



**WORK-PLACE CORDIAL RELATIONSHIPS AND JOB SATISFACTION:  
EVIDENCE FROM NIGERIAN SECURITY AND CIVIL DEFENCE CORPS,  
ABUJA COMMAND**

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**Abstract**

*The research is a study of work-place cordial relationships and job satisfaction: evidence from Nigerian Security and Civil Defence Corps, Abuja Command. The study population is four hundred (400), being the number of NSCDC personnel in Abuja command. The study adopted Watson (2001) statistical formula and scale for determining sample size based on 95 percent confidence level. A margin error of 0.05 and a variability degree of 20 percent was used due to the homogeneous nature of the study population, while a sample of fifty (50) was drawn for the study. Data were collected using questionnaire and analysed using descriptive and inferential statistics. Descriptive statistics, tables with frequencies, simple percentages, regression using Kendall's correction and inferential statistics were used as tools for analysis of the data generated for the study. Findings suggest that there is a very good workplace cordial relationship amongst personnel of the corps, which has enhanced job satisfaction in the organisation. The study recommends that the spirit and tempo of the good workplace relationship which hitherto has existed in the NSCDC and led to job satisfaction amongst officers and men should be maintained and further enhanced.*

**Keywords:** Workplace, cordial relationship, job satisfaction

**1. Introduction**

Cordial relationships in organisations have today become one of the delicate and complex problems of modern society. Pemilu and Farmhan (2005) submitted that organisational progress is therefore impossible without harmonious relationships in the workplace. Consequently, the greatest failings of all top-to-down command-style management of organisations are to ignore the level of interpersonal relationships that exist among employees at different levels. Akiko (2012) believes that interpersonally developed relationships in organisations have always been known to contribute positively to the betterment of such organisations.

The Nigerian State which has been faced with-serious crisis of development resulting in different shapes of insecurity and criminalities decided to establish the Nigeria Security and Civil Defence Corps (NSCDC) through an instrument of law which commenced on the 28th of May, 2007 as a new outfit to curb further spread of insecurity and non-compliance



to its laws and regulations. Its mandates amongst others, are to assist in the maintenance of peace, law, and order; protection and rescuing of the civil population during any period of emergencies; maintenance of twenty-four-hour surveillance over infrastructures, sites, and projects of the Federal, State and Local Governments; enter and search any premises and seize any material suspected to have been used for vandalization or suspected proceeds of vandalization, arrest with or without a warrant, detain, investigate and institute legal proceedings by or in the name of the Attorney-General of the Federation; handle issues that have to do with riots, civil disorders, revolts, strikes, religious unrests, investigation of activities aimed at depriving citizens of their properties or lives or Syndicate activities aimed at defrauding the Federal, State, or Local Government amongst many others (NSCDC Amendment Act, 2007).

As a paramilitary body, discipline, loyalty, respect, and obedience in carrying out the official assignment are expected to be done with military precision and to some extent the adoption of the use of legal weaponry. Consequently, official duties and assignments are also expected to be carried out by officers and men of the corps with specific orders and directives in line with the corps mandate. The issue of interpersonal relationships in the workplace is strictly done in formal terms and may not really have a role to play in the accomplishments of directives or instructions to officers and men of the corps.

It may be assumed that by the paramilitary nature of the organisation, in the course of carrying out the daily activities in the workplace, rifts, clashes, suspicions and lack of cooperation may become daily occurrences which might in the end affect productivity and general job satisfaction. This has become a worrisome development as experienced by other sister security cum military organisations. Thus, the researcher is motivated to investigate the extent and levels of interpersonal relationships that exist amongst its personnel and how this relationship can affect job satisfaction. Specifically, the study is targeted at ascertaining the levels of cordial relationships that exist amongst officers and men of the NSCDC; and to determine the factor(s) that necessitate the level of job satisfaction of personnel of NSCDC.

## **2. Review of Literature**

Damachi (2006) asserted that good cordial relationships in organisations may not be synonymous with the peace of the graveyard nor is it a complete absence of strife, while Pemilu and Farnham (2005) are of the view that cordial labour relationship has become one of the most delicate and complex problems of modern society; organisational progress is therefore impossible without the cooperation of and harmonious relationship in the workplace. Therefore, it is in the interest of all to create and maintain good relations between employees and management for the overall success of the organisation and job satisfaction of employees. But, Gordon and Hartman (2009) pointed out that when people spend about 50 hours per week in the workplace or institution of work, employees are most



probable to develop workplace friendships than any other kind of relationship in the organisation.

