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Impact of Employee Recruitment and Employee Empowerment on Employee Commitment in the Nigeria Police, Adamawa State, Nigeria

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Abstract
This study examined the impact of employee recruitment, employee empowerment, job satisfaction on employee commitment in the Nigeria Police, Adamawa State, Nigeria. The study adopted descriptive survey research design, which data were collected through a questionnaire administered to 375 respondents where only 317 were returned successfully and were used for analysis. Data collected was subjected to percentage analysis, and hypotheses were tested using regression analysis at the 0.05 level of significance. The findings revealed employee recruitment process does not have significant impact no employee commitment in the Nigeria Police, Adamawa State ($\beta = 0.009$, $T = 0.088$, $P = 0.930$). The result further revealed that employee empowerment has not significant impact on employees commitment in the Nigeria Police, Adamawa State ($\beta = 0.416$, $T = 4.340$, $P = 0.245$). Therefore, it is recommended that the Nigeria Police, Adamawa State, should implement alternative strategies to enhance employee commitment beyond employee recruitment processes. Efforts should focus on improving working conditions, providing clear career progression paths, and ensuring a fair and transparent recruitment process.

Keywords: Commitment, employee, empowerment, impact, job, recruitment and satisfaction.

Introduction

Employee commitment is a critical employee characteristic in any firm. A successful hiring process, job satisfaction, and employee empowerment are a few factors that may increase employee commitment and boost an organization's performance. A good hiring process ensures that employees have the skills, knowledge, and mindset required to take on responsibilities with confidence and autonomy (Dessler, 2016). One essential component of any organization is its human resources. A thorough program of selecting, luring, hiring, and assigning enough people to positions (temporary and permanent) inside the company depends on efficient human resource management. The hiring process for employees is seen as a crucial task and one of the duties of human resource management; it positively affects the company's performance, particularly in reaching its goals (Basheer, 2018; Siam, 2017). The hiring process may have a significant impact on an organization's performance, effectiveness, and validation if it can locate and employ employees with the requisite efficiency, knowledge, and skills as well as properly predict their future potential. One of the elements that affects economic freedom and an organization's performance is the hiring process. According to Highhouse et al. (2019), the postmodern period of business has shown that people are a valuable asset and that a corporation should exercise caution when choosing its workforce.

Employee empowerment is another critical factor that can influence employee commitment. Employee empowerment refers to the process of enabling employees to make decisions and take action within their areas of responsibility (Dessler, 2016). When employee recruitment processes are thorough and aligned with organizational culture, they often result in hiring individuals who are more likely to thrive in an empowered setting. Empowered employees are more likely to be committed to their employers and content in their roles, according to Hussian et al. (2019). Employees who experience empowerment are more likely to feel valued and trusted, which strengthens their emotional and psychological bonds with the organization. Recent research indicates that leadership is essential to fostering an atmosphere where workers feel empowered. According to Amundsen and Martinsen (2015), supportive and transformative leadership styles are particularly helpful in boosting employee empowerment and commitment.

Organizational success depends on the relationship between employee loyalty, work happiness, employee empowerment, and staff recruitment. Employee recruitment set the stage for bringing in individuals who can thrive in an empowered environment. Empowerment enhances job satisfaction by fostering autonomy and engagement, leading to higher employee commitment. A more motivated, devoted, and effective staff can be achieved by comprehending and fostering these interactions (Albrecht, Bakker, Gruman, Macey & Saks, 2020). For example, strategic hiring and empowering methods greatly increase job satisfaction, which in turn increases employee engagement, according to a study by Newman et al. (2020). This holistic approach suggests that organizations need to integrate these

elements into their human resource strategies to cultivate a dedicated workforce.

In light of this, this study will be driven to investigate how the Nigeria Police, Adamawa State, recruitment process, employee empowerment, and work satisfaction affect employee commitment.

