

## PSYCHOLOGICAL FACTORS AS PREDICTORS OF JOB PERFORMANCE AMONG NIGERIAN POLICE FORCE PERSONNEL, KWARA STATE, NIGERIA

LASISI, Adekola Kamil<sup>1</sup>, IBRAHIM, Haruna<sup>2</sup> & ALIYU, Salihu Kudumi<sup>3</sup>

<sup>1,2</sup>Department of Educational Management & Counselling, Al-Hikmah University, Ilorin, Nigeria  
[kamadelas@gmail.com](mailto:kamadelas@gmail.com)/+2348037156589, [iharuna800@gmail.com](mailto:iharuna800@gmail.com)/+2348025353576

<sup>3</sup>Institute of Governance and Developmental Studies, Nasarawa State University, Keffi, Nigeria  
[sakudumi@yahoo.com](mailto:sakudumi@yahoo.com)/+2347032552560

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### ABSTRACT

This study examined psychological factors as predictors of job performance among Nigerian Police Force Personnel in Kwara State, Nigeria. Six research objectives were stated, and six corresponding hypotheses were formulated and tested at the 0.05. Descriptive correlational research design was adopted. From a population of 3,953 police personnel, a sample size of 364 was determined using Slovin's formula. A multistage procedure was used to select 30 police formations from the three senatorial zone, and convenience sampling technique was adopted to administer the research instrument. Pearson's Product Moment Correlation was used to test the predictive relationships, while regression analysis was used to determine the joint and relative contributions of independent variables to the prediction of dependent variable. Findings revealed a significant relationship between the independent variables and job performance. Locus of control had the highest relative prediction ( $\beta = 0.58$ ), followed by assertiveness skills ( $\beta = 0.48$ ), self-efficacy showed the lowest positive contribution ( $\beta = 0.06$ ). whereas emotional intelligence made a significant negative contribution ( $\beta = - 0.05$ ). Also, multicollinearity analysis showed substantial overlap between assertiveness skill and self-efficacy. Consistent with Campbell's theory of job performance, the study revealed a predictive relationship between psychological variables and job performance. The study recommended the integration of structured assertiveness training into in-service programmes to promote responsive and efficient job performance among police personnel particularly in Kwara State, Nigeria.

**Keywords:** Psychological factors. Job performance, Police personnel, Kwara state

## Introduction

Effective Job performance of Nigerian Police Force is very crucial to the maintenance of peace and security especially in Kwara State, Nigeria. The insecurity in Kwara State has taken a worrisome level of escalation that requires concerted effort by well-meaning individuals within and outside Nigeria, including international organizations, security agencies, and researchers in order to proffer plausible solution to this menace.

Section 214 of the Constitution of the Federal Republic of Nigeria (FRN, 1999) as amended and section 4 of the Nigerian Police Act (2020) as amended, vested the responsibility of internal security on the Nigeria Police Force, therefore the security of Nigerians cannot be achieved without the effective job performance by the Nigerian Police Force. However, recent studies such as Ibrahim and Lasisi (2023), Nwachukwu et al. (2024), and Ugwuoke et al. (2024) among others, established that the Nigerian Police Force have not performed their duties effectively. The ineffective job performance by the Nigerian Police Force is connected to a number of psychological predispositions (Okoye, 2024). Therefore, this study adopted a descriptive correlational design to examine the prediction of psychological predispositions (Assertiveness Skills, Emotional Intelligence, Locus of Control & Self-efficacy) to the job performance of Nigerian police Force personnel in Kwara State, Nigeria.

Assertiveness skills has a positive and significant impact on job performance of Chinese banking sector's employees (Zhou, 2024). This assertion suggests the essentiality of employee's assertiveness skills as a catalyst for building a robust organizational outcome. It was also revealed in Batic and Gogov (2023) that there is a nexus between assertiveness skills of police personnel and effective policing which results in national security.

Similarly, Poor emotional intelligence among Police personnel is significantly associated with occupational stress resulting in ineffective job performance (Rajan et al., 2021). In Nigeria, concerns have been raised regarding the level of emotional intelligence of some police personnel. Some police personnel have been associated with extra-judicial killings, harassment, illegal detention, and extortion, among other forms of professional misconduct. These practices have contributed to public distrust and erosion of citizens' confidence, thereby hampering the flow of credible intelligence required for effective job performance (Tiwa, 2024).

