

Impact of Mutation and Promotion System on Employees Satisfaction in Nigerian Policy Force

Arkila Yelmi, Mohammed Nasiru

Department of Business Administration, Adamawa State University, Mubi-Nigeria
Department of Business Administration, Adamawa State University, Mubi-Nigeria

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ABSTRACT

For more than a decade, employees experience job dissatisfaction which is generally expressed in various forms, i.e. employee's request for mutation, complain, disobeying, or circumventing some of their job responsibilities, while job satisfaction is one of the goals to be achieved by every employee in the workplace. The main objective of this study will be to examine the impact of mutation and promotion system on employee satisfaction in Nigerian Policy Force. The study adopted the use of non-experimental design with specification in survey research design. The entire personnel (5952) of the Nigeria Police Force Adamawa state command, while the sample size is 372 derived through Yero Yemani formula. Hypotheses was tested using regression analysis the decision is leadership mutation, technology mutation, seniority based promotion and merit based promotion has significant effect on employee performance since ($r = 0.386, 0.894, 0.173$ and -0.272 , $P\text{-value} \leq 0.000$ and $df = 4$). The finding revealed that Nigeria Police Force, Adamawa state command; Yola don't usually provides precise instructions about how the work should be done in the station, their leader don't sets a challenging goal for the organization based on current objectives. Finding also shows that even there is a new leader, they don't provides supportive guidance and assistance to increase work effectiveness in the station, also there is no effective improvement of leadership in the station. The study therefore, recommends that there is need for top officers of Nigeria Police Force, Adamawa state command Yola should always give precise instructions to their subordinates officers on how work should be done in the station, all challenges should taken with high priority. There is need also for the top officers to provide support, guidance and assistance; the top officers should also lead by

example through effective improvement in their leadership style.

Keywords: Employee, mutation, police force, promotion system & satisfaction

I. INTRODUCTION

Employee mutation and promotion are expected to increase employee morale in order to motivate employees to work better and get the better achievement. Employee mutation will open up opportunities for competition in improving job performance, mutation is a change of position/job/workplace of an employee; it can be done either vertically or horizontally. Job satisfaction leads employees to increase employee morale and dedication, love their job, and increase employee discipline. Therefore, the institution is necessary to create employee's job satisfaction (Nurdin, 2015). Trivellas (2015) state that career development management requires appropriate methods, e.g. giving promotions for outstanding workers and doing employee transfer to refresh or prevent saturation in employee performance. Promotion is a shift from one job to another within the higher hierarchy of authority and responsibility (Dassler, 2008).

Employee mutation is intended to get particular employees in the right place so that they will get a new atmosphere and better job satisfaction, which will result in higher job performance (Azizi and Liang, 2010). Employee mutation can be done horizontally (from a position to another at the same level) and vertically (in the form of promotion within an organization) (Hasibuan, 2011). Promotion is given to motivate employee morale so that employees will show better job performance; employees getting promoted will have bigger responsibilities, higher

dignity or status, and be expected to have better skills (Griva, et al, 2012).

Each member of the organization has equal opportunity to achieve a higher position. However, it should be noted that competition in improving job performance will arise if there is a guarantee that employee mutation is actually done objectively (Surata and Paramarta, 2015). Judas (2013) found that employee mutation and promotion simultaneously affect employee performance. Similarly, the research which was conducted by Angeles, et al. (2015) found that promotion positively and significantly affected employee's job satisfaction. Employee mutation is expected to improve employee's job performance and morale afterward. Employee mutation is usually conducted horizontally (Wungu and Harsojo, 2003). Similarly, the promotion also has the same goal, i.e. improving job satisfaction that ultimately improves job achievement.

Promoting employee from lower level to the upper level creates a feeling of content among the employees. It improves their employees' satisfaction and motivation by providing greater income, status and responsibilities. By building up loyalty, promotion reduces, labour turnover. Promotion stimulates self development and creates maximum employee satisfaction (Gupta, 2011).

