

APPRAISING EMOTIONAL INTELLIGENCE OF POLICE OFFICERS ON THEIR JOB PERFORMANCE IN ILORIN, NIGERIA

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Abstract

There are fewer studies linking emotional intelligence to job performance therefore, findings still reveal a mixture of inconsistent results. However, to add to the growing interest in the subject matter, this study examines the effect of emotional intelligence on performance of Nigerian Police Officers in Ilorin, Nigeria. Using cluster sampling technique, sample size of Four hundred (400) police officers was chosen from the seven (7) area divisions of the police in Ilorin metropolis of Kwara State, Nigeria. Data was collected through structured questionnaire and descriptive comparative analysis while the Spearman Rank Correlation was used in testing the hypotheses. Results indicate that a negative relationship exists between occupational stress and job performance, whereas a positive relationship was found between emotional intelligence and job performance. Based on the findings, it was recommended that the Nigerian Police Force High Command should focus not only on identifying the occupational stress factors affecting their personnel but also try to manage their emotional competences through the provision of conducive working environment for them. In this way they can deal with the problem of occupational stress and boost their job performance. Also, this could be done by employing the service of social workers, psychologist and counsellors to train the police officer in the area of public relations with the civil society.

Key words: Nigeria Police Force, Emotional Intelligence, Occupational Stress, Job Performance.

Introduction

Policing as an aspect of governance is a very important field of endeavour. This is basically due to the fact that it is the primary enforcer of laws made by the State as well as prosecutor of violators of such laws. As an internal law enforcement agency, they are

the first line of defence against lawlessness and chaos in any polity. Therefore, policing involves individual ingenuity, commitment, versatility of officers, dominance, as well as team work. These characteristics are often found in successful police forces across the world. Given the challenges facing the Nigeria

Police Force (NPF) especially the menace of insurgency, political violence and the proliferation of sophisticated weaponry in the hands of dissidents, it is imperative that the Nigerian Police Force upgrade from its traditional policing techniques to modern policing methods and train its staff to combat emerging security threats.

Emotional intelligence as a field of research can be traced to the pioneer works of Mayer and Salovey in the early 1990s and popularised by Goleman in 1995. They posit that the concept of emotional intelligence is not a single trait or ability but a composite of several skills which include the ability to perceive one's own emotion (Self Emotion Awareness), to perceive the emotion of others (Others Emotions Awareness), understanding the effect of such perceived emotions and use such knowledge in achieving one's aims and objectives (Use Of Emotion). Perceiving emotions involves the ability to adjudge the state of mind of oneself and those of others, be they colleagues, subordinates, bosses or mere acquaintances. This may be achieved through careful monitoring of body language, voice inflection, facial expression, change in diction, as well as other non-habitual occurrences. Understanding of such emotions involves a comprehension of how basic emotions are blended to form a complex emotion. Such comprehension will lead to the ability to affect, manipulate and draw effective strategies in dealing with different scenarios with such individuals (Salovey & Mayer, 1990; Goleman, 1998).

Another concept of intelligence proposed by Sternberg (1997) was that of successful intelligence. This was said to include three mental skills/abilities which are: analytic, creative and practical.

Analytic intelligence involves the ability to learn how to solve problems by analysing the underlining circumstances,

determining the problem, selecting an effective problem-solving strategy as well as applying such to get the desired results. Creative intelligence deals with the handling of novel situations by drawing on previous skills and knowledge while practical intelligence involves the ability to adapt to the environment in which one operates (Sternberg, 1997). All these skills are what differentiate an efficient and successful policeman from others in particular or even an efficient police force in general.

Occupational stress relates to how people deal with the physiological and psychological demands of their job environment which may include stress and distress among others (Ismail, Suh-Suh, Ajis and Dollah, 2010). It is influenced by the workload or occupational demands, time limitations, withholding of incentives or even outright risk of reprimand or losing one's job if the job is not concluded on time. The Nigerian Police Force, which traced its origin far back to the colonial era when their most tasking jobs were enforcing tax collection laws and arresting the occasional culprit has had its scope and the demand of job broadened. They now have to deal with sophisticated crimes which include cyber-crimes, corporate fraud and armed robbery as well as insurgency. The effectiveness of the Nigerian Police Force (NPF) in combating these challenges has been controversial. The NPF has been accused of being slow in adapting to emerging threats and of having officers in its ranks that are not adequately equipped to manage the emotional, mental and physiological stress that goes with policing. It is to this end that this research work attempts to examine the influence of emotional intelligence and occupational stress on the performance of police officers using Ilorin Metropolis as a case study. The main objective of this study therefore, is to examine the effects of emotional intelligence on job performance

of police officers in Ilorin metropolis. The specific objective examines the effect of occupational stress on job performance of police officers in Ilorin metropolis.