The recruitment strategies of the Nigeria Police Force (NPF) often fail to attract qualified and committed candidates, resulting in personnel who may lack the skills and dedication required for effective policing and sometimes view the profession as an opportunity for personal gain rather than public service (Akinwale & George, 2020). In addition, the absence of meaningful empowerment initiatives leaves many officers feeling undervalued and without sufficient autonomy to perform their duties effectively. Low job satisfaction, caused by poor remuneration, unfavorable working conditions, and limited opportunities for career advancement, further weakens officers' motivation and commitment. These challenges collectively reduce employee commitment, leading to operational inefficiencies and weakened capacity to maintain law and order, thereby increasing security concerns within the community.

Addressing recruitment challenges, improving empowerment initiatives, and enhancing job satisfaction would strengthen employee commitment and improve policing effectiveness in Yola and surrounding areas. Studies indicate that effective recruitment practices, employee empowerment, and job satisfaction significantly influence commitment and performance in law enforcement organizations (Akinwale & George, 2020; Chukwuma & Eze, 2019). However, there is limited empirical research focusing specifically on the Nigeria Police Force at the local government level, particularly regarding how recruitment, empowerment, and job satisfaction influence commitment from the perspective of police officers. Despite ongoing efforts such as training programs in areas like crisis management and community policing, maintaining high levels of staff commitment remains a major challenge for the NPF in Adamawa State.

However, by investigating the effects of hiring, work satisfaction, and empowerment on employee commitment in the Nigeria Police, Adamawa State, Nigeria, this study fills in these gaps.

The main objective of this study was to look into how employee commitment at the Nigeria Police in Adamawa State, Nigeria, was affected by hiring, work satisfaction, and empowerment. The specific objectives are to:

i. examine the impact of employee recruitment on employee commitment within the Nigeria Police, Adamawa State;
ii. ascertain the impact of employee empowerment on employee commitment within the Nigeria Police, Adamawa State; and

The following null hypotheses were developed as a result of the objectives and research questions:

$H_0 1$: Employee engagement at the Nigeria Police in Adamawa State is not significantly impacted by hiring new employees;

$H_0 2$: Employee engagement at the Nigeria Police in Adamawa State is not significantly impacted by employee empowerment.

Employee Recruitment

Several academics have defined employee recruiting as a crucial human resource management activity that guarantees businesses draw in and keep skilled personnel. Dessler (2020) defines employee recruiting as the process of locating, enticing, and inspiring potential candidates for open jobs inside an organization. It is the cornerstone of successful talent acquisition, guaranteeing that businesses have access to a pool of qualified candidates who can be assessed and chosen to fulfill job specifications. Dessler emphasizes that recruitment plays a vital role in aligning human resource planning with organizational needs, thereby promoting efficiency and competitiveness. Effective employee recruitment is foundational to organizational success as it ensures that the right talent is brought into the organization. The quality of employee recruitment has a direct impact on employee performance, job satisfaction, and retention (Perry, 2020). Employee recruitment is a critical process that sets the tone for an individual's employment journey.

Finding the best applicant for the available position and for the team and company as a whole are closely tied to the hiring and selection procedures for employees (Leda, 2021). In order to make the hiring process as efficient as possible and produce the best outcomes, a company approaches it through its human resources strategy and implements it through the proper policies and procedures (Foot & Hook, 2011).

Internal employee recruiting is the process of finding and evaluating internal staff members who possess the abilities, know-how, and experience needed to fill a position, according to McCarthy and Goffin (2020). Employers can gain from internal hiring and selection since it enables them to utilize the expertise, experience, and knowledge of their current workforce. Higher performance and productivity may arise from current employees' familiarity with the organization's culture, policies, and expectations. Additionally, internal hiring and selection can provide employees with a sense of stability and job security because they have the opportunity to advance inside the organization (Varmazyar & Nouri, 2019). This strategy enables businesses to make use of their current talent pool and give current staff members chances for professional advancement. These procedures entail identifying important roles inside the company and figuring out the credentials and abilities needed for each one. After then, the company posts job openings internally, allowing current staff members to apply (Varmazyar & Nouri, 2019).

