

## **Job Demand and Work Life Balance as Factors Influencing Job Satisfaction among Police Officers in Keffi, Nasarawa State, Nigeria**

<sup>1</sup>Sani A. Oshishepo, PhD, <sup>1</sup>Akeen A. Kenku, PhD & <sup>1</sup>Peter O. Otaki

Department of Psychology, Nasarawa State University, Keffi – Nigeria

Email: sanioshishepo@nsuk.edu.ng

### **Abstract**

The current study examined Job stress and work life balance as factors influencing job satisfaction among Police Officers serving under Keffi Area Command in Nasarawa State Nigeria. The study sample consists of 252 (112 males and 140 females) police officers in Keffi Area Command using simple random sampling technique. Data were collected using self-administered questionnaires consisting of Questionnaire on the Experience and Evaluation of Work (QEEW), Work-life Balance Scale and Generic Job Satisfaction Scale (GJSS). Three research hypotheses were formulated and tested using Pearson Product Moment Correlation and Independent Sample t-test. The results showed a significant relationship between job demand and job satisfaction ( $r = -.27, p < .05$ ). There is a significant relationship between work life balance and job satisfaction among the Nigerian police force ( $r = .25, p < .05$ ). There is no significant gender difference in job satisfaction among male and female officers [ $t(250) = -.50; p > .05$ ]. The study recommends among others that the Nigerian police service commission should address factors contributing to high level of job demands, such as workload, resource shortages, and administrative burdens and strive to create a conducive work environment that allows officers to perform their duties effectively while minimizing stressors.

**Keywords:** Job, Demand, Work, Life Balance, Job Satisfaction, Police Officers, Keffi-Nasarawa State

### **Introduction**

In the ever-changing world of law enforcement, Nigerian police officers encounter numerous obstacles that influence their day-to-day lives. There is no doubt that considering the current state of Nigeria, which is beset by a range of security issues including kidnapping, armed robbery, human trafficking, political unrest, and insurgency, the task of maintaining societal peace demands police officers who are devoted, committed, and content with their profession. Eugene and Gau (2020) also emphasized this point, stating that job satisfaction plays a crucial role in ensuring a workforce that is both well-staffed and high-performing.

Job satisfaction is crucial for organizations to achieve their goals (Oso *et al*, 2020). When employees are satisfied, they are more likely to be motivated to accomplish the organization's objectives. Job satisfaction refers to the fulfilment that a worker experiences in their daily tasks. High job satisfaction is generally associated with a strong commitment to one's work. It involves a comparison between an individual's expectations from their job and their actual experience. According to Korlo and Akintunde (2016), job satisfaction is determined by the extent to which an employee's aspirations, desires, and needs are fulfilled in their work. Job satisfaction according to Szromek and Wolniak (2020), is a reflection of how employees perceive their work, evaluating it based on factors such as their sense of choice in the work, the ability to utilize their skills and talents, and the feeling of accomplishment they derive from their tasks.

Research in organizational studies has revealed that job satisfaction can lead to several positive outcomes. Studies have shown that satisfied employees tend to have a stronger emotional connection to their workplace and a greater sense of belonging to the organization. Job

satisfaction is also important in preventing burnout and encouraging employees to stay with their current employer (Yousef, 2017; Peng *et al*, 2016). When employees are satisfied with their work, they are more likely to be committed to the organization, which in turn can lead to lower turnover rates (Mathieu *et al*, 2016).

Job demands refer to the expectations and requirements that employees must meet in order to perform their jobs effectively. These demands can include psychological, physical, social, and organizational requirements, and they can put pressure on employees to continuously respond with their mental and physical abilities (Xian & Zhai, 2019). Solaymannezhad (2004) suggests that all jobs have the potential to impose demands that can cause stress, whether they are challenges that motivate individuals or pressures that overwhelm them. While these job demands can be identified, the experience of stress is unique to each individual and how they perceive and respond to these demands.

Police job no doubt is a very demanding one. Police officers have a wide range of responsibilities, including keeping the peace, enforcing laws, arresting people who break the law, investigating crimes, and presenting evidence in court. To be able to carry out these duties, police officers often work in shifts that rotate throughout the week, from Sunday to Saturday. When police officers deal with a lot of stress on the job and are exposed to traumatic events, it can increase their risk of experiencing negative outcomes. These outcomes can include feeling exhausted and overwhelmed at work, having health problems, being unsatisfied with their job, and not performing as well as they could (Houdmont, 2017; Fekedulegn *et al*, 2013).