Literature Review

Policing in Nigeria dates back to 1861 with the formation of the thirty-man (30) consular guards. Its functions include the maintenance of internal security, supporting other services like Prisons, Customs and Immigrations among other duties that may be ascribed to them by the Governor-General and later the Presidency after independence. The staff strength of the force now stands at 371,800 as at 2012 (Osayande, 2012). The Force Headquarters is located in Abuja with various Zones, Commands and Divisional Headquarters distributed across the nation. It also includes several departments such as the Criminal Investigation Department (CID), Anti-fraud section, Special Anti- Robbery Squad (SARS), Special Investigation Branch (SIB) as well as Homicide and Anti-human trafficking section among others.

The Nigerian Police Force is sizeable, more efficient and well equipped in comparison to other forces in Africa, though their operation has not been without criticism (Human Rights Watch, 2010). The force provides an attractive career with good pay and benefits, its recruitment process, training and deployments have been bedevilled by corruption and dishonesty. These have led to the swelling of the force with less than capable officers from the lower ranks through the command structure (U.S. Department of State, 2013). The resulting effects are a drastic decline in the effectiveness of the police force in handling its routine responsibility and helplessness in combating emerging threats. Furthermore, years of police brutality and dishonesty have led to a public distrust of the service which is often unwilling to support the operations of the force especially

with information (Human Rights Watch, 2010).

Additional issues with the Nigerian Police Force include human right violations as well as extra-judicial killings. Decades of corruption and ill-training produced the acceptance of extra judicial killings as a norm in dealing with people who are adjudged by the police to be criminals. It was this particular issue that increased the tempo of the Boko Haram terrorists activities when their late leader, Yusuf Muhammed, was killed in police custody after been arrested and transferred to the Nigerian Police for prosecution by the Nigerian Army (Vanguard, 2009; U.S. Department of State, 2013; Max Shimba Ministries, 2014). The resultant effect of this killing was the increase in the spate of attacks by the sect which the joint forces of the police and the armed forces have not been able to curtail and has witnessed the killing of thousands of civilians and members of the armed services, kidnapping of several individuals including minors in Chibok as well as destruction of properties. There have been several attempts to reform the police service especially following their withdrawal from the United Nations (UN) Congo Mission due to accusation of sexual abuses and the recruitment of more than ten thousand officers with criminal records between 2001 and 2014 (Police Service Commission, 2014). This current reformation agenda includes better recruitment process, remunerations, training and increase in educational requirements of recruited officers among others.

The reformation is laudable because the problems of the Nigerian Police Force usually originate with the activities of its officers depending on their psychological well-being when employed and their job experience while on the job. Sequel to these are increase questions on how the concept of emotional intelligence may apply to the recruitment

process of the force, vis- a- vis the occupational stress and job experience impacting on the individual effectiveness of the police officers as well as that of the force as a whole.

Emotional Intelligence

According to Plato, all human activities have emotional basis. Emotions are reflected in the way we relate to spouses, children, friends, colleagues and approach problems and challenges relating to work or personal lives. The ability of an individual to effectively detect and utilise both personal emotions and those of others have been theorized as a distinguishing factors among people with comparable Intelligence Quotient (IQ). Goleman (1998) defined EI as including abilities such of being able to motivate oneself and persist in the face of frustration, to control impulses and delay gratification; regulate one's moods and keep distress from swapping the ability to think; to emphasize and to hope. Other definitions have been presented by other scholars among whom are Sarni (2010), Mayer and Salovey (1997) and Bar-On (2000). Emotional intelligence has been sub-divided into several sub-concepts, the most popular is the four-sub-concepts division which includes the ability to detect ones emotion (Self Emotion Awareness), detect the emotions of others (Others Emotion Awareness), utilise the detected emotions (Use Of Emotion) and regulate both personal emotion and those of others (Regulation Of Emotions). This division is premised on the Ability Based Model of emotional intelligence (Mayer and Salovey, 1997).