Statement of the Problem

For a decade, employees experience job dissatisfaction which is generally expressed in various forms, i.e. employee's request for mutation, complain, disobeying, or circumventing some of their job responsibilities, while job satisfaction is one of the goals to be achieved by every employee in the workplace (Shafazawana, 2016). However, the main reason behind organization's practicing promotion and mutation is first to enhance employee performance and ultimately achieving organizational success; and second, to ensure achievement of the interests of individual employees. In this context, promotion and mutation is an important practice in ensuring mutual existence between the organization and employees. It encourages people to stay longer with the organization in order for them to satisfy their needs, which in turn lead to increased organizational stability and performance but this not taking it place in Nigerian Police Force, many employees have not being given promotion as at when due, this has cause serious dissatisfaction to employees.

Even though, in recent times studies were conducted to highlight the positive effect of promotion and mutation on employee performance, Kaymaz in Indrayati (2014), that mutations in organization will reduce boredom, prepare employees for a management system better, can increase performance and job satisfaction, and improve knowledge and skills. There are some cases where promotions are delayed due to certain circumstances which lead to complaints, labour turnover, and absenteeism from public servants. Therefore, mutation and promotions for employees are vital aspect for the survival of any organization, whereby various ways of promotion can be implemented such as merit and seniority. If well implemented, it leads to high employee performance. However some organizations are not adhering to the procedures that lead to poor performance due to employees' lack of satisfaction.

On the bases of the above problems; this study seek to examine effect of mutation and promotion systems on employee satisfaction using Nigerian Policy force as case study; by looking into the elements of mutation and promotion and their individual effect on employee satisfaction.

The study was guided by the following research questions:

- What is the impact of leadership mutation on employee satisfaction?
- What is the impact of technological mutation on employee satisfaction?
- What is the impact of seniority based promotion on employee satisfaction?
- What is the impact of merit based promotion on employee satisfaction?

Hypotheses Testing

The research collected relevant data in order to test the following hypotheses;

- H_0 : Leadership mutation does not have significance impact on employee satisfaction;
- H_0 : Technological mutation does not have significance impact on employee satisfaction;
- H_0 : Seniority based promotion does not have significance impact on employee satisfaction; and
- H_0 : Merit based promotion does not have significance impact on employee satisfaction.

II. CONCEPTUAL CLARIFICATIONS

Concept of Mutation

Mutation is the activity of a company leader to transfer employees from one job to another that is considered to be level or parallel. It can be concluded that mutation is interpreted as a change in the employee's transfer of work, in a new position he becomes more successful (Nitisemito, 2005). According to Hasibuan (2012), the purpose of the mutation is: (1) Improve employee productivity. (2) Increase employee knowledge. (3) Eliminate employee boredom. (4) Provide incentives for employees to strive to improve their higher careers (5) Implementation of penalties/sanctions committed (6) Placing employees following physical conditions of employees.

Concept of Leadership Mutation

Leadership mutations may influence employee satisfaction. The leader as a person in charge or as a change agent can manage an organization or the process of organizational change more effectively and successfully if he/she is capable and competent (Asghar, 2010). He noted that rapid technological advancements, high expectations of customers, and ever changing market situations have compelled organizations to incessantly reassess and reevaluate how they work and to understand, adopt and implement changes in their business model in response of changing trends.

Leadership mutation plays an important role in motivating subordinates to achieve the higher goals (Wang, Law, Hackett, Wang & Chen, 2005). Leaders who perform a multiple leadership roles will enjoy a high level of organizational effectiveness. In addition, the leaders can help to develop the organization in the future. Walumbwa et al. (2011), found that the employees' performance will be affected by the Leadership Mutation. The researchers said that leaders who manage well in the risk would have direct effect of improvement of the employee's performance because the leader can manage well and lead his employees to overcome the problem effectively and efficiently. Webb (2007), is of the view that Leadership Mutation should be motivated by the leader in term of giving consideration, encouragement and support needed by employees towards tasks accomplishment, i.e. providing a contingent reward system to motivate employees to accomplish a given tasks and increases the production level.

