

## Personality Type and Workforce Diversity as Predictors of Ethical Behaviour and Job Satisfaction among Nigerian Policemen

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**Abstract:** The study examined the influence of personality type (A and B) and work force diversity on ethical behaviour and job satisfaction of a sample of Nigerian police. The sample consisted of one hundred and twenty two policemen and women whose ranks are from Constable to Assistant Superintendent of police in the Irrua Area Command, Edo State, Nigeria. To achieve the objective of the study, four hypotheses were formulated and tested. The data were analysed using the student t-test and multiple regression analysis. The findings of the study revealed that type B persons have higher job satisfaction and are more ethical in behaviour compared to the type A persons. Also, there was a significant joint prediction of age, gender, educational attainment and work experience on job satisfaction and ethical behaviour of the sample. Here, age, gender and work experience have a significant independent contributions to job satisfaction and ethical behaviour. However, the independent contribution of education on job satisfaction and ethical behaviour was non-significant. Based on these findings, it was recommended, among other things that more of type B persons be recruited into the force and efforts should be made to encourage professional ethics in the force. Suggestions were also made and conclusion drawn based on the findings that were discussed.

**Keywords:** Ethical behaviour, gender, policemen, type A personality, type B personality, work force diversity

### INTRODUCTION

The history of the Nigeria Police is a history of nobility, service and sacrifice. In recent years however, the Police have come to be known as the bastion of illegality, inefficiency and institutional decadence (Afolabi and Adesina, 2006). The Nigeria Police, in spite of their pivotal role in the criminal justice system are not immune to the corruption that ravages the nation. It is also a fact that a society gets the kind of Police it deserves. This suggests that a corrupt nation cannot but have a corrupt Police Force. While there is some sense in this assertion, it is unimaginable that an institution responsible for the enforcement of the law could rank among the most corrupt institutions in the society. For these and other reasons, many Nigerians look at the Nigerian Police as agents of death, corruption, humiliation, oppression, suppression, manipulation and are puppets in the hands of politicians and moneybags. Even the Force sees herself that way and so makes the level of morale low with the attendant problem of job satisfaction.

One of the most important and widely studied work attitudes is job satisfaction. Job satisfaction represents a person's evaluation of his or her and work context. It is an appraisal of the perceived job characteristics and emotional experiences at work. Satisfied employees have a favourable evaluation of their job, based on their

observations and emotional experiences. According to (Locke, 1976; McShane and Von Glinow, 2000) job satisfaction is really a collection of attitudes about specific facets of the job. Employees can be satisfied with some elements of the job while simultaneously dissatisfied with others. For example, a worker can express his satisfaction with co-workers, whereas he may be less satisfied with workload or other aspects of the job. Different types of satisfaction will lead to different intentions and behaviour. An employee might complain to the supervisor when dissatisfied with low pay but not with co-worker dissatisfaction. Overall, job satisfaction is a combination of the person's feelings toward the different facets of job satisfaction (Afolabi, 2005). It essentially reflects the extent to which an individual likes his or her job. Formally defined, job satisfaction is an affective or emotional response toward various facets of one's job (Adanijo, 1987). This definition implies job satisfaction is not a unitary concept, rather a person can be relatively satisfied with one aspect of his or her job and dissatisfied with one or more other aspects.

Job satisfaction describes how contented an individual is with his or her job. There are a variety of factors that can influence a person's level of job satisfaction, some of these factors include the level of pay and benefits, the perceived fairness of the promotion system with an organization, the quality of working

conditions, leadership and social relationships, and the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements). McShane and Von Glinow (2000) identified four factors that affect the level of job satisfaction a person experience. These include personality, values (work ethics), work situation and social influence.