Employee Empowerment

Employee engagement and happiness with their company are increased when management recognizes that those who work with them should have greater autonomy, authority, and power in their roles (Zaraket et al., 2018). By expanding the options for participation and involvement in decision-making, Employee empowerment is viewed as a performance-enhancing

motivational tactic. Its main objectives are to break down barriers between employees and higher management, include employees in decision-making, and promote trust and motivation (Meyerson & Dewettinck, 2012).

Giving employees the power to make decisions is known as empowerment, and it's frequently linked to supervisors delegating responsibilities to other staff members (Saif & Saleh, 2013). The empowerment program's goal is to empower employees by giving them the authority and power to share responsibilities with supervisors. This will ultimately assist empowered employees gain more recognition and prestige. These workers would cultivate optimistic thinking and strive for excellence in their work (Wadhwa & Verghese, 2015).

The readiness of the supervisor to provide decision-making authority to their subordinates within the bounds of the law is known as empowerment. Employees that are empowered are able to act, think, control, and make decisions about their work (Li et al., 2018). Employee empowerment has a favorable correlation with motivation and performance, personal commitment and corporate success, and employee engagement and job satisfaction (Doughty, 2004).

Employee Commitment

Employee commitment, according to Mowday, Porter, and Steers (2013), is the degree to which a person identifies with and participates in a certain organization. It includes a strong desire to keep members, a readiness to put in a lot of work on behalf of the organization, and a strong belief in and acceptance of its goals and ideals. With an emphasis on internal motivation and involvement toward accomplishing corporate goals, this definition highlights the attitudinal component of commitment. High levels of commitment often translate to increased productivity, lower turnover intentions, and stronger organizational performance. Crawford et al. (2019) state that a commitment is defined as an intention to carry out a certain action, effect a certain outcome, and produce some consequences that are deemed necessary, requiring an investment of social or personal resources, such as money, time, and effort, over a non-trivial period of time. There are no unconscious intents since, in contrast to wishes and wants, an intention includes the means of achieving it, making it self-directed action (Cosgel & Minkler, 2014). Since commitments are optional, the performer is required to honor them once they are made. Nonetheless, there isn't always a direct correlation between establishing and keeping commitments (Berzonsky, 2004).

While commitment-keeping is motivated by disincentives rather than rewards, compliment-making is motivated by incentives. The likelihood that an actor will uphold a pledge increases with their sense of obligation (Acker & Davis, 2018). The mechanism that connects making and fulfilling commitments is the sense of duty. The actor's sense of obligation regarding the disincentive-driven commitment-keeping process increases with the degree of freedom in the incentive-driven commitment-making process (Adam, 2016).

According to Salancik (2005), commitment is a link between people and their behavior. Because highly devoted individuals are willing to put in extra effort to fulfill the business's

vision and goals, Akoto and Allida (2018) view employee commitment as a significant factor in determining the success and effectiveness of the organization. According to Adekola (2012), commitments are a favorable assessment of the organization and its objectives.

Impact of Employee recruitment on Employee Commitment

Employee recruiting is the process of generating and attracting a pool of qualified candidates to apply for positions within an organization (Bratton & Gold, 2017). It entails finding possible job candidates, urging them to submit an application, and making sure the best candidates are on hand for selection. Since it has a direct impact on the organization's capacity to find the talent required to meet its objectives and preserve a competitive edge, recruitment is a crucial human resource management activity. By matching the appropriate people with the right responsibilities, an efficient hiring process not only fills openings but also improves organizational performance, increasing employee happiness and productivity. According to Price and McGillis (2014), Finding as many qualified candidates as possible at the lowest feasible cost is the aim of employing new staff in order to satisfy the needs of the business. Recruiting new employees is crucial to shaping an organization's performance and efficacy, provided that businesses can find competent and skilled people and accurately forecast their future potential. Additionally, hiring new employees plays a big and crucial part in ensuring both positive organizational outcomes and individual performance. According to Price and McGillis (2014), Personnel selection aims to place highly motivated and productive professionals in the best roles rather than just replacing retiring employees or expanding the workforce. The following research demonstrates the connection between employee dedication and the hiring process.