Concept of Technological Mutation

Organizations have undergone a revolution in the adoption and application of

complex information technology. In the hope of extracting the greatest value from innovations, organizations have adjusted their management structures, work processes and culture (Orlikowski 2000). Yet, swift technology enhancement unintentionally reduces the presumed lifespan of many Information Technology (IT) systems.

Concept of Seniority Based Promotion

Seniority promotion is an important issue, not only in the selection / placement of the right people in the right place but also a boost for superiors / leaders to plan a policy of the field of personnel of motivating subordinates to develop themselves to achieve (Sikula, 2000). Seniority is based on the length of service of an employee in an organization. It is relatively easy to measure the length of service and judge the seniority. It minimizes the scope for grievances and conflicts regarding promotion. At the same time it results in employee turnover and it kills the zeal and interest to develop among young people (Mirza, 2003).

Siagian (2003) added in addition to seniority and work performance is also a combination of work performance and seniority. The purpose of such a combination is to consider whether the employee is worthy of promotion or not. This is the basis of the best and most appropriate promotion because it promotes the most experienced people of the good (clever) skills, so that promotional shortcomings based on experience / skills alone can be overcome. Seniority Promotion is an occurrence of labor transferred from a higher position in wages, responsibilities and / or organizational levels. According to Sikula (2000) as follows "Technically, a promotion is a movement within towards an organization of one position of another that involves either an increase or an increase in status." Seniority as the basis for promotion is based on objectivity and equality. The use of such criteria as performance appraisal, selection tests, and superiors' opinion leads many employees to feel that promotions are not made fairly, which ultimately result in declining morale and productivity. To avoid this difficulty, it is often suggested that promotions should be based on seniority which is objectivity determined.

Concept of Merit Based Promotion

Defining merit based promotion is difficult, as definition of merit differs with time and situation. If we assume a society, where there is no problem, an abundance of resources, no

unemployment, no social discrimination and such other things, then we need not the concept of merit. Because, merit comes into action when there is competition, and we have to find out qualified people who are capable of accomplishing some particular job better than others do. Those qualified people are meritorious and fit for that particular job. Again, if there is no unemployment, everyone gets a job, even if, among him or her to find the best one, merit is essential. Therefore, sometimes merit accepts inequality (Madan, 2007). Merit based may be defined as: ability of an individual to perform activities effectively and efficiently; competency to add value to the organization; equal value for good manners and superior to others by some exceptional qualities (Reynolds & Xian, 2014).

Promotion on merit is adopted by many organizations as a way of motivating their employees to perform better. It is seen as a fair method of rewarding those whose performance is considered exemplary and in the process encourages everyone to strive and perform better. However, different authors describe merit differently, and they provided several theories of merit. It is termed by Mc Crudden as, someone's ability and qualities that bring reward from society (Mc Crudden, 1998). Merit is completely a personal attribute and affects society as a social phenomenon. Merit employs best man in a particular job (McCourt, 2007).

Concept of Employee Satisfaction

Awadh and Wan Ismail (2012) defined employee satisfaction as the employee participation to achieve organizational goal. Employee satisfaction is one of the important dependent variables and has been studied for a long decade. A good employee satisfaction is necessary for the organisation, since an organisation's success is dependent upon the employee's creativity, innovation and commitment (Ramlall, 2008). Satisfaction here is the accomplishment of work assignment of work or responsibilities and contributions to organizational goals, including behavior and professional demeanor, actions, attitude and manner of performance as demonstrated by employee's approach to completing work assignment. High satisfaction results from appropriate behavior, especially discretionary behavior and effective use of the required knowledge, skills and competences. Employee satisfaction is a topic which has derived attention of not only organizational employees but also of researchers (Lu, While and Barriball, 2005). Employee satisfaction is the emotional response of

an individual toward his or her job or place of job coming out from his or her experience from the job.