Occupational Stress

Occupational stress is the adverse reaction people have to excessive pressure or other types of demand placed on them at work (Kinman and Wray, 2013). It entails how work condition affects the health and mentality of individuals. The effects of occupational stress

on workers' well-being, health and most especially job satisfaction and job performance had been a subject of research. Stress occurs when working conditions exerts huge strain on workers; it tends to reflect a decline in physical and mental well-being as well as in deteriorating job performance index. There are several sub-concepts which exist under the occupational stress. These according to Kinman and Wray (2013) are stated as follows: Measures of Job Demand: This relates to the job requirements including deadline placed on job completion, demand by colleagues, superiors etc. It also includes how long the working hours are, time pressure, the frequency and duration of breaks, if any. When excessive demand from colleagues and superiors are enormous coupled with time limitations, work overload is said to occur causing fatigue, loss of focus and reduced mental and physical abilities and lower efficiency. An employee that has reasonable demand of his skills and time generally has low stress symptoms and is better able to discharge his duties more efficiently.

Measure of Job Control: This relates to the degree of influence that a worker has on his working conditions; work duration, environment, how and when work is done, decision on when to take breaks and its frequency as well as the flexibility of work duration. When an employee has a significant amount of influence on when, where and how his/her duties are discharged and are able to control the physical and socio-psychological environment where such activities take place, there is a higher tendency for such an employee to perform his/her functions more effectively.

Measure of Management Support: This relates to the level of support and feedback that an employee receives from the management team or his/her employer. This may include advisory and technical support in difficult job situations, support through emotionally and personally

demanding period as well as feedback and encouragement on job performance. When employees are given the recognition and feedback that their work deserves and can rely on the management to provide support during difficult situations, there is a tendency that such workers will experience an increase in organisational commitment, motivation and positive affect which often lead to improvement in efficiency.

Measure of Peer Support: This relates to the level of support, encouragement and feedback an employee receives from his/her colleagues in a work environment. An employee that has a strained relationship with his/colleagues, do not receive adequate support from them and respect for his work. The employee tends to experience a higher stress level which may reduce his job focus and performance.

Measures of Role: These are measures related to the understanding of the work demand, role ambiguity, role overload, role boundary, role responsibility among others. The measure of role is one of the most significant aspects of stress measurement and has various subdivisions. Role ambiguity denotes that what is demanded of an employee is not clearly known. The worker thus lives in fear of not performing up to expectation or doing what is not in his/her job requirement or going out of the boundary that delineates his functions. This may result to the transgression of role boundary. Role overload denotes that an employee has too much responsibility placed on him/her within a particular time period. The ability to know what is required of an employee, a clear and concise path to achieving such requirements and when such requirements are to be delivered lead to low role stress index.

Job Performance

Work performance is the ability of employees to meet organizational commitments and achieve their work goals (Campbell, 1990). In

other word, Police officers' performance is the ability of an officer to change his/her behaviour in accordance to dynamic work environment in order to successfully accomplish assigned task (Aboyade, 2013; Ismail et al., 2010). According to Hanif (2010) factors like time management, maintaining a good communication channel with superiors, peers and role support and effective feedback often contribute positively to job performance.

Performance can be categorized into task and contextual performance. The task performance is the ability of officers to recognize the highlighted and explored organizational goals.

It consists of the interactions pertaining to the effective discharge of their duties either with colleagues, superiors, suspects or experts that are consulted in professional capacity (Cai and Lin, 2006). On the other hand, contextual performance contributes to the social and psychological environments in organization by focusing on the ethics, commitment, support and cooperation among the officers. These types of job performance are inter-connected and contribute to the overall performance of police officers (Cai and Lin, 2006) as they present essential prerequisite i.e. proficiency, adaptability and pro-activity of effective performance (O'Boyle, Humphrey, Pollack, Hawver and Story, 2010). The effectiveness of an officer in discharging his/duties can be measured by several variables. This may include their commitment to the Police force, timeliness and professional conduct both on and off work as well as ethical conduct, determination, zeal and efficient utilization of resources.

