

PERSONNEL WELFARE AS A PREDICTOR OF SERVICE DELIVERY IN THE NIGERIA POLICE FORCE: ASSESSING THE ROLES OF REMUNERATION AND WORKING CONDITIONS IN MUBI AREA COMMAND, ADAMAWA STATE

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Abstract

This study examined the determinants of personnel welfare and effective service delivery in the Nigerian Police Force, Adamawa State Command, focusing on remuneration and working conditions. A survey research design was adopted, employing a multi-stage sampling approach that incorporated stratified, purposive, and simple random sampling techniques. Out of 500 questionnaires administered, 460 valid responses were analyzed using descriptive statistics and simple percentages. The findings revealed that the remuneration system is generally perceived as inadequate, unfair, and uncompetitive, thereby undermining personnel welfare and motivation. The study also found moderate weaknesses in working conditions, particularly regarding facilities, workload, and work-life balance, although workplace safety and supervisory support received relatively better assessments. The study concludes that structural and operational inadequacies in remuneration, working conditions collectively affect personnel welfare, motivation, and organizational effectiveness. It therefore recommends comprehensive reforms in compensation systems and workplace infrastructure to enhance employee satisfaction, productivity, and effective service delivery within the Nigeria Police Force.

Keywords: Personnel welfare, service delivery, remuneration, working conditions, Nigeria Police Force.

INTRODUCTION

The Nigeria Police Force's ability to maintain security and deliver effective services is largely influenced by personnel welfare, particularly remuneration and working conditions. However, persistent challenges such as inadequate pay and poor work environments continue to undermine officers' motivation, morale, efficiency, and public trust. Previous studies have established that personnel welfare is a critical determinant of employee performance and organizational effectiveness. Researchers such as Armstrong (2020) and Dessler (2020) argue that fair remuneration enhances employee motivation, job satisfaction, and commitment, which ultimately improve organizational performance. Similarly, Herzberg's Two-Factor Theory identifies salary and working conditions as

essential hygiene factors that prevent dissatisfaction and promote employee productivity. Empirical studies have further demonstrated that favourable working conditions, including adequate office facilities, modern equipment, occupational safety, and supportive organizational policies, significantly improve employees' morale, efficiency, and quality of service delivery. Conversely, inadequate remuneration, poor welfare packages, and unfavourable working environments have been linked to low motivation, absenteeism, corruption, poor job performance, and declining public confidence in public institutions. In the policing context, studies have shown that officers who receive adequate welfare support are more likely to respond effectively to security challenges, maintain professional standards, and deliver quality services to the public.

Despite these findings, existing studies have largely focused on personnel welfare in general public organizations or the Nigeria Police Force at the national level, with limited empirical attention given to how remuneration and working conditions specifically influence personnel welfare and service delivery within the Adamawa State Command, particularly the Mubi Area Command. This contextual gap makes it difficult to fully understand the welfare challenges affecting police officers in the study area and highlights the need for location-specific evidence. Against this backdrop, this study examines the determinants of personnel welfare and their implications for service delivery in the Nigeria Police Force, Adamawa State Command, with a focus on the Mubi Area Command. Specifically, the study assesses the influence of remuneration and working conditions on personnel welfare and their effect on effective service delivery, with the aim of providing evidence-based recommendations for policing reforms.

Statement of the Problem

The effectiveness of the Nigeria Police Force in maintaining law and order depends largely on the welfare of its personnel; however, persistent challenges such as inadequate remuneration, poor working conditions, insufficient facilities and equipment, long working hours, and unsafe work environments continue to undermine officers' motivation, job satisfaction, productivity, and ultimately the quality of service delivery, as reflected in delayed emergency responses, declining public confidence, and poor police performance. Although previous studies have established that adequate remuneration and favourable working conditions enhance personnel welfare, motivation, and service delivery, there is limited empirical evidence on how these factors influence personnel welfare within the Nigeria Police Force in the Mubi Area Command of Adamawa State, creating a knowledge gap that this study seeks to address by examining personnel welfare as a predictor of service delivery through the roles of remuneration and working conditions.