Concept of Promotion

According to Gupta (2011) Promotion refers to advancement of an employee to a higher post carrying greater responsibilities, higher status and better salary. It is the upward movement of an employee in the organization's hierarchy, to another job commanding greater higher authority, higher status and better working conditions. Promotions are used to reward employees for better performance and to motivate them for greater effort. Promotion is used as a reward for better work performance and organizationally approved form of behavior. People will work harder if they feel that this will lead to promotion. It provides satisfaction to personnel who enhance their morale, productivity, and loyalty to the organization. Promotion provides avenues for continuous learning and developing of personnel as promotion depends on promotability which is a result of continuous learning and development. This process increases individual effectiveness and, consequently, organizational effectiveness (Prasad, 2012).

Impact of Leadership Mutation on Employee Satisfaction

Numerous studies (Sabir, Iqbal, Rehman, Shah, & Yameen, 2012; Walumbwa, Mayer, Wang, Wang, Workman, & Christensen, 2011) have reported positive relationships between organizational leadership and outcomes at the individual level and firm levels. Most recently, (Sabir, Iqbal, Rehman, Shah, & Yameen, 2012; Walumbwa, Mayer, Wang, Wang, Workman, & Christensen, 2011) reported that organizational leadership has a positive impact on follower performance and firm outcomes. A number of comparative studies (Davis and Holland 2002; Brockhaus, 2006) have also reported that transformational leadership behaviors are more positively related to subordinate effectiveness in a variety of organizational settings than are transactional behaviors (Brockhaus, 2006). According to a meta-analysis carried out by Rouse (2010) on the impact of Leadership Mutation on employee satisfaction, he argued that there is positive relationship between leader communication and employee satisfaction. The study showed that when there is ineffective communication and relationship among employees and supervisors, it will generate a climate that reduces personal commitment impeding employee satisfaction and hence organizational change and

growth. When there is poor communication during the changes, the employees will become demoralized and less productive which will give the employers the opportunity to increase punitive consequences for non-performance (Kirkpatrick, 2000).

Impact of Technological Mutation on Employee Satisfaction

Organizations build and rebuild their existing IT systems in response market changes. The results of these initiatives are often rather disappointing. The world has more technology than ever before with technological changes increasing at an accelerating pace. The amalgamation of data processing, communications and the advances of software allows firms to gain a competitive advantage, improve performance and develop new businesses from various areas. Use of information technology is now shifting from a supportive role to a more strategically oriented role in organizations (Lucas & Turner, 2002). The 2000s were marked by major breakthroughs in computing in organizations as organizations had undergone a revolution in the adoption and application of complex information technology. Nevertheless, swift technology enhancement unintentionally reduces the presumed lifespan of many IT systems. Organizations build and rebuild their existing IT systems in response to needs and market changes. The outcomes of these initiatives are often rather unsatisfactory. Half of these technological change projects experience failure (Adam, 2003).

Impact of Seniority Based Promotion on Employee Satisfaction

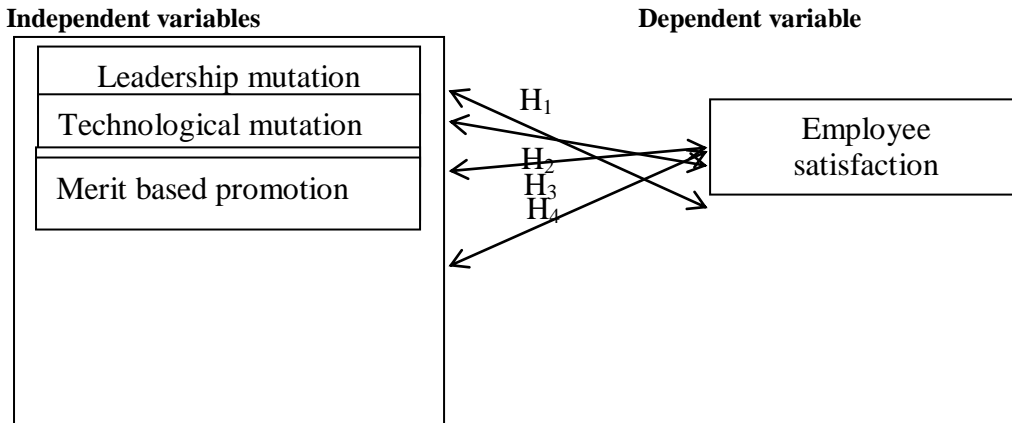
Promotion of employees has a number of benefits not only to the employees but also to the organization in which they work. Chrudden & Sherman (1980) view promotion as the means to ensure effective utilization of skills and abilities