On the other hand, Rea (2015) while discussing cordial relationships in an organisation, corroborated the above statements when he submitted that open lines of communications can be informal, such as day-to-day interactions between employees and supervisors, leading to the adoption of formal mechanisms for employee feedback and hitherto, creating workplace satisfaction. Akiko (2012) averred that one of the greatest failings which result from the “top-down” type of management is for management to ignore the knowledge that exists interpersonally at the other levels or units of an organisation”.

On the other hand, Purcell (2014) asserted that when employees are engaged, they show initiative, positively trying to contribute to and working above what is expected of them because of the feeling of belongingness to such organisations. This implies that employees who are engaged will be committed to the organisation and will ensure their continued stay in such organisations. Albrecht et’ al. (2016) and Shantz (2013) while contributing to the discussion on the importance of cordial relationships in organisations maintained that feelings of belongings may also contribute to employees having a positive perception about the organisation and its activities.

However, Iqbal (2015) supporting other authors above, maintained that employees showed commitment in a supportive, co-operative, and an energetic climate which leads to employees own satisfaction and commitment, this is supported by Kubendran et’ al. (2013) when he opined that when employees are respected and valued by the organisation, they put in much effort for the organisation’s growth. In their studies, Moye, Henkin, and Egley, (2004) cited in (Bashir, 2012) concentrated on the issue of trust in an organisation when they asserted that “trust helps to maintain positive working environment facilitating honest and supportive relationships.

According to them, these facilitate knowledge sharing and may have an effect on the quality and quantity of knowledge shared for overall job satisfaction. They also maintained that trust helps to retain a positive organisational environment resulting in honest and supportive relationships, and acts as an important factor for positive partnership and communication which is the foundation for vibrant relationships for employees; the willingness to co-operate and empower their ability to handle crises when they occur among them is thus enhanced.

Consequently, where there is no trust, employees are less inspired to take risks, they will therefore demand greater security to avoid chances of betrayal, and only care about their privileges. However, Bashir (2012) cautions on employees’ tendency to gossip and be careful with the rate at which information of betrayal can spread across the working environment which makes trust difficult to establish. Janz and Prasarnphanich (2003) cited in (Kubendran, 2013) were of the view that when a cooperative climate exists in



organisations, employees are more prone to working together to share and acquire tacit knowledge and try to encourage each other's performance and learning, and their satisfaction with the job can therefore be enhanced.

Morrison (2004) however, concluded on the issue of informal relationship and job satisfaction in the workplace when he submitted that informal relationships between people in organisations can potentially either hinder or facilitate organisational functioning and job satisfaction amongst employees. For him, the presence of informal relationships at work and the degree of cohesiveness perceived by individuals was investigated in two studies, and it was found that cohesiveness and opportunities for friendships increased job satisfaction which led to increased organisational commitment and decreased turnover intentions.

#### *Theoretical Framework*

The researcher has adopted the use of two theoretical perspectives to explain the NSCDC, cordial relationship, and job satisfaction. They are: Human relations theory and Herzberg Two-factor theory of Motivation and Job Satisfaction.

**Human Relations Theory:** The theory comes from the human relations school with exponents who are scholars: Maslow (1943) and Mayo (1946). The main postulation of this theory is the reduction of organisational tension and conflicts which is expected to rest on the ability of individuals to achieve self-fulfillment in the workplace. This theory also posits that when workers are regarded as qualitatively different from other resources in an organisation and are given sufficient consideration and motivations within a good working environment, together with opportunities for growth and job progression, better emoluments, and recognition, such organisation is sure to be appreciated by its workers. Therefore, it is presumed that a cordial relationship and job satisfaction can be enhanced.

**Herzberg Two-factor theory of Motivation and Job Satisfaction:** Fredrick Herzberg's two-factor theory states that there are two separate factors that can contribute to job satisfaction in the workplace. The two factors are Motivation and Hygiene factors. Each of these factors has its separate postulations and they act independently of each other in the workplace. The absence of any of those factors may create a lack of satisfaction in the workplace. The following are the postulations of the theory and inherent factors responsible for job satisfaction. They are:

(a) Motivational Factors (i) Achievement – A job must give an employee a sense of achievement and pride. (ii) Recognition – A job must provide an employee with a sense of recognition and praise after success. Such recognition should come from superiors and the employee's peers. (iii) Advancement – A job may provide promotion opportunities for employees. (iv) Responsibility – A job must provide an employee with a sense of responsibility, an employee should be able to own their work. (v) Work itself – must be interesting, varied to provide enough challenge to keep employees motivated.