Having a good balance between work and personal life is important for employee satisfaction. In countries like Nigeria, which are still developing, the idea of work-life balance is relatively new and not as well-established as it is in some other countries (Okafor *et al.*, 2023). Work-life balance is all about finding the right balance between career and personal life. It means having enough time to succeed one's career and achieve goals, while also having enough time to take care of one's health, spend time with family and friends, and pursue personal growth and development. It's about having enough time to meet obligations at work and at home, without feeling like one aspect of your life is dominating the other (Lavelakar *et al*, 2019). According to Dhas (2015), achieving work-life balance is all about creating a work environment that supports employees in managing their work and personal responsibilities. This means providing a workspace that is healthy and supportive, and that allows employees to balance their work and personal commitments. Meyer and Parfyonova (2010) posited that work-life balance involves two important themes. First, there is the need for employees to develop individual strategies to achieve an acceptable balance between work and family lives; second, employers need to provide policies that allow employees enjoy job flexibility. They added that, most often than not, when there is balance between paid work and social life, job satisfaction is enhanced (Meyer & Parfyonova, 2010)

There are a number of factors in the police work environment that can make it difficult for officers to achieve a good work-life balance. These factors might include things like heavy workloads, unexpected changes in scheduling, or other pressures from the organization that can interfere with an officer's ability to balance their work and personal life (Anju & Punia, 2022). Based on these factors, the life characteristics of police officers are closely related to work-life balance.

When there is an imbalance between work and personal life, it can lead to a lot of problems that can be really harmful. In the case of police officers, an imbalance can cause a lot of stress, both physically and mentally, and can even put their mental health at risk. When officers have a hard time balancing their work demands with their personal time and time with their family, they can become burned out, less productive, and even have conflicts with their family. This

can lead to feelings of anxiety and depression, and can decrease their overall quality of life (Sitohang *et al.*, 2023).

### **Statement of the Problem**

In Nigeria, the police force often face high levels of job demand due to the nature of their work, which can include exposure to dangerous situations, long working hours, and heavy workloads. This can lead to increased stress and decreased job satisfaction. Maintaining a healthy work-life balance is vital for physical and mental well-being, fostering positive relationships, and attaining job satisfaction. Imbalance in work and life is a significant problem impacting both the well-being of employees and the organizations they work for (Manoj & Shivalingappa, 2021). Many police personnel struggle to balance their job demands with family responsibilities. This challenge may arise from various factors, such as the requirement for police personnel to work diverse schedules, including day and night shifts, weekends, and holidays. Such demanding work schedules often leave them with limited time for family and fulfilling other responsibilities. Moreover, police personnel often have minimal time to spend with their families, and even during festive occasions, they are frequently away from home due to duty commitments (Manoj & Shivalingappa, 2021). This can lead to increased stress and may affect their level of job satisfaction

While previous studies have explored the influence of job demand and work-life balance on job satisfaction in other sectors (Adekanye et al., 2017; Coleman, 2021; Negussie & Kaur, 2016; Oso et al., 2020), there is limited research specifically focused on police officers in Nigeria. This study aims to address this gap by examining the relationship between job demand, work-life balance, and job satisfaction among police officers in Keffi Nasarawa State, Nigeria.

### **Objectives of the Study**

The study Seek to address the following objectives

- i. Examine the relationship between job demand and job satisfaction among police officers in Keffi Area Command.
- ii. Examine the relationship between work life balance and job satisfaction among police officers in Keffi Area Command.
- iii. Determine the gender difference in the level job satisfaction among police officers in Keffi Area Command.

### **Hypotheses**

The following hypotheses will be tested:

- i. There is a significant relationship between job demand and job satisfaction among police officers in Keffi Area Command.
- ii. There is a significant relationship between work life balance and job satisfaction among police officers in Keffi Area Command.
- iii. There is a significant gender difference in the level job satisfaction among police officers in Keffi Area Command.