Mahmood et al. (2016) examined the performance of Tanzanian public water utilities in regard to recruiting new employees. The results of the study demonstrated a statistically significant relationship between recruiting methods and employee commitment at public water utilities (Greiner, 2015; Javed & Basheer, 2017). Employee recruitment is a comprehensive program of choosing, attracting, obtaining, and assigning sufficient candidates for positions (both temporary and permanent) within the firm. It is considered a fundamental role and function of human resource management.

Impact of employee empowerment on employee commitment

Employee empowerment is one of the trickiest management strategies. It is an essential motivational technique that companies should use because employees can have a big influence on strategic decision-making. Employers may inspire and retain staff by implementing employee empowerment. The transfer of authority from upper management to lower management is known as empowerment. It focuses on decision-making, employee commitment, job happiness, and motivation, all of which increase productivity. Employee satisfaction increases dedication and improves the efficacy and performance of the company. Participation in the decision-making process is a key component of empowerment. They can

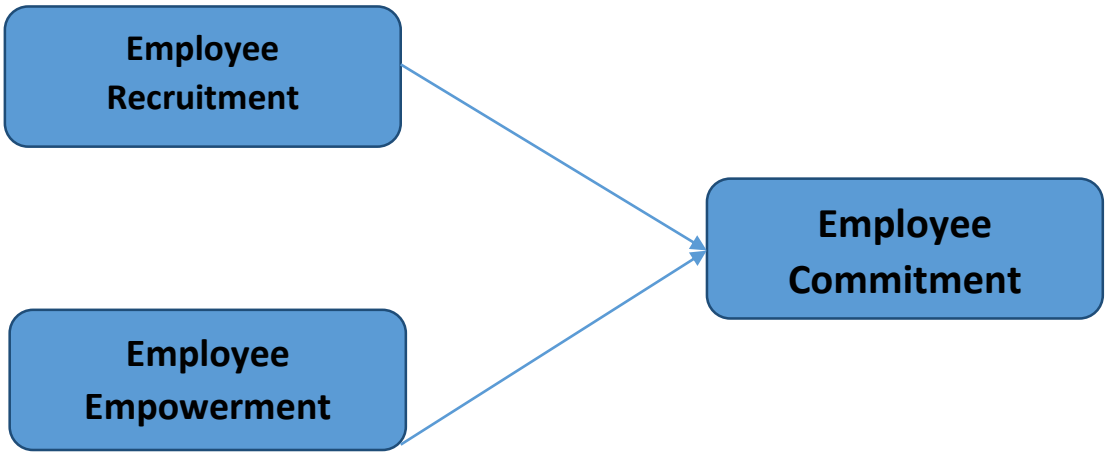
respond to changes in their surroundings and make decisions more quickly when they are empowered

Rawat (2011). Employee empowerment offers them the confidence to participate in decision-making and helps them feel like they belong. Workers who feel empowered are more committed and motivated than those who just follow directions. Every company seeks to obtain a competitive edge in this cutthroat market. Innovation, fast reaction to fast environmental changes, and high-quality goods and services are necessary to obtain a competitive edge. Employee empowerment is crucial to overcoming these obstacles (Jha, 2009).

According to Robert et al. (2000), empowerment shows that workers in lower positions sometimes understand that a leader's role should be to serve as a mentor or educator so that important decisions are made at all organizational levels. To put it briefly, as an optional goal, empowerment programs may motivate frontline staff to provide exceptional service (Hancer & George, 2003). The functional and quantifiable desire to remain or leave an organization is known as turnover intention. It can also be described as an emotional and mental response to a certain organizational circumstance in which the behavior differs from the actual act of turnover. Turnover, absenteeism, and intention to stay or quit have established important theoretical and practical ideas (Hancer & George, 2003).

