

Unraveling the complexities in ineffective policing in Africa: A synchronization of job resources, role clarity and job embeddedness among police personnel

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Abstract

The study examined complexities in ineffective policing: A synchronization of job resources, role clarity and job embeddedness among police personnel. A total number of 117 served as participants for the study. They were selected through probability sampling (stratified sampling technique). In the study, 57 were females and 60 were males with age range of 20 to 56 years. The mean age was 29.18 and standard deviation of 4.13. Three instruments were used in the study. The instruments were global job embeddedness scale, job resources scale, and role clarity scale. Correlational design and hierarchical multiple linear regression were used in testing the variables in the study. The study observed that organizational support of job resources, growth opportunity and role clarity did not predict job embeddedness, whereas advancement of job resources predicted job embeddedness. Thus, there is need for the organization to sustain and improve police personnel support strategies in order to inspire them.

Keywords: job, resources, role, policing, embeddedness

Introduction

In Nigeria, the problems of police personnel is perceived to be arising from inadequate supply of crime combating materials, lack of adequate motivation, poor professional, personal and public image; lack of workshop, lack of well-articulated in-service training programme for police personnel, and insufficient funding of police personnel. These may have tremendous effects on the commitment and value these workers place on policing. Against this backdrop, this study sought to demystify the challenges of policing by

synchronizing such variables as job resources, role clarity and job embeddedness as they relatively affect effective policing in the Nigerian context.

The imperativeness of job embeddedness in the world of work, policing inclusive cannot be overemphasized. Job embeddedness is worker's retention idea which evolved from the unfolding voluntary worker's turnover (Lee et al., 1996). Mitchell et al. (2001) argued that links, fit, and sacrifice are the three dimensions or components of job embeddedness, which refer to the collection of forces keeping an individual in the organization. According to Mitchell et al., (2001) job embeddedness link is when the workers having formal or informal connections with colleagues in the workplace and with friends and other people in the community are highly embedded in their jobs. Further, job embeddedness refers to individuals who are aware of what they are going to lose as a result of their voluntary being in the job (Holtom et al., 2006; Mitchell et al., 2001). For example, they give up colleagues and lose the current and future career and promotional opportunities in the organization. In addition, individuals leaving an attractive and safe community may not have the same environment in another location. Therefore, individuals are aware of such costs and become highly embedded in their jobs.

Moreover, workers who are highly embedded in their jobs, remain in the organization, since they have good connections with their colleagues in the workplace and other individuals in the community. In addition, their personal values and future plans fit with those of the organization and the community. Finally, they remain in the organization, because they do not want to lose the existing opportunities (career and promotions) in the organization and the community. There is convincing evidence that job embeddedness reduces turnover intentions/voluntary turnover. More specifically, individuals' links to other people, teams, and groups, their perceived fit with the organization and community, and what they would have to sacrifice or give up by leaving their current work determine an established level of job embeddedness (Karatepe & Ngeche, 2011; Mitchell et al., 2001). Thus, one important factor that may push police personnel to thrive towards attaining embeddedness in their jobs is job resources.

Job resources refer to the physical, psychological, social, or organisational aspects of a job that may reduce job demands and the associated physiological and psychological

costs that are functional in achieving work goals, and stimulate personal growth, learning, and development. Job resources are motivational in nature and therefore enhance engagement and embeddedness (Bakker & Demerouti, 2017). More specifically, Coetzer and Rothmann (2017) noted that job resources, namely organisational support (including relationship with superiors, role clarity, information, communication and participation), growth opportunities (including variety, opportunities to learn and autonomy), social support and advancement are positively related to job embeddedness. Conversely, Schaufeli and Bakker (2012) stated that job resources are negatively related to job embeddedness. Nonetheless, lacking resources can lead police to disengagement from being embedded in their work role and value. Contrastingly, studies have shown that resources lead to greater availability, job embeddedness. For instance, when employees receive resources from their organisation, they feel obliged to repay the organisation with higher levels of job embeddedness (Kahn, 2010; Saks, 2016). Further, Bakker et al. (2017) pointed out that high job resource, such as social support and feedback, may affect workers job embeddedness and value. Moreover, it is clear that job resources play an important role in worker's levels of job embeddedness and work value. Therefore, an understanding of their relationship and predictive effect to each other is vital. Though, research shows that job resources are associated with a motivational process leading to job-related learning, organisational commitment, job embeddedness (Salanova Agut & Peiro, 2015). However, often times, when the resources are there, ambiguity in the roles of different departments, units and sub-units also make efforts of the management counterproductive. Organizations need to ensure that there exist certain level of clarity in roles.