### **Theoretical Framework**

This study is anchored on Job Demand-Control-Support Model. Different scholars developed different job stress models, but Job Demand-Control-Support Model has captured the attention of many researchers and dominated empirical research on job stress since 1980s' (Ibrahim, 2013). The theory was developed by Karasek in the 1976 and has been widely used in the field of occupational health psychology. This theory recognizes the importance of daily environmental stressors on the long-term experiences of stress. Job demands such as high

workload and time pressures can lead to negative outcomes including stress. However, an individual's potential, control over his/her task and conduct during working day helps to counter the negative effects of job demands (Negussie & Kaur, 2016).

The model suggests that job stress results from the interaction between job demands and job control. According to the model, job demands refer to the psychological, physical, social, and organizational aspects of a job that require effort and are associated with stress. These demands can include workload, time pressure, emotional demands, and conflicting demands. Simply put, the term "job demand" in this model refers to the amount of workload or requirements placed upon an individual (Mulder, 2017).

The implication and relevance of Job Demand-Control-Support Model as it implies to this study is that police work is characterized by various demanding factors with officers often facing high levels of job demands such as long and irregular working hours, exposure to dangerous and traumatic situations, heavy workload, time pressure, and the need to make critical decisions quickly. These demands can contribute to increased stress levels among police officers which may lead to negative consequences such as increased job dissatisfaction, emotional exhaustion, decreased motivation, and higher levels of burnout. Again, the work life balance of the police officers has a greater impact on the job satisfaction in those officers who have a high centrality of the family role may fill dissatisfaction on their job. Work is more central to man's identity, whereas the family is more central to women to the officers.

## **Empirical Review**

### **Job Demand and Job satisfaction**

Samaila *et al* (2022) examined how job demands and stress affect interest and job satisfaction for secretaries working at tertiary institutions in Bauchi State, Nigeria. The sample included 156 secretaries across 10 colleges in Bauchi State. Data was collected using a validated questionnaire developed by the researchers. The collected data was analysed using linear regression. The results showed that job demands and stress significantly influence interest and job satisfaction for secretaries at these tertiary institutions in Bauchi State.

Obi and Oghounu (2022) investigated the association between job satisfaction and work-induced stress among the workforce employed in tertiary institutions located in Delta State, Nigeria. The study utilized a correlational survey research design and was conducted specifically within Delta State. Data were collected using a questionnaire as the primary research instrument. The findings of the study revealed a statistically significant relationship between job satisfaction and work-induced stress among the workforce of tertiary institutions in Delta State. However, the study also found no significant influence of experience level and staff category on the relationship between job satisfaction and work-induced stress among the workforce in these tertiary institutions in Delta State

Bagheri and colleagues (2020) conducted a study to examine the relationship between work factors and job satisfaction in Iranian nurses. They study surveyed 730 nurses from 4 public hospitals in different regions of Iran. The nurses filled out questionnaires measuring their job demands, control, support, and satisfaction. The study found that nurses with lower satisfaction reported significantly higher mental and physical demands at work. The study found significant relationships between satisfaction and different job aspects like demands, control, and support. In particular, mental demands, physical demands, skill discretion, decision authority, and supervisor support were associated with satisfaction. Together, the demographics and work factors accounted for 42% of the variation in nurses' job satisfaction.

Kaihlanen and colleagues (2023) examined conducted a mixed method study which examined how objective and subjective job demands and resources relate to stress and satisfaction in

home care nurses. The study collected quantitative data through questionnaires and qualitative data using interviews. The quantitative data was analysed using regression and the qualitative data using content analysis. They study found that higher time pressure, conflicts; disruptions were associated with lower satisfaction.

Huang *et al* (2022) examined the influence of job demands, job resources, and career calling on job satisfaction in health professionals. They sample included 1,117 health workers in Hangzhou, China. The study found that social support, feedback, work conditions, and calling positively affected health worker satisfaction. Work-family conflict and emotional demands negatively affected it. Path analysis showed demands, resources, and calling directly influenced satisfaction. Resources and demands also indirectly affected satisfaction through calling. Calling positively moderated the resource-satisfaction link but negatively moderated the demand-satisfaction link. In summary, the study found job resources and calling have a positive influence on

Ajibewa (2021) examined how job demands, involvement, and discrimination relate to job satisfaction for Road Safety Service Corps staff in Ilorin, Nigeria. They surveyed 150 participants (86 men, 37 women) using scales measuring job discrimination, involvement, demands, and satisfaction. Descriptive and inferential statistics analyzed the data. Results showed no gender difference in job satisfaction. Staff with low involvement had significantly lower satisfaction than those with high involvement. Those perceiving low discrimination had higher satisfaction than those seeing high discrimination. Finally, staff with high job demands reported lower satisfaction than those with low demands.