Conceptual Framework

Independent Variables **Dependent Variable**



(Source: Researcher's Design, 2025)

Theoretical Framework

Employee Recruitment and Resource-Based Theory (ERRBT)

The ERRBR hypothesis, which maintains that human capital is essential to long-term organizational effectiveness, was made prominent by Jay Barney in 1991. The quality of an organization's personnel determines whether or not its goals and objectives are met (Baroukh

and Kleiner, 2002). As a result, effective hiring is still crucial to a company's success (Williamson, 2000). According to Bidwell (2011), internal recruiting is the best way to bring on new employees (in terms of employee performance and resolute knowledge and abilities). When a company fills open positions by hiring from inside, this is known as internal recruiting. However, hiring people from outside the organization to fill vacancies is known as external employee recruiting (Royal and Althauser, 2003). (Anyim et al., 2011; Bidwell, 2011). Despite being less expensive and usually paid less, internal recruits outperform external personnel, according to Bidwell (2011). Because HR is so important, several studies have looked at the internal hiring process and its impact on organizational performance (Doeringer and Piore, 1971; Althauser and Kalleberg, 1981; Dencker, 2009).

According to Baker et al. (1994), overseas hires frequently possessed more education and experience than domestically promoted staff members. On the other hand, Devaro (2016) asserts that factors like the type and level of the role, the organization's characteristics, and the HRM system in place all have an impact on the decision to hire from within or outside the firm. Conversely, the goal of the selection process is to obtain a competitive advantage by matching the most qualified candidates with available positions (Wernerfelt, 1984).

According to Armstrong (2016), a company has a competitive advantage when its resources are rare, valuable, and difficult to duplicate. RBT asserts that HR is essential to providing a business with a competitive advantage and helping it achieve its goals, mission, and vision (Barney, 2001). According to the theory, an organization's strategic competence is influenced by the quality and strength of its people resources (Armstrong, 2016). Thus, RBT places a strong emphasis on employees' abilities, knowledge, and skills. According to Bowen et al. (1991), a company can gain a competitive edge over competitors by recruiting, hiring, developing, and keeping innovative employees. HRM is necessary to ensure that an organization's human resources remain efficient and creative (Armstrong, 2016). A company will thus get a competitive edge and the strategic capability required for success through the efficient recruiting and selection of both internal and external personnel (Hoopes et al., 2003). Resource-based theory and employee recruiting were judged suitable for understanding a comparative study of input and output, as well as the most likely Job analysis, hiring procedures, interviews, and tests. The importance of human capital in attaining sustained organizational performance is emphasized by resource-based theory and employee recruitment. The quality of a company's staff determines whether or not it meets its goals and objectives. The application of expectation theory reinforced the RRBT's core ideas. The premise behind expectation theory is that individuals join organizations with certain expectations, and if those expectations are fulfilled, they will remain. Therefore, the main ideas from the resource-based theory and employee recruiting provide the theoretical basis of this investigation.

Empirical Review

The following are some of the scholars who have helped establish the connection between employee commitment, work satisfaction, employee empowerment, and recruitment:

Aminu and Ejikeme (2024) looked into how work satisfaction affected employee commitment and talent engagement in the Nigerian civil service. The study's quantitative methodology allowed for the utilization of a survey design. The sample consisted of 198 middle- and lower-level civil service managers. Questionnaires were used to collect the data, and SmartPls 3.9 was used for analysis. The results showed that talent engagement is significantly predicted by employee engagement.

In three pharmaceutical firms in Jordan—Jordan Swedish Medical Products, Al Hayat Pharmaceutical Industries, and Al Hikma Pharmaceutical Company—Farooq and Rashad (2023) examined how employee empowerment mediated the relationship between job satisfaction and recruiting. 228 employees of these businesses provided information. The results showed that there were statistically significant effects on job satisfaction from employee recruitment on work satisfaction, employee empowerment on job satisfaction, and employee recruitment on empowerment. Furthermore, the results demonstrated that the beta value reflects the relative importance of each factor, with intellectual stimulation having the biggest impact on the dependent variable (0.37).

Ni Putu and colleagues (2023). A study on the role of organizational commitment in modulating the connection between job satisfaction and perceived organizational support and organizational citizenship behavior at PT. Harta Tersembunyiwhich involved 70 employees. The results show that perceived organizational support has a significant impact on organizational citizenship behavior, both directly and indirectly through organizational commitment. Although job happiness does not directly change organizational citizenship behavior, it has a significant impact on organizational commitment. On the other hand, organizational commitment greatly enhances organizational citizenship behavior. Therefore, management is expected to be more employee-oriented in order to obtain good reciprocity from employees.

