy of police officers' performance remains substandard. absence of effective communication and feedback mechanisms in the Nigerian context may be subject to scrutiny. If the implementation of appropriate measures to increase police resources and capabilities had been sufficient, it is plausible that the prevalence of corruption and bribery could have been effectively mitigated. One of the factors that can contribute to suboptimal performance is the absence of effective communication channels between enforcement agencies and governmental entities, as well as within hierarchical structures between lower-ranking personnel and their superiors. This phenomenon gives rise to obstacles, fosters an atmosphere of mistrust among personnel, and promotes the dissemination of unfounded speculations. Failure to address rumours can potentially lend credibility to inaccurate information (Freeman, 1999; Bello & Adebayo, 2014).

One significant concern pertains to the insufficiency of comprehensive staff training acknowledgement of professional competence. In the preceding twenty years, the process of Nigerian police recruitment and training has been characterised by leniency and ease. The training of employees holds significant importance in relation to police officers in Nigeria (Hill, 2002; Bello & Adebayo, 2014). The necessity of training for public sector employees arises from the evolution of methodologies perpetual involved in the allocation of responsibilities within the realm of public service. The presence of superior officers may result in a decrease in performance.

Alozie (2019) asserts that inadequate compensation and unfavourable working conditions contribute to the subpar performance of Nigerian police officers. Prior to the salary increase implemented by the administration of late President Umaru Yar'Adua, the average net income of a police constable amounted to N10,000.00. This sum was comprised of N5,000.00 as basic salary, N2,000.00 allocated for lodging, and an additional N3,000.00 designated for

miscellaneous expenses (Barnabas, 2013; Alozie, 2019). During the aforementioned time frame, a corporal's monthly earnings amounted to approximately N13,000.00. Following the implementation of the salary increment, the corporal's remuneration ranged between N27,000.00 and N28,000.00. In a similar vein, a sergeant's initial earnings amounted to N15,000.00, subsequently increased, resulting in a final remuneration of approximately N31,000.00. After the implementation of the salary increment, the inspectors' remuneration experienced an upward adjustment, resulting in a total of N55,000.00. At the officer level, the Assistant Superintendent of Police

received a salary ranging from N80,000.00 to N85,000.00, which was subject to an increase. According to Barnabas (2013), additional officers impacted by development included the Deputy of Police Superintendent Superintendent of Police, whose respective salaries increased to a range of N90,000.00 to N100,000.00. The issue of inadequate compensation within the police force has persistently elicited public criticism due to its negative impact on the morale of police officers, as well as its association with their engagement in unethical conduct or behaviour (Alozie, 2019).

Fig. IV: Analysis of the Police Pay Packages in the Fourth Republic

Administration	Highest Rank Policy Pay Packages	Lowest Rank Police Pay Packages	Rate of Bribery and Corruption of Police Officers	Crime Rate	Police Service Delivery	Remarks
Obasanjo	N85, 000	N10, 000	High	High	Below average	Poor
Yar'Adua	N100,000	N28, 000	Relatively high	High	Below average	Poor
Jonathan			High	High	Below average	Poor
Buhari	N711,498	N43,019.42	High	High	Below average	

Source: Transparency International, 2019; Alozie, 2019.

The diagram presented in Figure IV illustrates the diverse salary levels within the Nigerian police force during the period of democratic governance. Various modifications have been implemented in remuneration practises in order to optimise efficiency service provision. of Nevertheless, the salary increases for the police force in Nigeria have yielded minimal or negligible improvements in the prevailing situation. Over the course of approximately ten years, spanning from the Jonathan administration to the Buhari administration. the incidence of criminal activities in the country has reached concerning levels. These criminal activities include the presence of Boko Haram in the northern region, instances of kidnapping in the eastern region, attacks by herdsmen in the middle belt, incidents of armed robbery, and occurrences of violence in the south-western region. An analysis could be conducted on the prevailing

salary levels and the aggregate number of 371,800 law enforcement personnel nationwide.

Nevertheless, a comprehensive evaluation of scholarly research, including findings, arguments, opinions, and suggestions, will be conducted in the subsequent section of this paper.

### **Review of Empirical Studies**

This study encompasses a diverse range of research methodologies. Empirical evidence has been derived from research conducted in the Nigerian context, shedding light on the relationship between the reward system and employees' job performance. The authors mentioned in this list are Fapohunda, Atiku, and Lawal (2015); Alarudeen (2011); Onyechie and Nse-Abasi (2017); Erumudo (2011); 2014; Markova and Ford (2011); Nwude (2013); Eme and Ogbochie (2017); Mandong (2017); Were et al. (2012); Karimu (2015), among others.

Alarudeen (2011) asserts that reward systems play a pivotal role in influencing employee performance. According to his assertion, employees are regarded as the most crucial assets within an organisation. Their ability to perform and adhere to the desired

benchmarks is influenced by both their inherent capabilities and the external context in which they operate. From this perspective, it is important to emphasise that employees who receive adequate compensation are significantly more inclined to perceive themselves as valued and appreciated by their respective organisations. Nevertheless, it has been determined that providing adequate compensation to government employees would enhance their job performance.