### **Work-life balance and job Satisfaction**

Oso and colleagues (2020) conducted a descriptive survey of 93 female academics examining work-life balance and job satisfaction in female academics at public universities in Lagos, Nigeria. The study used the Work-Life Balance Scale and Job Satisfaction Scale with high reliabilities. Regression analysis tested hypotheses. The results showed aspects of work-life balance namely flexible work hours, work shifts, and study leave significantly influenced job satisfaction in the female academics. Together, the flexibility factors accounted for 21% of variance in satisfaction.

Coleman (2021) examined the effect of work-life balance on job satisfaction among police officers in Cape Coast, Ghana. The study used a descriptive survey design and conveniently sampled 155 officers. The results showed no significant relationship between gender and work-life balance. However, junior officers were more adversely affected by work-life conflict than senior officers. Married officers also experienced more work-life conflict than single officers. Long work hours, lack of support, and job pressures were organizational factors harming balance. Personally, officers were unhappy with free time, sleep, and family time. Work-life balance significantly influenced and predicted job satisfaction for the officers. Better balance related to higher satisfaction.

Kamali and Chirayath (2017) examined quality of work life and its impact on job satisfaction among police personnel. Key factors influencing quality of work life included skill discretion, task control, work/time pressures, hazard exposure, work-life balance, stress, and health. Using snowball sampling, 50 police personnel were surveyed. Data analysis involved percentages, crosstabs, ANOVAs, and regression to test hypotheses. The results showed a significant positive relationship between quality of work life and job satisfaction - better quality connected to higher satisfaction.

### **Gender and Job Satisfaction**

An important demographic characteristic that has an impact on job satisfaction is gender. Rostami *et al* (2022) noted generally speaking, and especially in police work as a male-

dominant system, gender can be considered an important determinant of job satisfaction. Previous studies on job satisfaction and gender have shown different results. The majority of research indicated that despite worse working conditions (such as gender discrimination, less chance of promotion, and pay differences), women reported higher job satisfaction than their male counterparts even after controlling for a wide range of job characteristics (Redmond & McGuinness, 2019).

Kumar (2020) examined the influence of demographic factors and work environment on job satisfaction among police personnel in Kerala, India. Among the demographic characteristics examined, gender had a statistically significant impact on job satisfaction. Women officers had significantly greater levels of job satisfaction compared to men. The study argued that women having greater levels of satisfaction could also be because women are adapting themselves to the police work environment through training and organizational acclimatization. It also argued that government orders to protect women in the workplace empower women, make them feel more secure, and have a role in the higher levels of satisfaction of women.

Rostami *et al* (2022) conducted a cross-sectional study with the aim of increasing the understanding of job satisfaction in Swedish police officers by taking into account work-related stress, and sexual and gender-based harassment. Data were collected from 152 police officers working in vulnerable areas in Stockholm using socio-demographic questions, the Police Stress Identification Questionnaire (PSIQ), Sexual and gender-based harassment questions, and Job Descriptive Index (JDI). The study found among others that there were no significant differences in the subscales of job satisfaction between male and female police officers.

**Methodology**

This study adopted a survey research design. This strategy was employed because it allowed the collection of a large amount of data from a sizable population in an economical manner. The study population consists of 1,024 police officers serving across all the divisions and outposts under Nigerian Police Area Command Keffi. Sample for the study was determined from the given population size using the Taro Yamane’s formula for sample size determination as shown below:

$$n = \frac{N}{1 + N(e^2)}$$

Where:

n = Estimated sample size

N = Population of police officers in Keffi = 1,024

e = Tolerable error 0.5%

$$n = \frac{1024}{1 + 1024(0.05^2)}$$

$$n = \frac{1024}{1 + 1024(0.0025)}$$

$$n = \frac{1024}{3.56}$$

$$n = 287$$

The sample for the study consists of 287 police officers. Convenient sampling technique was used in selecting the participants for the study. This technique was considered appropriate due to the nature of police work which does not permit most of the police officers to be readily available in their divisional offices and outposts. This is because the majority of them were out

carrying out their duties such as effecting arrests, conducting investigations, special operations, going on beats, attending to VIPs etc. Therefore, the researcher conveniently selects the officers that were available and consented to participate.