Role clarity may be explained as the viewpoint and approach to workers regarding their job. Currently, the complexity in organizations has increased greatly which caused increase in significance of role clarity for workers and organizations. For instance, Tubre and Collins (2000) highlighted the importance of role clarity regarding employee performance, work related stress, safety and health, and general satisfaction of workers. Peterson and Hicks (2016) mentioned that constructive managerial feedback is a central feature of managerial coaching and that can help to improve the awareness of

workers regarding their roles in the organization. Kim (2010) also affirmed that effective feedback from management during working hours makes polytechnic workers relatively more conscious regarding their responsibilities and the value they placed on their work and this increases their job embeddedness. Role clarity is characterized as the level of cognition and awareness of workers about their roles in the organization. Organized and immediate feedback is considered as a stimulus to promote role clarity among employees (Peterson & Hicks, 2016). Allenbaugh (2013) also, highlighted the significance of managerial feedback and asserted that it would assist employees to fulfil their responsibilities and achieve targets consistent within the context of organizational roles and chose the paths to achieve those objectives.

Recently, critical state of police work force in Nigeria could stem from a lack of government and police management willingness and capacity to drive police department through highly sophisticated job resources and providing effective and efficient clarity on the use and management of these resources. Unfortunately, this intrinsically and extrinsically dwindle the personnel job embeddedness, maybe due to lack of role clarity and resources (Adeyemi & Uko-Aviomoh, 2004; Olukoju, 2004; Solanke, 2014). Hence, this could bring about lack of seriousness, commitment and even absenteeism from duty post, lack of responsibilities, bribery, sabotage of the institutional goals and visions in most cases leading to increase in criminal activities, heightened terrorism. All these limit police capacity and innovation expected of police personnel (Gyong, 2012; Imam, 2012). More so, the problem lies in the limited amount of research available regarding this complex relationship between, job resources, role clarity, job and embeddedness among police personnel specifically in Anambra State. Against this backdrop, this study explored job resources and role clarity as predictors of job embeddedness among police personnel.

Research questions

The following questions served as guide for the study:

1. Would job resources predict job embeddedness among police personnel?
2. Would role clarity predict job embeddedness among police personnel?

Purpose of the study

The major purpose of the study is to among other things demystify the complexities in effective policing: A synchronization of job resources, role clarity and job embeddedness among police personnel. Specific Objectives of the study are as follows:

1. To find out the extent to which job resources would predict job embeddedness among police personnel.
2. To examine the extent which role clarity would predict job resources among police personnel?

Theoretical Framework

Conservative of resources theory by Hobfoll (1988) guided the study, because it synchronized all the study variables (job resources, role clarity, and job embeddedness) together because the theory begins with the tenet that 'individuals strive to obtain, retain, foster, and protect those things they centrally value'. The theory also follows an understanding that cognitions have an evolutionary-based built-in and powerful bias to overweight resource loss and underweight resource gain. Following this basis, the theory posits that stress occurs (*a*) when central or key resources are threatened with loss, (*b*) when central or key resources are lost, or (*c*) when there is a failure to gain central or key resources following significant effort. At its core, the theory is a motivational theory that explains much of human behaviour based on the evolutionary need to acquire and conserve resources for survival, which is central to human behavioural genetics.