those individuals have been able to develop. Promotion creates a feeling of satisfaction with the present situation and conditions and encourages ambition to continue working with the company. Promotion must be implemented based on clear procedures, which are known to management and staff. Job Satisfaction plays significant role in the organization. Therefore, managers should take concrete steps in improving the level of job satisfaction. Job satisfaction is a set of favorable or unfavorable feelings with which employees view their jobs, more specifically the nature of jobs they do, the quality of supervision they receive, co-workers pay and promotional avenues. Job satisfaction affects job performance, employee turnover, and low absenteeism. High job satisfaction results in high work performance, less employee turnover and less absenteeism (Prasad, 2012).

Impact of Merit Based Promotion on Employee Satisfaction

Thorndike's law of effect states that behaviours that are rewarded are more likely to be repeated than those that are punished (Schermerhorn, 1986). Punnington et al. (2000) notes that today's employees need instructive, supportive feedback and desired rewards if they have to translate their knowledge into improved productivity and superior quality. Properly administered feedback and rewards can guide, teach and motivate people in the direction of positive change. If the performance level is lower than that of others who get the same reward, there is no reason to increase their output. Lawler (2003) argues that prosperity and survival of an organization is determined on how the human resources are treated. When an employee is motivated, it leads to actions in pursuit of that interest (Armstrong, 2001).

CONCEPTUAL MODEL



Source: Adapted from the study of Udin, Sani & Martono, (2017). Journal of Applied Management (JAM), 16 (1),10-16.

III. EMPIRICAL REVIEW

Kute and Upadhyay (2014), examined the relationship between technological mutation and its impact on employee performance in commercial printing industry. The study found that technological mutation affect employee’s performance in various ways like redundancy, employee turnover and the level of motivation at work. It was noted that technological mutation affected skills and performance of the employees in the commercial printing industry. It is worth studying whether technological mutation affect performance of employees in universities. A study by Abbas and Yaqoob (2009) examined the effect of leadership development on employee performance in Pakistan. This study was conducted considering five factors of leadership development, that is, coaching, training and development, empowerment, participation and delegation. The study found that the combined effect of these factors influenced employee performance with 50%. However, rest of the 50% contribution towards employee performance other factors such as: attitude, commitment, motivational factors, and trust in the organization, compensation, reward and bonuses that increase the employee performance. From the above empirical analysis reviewed, the study identified that Kute and Upadhyay (2014) revealed that there is relationship between technological mutation and employee performance using commercial printing industries as a case study rather than academic institutions. Also another study conducted by Al-Jaradat, Nagresh, Al-Shegran and Jadellah (2000), found out that there is positive relationship between organizational structure, technological mutation, change in individual behaviour and employee

performance but failed reviewed how this variables affected employee performance individually. The results of this research support the results of a research which was conducted by Dasplin (2014) that mutation is a change from a position in a class to a position in another class which is not higher or not (at the same level) in terms of salary.

IV. THEORETICAL FRAMEWORK

There are various frameworks for analyzing mutation, promotion system and employee satisfaction in different organizations. In an attempt to explain the relationship as per level of commitment, the Human Resource Attribution theory was used.