In order to collect data for the study, the Questionnaire on the Experience and Evaluation of Work (Van-Veldhoven & Meijman, 1994), Work Balance Scale (Avadhani & Menon, 2022) and the Generic Job Satisfaction Scale (Macdonald & Macintyre, 1997).

Job demand was measured using the Questionnaire on the Experience and Evaluation of Work (QEEW) developed by Van-Veldhoven & Meijman in (1994). The QEEW has 7-items that QEEW the emotional demand associated with the respondent's job. The items are measure on a 4-point likert scale ranging from (1) never, (2) sometimes, (3) often, to (4) always. Examples of items are: "Does your work demand a lot of concentration?" and "Do you need to keep an eye on many things at the same time during your work?" The items are summed up after scoring with higher scores indicating higher job demand.

Work life balance was measured using the 16-item from the Work-life Balance Scale developed by Avadhani and Menon (2022). The Scale measures work life balance in three dimensions namely nature of work (7 items), work flexibility (5 items) and personal life (5 items). Respondents indicated their agreement on a five-point scale from 1 (strongly disagree) to 5 (strongly agree). All items were summed up after scoring with higher scores representing perceptions of high work-life balance.

The Work-life balance scale has been reported to demonstrate good reliability. Avadhani and Menon (2022) originally tested the scale among from 18 different insurance companies in India and reported strong Cronbach's alpha reliability index of above 0.7 for all the dimensions of the scale and 0.816 total for the scale.

### **Generic Job Satisfaction Scale (GJSS)**

Job satisfaction was measured using the Generic Job Satisfaction Scale (GJSS). The Generic Job Satisfaction Scale was developed by Macdonald and Macintyre (1997). It is a 10 item scale used to assess employee attitude about job and aspects of job measured on a 5 point likert scale. The total score can range from 10 to 50, with higher scores indicating higher level of job satisfaction and vice versa.

**Reliability of the GJSS:** The GJSS is reported to have an internal consistency of 0.77 by the developers (Macdonald & Macintyre, 1997). Abbas and Ibrahim reported a Cronbach alpha reliability index of 0.803 among public servants in Yobe State Nigeria.

### **Data Analysis**

The data collected in this study were analysed using Pearson Product Moment Correlation to test hypotheses 1 and 2, while the Independent Sample t-test was used to test hypothesis 3. A significance level of 0.05 was set for these tests. All data analyses were conducted using the Statistical Package for Social Science (SPSS version 23).

## **Result of the Findings**

### **Hypotheses Testing**

**Hypothesis 1:** The first hypothesis states that there is a significant relationship between job demand and job satisfaction among police officers in Keffi Area Command. The hypothesis was tested using Pearson product Moment Correlation in Table 1

**Table 1: Correlation between Job Demand and Job Satisfaction**

Variables	$\bar{x}$	SD	R	P
Job Demand	16.41	3.70	-.27	.00
Job Satisfaction	36.98	8.41		

$$r = -.27, p < .05$$

Table 1 shows results of Pearson correlation between job demand and job satisfaction. Specifically, it indicates that there is a significant relationship between job demand and job satisfaction ( $r = -.27, p < .05$ ). The stated hypothesis is therefore accepted.

**Hypothesis 2:** The second research hypothesis states that there is a significant relationship between work life balance and job satisfaction among police officers in Keffi Area Command. Pearson Product Moment Correlation was adopted to test the hypothesis in Table 2

**Table 2: Correlation between Work-life Balance and Job Satisfaction**

Variables	$\bar{x}$	SD	R	P
Work-Life Balance	41.82	7.11	.25	.00
Job Satisfaction	36.98	8.41		

$$r = .25, p < .05$$

Table 2 shows the results of analysis performed to test the relationship between work life balance and job satisfaction among police officers in Keffi Area Command. The results specifically indicate that there is a significant relationship between the two variables ( $r = .25, p < .05$ ). The stated hypothesis is therefore accepted.

**Hypothesis 3:** The third research hypothesis states that there is a significant gender difference in the level job satisfaction among police officers in Keffi Area Command. Independent sample t-test was used to test this hypothesis and the results presented in Table 3.