Employees' positive Locus of control can result in good performance leading to organizational goals achievement. Empirical evidence suggests that locus of control is significantly associated with job performance (Onwuekwem et al., 2024). The culture of waiting for superior directives has continued to erode the proactiveness required for effective policing.

Likewise, self-efficacy can influence employees' effectiveness within an organizational setup. A positive self-efficacy results in strong intrinsic motivation needed by the police to perform their duty despite several challenges associated with policing (Pitagno-Algeria, 2025). This position aligns with Na-Nan and Sanamthong (2020) who revealed a positive relationship between intrinsic motivation and job performance.

This study was anchored on Campbell's Job Performance theory (1993). The theory conceptualizes job performance as behaviour rather than outcome, it further posits that performance is determined by three proximal determinants which include declarative knowledge (knowledge of facts and procedures), procedural knowledge and skills (the ability to apply knowledge effectively), and motivation (the choice to exert effort, the level of effort, and persistence over time). According to Campbell, these three components directly influence performance behaviour across multiple dimensions, including task-specific proficiency, communication, discipline, and supervisory competence. The major strength of this of Campbell's

theory is its suitability for predictive research. In the context of Nigerian Police Force in Kwara State, the theory provides a structured framework for explaining how internal psychological dispositions may enhance or hinder effective policing behaviour.

### **Objectives of the Study**

The main objective of this study was to investigate the relationship between independent variables and job performance among personnel of the Nigerian Police Force in Kwara State. Specifically, the study;

1. investigated the relationship between Assertiveness skills and job performance among personnel of the Nigerian Police Force in Kwara state,
2. examined the nexus between Emotional intelligence and job performance among personnel of the Nigerian Police Force in Kwara State,
3. determined the association between Locus of control and job performance among Nigerian Police Force Personnel in Kwara State,
4. explored the link between Self-efficacy and job performance among Nigerian Police Force personnel in Kwara State,
5. assess the joint contribution of the independent variables to the prediction of the dependent variable., and
6. analyzed the relative contributions of independent variables to the prediction of dependent variable.

### **Hypotheses**

Six null hypotheses were tested at a 0.05 significance level. The hypotheses include:

1. there is no significant relationship between assertiveness skills and job performance among Nigerian Police Force Personnel in Kwara State,
2. there is no significant relationship between emotional intelligence and job performance among Nigerian Police force Personnel in Kwara State,
3. there is no significant relationship between locus of control and job performance among Nigerian Police Force personnel in Kwara State,
4. there is no significant relationship between self-efficacy and job performance among Nigerian Police Force personnel in Kwara State,
5. there is no significant joint contribution of independent variables to the prediction of the dependent variable; and
6. there are no significant relative contributions of each of the independent variables to the prediction of the dependent variable.

### **Review of Empirical Literature**

Consistent with these theoretical assumptions, several empirical studies were reviewed to examine the relationship between the psychological factors (independent variables) and job performance. Ikpa (2022) tested the relationship between teachers' assertiveness skills and job performance in public Secondary schools, in Rivers State, Nigeria. Correlational research design was adopted. Respondents consisted of Two Hundred and Fourty Seven (247) teachers. Self-assertiveness and Teachers' Job Performance Questionnaire (SATJPQ) was used for data collection. The result showed a significant relationship between Teachers' assertiveness and job performance among Secondary school Teachers in Rivers State, Nigeria.

Additionally, Otor and Jato (2023) researched the link between emotional intelligence and job performance among employees in secondary schools, Benue State, Nigeria. Respondents comprised of one hundred and sixty (160) secondary school teachers and administrators. Descriptive correlational was adopted. Emotional Intelligence and Self-Assessment Questionnaire (EISAQ) was used for data collection. The result revealed a positive correlation between secondary school teachers and administrators' emotional intelligence and job performance in Benue State, Nigeria.

Also, Otu (2024) probed the correlation between Locus of Control and Academic performance of Secondary School Students with learning deficit in Mathematics, North-Central, Nigeria. Descriptive Survey Approach was adopted, sample size consisted of one thousand, five hundred and ninety (1590). The Locus of Control Scale (LOCS) and Students Academic Performance Inventory (SAPI) were used for data collection. The results revealed a significant relationship between Internal Locus of Control and Mathematics performance.