Empirical Review

The relationship between emotional intelligence, occupational stress and job performance is multi-fold and complex. The

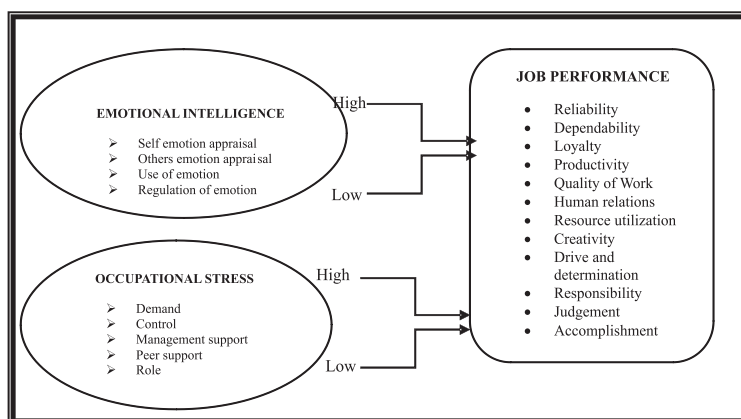
effect of occupational stress on job performance, all other factors held constant, is generally negative (Kinman and Wray, 2013). However, since other factors generally tend to interrelate with occupational stress in influencing job performance, the net effect is an increase or decrease in the effectiveness of police officers in the discharge of their assigned duties. In spite of several attempts been made to show they relate, no causal relationship has been established between the two variables (Indoo and Ajeya, 2012). Also, the role of emotional intelligence in improving performance has also been established by several authors (Goleman, 1998; Mayer, Salovey and Carusso, 2003, Sarni, 2010). However, other factors may also serve to escalate or diminish the visible effect of EI on job performance of police officers. The factors include organizational commitment, job satisfaction, gender, political, physical and social climate as well as benefits and incentives related to working condition. There are several studies including Aboyade (2013); Afolabi, Awesola and Omole (2010) and Law, Wong and Song (2004); which have identified a positive relationship between Emotional Intelligence and Job Performance, whereas other studies like Ismail et al.,(2010) and Austin (2004) have found no or inconsistent relationship between Emotional Intelligence and Job Performance. Apart from these, there

are different studies which have examined the relationship between job stress, performance and emotional intelligence at same time. For example Spector and Goh (2001; 2010), Adler et al., (2006) and Wetzel et al., (2006) found that occupational stress was negatively related to job performance and emotional intelligence, in such a way that the capabilities of employees to appropriately manage their emotions, boost up the ability of employees to deal with physical and psychological stressors at workplace and resultantly be in better position to perform well will be based on the level of the job stress. The findings are consistent with the theory of emotional intelligence (Mixed Model), which states that individuals with sufficient inter-personal and intra-personal competencies can better manage their emotions and also cope with environmental stressors (Goleman, 1998). It means that these individuals will also be in better position to manage their performance more effectively.

Conceptual Framework

Based on the above literature on emotional intelligence, occupational stress and job performance, the following model was adopted. The cornerstone of the model is tied around the fact that effective management of emotional intelligence would lead to an increased level of employee performance in organization.

Conceptual Model



Source: Authors' Conceptualisation (2015)

Methodology

This research was conducted on members of Nigerian Police Force within the Ilorin Metropolis of Kwara State. The study population is made up of One thousand and four (1,004) Policemen. Using cluster

sampling techniques, sample size of Four Hundred (400) policemen was selected for the study. The metropolis is sub-divided into seven (7) Divisions with the following staff strength and locations

Division	Divisional Hqtrs	Staff strength	Sample size	Codable questionnaire	Percentage returned
A	Ahmadu Bello Way G.R.A.	220	88	70	79.5
B	Surulere	182	73	60	82.2
C	Oja-Oba	176	70	60	85.7
D	Adewole	120	48	38	79.2
E	Kulende	98	39	34	87.2
F	Tanke	114	45	39	86.7
G	Oloje	94	37	29	78.4
Total		1004	400	330	82.5

Source: Field Survey, 2015

Cluster random sampling technique was applied in chosen sample size of four hundred (400) policemen from the seven (7) divisions in Ilorin metropolis in order to ensure proportionate representation. Structured questionnaires were administered to the forty (40) per cent of the staff strength in each division. A total of 330 questionnaires were found to be useful for the analysis, representing 82.5% of the total sample size.