(b) Hygiene Factors (i) Company Policies – Organisations should be fair and clear to the employee. (ii) Supervision – Organisation should be fair to the employee by giving them much opportunity to do work without strict supervision. (iii) Work condition – Organisational environment must be conducive, safe, and hygienic. (iv) Salary – The organisation's pay package should be reasonable and fair. (v) Status – Performing meaningfully in an organisation can provide a sense of status. (vi) Security – Organisations with high job security grow some sense of satisfaction to the employee and remove the fear of loss of a job.

Applying the Herzberg theory to the NSCDC Abuja, the organisation seems to have all it takes for the development of good workplace cordial relationships and job satisfaction in the organisation. This, to the researcher, may be unconnected with the prevalence of motivational and hygienic factors established by the top hierarchy of the organisation in Abuja. Factors such as advancement for its personnel through yearly promotions subjects to availability of vaccines cannot be over-emphasized, other motivational factors such as the opportunity for growth in the organisation, this is also expected to play a role in the job satisfaction of officers and men of the corps, when personnel of the corps have opportunities for career training, their appreciable level of job satisfaction is enhanced.

In terms of the responsibilities of officers and men of the corps, the NSCDC has a well-designed schedule of duty for its personnel and are left alone to meet up with the challenge of getting the desired outcome without very close supervision. Any organisation that has more of the above motivational factors is capable of guaranteeing job satisfaction to its personnel. Herzberg's Hygiene factors which also play significant roles in enhancing job satisfaction in organisations. The researcher opines that NSCDC is an organisation that has the following hygienic factors; work condition factors, the Abuja Headquarter of the NSCDC is very conducive for work, the environment is very clean and hygienic and in terms of job security, the organisation which is already backed up to an enabling law allows its employees to enjoy gratuity and pension on retirement, the salary too is appreciably attractive enough to stimulate job satisfaction while the personnel is allowed to their daily roles strictly in line with their schedules of duty without very close monitoring or supervision, hence they enjoy unrestricted cordial relationships while on duty and cooperation devoid of unnecessary malice.

Therefore, the motivational and hygienic factors inherently established by the hierarchy of the corps have increased the tendency of personnel to be satisfied with their jobs. Herzberg believes that all dissatisfactions factors must therefore be put away for job satisfaction to be enhanced in organisations. The researchers may therefore wish to safely conclude that going by the above theory, and considering the NSCDC in Abuja, Nigeria, its policies on personnel advancements, yearly promotions for deserving offices and men, and its career growth through training, recruiting, and workshop courses/programs.



The NSCDC also has well-designed schedules of duties which allow officers and men to perform optimally without very close supervision, conducive work environment, personnel recognition for excelling staff, job security and good salary and other emoluments including retirement benefits, insurance packages, gratuities, and pensions which have all contributed to placing the NSCDC as an organisation which best describes Herzberg's postulations on motivation and job satisfaction.

### **3. Methodology**

NSCDC Abuja command is the study location while survey design was adopted for the study. The study population is four hundred (400) being the number of NSCDC personnel in Abuja command. Applying Watson (2001) statistical formula and scale for determining sample size to the study population of four hundred (400) based on 95 percent confidence level, and a margin error of 0.05, a variability degree of 20 percent was used due to the homogeneous nature of the study population, a sample of fifty (50) was drawn for this study. Data were collected using questionnaire and analysed using descriptive and inferential statistics. The descriptive statistics involved the use of statistical tables with frequencies and simple percentages while regression and Kendall's correction statistics were the inferential statistic tool used to analyse the data generated for this study.

### **4. Results**

Result from analysis of socio-demographic characteristics presented in Table 1 shows that 24.5 per cent of the respondents are between the ages of 18-28 years, 46.9 per cent between the ages of 29-39 years. 28.6 per cent are between the ages of 40-50 years. Most of the respondents are between the age brackets of 29 – 39 years being their productive years.

Table 1: Socio-demographic Characteristics of Respondents

Variables	Categories	Frequency	Percentages
<i>Age</i>	18-28 years	12	24.5
	29-39 years	23	46.9
	40-50 years	14	28.6
<i>Gender</i>	Male	28	57.1
	Female	21	42.9
<i>Marital Status</i>	Never Married	14	28.6
	Married	32	65.3
	Widow	-	-
	Divorce	-	-
	Missing Values	3	6.1
<i>Educational Qualification</i>	Secondary Cert.	11	22.5
	Tertiary Cert.	33	67.3
	Others	5	10.2
<i>Total</i>		49	100

Source: Field Survey, 2019.