Human Resource Attribution Theory

Research study shows that HRM practices are associated with organizational performance through their influences on employee attitude and behaviour and employee perceptions of HRM. Based on this suggestion, Nishii, Lepak & Schneider (2008)) and have come up with the construct HR attributions theory. The theme of the HR attribution says the attributions that employees develop about the intentions of management adopting particular HR practices have consequences for their individual attitudes and behaviours, and ultimately, unit performance (Rimi & Yusoff, 2013). Nishii et al. (2008) confirm their assumptions by testing the theory in a service organization. The authors find that employees have developed varying attributions for the same HRM practices and that these attributions generate different level of employee commitment and satisfaction. In turn, individual attribution is shared within units and consequently it affects unit-level

OCB and employee commitment to the organizations performance and goals.

V. METHODOLOGY

The study adopted the use of non-experimental design with specification in survey research design. The area of study will be the Nigeria Police Force, Adamawa state command,

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

$$N = 5952$$

$$n = \frac{5952}{1 + 5952(0.05)^2}$$

$$n = \frac{5952}{1 + 5952(0.0025)}$$

$$= \frac{5952}{16}$$

$$= 372$$

Close ended questionnaire was an instrument designed to gather primary data that have direct relevance with the research questions to ensure a fair reconciliation of the ideas already contained in the questionnaire. The questionnaire was design on five points likert scale ranging from Strongly agree (5) to strongly disagree(1). The study however used Statistical Package for Social Sciences (SPSS). While hypotheses will be tested using regression analysis 0.05 level of significance.

Model of Regression

The independent variable for this study was mutation and promotion while the dependent

- LM = Leadership mutation
- TM = technological mutation
- SBP = Seniority based promotion
- MBP = Merit based promotion
- ES = Employee satisfaction
- μ = Error term

VI. ANALYSIS AND RESULTS

Out of 400 questionnaires distributed;

Returned	$\frac{346}{400}$	x 100	=	86.5%
Unreturned	$\frac{54}{400}$	x 100	=	13.5%

Hypotheses testing

- H₀ : Leadership mutation does not have significance effect on employee satisfaction;
- H₀ : Technological mutation does not have significance effect on employee satisfaction;
- H₀ : Seniority based promotion does not have significance effect on employee satisfaction; and
- H₀ : Merit based promotion does not have significance effect on employee satisfaction.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.935 ^a	.874	.873	2.28433

a. Predictors: (Constant), MBP, SBP, TM, LM

Yola. The entire personnel (5952) of the Nigeria Police Force Adamawa state command will constitute the population of the study (Source: Human Resource Dept. Adamawa State Police Command, 2019). Yamani (1964) formula was used to draw the sample size for the study, which is calculated as follows:

variable is; employee satisfaction. When there are two or more independent variables, the analysis concerning relationship is known as multiple correlations and the equation describing such relationship is known as multiple regression equation. The equation assumes the form;

F= ES (LM, TM, SBP, MBP) and;

(ES = β₀ + β₁LM + β₂TM + β₃SBP + β₄MBP + μ)

Where LM, TM, SBP, MBP are four independent variables (leadership mutation, technological mutation, seniority based promotion and merit based promotion) and ES is the dependent variable (employee satisfaction).

Where:

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12371.287	4	3092.822	592.702	.000 ^a
	Residual	1779.398	341	5.218		
	Total	14150.685	345			

a. Predictors: (Constant), MBP, SBP, TM, LM

b. Dependent Variable: ES

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-1.375	.888		-1.548	.002
	LM	.451	.078	.386	5.793	.000
	TM	1.051	.071	.894	14.751	.000
	SBP	.349	.071	.173	4.928	.000
	MBP	-.483	.106	-.272	-4.560	.000

a. Dependent Variable: ES

Where:

- LM : Leadership mutation
- TM : Technology mutation
- SBP : Seniority based promotion
- MBP : Merit based promotion
- ES : Employee satisfaction

The model shows the relationship between the variable (leadership mutation, technology mutation, seniority based promotion and merit based promotion) is highly positive and negatively sign as indicated; R 0.935 (93.5%). The R² statistic of 0.874 (87.4%) shows that the model is a good predictor of the dependant variable, taking cursory examination of contribution of individual variables in the model shows that the t – statistics is positively and negatively signed (0.386, 0.894, 0.173 and -0.272) and it is statistically significant at 5%. The f - statistics 592.702 also revealed that the variables of the model jointly explained the dependant variables.