This tenet means that people employ key resources and role clarity in order to conduct the regulation of the self, their operation of social relations and how they organize, behave and fit into the greater context of organizations and culture itself (Hobfoll, 1988; Hobfoll & Lilly, 1993). According to this theory, the evaluative and affective responses to another's acquisition and loss of resources and role clarity are to some extent the same as if the acquisition or loss was with regard to one's work value and job embeddedness (Aron et al. 2015, p. 210). For example, if a person anticipates that job embeddedness and work value will contribute to the influx of new resources and role clarity, he or she will be more likely to incorporate the other into the organization; as

such an interpersonal inclusion will result in enhanced role clarity and effective work value and job embeddedness among members of police personnel.

Hypotheses

The following hypotheses guided the study:

1. Job resources would predict job embeddedness among police personnel
2. Role clarity would predict job embeddedness among police personnel.

Method

Participants

A total number of 117 served as participants for the study. The participants consisted of police personnel in Awka, Nigeria. They were selected through probability sampling (stratified sampling techniques). In the study, 57(45.2%) were females and 60(54.8%) were males. Marital status data level showed that 37(40.6%) were married, 52(50.2%) were single, 14(4.6%) were separated and 14(4.6%) were divorced. Ranks/Status data showed 31(18.5%) were Corporal, 18(14.2%) were Sergeant, 58(61.4%) were Constable, and 10(5.9%) were Inspector. The participants' ages ranges from 20 to 56 years. The mean age is 29.18 and standard deviation of 4.13.

Instruments

Three instruments were used in the study: Global job embeddedness scale by Crossley et al. (2007), job resources scale developed by Jackson and Rothmann (2005) and role clarity Scale by Rizzo, House, and Lirtzman (1970).

Global job embeddedness scale (Crossley, et al., 2007)

This is a 7-item scale designed to measure how attached individuals are to their organization and how difficult it will be for them to leave their organization. Participants were asked to indicate their level of agreement with each item on a 5-point scale (5 = strongly agree). Cronbach's alpha for the scale was 0.88 to 0.89, and item-total correlations ranged from 0.60 to 0.75. In this study, the researcher reported Cronbach alpha of 0.88 using 55 civil servants from Awka metropolis.

Job resources scale (Jackson & Rothmann (2005)

A 28 item scale: It is a subscale of job Demands-Resources (JDRS). The Job Demands-Resources Scale (JDRS) was developed by Jackson and Rothmann (2005) to measure job demands and job resources: The pace and amount of work, mental load, emotional load,

variety in work, opportunities to learn, independence in work, relationships with colleagues, relationship with immediate supervisor, ambiguities about work, information, communications, participation, contact possibilities, uncertainty about the future, remuneration, and career possibilities. The items were rated on a four-point scale ranging from Items are rated on a four-point likert scale ranging from Never=1, Sometimes=2, Not Always=3, and Always=4. Jackson and Rothmann (2005) found that the dimensions of the JRS consisted of three reliable factors, namely organizational support (17 item Scale) that has Cronbach alpha of reliability coefficient of 0.84, growth opportunities (7 item scale) which has Cronbach alpha of reliability coefficient of 0.86, and advancement (4 item scale) that has Cronbach alpha of reliability coefficient of 0.66. And the general scale Cronbach alpha range of 0.87 to 0.89. The researcher reported Cronbach alpha of 0.86 for organizational support, 0.78 for growth opportunity, 0.81 for advancement, and 0.93 for the general scale.