In another study, Ile and Edokpolor (2022) tested the relationship between self-efficacy and job performance among Business Educators in public universities. The sample size was one hundred and forty two (142) Business Educators in Public universities comprising of Twelve (12) Head of Departments (HODs) and One Hundred and Thirty (130) Lecturers. The Work Self-efficacy scale (WSES) and Job Performance Scale (JPS) were used for data collection. Findings revealed that independent variables jointly and relatively predicted the dependent variable.

Available literature revealed significant relationship between the identified independent variables and the outcome variable in this study. However, none of these studies were carried out within the geographical and population context of this study. This noticeable gap necessitated this study in the context of the Nigerian Police force in Kwara State.

The Nigerian Police Force is statutorily responsible for the internal maintenance of law and order in Nigeria. The police force has encountered numerous challenges that have constrained its effectiveness overtime. Although previous studies have proposed various solutions to ineffective policing in Nigeria, these interventions have not fully addressed the problem. As such, continued empirical scrutiny of this critical sector of the country is imperative, as prolonged insecurity poses significant risk to national stability and societal well-being. Studies have explored multiple variables associated with police ineffectiveness in Nigeria, few have adopted a correlational design that simultaneously examines psychological variables within the specific geographical location and population considered in this study. This study therefore contributes to the existing literature by adopting a correlational research design to investigate the relationship between independent variables and dependent variable, as well as to examine their relative and combined predictive contributions.

## Methodology

This study adopted a correlational research design. The population of the study consisted three thousand, nine hundred and fifty-three (3953) police personnel serving in Kwara State. The sample size was made up of three hundred and sixty-four (364) police personnel using the Slovin formula for population size determination ( $n = N/1+N(e)^2$ ) at a 0.05 level of significance. Although Slovin formula was used to estimate the minimum sample size, correlational and regression designs require power-based justification. Sample size adequacy was evaluated using the guidelines of Jacob Cohen (1992), which recommend ( $N \geq 50 + 8m$ ) for testing the overall model in multiple regression, and ( $N \geq 104+m$ ) for individual predictors. So, with 4 predictors, the minimum recommended sample size is 82 for the model and 108 for individual predictors, which

is below the actual sample size (364). This is consistent with established recommendations for power analysis in regression research (Faul et al., 2009). Multistage procedure was used to select 30 police formations comprised of 2 Area Commands and 8 Divisions from each of the three senatorial zones in Kwara State. participants were selected using convenient Sampling due to practical constraints in accessing personnel across multiple formations, this is supported by (Etikan et al., 2016). To minimize accessibility bias, data were collected from among diverse ranks and roles within the 30 police formations.

One research instrument consisting of five adopted scales was administered to participants for data collection. The internal consistency of the scales was assessed using Cronbach’s alpha coefficient. The 20 items Assertiveness Inventory (Gambill & Richey, 1975) yielded an alpha coefficient of ( $\alpha = 0.89$ ), also, Emotional Intelligence Questionnaire (Golman, 1995) yielded an alpha coefficient ( $\alpha = 0.97$ ), similarly, Work Locus of Control Scale (Spector, 1988) yielded an alpha coefficient ( $\alpha = 0.90$ ), Furthermore, the Generalized Self-efficacy Scale (Schwarzer & Jerusalem, 1995) yielded an alpha coefficient ( $\alpha = 0.91$ ), meanwhile the Job Performance Scale (Ramos-Villagrassa et al., 2019) yielded an alpha coefficient (0.91) respectively. Cronbach’s alpha values of above 7.0 are generally considered acceptable, hence the scales were sufficiently reliable for the study (George & Malley, 2003). The scales demonstrated applicability in Nigerian police Force samples. For instance, Assertiveness Inventory have been used in studies related to Nigerian police Force personnel recently in Nigeria and the scale revealed valid measurement of assertive behaviour in occupational context of Nigeria police. The Emotional Intelligence Questionnaire demonstrated strong construct validity and has been applied in Nigerian police samples, showing reliable measurement of assertiveness and emotional intelligence in Enugu state (Ndubuisi et al., 2023). Locus of Control scale has been validated among Nigerian Police personnel in Onitsha, Nigeria, reliably capturing internal-external control tendencies relevant to policing behaviour (Onwuekwem et al., 2024). Also, the General Self-efficacy Scale has been validated in Nigeria policing contexts, demonstrating meaningful assessment of personal efficacy beliefs among police officers in Anambra State, Nigeria (Chukwuegbo et al., 2022). Lastly, The Individual Work Performance Questionnaire was subjected to confirmatory factor analysis and found to exhibit acceptable factorial validity and internal consistency within the police sample (Ramoni, 2025). Inferential statistics such as The Pearson’s Product Moment Correlation (PPMC) and regression analysis were used to test formulated hypotheses at a 0.05 significant level.