The (P-values) indicates that there is significant relationship between leadership mutation, technological mutation, seniority based promotion and employee performance, the results further revealed that merit based promotion has negative relationship with employee performance in the organization (P-value is less 0.05).

VII. SUMMARY OF FINDINGS

The following findings were derived from the above analysis;

- i. Finding from the analysis revealed Nigeria Police Force, Adamawa state command; Yola don't usually provides precise instructions about how the work should be done in the station, their leader don't sets a challenging goal for the organization based on current objectives. Finding also shows that even there is a new leader, they don't provides supportive guidance and assistance to increase work effectiveness in the station, also there is no effective improvement of leadership in the station.
- ii. Finding revealed technology changes don't not helps emmployees to improve record keeping in Nigeria Police Force, Adamawa state command; Yola. The accounting and payroll system is ineffective in even with the changes in technology. Resources, both financial and human capital are not monitored within the innovation system of technology in the organization. Changes in technology don't increases knowledge diffusion through networks in the organization.

- iii. From the above analysis, superiors' opinion leads many employees to feel that promotions are not made fairly. Seniority based promotion lead to declining morale and performance in the organization. Finding also revealed that promotion is not being based on most experience officer in the organization. Also seniority system cannot guarantee that the best performer will be promoted.
- iv. Finding also shows that there is no accountable and transparent evaluation system that deals with challenges in the organization, selection is not fully based on merit and educational background. Finding also shows that corruption and nepotism is found in the promotion system in the organization.

VIII. CONCLUSION AND RECOMMENDATIONS

Nigeria Police Force, Adamawa state command; Yola don't usually provides precise instructions about how the work should be done in the station, their leaders don't sets a challenging goal for the organization based on current objectives. The new leaders don't provide supportive guidance and assistance to increase work effectiveness in the station. There is no effective improvement of leadership in the station.

Technology changes don't not helps employees to improve record keeping, the accounting and payroll system is ineffective in even with the introduction of technological changes in the police force. The technological changes has not in any ways improved financial and human capital resource monitoring within the organization. Also changes in technology don't increases knowledge diffusion through networks in the organization.

In the station, superiors' offices make junior staff to feel that promotions are not made fairly, because the system is not adopted seniority based promotion which has lead to declining in morale and performance in the organization. Promotion is also not based on most experience officer; also seniority system cannot guarantee that the best performer will be promoted.

Conclusively, there is no accountable and transparent evaluation system that deals with challenges in the organization, selection is not fully based on merit and educational background. This implies that that corruption and nepotism is found in the promotion system in the organization

because there is no defined promotion system known to the employees.

From the above analysis of the study the following recommendations were made:

- i. There is need for top officers of Nigeria Police Force, Adamawa state command Yola should always give precise instructions to their subordinates officers on how work should be done in the station, all challenges should taken with high priority. There is need also for the top officers to provide support, guidance and assistance; the top officers should also lead by example through effective improvement in their leadership style.
- ii. Top officer of Nigeria Police Force, Adamawa State Command, Yola need to improve on the use of technology which will help them to keep accurate records of their subordinates, which will also help in improvement of their payroll system; they should also development a strategy that will help them utilize innovation system in order to enable them monitor financial and human capital effectively.
- iii. There is need for top officers should encouragement one effective system of promotion, which will make their subordinates to feel that promotions are made fairly, this will go along way to promotes employees performance in the station.
- iv. The superior officers of Nigeria Police Force, Adamawa State Command, Yola should always practice fair accountable and transparent evaluation system in dealing with all challenges facing the organization, also selection for promotion should be base on merit educational background not based on corruption or nepotism.

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