Objectives of the Study

The main objective of this study examined the personnel welfare as a predictor of service delivery in the Nigeria Police Force: Assessing the roles of remuneration and working conditions in Mubi Area Command, Adamawa State. The specific objectives are:

- i. identify the influence of remuneration on welfare in the Nigeria Police Force, Mubi Area Command, Adamawa State.
- ii. determine the influence of working conditions on welfare in the Nigeria Police Force, Mubi Area Command, Adamawa State.

Scope of the Study

This study assesses the determinants of personnel welfare and effective service delivery in the Nigeria Police Force, Adamawa State, focusing on the Mubi Area Command between 2018 and 2024, to examine how challenges such as heightened insecurity, the aftermath of the #EndSARS protests, inadequate remuneration, and contributory pension issues have influenced police morale, job satisfaction, protection of lives, crime control, and overall organizational effectiveness.

LITERATURE REVIEW

Conceptual Review

The conceptual framework for this study is built on the understanding that employee engagement and job satisfaction are shaped by several interrelated organizational factors.. Furthermore, recognition both formal and informal plays a crucial role in motivating officers and reinforcing their contributions (Aguinis, Joo & Gottfredson, 2013), while compensation and conditions of service remains a primary extrinsic motivator that affects satisfaction and organizational loyalty (Mafini & Dlodlo, 2014).

Remuneration in the Nigeria Police Force

Remuneration remains one of the most critical dimensions of personnel welfare within the Nigeria Police Force (NPF), shaping officers' motivation, morale, job satisfaction, organisational commitment, and ultimately, service delivery. Recent discourse highlights that the quality of policing in Nigeria cannot be understood without examining the nature, adequacy, and structure of financial compensation available to police personnel. Within the NPF, remuneration includes basic salary, allowances, hazard and risk compensation, rent subsidy, uniform allowance, transport support, and post-service pension benefits. Yet empirical studies and recent reports show persistent inadequacies and inconsistencies that undermine the welfare of officers and limit the operational effectiveness of the Force.

One of the most direct empirical studies is Effects of Corrupt Practices in the Public Sector: A Case Study of the Nigerian Police Service (2023), which finds that corrupt practices in the NPF are “statistically dependent upon poor remuneration and conditions of service.” AphriaPUB The authors argue that inadequate pay and poor conditions of service significantly predict corruption, suggesting that weak remuneration is not merely a welfare issue but a structural risk to institutional integrity and effectiveness. This aligns with broader theoretical perspectives that link insufficient pay and poor welfare to low morale, misconduct, and poor organisational performance.

Moreover, the literature on police performance and organisational effectiveness, such as A Framework for Measuring Performance of Nigerian Police Force Organization (2022), underlines that performance measurement in the NPF must consider not only operational metrics (crime detection, response times, clearance rates) but also welfare indicators including remuneration, retirement benefits, and working conditions because these affect officers’ commitment, readiness, and willingness to perform. RUDN Scientific Periodicals

Beyond senior officer studies, recent events and media-documented protests underscore the chronic dissatisfaction among serving and retired officers regarding pay and pension under the Contributory Pension Scheme (CPS). In 2025, retired officers under the CPS openly described their pensions as “meagre,” reporting monthly pension incomes as low as ₦60,000 to ₦75,000 despite decades of service. In one protest in July 2025, retirees demanded a minimum monthly salary of ₦500,000 for serving officers and called for pension reform, arguing that the current compensation structure is unjust and unsustainable. Sahara Reporters.

Such protests culminated in a nationwide call by retirees and senior officers for the NPF’s withdrawal from the CPS, describing the scheme as “fraudulent” and “unsuitable for the welfare of police personnel.” Sahara Reporters+2Sahara Reporters+2 Officers (from rank of Commissioner and above) resolved in August 2025 to petition the national legislature for legislative backing for the withdrawal and establishment of a more suitable pension arrangement. Sahara Reporters The unrest among retirees and their public demonstrations reflect a deeper crisis of welfare and institutional trust that must inform any analysis of NPF remuneration.

These developments illustrate that remuneration in the NPF is not only a matter of individual welfare, but is deeply tied to institutional legitimacy, officers’ morale, retention, and the ethical behaviour of personnel. Poor pay, delayed or inadequate pensions, and inconsistent allowances increase vulnerability to corruption and misconduct, as shown in studies like Effects of Corrupt Practices (2023). Meanwhile, structural analyses of institutional performance (e.g. the performance-framework study) argue that welfare must be integrated into performance assessment and reform.