Personality, according to (George, 1992), is the enduring ways a person has of feeling, thinking, and behaving, is the first determinant of how people think and feel about their jobs or job satisfaction. Policemen's personality (like every other person) influences the extent which thoughts and feelings about a job are positive or negative. There are two personality types, type A and type B. Type A personalities are very hurried, impatient and can be hostile and aggressive. They are very cynical of the world and are very competitive and tend to be tense and agitated when it comes to work. They have poor impulse control and feel that they always need to be active in all things. When it comes to emotions, they express their anger with outburst and verbal comments, display strong emotional reactions, can be unpredictable with emotional inconsistency, and experience negative emotions. Type As always watches others and can react in a hostile manner towards others. They like to have control over everything so they tend to be team leaders but are difficult to please. Type A personalities are risk takers, rigid and inflexible, and according to Irikefe (2006), McShane and Von Glinow (2000) this contributed to their low level of job satisfaction

On the other hand, Type Bs are open to criticism and they try to make others feel accepted and at ease and so they are more satisfied with their jobs. When they are angry, they use humour subtly to make their point, but they are angry about the issue not the person. They can be more accepting of emotions and tend to go with the mood at the moment. They are supportive of others and are more likely to express positive feelings and be more satisfied with their jobs (Kirkcaldy *et al.*, 2002).

People's values, attitudes, abilities, and emotion vary. This is probably because of the differences in personality. Personality is defined as the combination of stable physical and mental characteristics that gives the individual his or her uniqueness. These characteristics or traits, including how one looks, acts, and feels are the products of interacting genetic and environmental influences. Ethics and ethical behaviour are receiving greater attention today partly due to reported cases of questionable or potentially unethical behaviour involving many well-known organizations (Afolabi and Adesina, 2006). Unethical behaviour is a relevant issue for all employees, it occurs from the bottom to the top of an organization. Ethical and unethical conduct is the process of a complex combination of influences. At the center is

the individual decision maker; he or she is a unique combination of personality characteristics, values and moral principles leaning towards or away from ethical behaviour.

Personal experience with being rewarded or reinforced for certain behaviours and punished for others also shapes the individual's tendency to act ethically. Ethical behaviour is learned and like all learned behaviour, it is shaped by experience. In an environment where temptations and threats are few, acting ethically comes easily. In more hostile environment where temptations, insults and threats are commonplace (like in the Police force), acting ethically poses a greater challenge. And this is the dilemma facing the Police; they work in a professional environment that challenges the high ideals that draw new recruits into policing. An aversive work environment may create more complex consequences for Police than for other workers. This is because Police officers bring to their work a sense of mission and when this sense of purpose collides with an alienated world view, the sense of mission may survive, but allegiance to procedural justice may be left in tatters. Loyalty as an important sub-cultural value transcends time and space. Police from different society value loyalty and this universality is explained by its being instrumental for those who must face a hostile world. Loyalty as discussed here is neither a virtue nor vice, the value we assign it is situational. The object to which loyalty is shown determines its moral worth. The loyalty that causes a Police to risk his or her life to save another Police officer is virtuous because the life of that officer like all human life is invaluable. The loyalty that underpins a cover-up is corrupt. Refusing to "rat out" corrupt officers is unethical as well.

When defining diversity, organisations must first go beyond the paradigm that Workforce Diversity (WFD) is limited to gender, sex or national origin. In reality, workforce diversity also includes: differences in style, culture, age, education, religious affiliation, sexual orientation, length of time in the organization, geographic origin etc. Diversity represents the multitude of individual differences and similarities that exist among people. Like seashells on a beach, people come in a variety of shapes, sizes and colours. This variety represents the essence of diversity. Gardenswartz and Rowe (2003) a team of diversity experts identified four layers of diversity to help distinguish important ways in which people differ. Taken together, these layers define one's personal identity and influence how each of us see the world. One, personality that is at the center of the diversity wheel represents a stable set of characteristics that makes one unique as an individual.

The internal dimensions also referred to as the primary dimensions of diversity. These dimensions, for most part are not within our control but they strongly

influence our attitudes and expectations and assumptions about others, which in turn influence our behaviour; e.g. age, gender, ethnicity, physical ability, race and sexual orientation. The external influences which are referred to as secondary dimensions of diversity represent individual differences that we have a greater ability to influence or control, e.g. income, personal habits, religion, recreational habits, educational background, work experience, appearance, etc. These dimensions also exert a significant influence on our perceptions, behaviour and attitudes. Organizational dimensions, which is the final layer of diversity, includes work content/field, division/department/unit/group, seniority, work location, union affiliation, management status and functional level.