The result from Table 1 also shows that 57.1 per cent of the respondents are males while 42.7 per cent of the respondents are females. In terms of marital status of the respondents, the result shows that 65.3 per cent of the respondents being the majority are married while 22.5 per cent are never married.

Table 1 also shows results with respect to the educational qualifications of the respondents. As shown, 67.3 per cent, being majority of the respondents, had tertiary education certificates, and holders of tertiary certificates while 22.5 per cent out of the total sampled respondents are holders of secondary education certificate. The result shows that, most of the officers and men of the NSCDC are holders of tertiary education certificates.

**Table 2: Respondents views on satisfaction with NSCDC departmental/unit posting**

Rating of satisfaction	Frequency	Percent	Valid Percent	Cumulative Percent
Satisfied	43	87.8	89.6	89.6
Valid Not satisfied	5	10.2	10.4	100.0
Total	48	98.0	100.0	
Missing System	1	2.0		
Total	49	100.0		

*Source: Field Survey, 2019.*

On whether personnel of the Nigeria Security and Civil Defence Corps are satisfied with Unit postings, data from Table 2 show that they were satisfied; this has been affirmed by 89.6 per cent respondents. This is a good development indicating that there is no malice during posting, which may be adduced to be reasons for good cordial relationships in an organisation.

**Table 3: Respondents views on Satisfaction with NSCDC official deployments/ transfers**

Rating of satisfaction	Frequency	Percent	Valid Percent	Cumulative Percent
Satisfied	38	77.6	84.4	84.4
Valid Not satisfied	7	14.3	15.6	100.0
Total	45	91.8	100.0	
Missing System	4	8.2		
Total	49	100.0		

*Source: Field Survey, 2019.*

Table 3 shows that majority of the respondents were satisfied with their deployments/transfers as 84.4 per cent of them were satisfied. This shows that there is no deployment due to malice or certain other prejudices. This is encouraging, meaning that transfers/deployments were not instigated or done for punitive measures or malice.



Table 4: Respondents rating of cordial relationship between officers and men of NSCDC

	Rating	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Cordial relationship	11	22.4	84.6	84.6
	Fairly cordial relationship	2	4.1	15.4	100.0
	Total	13	26.5	100.0	
Missing System		36	73.5		
Total		49	100.0		

Source: Field Survey, 2019.

Rating the level of cordial relationship between officers and men of the corps, data from Table 4 above show that their relationships are cordial; this is affirmed by 84.6 per cent of the respondents. This too is a very interesting development for a Para-military organisation where forcefulness and order permeates the system.

Table 5: Respondents Rating of the Level of Job Satisfaction in NSCDC

	Rating of job satisfaction	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	19	38.8	41.3	41.3
	Satisfied	16	32.7	34.8	76.1
	Not satisfied	11	22.4	23.9	100.0
	Total	46	93.9	100.0	
Missing System		3	6.1		
Total		49	100.0		

Source: Field Survey, 2019.

Table 5 presents respondent's views on overall job satisfaction with their job. 41.3 per cent and 34.8 per cent respectively indicated that they are very satisfied and satisfied with their jobs. This is also noteworthy, given the nature of militarism and strict obedience to order involved in NSCDC as a paramilitary organisation. The study still found out that the personnel of NSCDC are generally satisfied with their jobs owing to good cordial relationships established between officers and men of the corps.

Table 6: The regression result from E. View 7.0

Dependent Variable: Effective service delivery				
Variable	Coefficient	Std. Error	t-statistic	Prob.
C	11.42745	0.307473	37.16566	0.0000
Official deployment	3.487468	0.566953	6.151247	0.0000
R-squared	0.541796	Mean independent variable		12.4531
Adjusted R-squared	0.527477	S.D independent variable		2.19129
S.E. of regression	1.506306	Akaike info criterion		3.71422
Sum square resid.	72.60666	Schwarz criterion		3.80400
Log Likelihood	61.14174	Hannan-Quinn Criterion		3.74484
F-statistic	37.83784	Durbin-Watson Stat.		1.889253
Prob. (F-statistic)	0.000001			

Source: Authors' Computation, 2019.