**Results**

**Hypothesis 1:** There is no significant relationship between assertiveness skills and job performance of Nigerian Police personnel in Kwara State

**Table 1:** P. P. M. C. Table Showing the Relationship between Assertiveness Skills and Job Performance among Nigerian Police Force Personnel in Kwara State

Variables	Mean	St. Dev.	Number	Df	r. Cal.	Sig.	P
Assertiveness Skill	47.10	14.73	365	363	0.75	0.00	**
Job Performance	40.19	17.09					

\*\* (Significant @ 0.05 critical region)

Table 1 shows the results obtained from testing hypothesis 1. From the table, it is shown that r. calculated is 0.75, degrees of freedom is 363, and significance is 0.00. Since 0.00 is less than the 0.05 critical level, the null hypothesis is rejected. Thus, there is a significant relationship between assertiveness skills and job performance among Nigerian Police Force personnel in Kwara State.

**Hypothesis 2:** There is no significant relationship between emotional intelligence and job performance of Nigerian Police personnel in Kwara State

**Table 2:** P. P. M. C. Table Showing the Relationship between Emotional Intelligence and Job Performance of Nigerian Police Force personnel in Kwara State

Variables	Mean	St. Dev.	Number	Df	r. Cal.	Sig.	P
Emot. Intelligence	160.9	41.29	365	363	0.65	0.00	**
Job Performance	40.19	17.09					

\*\* (Significant @ 0.05 critical region)

Table 2 shows the results obtained from testing null hypothesis 2. From the table, it is shown that r. calculated is 0.65, degrees of freedom is 363, and significance is 0.00. Since 0.00 is less than the 0.05 critical level, the null hypothesis is rejected. Thus, there is a significant relationship between emotional intelligence and job performance among Nigerian Police Force personnel in Kwara State

**Hypothesis 3:** There is no significant relationship between Locus of control and job performance among Nigerian Police Force personnel in Kwara State

**Table 3:** P. P. M. C. Table Showing the Relationship between Locus of Control and Job Performance of Nigerian Police Force Personnel in Kwara State

Variables	Mean	St. Dev.	Number	Df	r. Cal.	Sig.	P
Locus of control	38.55	16.07	365	363	0.79	0.00	**
Job Performance	40.19	17.09					

\*\* (Significant @ 0.05 critical region)

Table 3 shows the results obtained from testing null hypothesis 3. From the table, it is shown that r. calculated is 0.79, degrees of freedom is 363, and significance is 0.00. Since 0.00 is less than the 0.05 critical level, the null hypothesis is rejected. Thus, there is a significant relationship between locus of control and job performance among Nigerian Police Force personnel in Kwara State.

**Hypothesis 4:** There is no significant relationship between Self-efficacy and job performance of Nigerian Police Force personnel in Kwara State

**Table 4:** P. P. M. C. Table Showing the Relationship between Self-efficacy and Job Performance of Nigerian Police Force personnel in Kwara State

Variables	Mean	St. Dev.	Number	Df	r. Cal.	Sig.	P
Self-efficacy	38.55	16.07	365	363	0.70	0.00	**
Job Performance	40.19	17.09					

\*\* (Significant @ 0.05 critical region)

Table 4 shows the results obtained from testing null hypothesis 4. From the table, it is shown that r. calculated is 0.7, degrees of freedom is 363, and significance is 0.00. Since 0.00 is less than the 0.05 critical level, the null hypothesis is rejected. Thus, there is a significant relationship between self-efficacy and job performance among Nigerian Police Force personnel in Kwara State

**Hypothesis 5:** There is no significant joint contribution of the independent variables to the prediction of the dependent variable