This study seeks to explore two of the several demographic trends that are creating an increasingly diverse workforce: 1. Gender: women continue to enter the workforce in increasing numbers (Fullerton and Toossi, 2001). 2. The aging workforce. Though there are no available statistics regarding the gender composition, available evidence suggests an increase in the number of Police women in the rank and file of the Nigerian Police (Adebayo, 2005; Akpor, 2004). The Nigerian Police has recently introduced female mobile Police personnel to combat riots by females and children when they occur. The female outfit is the first of its kind in the world. Similarly, there is a growing number of university graduates in the Nigerian Police. The rank and file can now boast of over 3,000 University graduates (Ilevbare, 2003; Afolabi and Adesina, 2006). The invisible barrier that separates women and minorities from advancing into top management positions can be particularly demotivating. Also, the diverse age composition of the workforce can also make the young view the old as "old school". Of particular interest is the predictive value of gender, work experience and age on the ethical behaviour and job satisfaction of Nigerian Police officers.

The world's increasing globalization requires more interaction among people from diverse cultures, beliefs and backgrounds than ever before. People no longer live and work in an insular marketplace. They are now part of a worldwide economy. This in turn causes friction since there is competition streaming from every part of an organization, which includes the persons in the organization. For this reason, profit and non-profit organizations need diversity to become more creative and open to change; which in turn may affect the ethical behaviour and job satisfaction of individuals within the organization. So it is therefore pertinent to examine how or the extent to which these workforce variables will affect the ethical behavior and job satisfaction of these individuals

Ethical behaviour which is characterized by honesty, fairness and equity in interpersonal and professional relationships and the job satisfaction (which reflects how

content the individual is with his or her job) of the present day Nigeria Police cannot be said to be homogeneous. It appears far more complex given the diversity of the workforce in terms of demographics such as gender, level of education, age and personality difference. It is therefore imperative to examine how these workforce demographics or the predictive value of these variables on the ethical behaviour and job satisfaction among the Nigerian Police. Interest in this study has been stimulated by the structural changes in the workforce of the Nigerian Police and the need to arrest the incidence of corruption among its personnel.

It is therefore the purpose of this study to identify any significant differences between male and female levels of ethical beliefs and job satisfaction and to find out whether personality has any significant influence on the job satisfaction of the individual. The study will also find out the influences gender, educational attainment, work experience and age discrepancies have on the Nigerian Police. The study also seeks to find out participants' feelings concerning certain prevailing work situations and the influence gender and age has on the job satisfaction of the Nigerian Police personnel.

Therefore, the results of this study will have practical implications for the recruitment, selection and placement of individuals within the Nigerian Police, given the fact that individual differences, age, gender have a role to play in determining the ethical predispositions and job satisfaction of an individual (Afolabi and Adesina, 2006). The study will also provide information to the Federal government on how to improve the job satisfaction of the Nigerian Police. Also, it will provide useful information to them (Federal Government) on how to increase the ethical behaviour of the Police officers by establishing a certified code of ethics that in turn will modify the ethical behaviour of these officers. That is, strict and adequate punishment should follow non-compliance to the code of ethics. This study will also be useful in teaching the Police officers to embrace and accept one another the way they are which will in turn promote unity and understanding among them. Lastly, the study can serve as a basis for further researches.

**Hypotheses:** From the theoretical framework and review of related studies, we then hypothesize that:

- Personality type will significantly influence the job satisfaction of Police Officers.
- Personality type will significantly influence the ethical behaviour of Police officers
- Age, gender, education and work experience will independently and jointly predict job satisfaction of Police Officers.
- Age, gender, educational and work experience will independently and jointly predict ethical behaviour of Police Officers.

## METHODOLOGY

**Setting:** This study was carried out among officers, men and women of the Nigerian Police, Esan Area Command which is situated in Irrua, Edo State, Nigeria. This Area Command is headed by an Area Commander and it is in turn divided into divisional Police offices headed by Divisional Police Officers. These divisional Police officers are distributed amongst the five (5) Local Government Areas (LGAs) of Esan land and these local government areas include: Esan West (Ekpoma), Esan Central (Irrua), Esan North East (Uromi), Esan South East (Ubiaja), and Igueben Local Government (Igueben). Participants were randomly selected from the Divisional Police Offices situated in the five local government areas.