In sum, recent empirical evidence and policy-level events strengthen the argument that remuneration is a major determinant of both personnel welfare and effective service delivery in the NPF. For your study focusing on a specific state (e.g. Adamawa), these findings underscore the importance of investigating how remuneration and pension structures (and their failures) manifest at the state-

command level, and how they influence officers' morale, commitment, and performance in security-challenged environments.

Conditions of Service: Okoye, Mbagwu, Moneke and Abanum (2018), defined conditions of service as the overall working conditions, including the terms of contract that guide employer and employee. The definition above entails both the physical and social working conditions that shape terms and conditions of job promotion, performance feedback, training and development of employees. Jain and Kaur (2014) opined conditions of service as work environment that determines the operations and performance of employees. This definition also perceives conditions of service as a managerial tool that shapes the conduct of personnel, and further explains that conditions of service play an essential role on job motivation and productivity. Robbins and Coutler (2013) asserted that conditions of service refers to the activities that are key towards the purpose of employment, goals and expected outcomes. They described conditions of service as an important tool that can be used to measure job performance and achievements.

Conditions of service is a guide against diversion and distraction at work, and it is the likely reason for an employer to continue keeping an employee as well as employee to continue staying at the place of work. It serves as a motivational technique towards achieving expected goals in employment contracts, as well as an element that can lead to acceptable and unacceptable behaviours and performance at the place of work because it stated clearly the norms and directions of employment.

“Conditions of Service” for Nigeria Police Force

“Conditions of service” broadly refers to the full set of terms under which police officers are employed including enlistment/engagement, rank/structure, remuneration (salary+allowances), welfare, retirement/pension, benefits, re-engagement, rights and obligations. For NPF this is anchored in its legal/regulatory framework (e.g. Police Act 2020) and internal documents such as the “Scheme of Service.”

Retirement, Pension, Gratuity, Post-Service Welfare

Retirement benefits and post-service welfare remain a major component but also a major point of contention and critique in literature and public discourse. The NPF uses a contributory pension scheme managed by NPF Pensions Limited: both officer and employer contribute to a Retirement Savings Account (RSA). On retirement (or compulsory retirement), the retiree is entitled to withdrawal of RSA balance. For retirees under certain thresholds (e.g. small balances) there are provisions for lump-sum payment; alternatively, programmed withdrawals or annuity purchase are allowed. NPF Pensions. Retirees are also eligible for health care coverage via NHIS under the Police-HMO scheme.

However, in practice many retirees report that pensions and gratuities are “meagre” and inadequate. For example: some retirees after 35 years of service report total benefits of only about ₦2 million, or a monthly pension as low as ₦30,000-₦48,000 inadequate in the current economic context. Payment delays: there are documented cases where retirees waited over a year (or more) after

retirement before receiving any retirement settlement. Many retirees have expressed frustration, claiming the pension scheme fails to reflect the risk, sacrifices, and long years of service of police officers.

Theoretical framework

This study is anchored on the Job Demand-Control (JD-C) Model by Robert Karasek, the Job Demands-Resources (JD-R) Model by Evangelia Demerouti and colleagues, and the Conservation of Resources (COR) Theory by Stevan E. Hobfoll. The JD-C model posits that employee outcomes depend on the interaction between job demands and the degree of control employees have over their work, with high demands and low control leading to stress and low satisfaction. The JD-R model further explains that while excessive job demands contribute to burnout and disengagement, adequate job resources enhance engagement and job satisfaction and can buffer the negative effects of work demands. Complementing these perspectives, COR theory argues that stress occurs when individuals experience actual or perceived loss of valuable resources or fail to gain sufficient resources after significant effort. In the context of the Nigeria Police Force, Mubi Area Command, these theories provide a framework for understanding how operational stress, inadequate resources, and limited job control influence police officers' engagement and job satisfaction, thereby offering insights for policies aimed at improving personnel welfare and organizational effectiveness.

Application of the Theory

This study adopted the Job Demands-Resources (JD-R) Model by Demerouti et al. (2001), which explains how job demands and job resources influence employee well-being, engagement, and job satisfaction. In the context of the Nigeria Police Force, Mubi Area Command, officers face high job demands, including stress, danger, and bureaucratic constraints. The model posits that these demands can lead to burnout and disengagement but can be mitigated by adequate job resources such as leadership style, career progression, recognition, compensation, support systems, job autonomy, and organizational structure.