**Table 5:** Multiple Regression Table Showing the Joint Contribution of the Independent Variables to the Prediction of the Dependent Variable

Model	Sum of Squares	df	Mean Square	F	Sig.	AR <sup>2</sup>	S.E.E
Regression	83372.81	4	20843.20	326.48	0.00	0.72	7.99
Residual	22983.15	360	63.84	363	0.7		
Total	106355.96	364					

\*\* (Significant @ 0.05 critical region)

Table 5 shows the results obtained from testing null hypothesis 5. From the table, AR<sup>2</sup> is 0.72, and the Standard Error of the Estimate is 7.99. This implied that the independent variables jointly contributed 72% to the variance in the job performance. The table also indicated an F ratio of 326.48, which is significant at 0.00. The results show that the independent variables contributed 72% to the variance in the dependent variable, and this contribution is significant at a 0.05 critical region.

**Hypothesis 6:** There are no significant relative contributions of the independent variables to the prediction of dependent variable

**Table 6:** Table of Relative Contributions of the Independent Variables to the Prediction of the Dependent Variable

Model	Unstandardized Coefficients		Standardized t.	Sig.
	B	Std. Error		
Constant	6.62	1.72	-3.84	0.00
Emo. Intell.	-0.02	0.02	-0.05	0.3
Asserti. Skills	0.52	0.09	0.48	0.00
Locus of Con.	0.59	0.03	0.58	0.00
Self-efficacy	0.08	0.03	0.06	0.34

\*\* (Significant @ 0.05 critical region)

Table 6 shows the results obtained from testing the null hypothesis 6. From the table, it is shown that standard Beta values range from -0.05 to 0.58. This indicates that all the independent variables have a significant relative contribution to the prediction of job performance, although emotional intelligence made a negative contribution to the prediction of dependent variable, such contribution was statistically significant. Locus of control made the highest significant relative contribution to the prediction of job performance of Personnel Nigeria Police in Kwara State ( $\beta = 0.58$ ). This is followed by assertiveness skills ( $\beta = 0.48$ ), self-efficacy ( $\beta = 0.06$ ) and emotional intelligence ( $\beta = -0.05$ ) respectively.

### Discussion of Findings

The study examined the relationship between psychological variables (Assertiveness skills, Emotional intelligence, Locus of control & Self-efficacy) and job performance among the Nigerian Police Force personnel, Kwara State, Nigeria.

The result of hypothesis one indicated a significant positive relationship between assertiveness skills and job performance among Nigerian police Force personnel in Kwara State ( $r$  cal. = 0.75,  $df = 363$ ,  $p$ -value = 0.00). This aligns with Campbell's (1993) theory of job

performance, which posits that individual characteristics (knowledge, skills, and abilities) directly influence job performance. The finding was further corroborated by Ndubuisi et al. (2023) who reported positive relationship between assertiveness skills and job performance among Nigerian police personnel in Enugu State.

Also, analysis of hypothesis two (2) revealed a significant relationship between emotional intelligence and job performance of police personnel in Kwara State, ( $r_{cal.} = 0.65$ ,  $df = 363$ ,  $p\text{-value} = 0.01$ ). Consistent with Campbell's theory of job performance, this suggests that individual competencies or abilities such as ability to perceive, understand, and regulate emotions, play a critical role in enhancing task effectiveness. This is in agreement with previous study of Abebe and Singh (2023) which revealed a significant relationship between Emotional intelligence and job performance of Academic Staff in Ethiopian Higher Institutions.

Additionally, result obtained from analysis of hypothesis three (3) indicated a strong correlation between Locus of control and job performance of Police personnel in Kwara State ( $r_{cal.} = 0.79$ ,  $df = 363$ ,  $p\text{-value} = 0.01$ ). This is in agreement with Campbell's (1993) theory of job performance, which implies that individual characteristics such as personal beliefs about control over outcomes can influence performance effectiveness. Supporting this, Okaka et al. (2025) and Mahmoud et al. (2022) found that locus of control significantly predicted job performance among police personnel in Nigeria, Middle-East and North-African region. However, contrasting evidence exists. Alfida et al. (2025) found that locus of control alone did not strongly predict police performance in an Indonesian. In the Nigerian police force, structured hierarchies, procedural enforcement, and training may amplify the influence of locus of control on performance, explaining the stronger correlation observed in this study. Thus, while locus of control is a key personal determinant, its impact is context-dependent, shaped by organizational and operational environment.