**Participants:** A total number of 122 participants took part in the study. Of these, 44(36.1%) were Constables, 23(18.9%) were Corporals, 33(27.0%) were Sergeants, 13(10.7%) were Inspectors and 9(7.4%) were of the rank of Assistant Superintendent of Police (ASP). As for the ages, 65(53.3%) were between 21-30 years, 38(31.1%) were between 31-40 years, 18(14.8%) were between 41-50 years and 1(0.8%) were between 51 and above years. In terms of their sex distribution, 83(68.0%) were males and 39(32.0%) were females. On marital status, 47(38.5%) were single, 70(57.4%) were married, 2(1.6%) were divorced and 3(2.5%) were widowed. Of the sample, 91(74.6%) were Christians, 24(19.7%) were Muslims and 7(5.7%) were 'others'. On tenure, 54(44.3%) were between 0-5 years, 37(30.3%) were between 6-10 years, 12(9.8%) were between 11-15 years, 11(9.0%) were between 16-20 years, while 8(6.6%) were between 21-25 years of experience.

The educational qualification of the participants ranged from Primary school to University degree. From the sample, 3(2.5%) had primary school certificates, 57(46.7%) had Secondary School Certificates, 35(28.7%) had National Certificates in Education (NCE)/ Ordinary National Diploma (OND), and 27(22.1%) had Higher National Diploma (HND) / University education.

**Instruments:** A questionnaire was used to tap information on the variables. The questionnaire was divided into four (4) sections. Section A contained background information such as age, sex, marital status, rank, religion, tenure, and educational qualification. Section B consists of information on personality type and it is a modified version of the 25-item scale by Awesu (2002). The original scale has split half reliability coefficient of 0.68 and a validity of co-efficient of 0.73. For this study, a reliability of 0.52 and validity of 0.47 was obtained for the study using 15 items from the scale.

Information on ethical behaviour that constitutes section C was obtained using a 10-item professional

ethical scale by Afolabi and Adesina (2006). According to the authors, the scale has reliability co-efficient of 0.65 among police officers. For the present study, reliability co-efficient of 0.78 and validity co-efficient of 0.77 was obtained.

Information on job satisfaction is contained in section D and it is a 10-item job satisfaction scale by Adanijo (1987). The scale has a split-half reliability co-efficient of 0.58 and a validity of 0.62, while reliability co-efficient of 0.82 and validity co-efficient of 0.72 was obtained for the present study.

The response formats for all the scales consisted of a 5-point Likert-type ranging from Strongly Agree to Strongly Disagree. Section D had items 2, 4 and 9 reversed.

**Procedure:** Permission to conduct the study was sought on 9<sup>th</sup> October 2007 and approved on 16<sup>th</sup> October 2007 from the Esan Area Command situated at Irrua, Edo state, Nigeria. Participants were then randomly selected across the Divisional Police offices in the five local government Areas of the land. This was achieved with the help of the Divisional Police officers who on seeing the letters issued by the Area Command instructed the Administrative officers to make sure we achieved our aim. The questionnaires, which were hand-delivered to the participants in October 2007, contained an introductory part explaining the purpose of the survey that was given as an academic exercise.

The confidentiality of all information was guaranteed by asking participants not to include their names on the completed questionnaire. It took an average of five weeks to collect data on 150 respondents. However, 122 questionnaires were analyzed because the other forms were either not filled or only partially completed.

**Design/statistics:** A predictive survey design was employed in which personality type and work force diversity served as the independent variables while ethical behaviour and job satisfaction served as dependent variables. Independent t-test was used to examine hypotheses 1 and 2 while multiple regression analysis was employed to analyze hypotheses 3 and 4.

## RESULTS

Results of the various analyses are presented in the following tables. The first hypothesis, which states that personality type will significantly influence the job satisfaction of police officers, was supported in the direction predicted and this is illustrated in Table 1.

From Table 1, personality type has a significant influence on the job satisfaction of police officers ( $t = 1.97$ ;  $df = 120$ ;  $p < 0.05$ ). That is, Policemen with type B personality have higher job satisfaction (mean = 33.64) than those with type A (with a mean of 29.74).