**Table 3: Summary t-test on Gender and Job Satisfaction among Police Officers in Keffi Area Command**

Gender	n	$\bar{x}$	SD	Df	T	P
Male	112	36.69	7.06	250	-.50	.62
Female	140	37.22	9.36			

$$t(250) = -.50; p > .05$$

Table 3 shows the scores of male and female police officers on the Job Satisfaction Scale. The mean score of female police officers ( $M = 37.22; SD = 9.36$ ) is slightly higher than the mean scores of male police officers ( $M = 36.69; SD = 7.16$ ). The difference in their mean scores is however not significant [ $t(250) = -.50; p > .05$ ]. This implies that there is no significant difference in the level of job satisfaction of male and female Police officers. The hypothesis is therefore not accepted.

## Discussion

Findings from analysis of the first research hypothesis showed that there is a significant relationship between job demand and job satisfaction among the officers of the Nigerian police force, Keffi Area Command. This suggests that when police officers experience high levels of job demand, their satisfaction with their job will likely decrease. The finding is agrees with the



majority of related research on the link between job demand and job satisfaction. The majority of research consistently affirmed that the perception of high job demand has a negative effect on job satisfaction (Bagheri *et al*, 2020; Kaihlanen *et al*, 2023; Obi & Oghounu, 2022; Samaila *et al.*, 2022). Policing is often recognized as a high-stress profession due to the nature of the job, involving potential risks, long hours, and intense pressure. Also, insufficient resources, both in terms of manpower and equipment, can heighten the level of job demand among police officers as the few manpower are overworked with poor equipment. The frustration resulting from these situations may lead to reduced job satisfaction as officers struggle to perform their duties effectively.

Findings from analysis of the second research hypothesis showed that there is a significant relationship between work-life balance and job satisfaction. This indicates that police officers who perceive greater work-life balance also tend to have higher job satisfaction. As work-life balance improves, job satisfaction also increases. The finding agrees with Amla and Malhotra (2019) who conducted a similar study among female police officers in India and also found significant positive relationship between work-life balance and job satisfaction. The finding also echoes Coleman's (2021) study conducted among police officers in Ghana. There are several potential reasons for this relationship one of which is the possibility that Officers with good work-life balance may feel less stressed, less strained from juggling work and personal responsibilities, and more able to focus on their job tasks. This can enhance their motivation and satisfaction at work.

Findings from analysis of the third research hypothesis showed that there is no significant gender difference in job satisfaction among male and female officers of the Nigerian Police Force. The finding implies that, on average, male and female officers within the Nigerian Police Force report similar levels of job satisfaction. The finding agrees with reports from related studies by researchers who also found that gender does not have a significant influence on the level of job satisfaction among police officers (Rostami *et al.*, 2022; Barnett, 2022; Johnson, 2012; Juncaj, 2005) and workers in other organizations (Agbor *et al.*, 2014; Rast & Tourani, 2013). This is a positive indicator of gender equality within the workplace, suggesting that gender itself does not play a significant role in determining officers' contentment with their jobs. However the finding disagrees with Parmar and Dhingra (2016) whose study conducted among police personnel in India found that female police officers have significantly higher levels of job satisfaction compared to their male counterparts.

## **Conclusion**

This study explored the relationship between job demand, work life balance and job satisfaction among Nigerian Police Force officers in Keffi, Nasarawa State, Nigeria. The results showed that higher levels of job demands were linked to lower satisfaction. While higher levels of work-life balance were associated with higher job satisfaction. Interestingly, there were no significant differences in reported job satisfaction between male and female officers. This implies that gender does not play a role in how content officers are with their jobs.

## **Recommendations**

Based on the findings, the following measures are recommended

- i. The Nigerian Police service commission should conduct periodic mental health evaluation. Annual or biannual mental health assessments can identify officers struggling with excess job demand or emotional pressures that may undermine job satisfaction.
- ii. The Nigerian Police should implement mandatory stress management training sessions focused on healthy coping strategies, self-care, and recognizing signs of burnout could help officers manage stress and prevent dissatisfaction among police officers.

- iii. The Nigerian Police should address factors contributing to high level of job demands, such as workload, resource shortages, and administrative burdens and strive to create a conducive work environment that allows officers to perform their duties effectively while minimizing stressors.
- iv. While gender differences in job satisfaction were not found, they should continue to promote gender equality initiatives within the Nigerian Police Force. Ensure equal opportunities, fair treatment, and a supportive environment for both male and female officers.

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