The study uses the JD-R model to examine how these resources buffer the adverse effects of demanding police work and promote higher levels of engagement and job satisfaction. Supportive leadership and opportunities for career advancement are expected to enhance motivation and reduce burnout, while recognition and compensation contribute to personal and professional fulfillment. Overall, the JD-R model provides a comprehensive framework for understanding the interplay between job demands and resources and their influence on employee engagement and job satisfaction within the high-stress environment of the Nigeria Police Force, Mubi Area Command.

Methodology

The study adopted a survey research design using a mixed-methods approach to collect quantitative and qualitative data. Primary data were obtained through structured questionnaires and analyzed

using descriptive and inferential statistics with SPSS version 24. The study population comprised 1,102 police officers in the Mubi Area Command, excluding mobile police officers, while a sample of 500 respondents was selected.

A multi-stage sampling technique involving stratified, proportionate, purposive, and simple random sampling was employed to ensure representativeness. Respondents were proportionately drawn from senior officers, inspectors, and rank-and-file personnel, while purposive sampling was used to select the five Local Government Areas under the Mubi Area Command. The sample size was considered adequate for reliable statistical analysis and enhanced the generalizability of the study findings.

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Years of Work Experience in the Command

EXP					
	Frequency		Percent	Valid Percent	Cumulative Percent
Valid	1	140	30.4	30.4	30.4
	2	122	26.5	26.5	57.0
	3	108	23.5	23.5	80.4
	4	90	19.6	19.6	100.0
	Total:	460	100.0	100.0	

Sources: Field Survey, 2026.

The frequency distribution for experience (EXP) in Table 4.6 shows that out of the 460 respondents, category 1 (1-5 years) has the highest number with 140 respondents, representing 30.4% of the sample. This suggests that a substantial proportion of respondents have relatively low years of experience. Category 2 (6-10 years) follows with 122 respondents (26.5%), while category 3 (11-20 years) accounts for 108 respondents (23.5%). Category 4 (21 years and above) has the least representation with 90 respondents, making up 19.6% of the sample. The cumulative percentages indicate a fairly gradual distribution across the categories, with about 57.0% of respondents falling within the first two categories and 80.4% within the first three categories.

Descriptive Statistics in respect of questions related to remuneration on Welfare in the Nigeria Police Force Mubi Area Command, Adamawa State.

Descriptive Statistics

	N	Statistic	Minimum	Maximum	Sum	Mean	STD
Salary adequate for basic needs	460	4	1	5	1158	2.52	.051
Allowances sufficient for welfare	460	4	1	5	1145	2.49	.049
Remuneration reflects risk/responsibility	460	4	1	5	1109	2.41	.048
Timeliness of salary/allowances	460	4	1	5	1195	2.60	.049
Remuneration system is fair/transparent	460	4	1	5	1094	2.38	.047
Comparable to other agencies	460	4	1	5	1030	2.24	.046
Receive all entitled benefits	460	4	1	5	1170	2.54	.047
Valid N (listwise)	460						

Sources: Field Survey, 2026.

The descriptive statistics from 460 respondents indicate a consistent pattern of moderate dissatisfaction with remuneration and welfare conditions, with mean scores ranging from 2.24 to 2.60. Overall, respondents generally disagreed that the remuneration structure is adequate, fair, or satisfactory, although there was slight relative satisfaction with the timeliness of salary payments.

Respondents were only moderately satisfied that their salary meets basic needs ($M = 2.52$, $SD = 1.094$) and that allowances adequately support their welfare ($M = 2.49$, $SD = 1.049$). They also largely believed that remuneration does not adequately reflect the risks and responsibilities of their jobs ($M = 2.41$, $SD = 1.037$) and perceived the remuneration system as lacking fairness and transparency ($M = 2.38$, $SD = 1.019$). The timeliness of salary and allowance payments received the highest mean score ($M = 2.60$, $SD = 1.044$), suggesting relatively better perceptions regarding prompt payment, although satisfaction remained below the neutral benchmark. The lowest-rated indicator was the comparability of remuneration with that of other agencies ($M = 2.24$, $SD = 0.981$), reflecting strong perceptions that police remuneration is uncompetitive. Respondents also only moderately agreed that they receive all entitled benefits ($M = 2.54$, $SD = 1.018$).