Table 1: The influence of type A and type B personality on job satisfaction of police officers

Personality	Job satisfaction score (Mean)	SD	df	T	P
Type A	29.74	5.346			
Type B	33.64	3.574	120	1.97	P< 0.05

Table 2: The influence of personality type on the ethical behaviour of police officers

Personality type	Ethical behaviour mean	SD	df	T	Prob.
Type A	31.41	5.749			
Type B	34.95	6.515	120	1.98	p<0.05

Table 3: Summary table of multiple regression analysis of age, gender, educational attainment and work experience on job satisfaction of police officers

Variables	R	R <sup>2</sup>	F	p	b	T	p-value
Age					0.42	9.05	<0.001
Gender					0.29	1.80	<0.05
Education	0.52	0.27	16.27	p<0.001	0.09	N.S	
work Experience					0.16	1.90	<0.05

Table 4: Summary table of multiple regression analysis of age, gender, educational attainment and work experience on ethical behaviour of police officers

Variables	R	R <sup>2</sup>	F	p	β	T	p-value
Age					0.50	7.07	<0.001
Gender					0.31	2.01	<0.05
Education	0.68	0.46	17.88	p<0.001	0.04	0.75	NS
work Experience					0.23	1.68	<0.05

The second hypothesis, which states that personality types will significantly influence the ethical behaviour of police officers, was supported in the direction predicted as illustrated in Table 2.

From Table 2, personality type has a significant influence on the ethical behaviour of some policemen (t = 1.98; df = 120; t = 1.98, p<0.05). This analysis shows that type B Police officers scored higher (34.95) on ethical behaviour than the type As (mean = 31.41).

The third hypothesis which states that age, gender, educational attainment and work experience will independently and jointly predict job satisfaction of police officers was confirmed.

From Table 3, it can be seen that there is a significant joint prediction of age, gender, educational attainment and work experience on job satisfaction of Police Officers F (4, 120) = 16.27; p<0.001 with R= 0.52, R<sup>2</sup> = 0.27. This implies that all the predictor variables accounted for 27% variations in job satisfaction. Therefore, part of the hypothesis was confirmed. However, the results showing the contribution of each of the predictor variables in the joint prediction revealed that age contributed significantly (β = 0.42; t = 9.05; p<0.001). It contributed 42% in the joint prediction. This means that the older the police officer, the more the satisfaction on the job. The contribution of gender was also significant (β = 0.29; t =

1.80; p<0.001). (β = 0.09; t = -0.22; p>0.05). It implies that the level of education has no significant influence on the job satisfaction of Nigerian police officers. Also, the contribution of work experience was significant (β = 0.16; t = 1.90; p< 0.05). That is, the older the policeman on the job the more the satisfaction on the job.

The fourth hypothesis that states that age, gender, educational attainment and work experience of Police officers will independently and jointly predict their ethical behaviour was partly supported in the direction predicted and this is shown on Table 4.

From Table 4, it can be seen that there is a significant joint prediction of age, gender, educational attainment and work experience on the ethical behaviour of Police Officers F (4, 120) = 17.88; p<0.001 with R = 0.68, R<sup>2</sup> = 0.46. This implies that all the predictor variables accounted for 46% variations in ethical behaviour. Therefore, part of the hypothesis was confirmed. However, the results showing the contribution of each of the predictor variables in the joint prediction revealed that age contributed significantly (β = 0.50; t = 7.07; p<0.001). It contributed 50% in the joint prediction. This means that the older police officers scored higher on professional ethical scale than the younger ones. The contribution of gender was also significant (β = 0.31; t = 2.01; p<0.05). This means that the policemen scored higher on professional ethical scale than their female colleagues. The contribution of education was not also significant here just as in job satisfaction (β = 0.04; t = 0.75; p>0 .05). It implies that the level of education has no significant influence on the professional ethical behaviour of Nigerian police officers. Lastly, the contribution of work experience was significant (β = 0.23; t = 1.98; p<0.05). That is, the older the policeman on the job the more the ethical behaviour.

## DISCUSSION

The results of this study confirmed two hypotheses while the remaining two were partially confirmed. The hypothesis which states that personality type will significantly influence the level of job satisfaction of Policemen was confirmed. From the results it was found that Type A Police were less satisfied with their jobs than the Type B officers. This is in consistent with the major propositions of the study and it is also in line with the assertions made by Booth-Kewley and Friedman (1987) and Friedman (1991) that the Type A behaviour pattern virtually guarantees that these people will encounter many stressful situations, such as time pressures of their own making and barriers that anger them. Also, the combination of traits that make up Type A personality such as being impatient, very hurried, hostile and aggressive when it comes to relationships may be an explanation to why they are less satisfied with their job compared to the Type B's who take things easy.