According to Mandong (2017), the provision of equitable and fair rewards by outsourced companies holds advantages not only for the employees of outsourcing companies themselves, but also for the broader industry and other sectors of the economy. This is due to the pivotal role that employees play as valuable assets in assisting organisations in attaining their objectives, thereby gaining a competitive advantage.

Based on the literature examined thus far, the variables that have been addressed include pay, fringe benefits, recognition, promotion, and job security. These variables have been identified as independent factors influencing employees' job satisfaction with selected outsourced service providers in Jos, Plateau State. The study has identified the inadequate level of employee rewards within the chosen outsourced service providers in Jos, Plateau State as a contributing factor to job dissatisfaction.

According to Gakure, Kiraithe, and Waititu (2012), it is argued that there is potential for enhancing performance within the police force, ultimately leading to the fulfilment of customer expectations over time. One could posit that the prevailing issue of subpar police performance may be rectified through concerted efforts by the government and relevant stakeholders to incentivize law enforcement personnel. Law enforcement agencies must demonstrate a willingness to adapt and possess the requisite competencies. Law enforcement agencies must possess a comprehensive understanding of the factors that precede and influence performance outcomes, in order to effectively adopt and promote constructive transformations. In alignment with Karimu's (2015) perspective, it was observed that the quality of working conditions within the police force was more favourable during the initial stages of their professional journey. It

was observed that individuals engaged in work for duration of eight hours per day, allowing for ample time to recuperate and establish familial connections within the domestic sphere. Compensation provided whenever individuals were assigned to perform specific tasks. A majority of the participants with extensive tenure in law enforcement contended that the police organisation has undergone deterioration since their initial employment, as opposed to an improvement. A significant proportion of participants expressed consensus regarding the substandard conditions of service within the police force, which consequently hinders the attainment of optimal performance. The participants in the study observed that the working conditions within the Nigeria Police Force are comparatively discouraging in relation to other industries.

According to Karimu (2015),performance of police officers in Nigeria could be enhanced through implementation of appropriate reductions in their working hours. Nevertheless, a notable void in the existing body of literature lies in the lack of comparative analysis regarding the welfare provisions offered by police forces in various African countries. What factors contribute to the comparative effectiveness of their performance in fulfilling their duties, in contrast to the Nigerian police force? While Karimi (2015) correctly highlighted the extensive working hours of the police as a factor contributing to their ineffectiveness, this study argues that additional incentives, beyond just salaries, should be provided to the Nigerian police force. Furthermore, it is suggested that the lengthy hours of duty should be reduced, and the compensation package should be reviewed in comparison to other African countries.

### **Research Methodology**

The present study utilised the exploratory research method, incorporating empirical data and theoretical frameworks. The secondary materials utilised in this study were obtained from a variety of sources, including articles, journals, textbooks, online resources, magazines, and newspapers. Tables were employed as effective instruments for elucidating the underlying factors

contributing to the lack of efficacy within the Nigerian police force.

#### Recommendations

The causes of the subpar performance of the police force in Nigeria have been thoroughly examined in this study. Consequently, this research proposes several strategies to achieve efficient service delivery by Nigerian police officers. In order to achieve desired outcomes, it is imperative that the government, commission, and policymakers take into account the following recommendations pertaining to the improvement of compensation for the force.

First and foremost, it is imperative to establish a comprehensive welfare package that extends beyond mere monetary compensation. It is recommended that the Nigerian government enhance the welfare department within the police force, with the primary objective of addressing the various requirements of police officers, including the provision of uniforms, footwear, and other operational expenses. The motivational school of thought posited that monetary compensation, particularly in the form of a fixed monthly salary, does not serve as an effective motivator. Consequently, it is suggested that the government should establish a conscious relationship with its personnel in order to ascertain more effective methods of motivation.

Furthermore, following the implementation of the aforementioned measures, it is imperative for the government to establish a comprehensive monitoring mechanism to periodically oversee the operations of the Nigerian police force. Efforts to combat and address corruption and bribery should be significantly intensified. Efforts should be

made to effectively mitigate the practise of forcefully collecting money from victims and motorists, with the aim of eliminating it entirely.

Lastly, it is recommended that government officials and policymakers conduct a thorough examination of the police systems, policies, training programmes, and strategies employed in other countries. By doing so, they can gain valuable insights and knowledge that can inform the development of improved strategies for educating, training, and developing the Nigerian police force. This is particularly important in the context of effectively combating crime within Nigeria.

#### Conclusion

The research findings indicate that the effectiveness of police officers in fulfilling their core duties, such as upholding law and order, preventing and detecting crime, and exercising control, is closely associated with the welfare conditions provided within the police force, as well as the availability and quality of their equipment and facilities. This study aligns with the perspective of Karimu (2015), whose research confirmed that the welfare conditions within the agency are not conducive and have, in conjunction with various other factors, negatively impacted the motivation of the agency personnel. The researcher's work also highlighted the issues to police accommodation, pertaining encompassing both housing and office spaces. The issue of accommodation was identified as a significant concern within the agency, as respondents highlighted the absence of suitable living quarters in the form of habitable barracks.

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