Similarly, the analysis for hypothesis four (4) showed a significant positive relationship between Self-efficacy and job performance of Police personnel in Kwara State ( $r_{cal.} = 0.70$ ,  $df = 363$ ,  $p\text{-value} = 0.01$ ). according to Campbell's (1993) theory of job performance, individual's belief in their capabilities influence their motivation, persistence, and effectiveness in performing work tasks. This finding is consistent with Ile and Edokpolor (2022) which revealed a significant low nexus between Self-efficacy and job performance among Business Educators in Public Universities in Rivers State, Nigeria. Furthermore, the result obtained from regression analysis revealed that independent variables jointly contributed 72% variations to the prediction of the dependent variable.

Lastly, the independent variables made varying contributions to the prediction of dependent variable. Locus of control made the highest relative contribution, this was followed by Assertiveness skills, and Self-efficacy respectively. However, Emotional intelligence made a negative relative contribution suggesting a minor negative relationship which was statistically significant.

Collinearity diagnostics indicated substantial overlap between assertiveness skills and self-efficacy. This suggests that including both variables in a regression model could result in unstable coefficient which may affect the prediction of job performance. Future studies could consider excluding or replacing self-efficacy with another psychological factor to reduce multicollinearity. The full collinearity table is provided in the supplementary material.

## Conclusion

This study examined the predictive relationships between the psychological factors and job performance of Nigerian Police Force personnel in Kwara State. The results indicated that the independent variables were significantly associated with job performance, and collectively explained a significant portion of the variance in police personnel' job performance. Regression analysis revealed that locus of control, assertiveness skills, and self-efficacy contributed positively to job performance, whereas, emotional intelligence despite its significant correlation, showed a negative relative contribution in the regression model. This suggests that while higher emotional intelligence is generally associated with better job performance, its predictive effect may be influenced by the interplay of other psychological factors or organizational constraint in the police context. These findings are consistent with Campbell's (1993) theory of job performance which emphasizes that individual characteristics including skills, competencies, and personal beliefs influences job performance, but their relative contribution can vary depending on the contextual and interacting factors.

## Recommendations

Based on the findings, the following recommendations were made;

Given that locus of control made the highest contribution to the prediction of the dependent variable, the Nigerian Police Force should incorporate programs that fosters personnel accountability, decision-making autonomy, and proactive problem-solving into its in-service training.

Assertiveness skill also showed strong predictive contribution to job performance. Consequently, the Nigerian Police Force should introduce structured interventions such as communication workshops, and scenario-based exercises, to improve the confidence task execution behaviour of its personnel.

Lastly, while self-efficacy made non dominant contribution to the prediction of job performance, emotional intelligence made a statistically negative relative contribution. Hence, interventions should be integrated carefully within the broader organizational support system, ensuring that limited training resources focus on the factors empirically shown to drive job performance.

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**APPENDIX**

[DataSet1] C:\Users\USER\Documents\Ibrahim empirical seminar Data.sav

**Descriptive Statistics**

	Mean	Std. Deviation	N
Job Performance	40.19	17.093	365
Emotional Intelligence	160.90	41.210	365
Assertiveness Skills	47.10	14.727	365
Locus of Control	38.55	16.069	365
Self-Efficacy	35.11	13.603	365

**Correlations**

		Job Performance	Emotional Intelligence	Assertiveness Skills	Locus of Control	Self-Efficacy
Pearson Correlation	Job Performance	1.000	.652	.746	.788	.697
	Emotional Intelligence	.652	1.000	.825	.514	.734
	Assertiveness Skills	.746	.825	1.000	.508	.919
	Locus of Control	.788	.514	.508	1.000	.469
	Self-Efficacy	.697	.734	.919	.469	1.000
Sig. (1-tailed)	Job Performance	.	.000	.000	.000	.000
	Emotional Intelligence	.000	.	.000	.000	.000
	Assertiveness Skills	.000	.000	.	.000	.000
	Locus of Control	.000	.000	.000	.	.000
	Self-Efficacy	.000	.000	.000	.000	.
N	Job Performance	365	365	365	365	365
	Emotional Intelligence	365	365	365	365	365
	Assertiveness Skills	365	365	365	365	365

Locus of Control	365	365	365	365	365
Self-Efficacy	365	365	365	365	365

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Self-Efficacy, Locus of Control, Emotional Intelligence, Assertiveness Skills <sup>b</sup>		Enter

a. Dependent Variable: Job Performance

b. All requested variables entered.