This result is also in line with the findings of Hagihara *et al.* (1998) who found that the nature of predictors for job satisfaction varied with the behaviour type. "Being not busy at work" ( $p < 0.001$ ) and "working more than 10 hours per day" ( $p < 0.05$ ) were significant predictors of job satisfaction among the type A workers while "working less than 10 hours per day" ( $p < 0.05$ ) and "can learn new things at work" ( $p < 0.01$ ) were significant predictors of job satisfaction among the type B workers. Also, Kirkcaldy *et al.* (2002) in their study show that in a sample of 332 managers, a type A personality and an external locus of control are associated with greater perceived levels of stress (particularly in terms of interpersonal relationships), lower job satisfaction and a poorer physical and mental health than that of managers with a type B personality and an internal locus of control.

The second hypothesis which states that personality type will significantly influence ethical behaviour among Policemen was confirmed in the direction of prediction. From the analysis, it shows that type B Policemen are more ethical on their jobs than the type As. This finding is in support of the earlier one done by Irikefe (2006). Irikefe explains that the result must have been because the type B factory workers were more ethical probably because of their peculiar behaviour patterns. Some of these patterns according to (McShane and Von Glinow, 2000) include less competition and they are less concerned about time limitations. This same result was found by Adekunle and Awosika (2008) among Nigerian Nurses. Among Police officers, the outcome of this study could be because the type Bs generally approach life more casually and systematically than the type As. They tend to work steadily, take a relaxed approach to life and are even tempered, cooperative with thoughtful judgement.

In addition, the study revealed that age, gender, education and work experience jointly predict job satisfaction among Policemen. It also revealed that age, gender and work experience independently predict job satisfaction. From the analysis, it implies that older workers, males and long time work experience are directly linked to high job satisfaction among the policemen. This is in line with the findings of Janson and Martin (1982) which concluded that there is a positive relationship between age and job satisfaction. In the study, they found that the relationship is simply a function of older workers having moved into better jobs across their careers (i.e., a life cycle explanation). The same conclusion was made by Snyder and Dietrich (1992) but not without a note of caution that the shape of age/job satisfaction relationship is neither universal nor invariant but, in fact, depends on individual and situational differences.

Besides these, Lee and Wilbur (1985)'s study of 1707 public employees in the US who responded to questionnaires found that job satisfaction increased with

age. On the influence gender has on job satisfaction, the job characteristics valued by women and men have repeatedly been shown to differ. As a general rule, women place less value on remuneration and that women are significantly less likely to identify earnings as the most important aspect of a job. On the other hand, women are significantly more likely to identify social relations at work as the most important aspect of a job and this identification is expected to lead to higher job satisfaction. In addition, higher comparison earnings, the average earnings of otherwise equal workers, reduce male job satisfaction more than female job satisfaction (Hodson, 1989; Glenn *et al.*, 1977).

This pattern of result was least expected because of the notion that since the female officers work predominantly in the office while the males go to the field, it is therefore expected that they will be more satisfied with their job because they do not experience the rigors/stress that goes along with field work. But this was proved incorrect among the sample by the result of this study. One plausible explanation for this pattern of result is that job satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. The amount of job satisfaction is related to the degree to which the job provides outcomes which are in congruence with what one wants in a job, which points out that being a male or female does not mean a higher level of job satisfaction, but the degree to which one's want in a job and what one has in a job are harmonized. This result gives credence to other studies (Lynch and Verdin, 1983; Wellmaker, 1985) that have found similar results. Besides our results, it was found that education has no significant influence on policemen's job satisfaction. This is in agreement with the findings of Martin and Shehan (1989) who found evidence that when job conditions do not correspond with educational attainment, the net effect of education on levels of worker satisfaction is negative. Moreover, there is additional evidence that the form of this relationship may be different for men and women.

The fourth hypothesis which stated that age, gender, educational and work experience will independently and jointly predict ethical behaviour among Policemen was also partially confirmed. This is because the joint influence was significant and the independent contributions of age, gender and work experience were significant. However, the contribution of education was not significant in the prediction of ethical behaviour. By this, it implies that older officers were more ethical than their younger counterparts. This is consistent with the major propositions of this study and also with the findings of Adebayo (2005) that provided empirical evidence implicating age in ethical reasoning. One plausible explanation for differences in ethical beliefs between old and young Police officers concerns changes in societal values and expectations.