A four section questionnaire was adapted for the sample under review. The first part contains demographic questions which includes age, sex, rank, job tenure as well as the respondents' supervisory roles. The second part is twenty (20) questions emotional intelligence scale adapted from the work of Aboyade (2013). The questionnaire uses a five-point likert scale system consisting of the following responses: Always (5 points); Often (4points); Sometimes (3 points); Rarely (2 points) and Never (1 point). The highest and least scores possible were (5 x 20) 100 points and (1 x 20)

20 points respectively giving a range of 80 (100-20). The mid-point of the range is thus 40points (80/2). The cut-off point was established at 60points (100-40) which is the difference between the highest scores possible and the mid-way point of the range. Thus, respondents above 60 points were classified as having High EI while respondents that fall below were classified as having low EI. The third part consists of a twenty-eight (28) questions of Occupational stress questionnaire that was subdivided into sub-elements which include: control, demand, management support, peer support and role understanding. A sub-element composite score as well as a grand composite score were computed. Using the same method employed in the EI scale above, the cut-off point was established at (135-54) 81 points. One direct question on stress level was added to test the difference between the questionnaire result of stress level and the perception of stress by the respondents. The fourth part consists of job performance

evaluation completed by the respondents' superiors. It contains 21 questions on job performance adapted from the work of Popoola (2002) and has a five-point scale which are Excellent, Very good, Good, Fair and Poor.

In order to achieve the objectives for this study, the following research hypotheses were formulated and tested based on the reviewed literature on emotional intelligence, occupational stress and job performance:

- i. H₀₁: There is no significant relationship between emotional Intelligence and job performance of Police Officers in Ilorin Metropolis.

- ii. H₀₂: There is no significant relationship between occupational stress and job performance of Police Officers in Ilorin Metropolis.

The Correlation and Comparative Analysis Concept was employed for the study. Since the questionnaire was likert-scaled, the Spearman Rank correlation was employed. The Cronbach's Alpha was used for reliability test of the questionnaire items.

4.0: Data Analysis and Discussion of Results
Table 1: Demographic Data

Gender	<20yrs	21-30yrs	31-40yrs	41-50yrs	51-60yrs	Total
Male	11	107	105	13	8	244
Female	7	44	21	9	5	86
Total	18	151	126	22	13	330

Source: Author's Analysis, 2015

The result in Table 1 shows that the respondents were mainly males with a total of 74% (244 respondents), while the rest were females. The result further shows that most of the respondents were not more than 40 years of age. This is expected due to the age on rank restriction that operates in military and paramilitary outfits. In addition, about 59% of the respondents have supervisory roles in one form or the other. Furthermore, most of the

respondents have at least a WAEC/NECO Secondary School's certificate Results while a further 56% have NCE/ND and an additional 11% possess a B.Sc. degree; Less than 10% have additional qualification all of whom are in supervisory roles (senior officers).

Table 2: Comparative Analysis of the Concepts

EI	OS	JP	Respondents	percentage
High	Low	High	155	47%
Low	High	Low	102	31%
Low	Low	High	46	14%
Low	High	High	27	8%

Source: Authors' Field work, 2015

The respondents were grouped into four classes based on their grades in the three sub-concepts. A total of 155 respondents (47%) are adjudged to have high emotionally intelligence while 175 respondents (53%) have low EI. A total of 201 respondents (61%) have a low stress index while 129 (39%) were adjudged to have high

stress index. In addition, 69% of the respondents have a high job performance index while only 31% have low job performance index. It was observed that when the respondents were asked direct question, 70% believe their work experience is not stressful while the rest believe that their working

condition is stressful. This shows that there exists a strong negative relationship between stress perception by the respondents and stress index as measured by the research instrument..

Table 3: Stress Comparative Analysis

Stress Level	High stress index	Low stress index	High stress perception	Low stress perception	Percentage deviation	Total
High EI	0	155	6	149	3.87%	155
Low EI	129	46	93	82	20.51%	175
Total	129	201	99	231	9.09%	330

Source: Authors' Computation, 2015

Table 3 above shows that there exist thirty (30) respondents which is 9% difference from the stress level as measured by the research instrument and the stress perception by the respondents. However, a breakdown shows that people with higher level of emotional intelligence have a better level of stress perception compared to people with low

emotional intelligence with a differential of just 4% compared to 21% among people with low EI. The analysis revealed that people tends to cope with the job stress with moderating effect of emotional intelligent.

Table 4: Descriptive Statistics

Variables	Mean	Cut off	Std. Deviation	Numbers of Respondents
Job performance	75.48	63	16.97	330
Occupational stress	84.37	81	22.3	330
Emotional intelligence	64.85	60	17.11	330

Source: Authors' Computation, 2015

The Analysis shows that all the three variables have observed mean greater than the established cut-off. However, only job performance was statistically significant. It can thus be inferred that while job performance among police officers is high, the level of emotional intelligence and occupational stress are not significantly high. Therefore, the police authority should make conscious efforts at managing occupational stressors with a view to

increase the capabilities of their personnel in coping with job stress.