Role clarity scale (Rizzo, et al. (1970)

A 30 item questionnaire constructed to reflect certainty about duties, authority, allocation of time, and relationships with others; the clarity or existence of guides, directives, policies; and the ability to predict sanctions as outcomes of behaviour (Rizzo et al., 1970). The items constitute factorally independent scales for most samples and are designed to measure role conflict and role ambiguity in complex organizations. Subjects are requested to respond to each role item, indicating the degree to which the condition exists for him/her on a seven point scale. Each item scale ranges from "very false" to "very true". Items receiving a "very false" rating are awarded one point for scoring purposes and items receiving a "very true" rating are awarded seven points for scoring purposes. The possible range for the total score of these 30 role items is from 30 points to 210 points. Higher scores indicate higher degrees of conflict and ambiguity resulting in lower role clarity. Separate scores may be obtained for the instrument's two subscales: role conflict (18 items) and role ambiguity (12 items). The scores of the 15 odd-numbered items are summed to obtain a total role conflict subscale score and the scores of the 15 even-numbered items are summed to obtain a total role ambiguity subscale score. The possible range for each subscale is from 15 points to 105 points.

Higher scores are indicative of greater amounts of conflict and ambiguity. Kuder-Richardson internal consistency reliability estimates for the role conflict subscale reportedly range from 0.82 to 0.84 and from 0.78 to 0.81 for the role ambiguity subscale (Rizzo, 1970). In this study, Cronbach alpha reliability of 0.74 was reported for the overall scale, 0.69 for role conflict subscale and 0.82 for role ambiguity subscale.

Procedure

A formal approval was sought, using one of the researchers. When the formal permission for data collection was obtained, the researchers met with the police personnel in their respective duty posts. And the researchers briefed them about the objectives of the study and assured them of confidentiality of the information that they are going to provide in the research. To gather research data in this study, questionnaire method was used due to its ability to collect data from respondents within a limited time frame. Informed consent, of all the participants was sought after which the questionnaires along with demographic sheets were distributed to the participants.

Design and statistics

The study was a cross sectional research because data was collected using survey method (questionnaire). Correlational design was employed for the study because the objective of the study is to demystifying the complexities in effective policing, and establish a linkage among job resources, role clarity and job embeddedness among police personnel. Hierarchical Multiple Linear Regression was used in testing the variables in the study using SPSS version 23 for data analysis.

Result

Table 1: Descriptive statistics table and zero-order matrix correlational coefficient of job resources, role clarity, and job embeddedness, table 2: Hierarchical multiple linear regressions analysis of job resources, and role clarity on job embeddedness.

Table 1: Descriptive statistics table and zero-order matrix correlational coefficient of job resources, role clarity, and job embeddedness

Variables	Me an	Std. D.	1	2	3	4	5	6
1. Job embedde d.	12. 48	4.0 5						
2. Org. support	23. 01	4.6 1	.20 **	1.0 0				
3. Growth opport.	9.6 6	1.9 9	.23 **	.92 **	1.0 0			
4. Advance ment	4.9 9	1.5 2	.23 **	.30 **	.50 **	1. 00		
5. Role conflict	36. 70	7.6 9	.16 **	- .08	- .10 **	.0 6	1. 00	
6. Role ambiguity	24. 92	8.3 2	.02	- .07	- .05	- .0 1	- .1 2	1. 00

Results from the table 1 above on job resources indicated that there is significant relationship at r (N=297) = .20** $p < .01$, ($M=23.01$ and $Std. D=4.61$) between organizational support of job resources and job embeddedness; r (N=297) = .23**, $p < .01$, ($M=9.66$ and $Std. D=1.99$) indicated significant relationship between growth opportunity of job resources and job embeddedness, and r (N=297) = .23**, $p < .01$, ($M=4.99$ and $Std. D=1.52$) showed no significant relationship between advancement of job resources and job embeddedness.

On role clarity, the result at r (N=297) = .16**, $p < .01$, ($M=36.71$ and $Std. D=7.69$) indicated no significant relationship between role conflict of role clarity and job embeddedness; and r (N=297) = .02, $p > .01$, ($M=24.92$ and $Std. D=8.32$) showed no significant relationship between role ambiguity of role clarity and job embeddedness.