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-6.615	1.723		-3.839	.000		
Emotional Intelligence	-.019	.018	-.046	-1.041	.298	.303	3.300
Assertiveness Skills	.519	.088	.447	5.926	.000	.106	9.469
Locus of Control	.593	.031	.557	19.210	.000	.713	1.402
Self-Efficacy	.075	.079	.059	.950	.343	.154	6.511

a. Dependent Variable: Job Performance

**Collinearity Diagnostics<sup>a</sup>**

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions				
				(Constant)	Emotional Intelligence	Assertiveness Skills	Locus of Control	Self-Efficacy
1	1	4.813	1.000	.00	.00	.00	.00	.00
	2	.088	7.390	.00	.00	.01	.90	.03
	3	.074	8.085	.52	.00	.01	.08	.06
	4	.019	16.120	.47	.65	.00	.02	.21
	5	.006	27.549	.00	.34	.98	.00	.69

a. Dependent Variable: Job Performance

Multicollinearity was assessed using Tolerance, Variance Inflation Factor (VIF), Condition Index, and Variance Proportions. The results revealed high multicollinearity between Assertiveness Skills and Self-Efficacy. The VIF value for Assertiveness Skills (9.469) and Self-Efficacy (6.511) exceeded the recommended threshold of 5, while their tolerance values were low (.106 and .154 respectively). Furthermore, the Condition Index of 27.549 with high variance proportions (.98 and .69) for the same variables confirmed the presence of multicollinearity. However, Emotional Intelligence and Locus of Control did not present multicollinearity concerns. Overall, the findings suggest that Assertiveness Skills and Self-Efficacy share substantial overlapping variance in predicting Job Performance.

In line with the above, one of the ways of providing solution to this issue is to drop one of the variables. We therefore drop self-efficacy and rerun the analysis. The results of the rerun analysis is provided below.

OUTPUT AFTER REMOVING SELF-EFFICACY

**Descriptive Statistics**

	Mean	Std. Deviation	N
Job Performance	40.19	17.093	365
Emotional Intelligence	160.90	41.210	365
Assertiveness Skills	47.10	14.727	365
Locus of Control	38.55	16.069	365

**Correlations**

		Job Performance	Emotional Intelligence	Assertiveness Skills	Locus of Control
Pearson Correlation	Job Performance	1.000	.652	.746	.788
	Emotional Intelligence	.652	1.000	.825	.514
	Assertiveness Skills	.746	.825	1.000	.508
	Locus of Control	.788	.514	.508	1.000
Sig. (1-tailed)	Job Performance	.	.000	.000	.000
	Emotional Intelligence	.000	.	.000	.000
	Assertiveness Skills	.000	.000	.	.000
	Locus of Control	.000	.000	.000	.
N	Job Performance	365	365	365	365
	Emotional Intelligence	365	365	365	365
	Assertiveness Skills	365	365	365	365
	Locus of Control	365	365	365	365

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Locus of Control, Assertiveness Skills, Emotional Intelligence <sup>b</sup>	.	Enter

a. Dependent Variable: Job Performance

b. All requested variables entered.

**Collinearity Diagnostics<sup>a</sup>**

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	Emotional Intelligence	Assertiveness Skills	Locus of Control
1	1	3.858	1.000	.00	.00	.00	.01
	2	.083	6.811	.14	.01	.01	.92
	3	.047	9.082	.67	.03	.22	.07
	4	.012	17.759	.18	.96	.77	.00

a. Dependent Variable: Job Performance

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
(Constant)		-6.885	1.699		-4.052	.000		
Emotional Intelligence		-.021	.018	.051	-1.157	.248	.307	3.257
Assertiveness Skills		.586	.051	.505	11.466	.000	.309	3.232
Locus of Control		.594	.031	.558	19.248	.000	.714	1.401

a. Dependent Variable: Job Performance