Hypothesis 1

H₀₁: There is no significant relationship between emotional Intelligence and job performance

Table 5: Spearman Correlation Analysis

Variables	Spearman Rho	N	t-statistics
Occupational stress	-0.541**	330	-10.637
Emotional Intelligence	0.591**	330	5.702
EI & OS	-0.394	330	1.000
Constant			15.629

**indicates significance at 99%

Source: Authors' Computation, 2015

The result of table 5 shows that there exist a significant positive relationship with higher level of emotional intelligence and job performance. This result is in line with findings of Goleman (1998) and Aboyade (2013) which argued that improving the level of emotional intelligence has the ability to improve the

performance of police officers.

Hypothesis 2

H0₂: There is no significant relationship between occupational stress and job performance

Table 6: Result of Correlation Analysis

Variables	Zero-order Correlation	Beta coefficient	t-statistics	Probability value (sig.)
Job Demand	-.696	-.132	-.313	.755
Job Control	-.702	-1.572*	-2.614	.009*
Management Support	-.705	-1.141**	-2.192	.029**
Peer support	-.631	1.263**	2.230	.026**
Role support	-.665	-1.093	-1.631	.104
Constant	0	122.86	43.833	.000

Key: * significant at 1%, ** significant at 5%

Source: Authors' Computation, 2015

In Table 6 it was revealed that the level of occupational stress is negatively correlated with job performance. This result is also in line with findings of the studies of AbuAlRub, (2004), Levey (2001) and Sherry (2000) which discovered that an increase in occupational stress leads to a reduction in the performance of employees in organizations. The analysis revealed that job control was significant at 1%, management support and peer support were significant at 5% while, job demand and role support were not significant in the study.

In addition, all the measures of occupational stress employed were significantly negatively correlated with job performance which range between -0.631(Peer support) to -0.705(management support). A simple regression analysis shows that all the co-opted occupational stress variables except peer support have negative beta-coefficients with measures of job control having the highest disparaging effect. Peer support was however positive. This may be due to the fact that peer

pressure may often time serve as a motivating factor among employees.

Conclusion and Recommendations

The analysis of data obtained from the respondents show that job performance of members of the Nigerian Police Force in Ilorin Metropolis is negatively influenced by stress factors. The Stress factors such as the measure of control variables, clarity of role, and supports from management all have significant influence in inhibiting the effectiveness and efficiency of members of the Nigerian Police Force. Furthermore, emotional intelligence was found to positively influence job performance. Police officers with higher level of emotional intelligence are found to have higher performance index such as reliability, output, dependability and creativity among others. In policing, which involves team work and getting along with others which is critical to success; the ability to perceive and regulate others' emotions may determine an individual's job performance as well as reducing the job

stress and this could as well increase the motivation and effectiveness of the policemen in combating crime.

The study therefore concludes that in order to enhance the performance of officers and the need to reduce the level of job stress and to increase emotional intelligence, police authority should make conscious efforts at managing occupational stressors with a view to increase the capabilities of their personnel in coping with job stress. The study has great implications for policing career, especially given the importance of the profession in maintaining law and order in the society.

From the above conclusion, it is recommended that the Nigerian Police Force should improve working conditions, fringe benefits and management support as well as increased training especially those aimed at improving ability to detect and influence emotions, coping with job stress, team spirit and inter-personal cooperation among members of the police force. The force should increase emotional intelligence of their personnel and reduce occupational stress with introduction of skills and physical exercise in order to help develop mental abilities of individual policeman.

Nigeria Police Force as an organisation should do everything possible to provide a healthy psychological environment to make policing an interesting career, as modern policing is not determined by only physical capabilities.

The study further recommends that the force should make newly recruited police officers to undergo organizational socialization programme which should include emotional intelligence test (EQ-Test), so as to make up for their lack of experience in order to increase job performance.

Police should be encouraged to develop training courses on EI and other social skills which would lead to their greater acceptance among their colleagues, superiors and subordinates thereby enhancing the work

process leading to success in the organization. All these can be done by employing the service of social workers, psychologist and counsellors to train the police officer in their specialized area, such as police public relations with the civil society.

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