Table 2: Hierarchical multiple linear regressions analysis of job resources, role clarity, on job embeddedness

Variables	R	R ²	Adj. R ²	Std. E.E.	F	DF	B	T	Sig.
Mode 1 1	.269 ^a	.073	.063	3.92	7.65	3			
OS							.15	.92	.358
GO							-	-.04	.971
A							.19	2.60	.010
Mode 1 1	.320 ^b	.102	.087	3.87	4.81	2			
OS							.12	.72	.469
GO							.06	.33	.741
A							.16	2.16	.031
RC							.17	3.06	.002
RA							.05	.89	.375

In Model 1, result from table 2, showed that job resources dimensions (organizational support, growth opportunity, and advancement) accounted for 7.3% of the job embeddedness, with $R = .269$, $R^2 = .073$, adjusted $R^2 = .063$, $(F_{3, 293}) = 7.65$, $p < .01$. That shows that the overall model 1 has significant contribution to job embeddedness among police personnel.

On job resources, organizational support did not predict job embeddedness at $(F_{3, 293})$, $\beta = .15$, $t = .92$, $p > .01$; growth opportunity also did not predict job embeddedness at $(F_{3, 293})$, $\beta = -.04$, $t = -.04$, $p > .01$; and advancement predicted job embeddedness at $(F_{3, 293})$, $\beta = .19$, $t = 2.60$, $p < .01$.

In Model 2, it was found that job resources dimensions (organizational support, growth opportunity, and advancement) and role clarity (role conflict and role ambiguity) accounted for 10.2% of the job embeddedness, with $R = .320$, $R^2 = .102$, adjusted $R^2 = .087$, $(F_{2, 291}) = 4.81$, $p < .01$. That shows that the overall model 2 has significant contribution to job embeddedness among police personnel.

On job resources, organizational support did not predict job embeddedness at $(F_{2, 291})$, $\beta = .12$, $t = .72$, $p > .01$; growth opportunity did not predict job embeddedness at $(F_{2, 291})$, $\beta = .06$, $t = .33$, $p > .01$; and advancement predicted job embeddedness at $(F_{2, 291})$, $\beta = .16$, $t = 2.16$, $p < .01$.

On role clarity, role conflict did not predict job embeddedness at ($F_{2, 291}$), $\beta = .17$, $t = 3.06$, $p > .01$; and role ambiguity did not predict job embeddedness at ($F_{2, 291}$), $\beta = .05$, $t = .89$, $p > .01$.

Summary of the findings

1. Organizational support of job resources did not predict job embeddedness.
2. Growth opportunity of job resources had no significant prediction on job embeddedness.
3. Advancement of job resources predicted job embeddedness.
4. Role conflict of role clarity did not predict job embeddedness.
5. Role ambiguity of role clarity had no significant prediction on job embeddedness.

Discussion

This study sought to unravel complexities in ineffective policing: A synchronization of job resources, role clarity and job embeddedness among police personnel. The study stipulated four hypotheses.

Hypothesis one, which stated that job resources will significantly predict job embeddedness among police personnel was partially confirmed. This is because only advancement of job resources predicted job embeddedness, while organizational support and growth opportunity of job resources did not predict job embeddedness. This confirmed Rossouw, and Rothmann (2020) statement that job resources contributed to flourishing and job embeddedness. Despite job demands such as work pressure and time constraints, emotional demands and hassles experienced at work, workers generally chose to use the available opportunities for well-being to reach their goals, to feel good and to function well at work. Based on the fact, that advancement at work under job resources was found to have a significant positive relationship with job embeddedness and satisfaction (Tahir, *et al.*, 2020). Consequently, job resources like advancement rewards and recognition, job control, and feedback are likely to reduce burnout, turnover intention and increase job embeddedness and satisfaction (Scanlan & Still, 2019). For job resources (job characteristics, supervisor and co-worker support, participation in decision making and job security) and with a multidimensional

construct of job performance (task and contextual performance) rated by experts tends to mediate with work engagement and job embeddedness (Bhatti et al., 2018).