Endeshaw (2023) investigated the mediation function of job satisfaction in the connection between employees' motivation and job performance at Tikur Anebessa Hospital in Addis Ababa, Ethiopia. Respondents from Tikur Anebessa Hospital in Addis Ababa, Ethiopia, were chosen using stratified sampling in conjunction with basic random sample techniques. Multiple regression, correlation, and descriptive statistics were among the data processing methods used with SPSS and Amos 23 software. According to the study's findings, work performance was significantly impacted by the mediator and all independent factors, with a 53.4% explanation. It has been discovered that the mediating variable (job happiness) somewhat mediates the independent (employee motivation) and dependent (work performance) factors. Therefore, it is advised that in order to improve employee job performance, motivation and job happiness should be taken into account.

Ketut et al. (2023) examined the role that organizational commitment had in mediating the relationship between work-life balance, job satisfaction, and employee performance in the Badung District Government. use both quantitative and qualitative methods. There were 150 responders in this survey. The collected data was examined using partial least square structural

equation modeling (SEM-PLS). The results of the study indicate that job happiness affects employee performance, work-life balance affects employee performance, and organizational commitment has no effect on employee performance. Organizational commitment is influenced by both work-life balance and job satisfaction.. Furthermore, neither the association between job happiness and employee performance nor the relationship between work-life balance and employee performance can be mediated by organizational commitment.

Barbara, Małgorzata, and Kłos (2023) examined work engagement and employee satisfaction in the context of sustainable human resource management based on a study of Polish workers. They used a quantitative study on a sample of 1051 employees in Polish businesses and put forth five hypotheses (H1–H5). The study's findings indicate that higher levels of employee satisfaction were linked to higher levels of employee engagement (H4), workplace well-being (H1), employee development (H2), and employee retention (H3). The results show how employee engagement mediates the association between worker satisfaction and workplace well-being, employee growth, and retention (H5). The presented results contribute to the progress of research on work engagement and job satisfaction in SHRM practice. By examining how individual-level factors impact job happiness, we make clear which workplace concerns should be addressed to enhance employee satisfaction and work engagement. The practical ramifications for managers implementing SHRM in the company are discussed in the report's conclusion.

METHODOLOGY

This study employed a descriptive survey research approach to gather crucial data and understand the current state of the community under consideration. This study was conducted within the Nigeria Police Force in Adamawa State. The population of the study includes all police officers in Adamawa State. Totaling 5852 officers. (Source Human Resource Dept. NPC, Yola, Adamawa State 2024).

In determination of the sample size, the researcher adopted the use of Yamani (1964).

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

Where:

N = Population of the study

n = Sample size

e = 5% level of significance

$$N = 5852$$

$$n = \frac{5852}{1 + 5852(0.05)^2}$$

$$n = \frac{5852}{1 + 5852(0.0025)}$$

$$= \frac{5852}{15.6}$$

$$= 375.12 \text{ i.e. } \approx 375$$

Therefore, the sample size for this study is 375.

Simple random sampling was selected because it provides an accurate picture of the population and lessens selection bias. The Nigerian Police's Adamawa State Command personnel were asked to complete questionnaires in order to collect primary data. A questionnaire is a tool used to collect data with the goal of getting written responses from a specific subject. The primary research instrument used in this study was a self-administered questionnaire. The questionnaire was developed based on the body of available literature. The data collected was analyzed using multiple linear regression analysis.

DATA PRESENTATION, ANALYSIS AND FINDINGS

The organization provided 317 of the 375 questionnaires that were distributed for the study. Compared to the 2.4% of questionnaires that were not returned, this return represented a 97.6% response rate.

Research Hypotheses

$H_0 1$: Employee dedication in the Nigeria Police in Adamawa State is not significantly impacted by the hiring procedure;

$H_0 2$: Employee engagement at the Nigeria Police in Adamawa State is not significantly impacted by employee empowerment.