In Nigeria, there is no doubt that the age-old virtues (hardwork, protecting family name, conscientiousness and diligence) have given way to obsession with materialism, compulsion for a shortcut to affluence, glorification and approbation of ill-gotten wealth which the younger generation has imbibed. The consequence is that youths are less inclined to observe ethical values and are more prone to break rules when opportunities are presented.

Moreso, the arguments by Brown *et al.* (1992) and Adebayo (2005) is that because women in policing are not universally accepted by Policemen, thus they can operate outside of the informal rule system from which they are excluded. This suggests that because women are considered to be separate from the male Police culture, they are immune to the corrupt practices of their male counterparts/colleagues is to be faulted on the ground that this exclusion serves to make these Police women even more vulnerable/susceptible to behaving unethically in order for them to be accepted and included in the Police sub-culture.

There are substantial evidence suggesting that gender differences may matter: that men and women differ in terms of ethical beliefs, values and behaviour (Adebayo, 2005; Silver and Valentine, 2000; Hill, 1997; Brown *et al.*, 1992), on the other hand, considerable evidence suggests that men and women do not differ significantly on these dimensions (e.g., Robin and Babin, 1997; Jones and Kavanagh, 1996; Tyson, 1992). Thus, the research evidence is mixed and the role gender differences play remains an unanswered-and potentially unanswerable-question. As a result, some researchers have proposed that a more promising path may involve explaining perceptions of gender differences rather than actual gender differences (Ambrose and Schminke, 1999; Heilman *et al.*, 1989; Adekunle and Awosika, 2008). Afterall, we know that individuals do not respond to reality but rather to their perceptions of reality-what they believe others think and what they believe others will do.

### CONCLUSION

Though research evidence is mixed, the finding of this study clearly reveals that personality type influenced the job satisfaction and ethical behaviour of the sampled Police officers. Type B Police officers tended to be more satisfied and more ethical with their job than their Type A counterparts. The finding also revealed that age, gender differences and work experience influenced the level of job satisfaction and ethical behaviour of these officers as implicated in the result of the study. However, the level of education of the sample did not influence their level of job satisfaction and ethical behaviour. Police managers should therefore be mindful of the personality type, age, gender, and work experience as they affect job satisfaction and ethical values of their officers.

### RECOMMENDATION

In Nigeria, it is clear that there is urgent need for the effective development and understanding of the Nigerian Police officers' ethical behaviour and job satisfaction given that most eggs in the Nigerian Police are bad and because at the heart of democracy and institutions are the Police who are there to keep the peace, enforce law and order, investigate crimes and arrest criminals, enforce Judges and Attorney General's decisions and also help keep general peace and stability. In as much as the Nigerian Police has not lived up to this expectation, it is not the fault of the Police alone. The Police do not write laws; the Police do not hire and promote officers; the Police do not fire corrupt and inefficient officers; the Police are not in charge of budgetary allocations; the Police are not in charge of procuring uniforms and the tools necessary to do great jobs.

As we look at the whole event, we concluded that we deserve the Police we have. In other words, the Nigerian Police force is a reflection of the Nigerian society. The Police are bad because we are bad as a nation. To change the Police, we have to change our orientation and national culture. In order for the Police "to serve and protect with integrity", we must honour them; we must provide adequate leadership, adequate compensation and staffing, adequate housing and adequate mode of transportation and proper training of its personnel which will in turn influence their ethical conduct and their overall satisfaction with their job.

**Limitation of study:** The conclusion of a study like this would not be complete without a mention of its limitations, one of which is the fact that the study was limited to Police officers in Esan Area Command of Edo State, Nigeria, which makes it therefore difficult to generalize the findings to Police officers nationwide. Caution must also be exercised while making statements on causality with respect to the present findings because of the non-experimental (survey) nature of the study and to the self-reporting nature of data collection. The uncooperative nature of the Police officers is also another limitation of this study in that some of the officers demanded tips for filling the questionnaire which we bluntly refused. Another limitation is that ethical behaviour of the Police officers proved difficult to research on because direct observation of the Policemen during the action is not mostly possible.

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