From the regression result, it can be deduced that 54 percent variation of effective service delivery is caused by official deployment in NSCDC as examined by the coefficient of determination ( $R^2$ ), while after taking into consideration the degree of freedom, the adjusted coefficient of determination with 52 percent explained that 52 percent of the variation of effective service delivery is still explained by official deployment in NSCDC. Hence, the result shows a good fit as the independent variable explains over 50 percent of the variation in a model. Therefore, to confirm the worth or credibility of the result, we examined the F-statistic value and confirm that the alternate hypothesis that the independent variable significantly explains that the dependent can be accepted given the F-statistical probability value (0.0000) which is significant at both 1 and 5 percent.

Table 7: Correlation statistics measuring relationship between Cordial Relationship and Job Satisfaction in NSCDC

		Correlations		
Kendall's tau_b	Cordial R/ship	Correlation Coefficient	1.000	.370**
		Sig. (2-tailed)	.	.001
	Job Satisfaction	N	119	76
		Correlation Coefficient	.370**	1.000
		Sig. (2-tailed)	.001	.
		N	76	76

\*\* Correlation is significant at the 0.01 level (2-tailed).

Source: Authors' Computation, 2019.

The obtained Kendall's tau-b correlation coefficient from table 7 is +.370 which expresses a moderate and positive relationship between cordial relationship and job satisfaction in NSCDC; which is statistically significant at the 0.01 level (2-tailed). The study therefore accepts the research hypothesis  $H_1$ ; that, cordial relationship and job satisfaction are significantly related.

*Discussion on findings*

The general impression that any observer might have on the NSCDC as a paramilitary organisation, would be that of hostility amongst the personnel of the corps owing to the nature of their operations and training. For an organisation that has a military cum armed trained squad personnel, it is expected that the operational atmosphere would always be tensed devoid of courtesies or cordiality of any kind but formal relationships amongst officers and men of the corps. This has become the trend in most sister security and paramilitary organisations in Nigeria.

There are always complaints on postings, deployments, transfers, promotions, etc. amongst officers and men which is usually said to be based on personal animosities, wickedness, maliciousness, and unfairness, either instigated by superior officers as punishments for disobedience or borne out of regional, ethnic and religious prejudices. Hence, the luster for effective cordial relationship is inherently not felt in such organisations. But to the dismay



of this researcher, the findings of the study have shown that a larger percentage of respondents have adduced to the fact that in the NSCDC Abuja, units and departmental postings are satisfactory, official deployments and transfers are also seen to be well-intentioned devoid of malice or any form of animosity.

Secondly, the study has established that good workplace cordial relationships exist among members of the corps. This has been proven by the majority of the respondents who stated that they are satisfied with the level of the cordial relationship that exists in the corps, symbolizing that there is a high level of trust, cooperation, and respect for one another which has made the working environment in the office in Abuja very conducive and friendly for them. Correspondingly, the cordial relationships among officers and men of the corps have added to higher productivity and job satisfaction has been enhanced. A comparatively large percentage of respondents in this study have attested to this fact. The findings on Tables 1, 2, and 3 of the study have all answered objective 1 which seeks to ascertain the level of cordial relationships that exist in NSCDC, while the findings on Table 4 has successfully answered objective 2 of the study which sought to find out the general level of job satisfaction among the NSCDC personnel in Abuja.

The above findings have been supported by Igbal (2015) who submitted that employees who work in supportive, cooperative, and energetic workplaces tend to be satisfied with their job. This implies that the level of support and cooperation created in the NSCDC has given personnel of the corps the much-needed tendency of appreciating their jobs, hence cordial relationships and job satisfaction has been enhanced in spite of the paramilitary nature of NSCDC.

The findings have also supported the two theories adopted for the study, the Human Relations theory and Herzberg two factor theory, which has the reduction of tensions and conflicts in the workplace by the entrenchment of human factors like cooperation among personnel to achieve job targets and responsibilities, cordialities in the workplace, advancements, job specifications, and clarity and conducive work environments all contributed to job satisfaction of the NSCDC personnel in Abuja.

##### **5. Conclusion and Recommendations**

The study has been able to establish that good workplace cordial relationship exists in the NSCDC which has enhanced job satisfaction amongst officers and men of the organisation. This has been supported by higher percentages from the respondents.

The fact that good workplace cordial relationship amongst personnel of the NSCDC has been established, is a pointer to the fact that the personnel is happy with their job and that the organisation has created the much-needed atmosphere for an interpersonal relationship to exist in the organisation. The researcher, therefore, wishes to recommend that this spirit and tempo of good workplace cordial relationship be maintained or further enhanced. Secondly, the study has established that job satisfaction amongst officers and men of the



corps is no longer in doubt. This good development should also be maintained and enhanced accordingly.

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