The positive skewness and generally negative kurtosis values across the indicators suggest that dissatisfaction predominates, although respondents' experiences vary considerably.

Overall, the findings confirm that the remuneration system is perceived as inadequate, unfair, uncompetitive, and insufficient in meeting employees' welfare and job-related expectations. These results align with studies by Ekpu and Mukoro (2024), Collins and Nworgu (2023), Arian et al. (2022), and Usman and Ogunniran (2023), which found that inadequate financial rewards and benefits negatively affect personnel welfare and performance and emphasized the need for improved and competitive remuneration systems to enhance employee commitment and wellbeing.

Descriptive Statistics in Respect Of Questions On The Working Conditions on Welfare in the

Nigeria Police Force Mubi Area Command, Adamawa State.

Descriptive Statistics

	N	Statistic	Minimum	Maximum	Sum	Mean	STD
Work environment safe/conducive	460	4	1	5	1394	3.03	1.092
Facilities/equipment adequate	460	4	1	5	1270	2.76	1.090
Workload reasonable	460	4	1	5	1255	2.73	1.045
Work-life balance acceptable	460	4	1	5	1158	2.52	1.040
Supervisors supportive/fair	460	4	1	5	1326	2.88	1.096
Poor conditions increase stress	460	4	1	5	1772	3.85	1.016
Improved conditions enhance welfare	460	4	1	5	1860	4.04	.976
Valid N (listwise)	460						

Sources: Field Survey, 2026

The descriptive statistics from 460 respondents indicate a mixed but generally moderate assessment of workplace conditions, with mean scores ranging from 2.52 to 4.04. Respondents slightly agreed that their work environment is safe and conducive ($M = 3.03$, $SD = 1.092$) and moderately perceived supervisors as supportive and fair ($M = 2.88$, $SD = 1.096$). However, they expressed dissatisfaction with the adequacy of facilities and equipment ($M = 2.76$, $SD = 1.090$), the reasonableness of workload ($M = 2.73$, $SD = 1.045$), and work-life balance ($M = 2.52$, $SD = 1.040$). The negative kurtosis values across most variables indicate considerable variation in respondents' experiences and perceptions.

Respondents strongly agreed that poor working conditions increase stress ($M = 3.85$, $SD = 1.016$) and even more strongly believed that improving working conditions would significantly enhance employee welfare ($M = 4.04$, $SD = 0.976$), with the latter showing the highest level of consensus.

Overall, the findings suggest that although there are relatively positive perceptions of workplace safety and supervisory support, significant concerns remain regarding infrastructure, workload, and work-life balance. The results underscore the need to improve workplace conditions, facilities, and workload management to enhance personnel welfare and productivity.

These findings are largely consistent with empirical studies by Isaac, Evelyn, and Samuel (2021), Otory and David (2023), Sani, Akeen, and Peter (2023), and Jason et al. (2024), which found that conducive work environments, organizational support, adequate resources, and balanced workloads improve employee welfare and reduce stress. However, studies by Samwel and Boniface (2021), Oluwaseun and Motunrayo (2024) provide partial or contrary evidence, suggesting that the influence of specific working conditions on personnel welfare may vary depending on context and measurement.

Summary and Conclusion

This study examined the determinants of personnel welfare and effective service delivery in the Nigeria Police Force, Mubi Area Command, Adamawa State, using a multi-stage sampling technique and data from 460 respondents, and found that inadequate and uncompetitive remuneration, poor working conditions, and outdated equipment adversely affect personnel welfare and service delivery, while training programmes are moderately effective but require modernization and regularity; consequently, the study concludes that substantial improvements in compensation systems, workplace conditions, infrastructure, equipment, and training are necessary to enhance employee welfare, motivation, productivity, and overall organizational performance.

Recommendations

Based on the findings, the following recommendations were made:

- i. There is a need for a comprehensive review and restructuring of the remuneration system to ensure fairness, competitiveness, and adequacy.
- ii. Management should prioritize the improvement of workplace conditions by providing adequate facilities, reducing excessive workload, and promoting a healthy work-life balance.

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