Theoretically, police personnel who have many job resources available can cope better with their daily job demands. The second interaction is the one where job demands amplify the impact of job resources on motivation/engagement. Thus, research has shown that job resources become salient and have the strongest positive impact on work engagement when job demands are high. In particular, when a worker is confronted with challenging job demands, job resources became valuable and foster dedication to the tasks at hand. Since, several studies have shown that job resources like social support, autonomy, performance feedback, and opportunities for development can mitigate the impact of job demands (work pressure, emotional demands) on strain, including burnout (Bakker et al., 2005; Xanthopoulou et al., 2007). Due to physical, psychological, social, or organizational aspects of the job that require sustained physical and/or psychological effort and are therefore associated with certain physiological and/or psychological costs (Demerouti, 2001). This however, showed that increase in advancement of job resources usually translate into increase job embeddedness among police personnel.

Hypothesis two, which stated that role clarity will significantly predict job embeddedness among police personnel was not accepted. This is not line with the findings of Rushdy, and Hossny (2020) that showed that role ambiguity has influences workers job embeddedness. Similarly, perception about role clarity among workers has positive impact on workers' job embeddedness and satisfaction. However, Onuoha *et al.*, (2016) revealed a high level of self-concept, role clarity and job satisfaction among police personnel job embeddedness. Despite the high level of job embeddedness and satisfaction, workers were, however, found to be dissatisfied with the relationship with co-workers and the implementation of organizational policies.

Hence, this buttresses the fact that this finding contradicts the notion that role clarity will predict job embeddedness. This may be caused by lack of adequate motivation, policies and communication among the management and the workers: Which probably

directly or indirectly affects their job embeddedness and trigger low productivity and morale. Since, lack of availability of that information generates role ambiguity for the member. Similar to the role conflict, the role ambiguity leads to the mental health issues for individuals, such as tension, job dissatisfaction, job search behaviour, and turnover (Bedeian & Armenakis, 1981).

Theoretically, it affirmed the proposition by Kahn et al. (1964) that individuals need to know what expectations are held by the members of their role set. For a role's expectations include a role's rights, duties, and responsibilities that will enable the individuals to know what activities they have to perform to accomplish the responsibilities. They also require knowing how to best perform those activities (means-ends knowledge): Because, the individuals need to know the potential consequences of their behaviours. For if the organizational members do not have clear information about their roles' expectations, activities, and consequences, they experience role ambiguity in the organization. Information about the expectations, activities, and consequences should be available in the role set and communicated successfully to the corresponding organizational members (Kahn et al., 1964).

Conclusion

The study sought to unravel complexities in ineffective policing: A synchronization of job resources, role clarity and job embeddedness among police personnel. In this study, statement of the problem, research questions, purpose of the study and hypotheses were stated and the study observed that organizational support of job resources, growth opportunity and role clarity did not predict job embeddedness, whereas advancement of job resources predicted job embeddedness. Thus, the following recommendations were made in order to give solutions to problems raised in the study.

Recommendations of the Study

The following recommendations were made, based on the findings of the study:

1. There is need for the Police Service Commission to sustain and improved the personnel support strategies in order to inspire them, since organizational support

and growth opportunity predicted job embeddedness. This will help police personnel engaged without wavering in their job.

2. Police Service Commission is encouraged to give room for growth among its personnel since, the more exposed the police personnel becomes the more they are likely to perform optimally well and get embedded in their work. This also will make the productivity of the organization high and standard.
3. Police Service Commission need to develop a road map for role clarity. Since, there is no way an individual will function well without clear cut roles.

Limitations of the study

The present study only considered police personnel in one state, and did not include personnel of other states. The study also utilized a self-reporting questionnaire method for gathering data from Awka, Nigeria.

Suggestions for Further Studies

There is need for inclusion variables like work ethics, social capital and prosocial traits should be considered as control variables in similar studies. The inclusion of such variables in future studies will help expand knowledge in this area of study.

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