Table 1: Model summary of Employee recruitment Process, Employee Empowerment, on Employee Commitment

Variables		Coefficient	Std. Error	T-Values	P-Values	Hypotheses	
1	(Constant)	34.206	3.816	8.964	0.000		
	RP	0.009	0.078	0.88	0.930	Accepted	$H_0 1$
	EE	0.416	0.087	4.340	0.245	Accepted	$H_0 2$
	R	0.455					
	R^2	0.207					
	Adjusted R	0.199					
	F-Stats	27.196					

a. Dependent Variable: EC

Source: Field Survey, (2025).

Table 1 summarizes how the hiring process, employee empowerment, and job satisfaction affect employee commitment according to the regression model. The bivariate connection between the dependent and independent variables is positive, according to the Pearson correction result (r = 45.5). According to the coefficient of determination (R-Square) values

taken from the regression model summary, the job satisfaction, employee empowerment, While the hiring process only explain about 30.0% of the difference in employee commitment; characteristics not included in the study's model account for the remaining 54.5%.

The Analysis of Variance (ANOVA) findings show that the model's goodness of fit is statistically significant ($F = 27.196$, $P < 0.05$), indicating that the model's variables have all predicted employee commitment. The degree of job satisfaction, employee empowerment, and the recruitment process all increase by 34.206 units for every unit increase in organizational change, according to the unstandardized beta-value of 34.206, which represents the regression coefficient for the individual contribution of the independent variables. At the 1% significance level, this association is noteworthy. Therefore, the study concludes that work happiness, employee empowerment, and the hiring process have no effect on employee commitment in the Nigeria Police, Adamawa State.

Summary of Findings

The investigation presented above led to the following conclusions:

i. The results of the study show that hiring new personnel has no discernible effect on employee commitment at the Nigeria Police in Adamawa State ($\beta = 0.930$, $T = 0.088$, $P = 0.009$).
ii. The aforementioned study's findings also demonstrated that employee commitment was not significantly impacted by employee empowerment in the Nigeria Police, Adamawa State ($\beta = 0.416$, $T = 4.340$, $P = 0.245$).
iii. Lastly, the study shows that job satisfaction has no effect on employee commitment in the Nigeria Police, Adamawa State ($\beta = 0.111$, $T = 1.199$, $P = 0.068$).

Discussion of Findings

The study's conclusions showed that employee commitment at the Nigeria Police in Adamawa State is not significantly impacted by the hiring procedure. This is consistent with research by Okolie and Omole (2021), who discovered that although hiring new employees is crucial to the success of a firm, it does not necessarily translate into employee commitment unless it is followed by proper orientation and career development. Similarly, Adeyemi et al. (2020) argued that in public institutions such as the Nigeria Police, employee recruitment is often influenced by political factors rather than merit, reducing its impact on employee commitment. Furthermore, Ibrahim and Yusuf (2022) emphasized that commitment is driven more by job security and organizational culture than by how an employee is recruited. In contrast, Nwachukwu (2019) noted that employee recruitment in private organizations plays a more direct role in shaping employee commitment due to performance-based hiring practices.

From the above analysis, the results further revealed that employee empowerment significantly impacts employee commitment in the Nigeria Police, Adamawa State. This finding aligns with the study of Eze and Nwosu (2021), which established that empowering employees through decision-making authority and skill development enhances their loyalty

and commitment. In a related study, Bello and Salisu (2020) found that in law enforcement agencies, officers who are given more autonomy in carrying out their duties exhibit higher levels of dedication. Furthermore, Adebayo et al. (2022) noted that empowerment initiatives such as leadership training and participation in decision-making processes boost employee morale and commitment. However, contrary to these findings, Musa and Danjuma (2019) argued that in hierarchical institutions like the police, empowerment is often limited, which may reduce its overall effect on commitment levels.

CONCLUSION

According to the study's findings, staff commitment at the Nigeria Police in Adamawa State is not significantly impacted by the hiring procedure. This implies that although hiring new employees is an important part of managing human resources, it might not have a direct impact on officers' degree of dedication. The nature of the work, corporate culture, and external factors may have a greater impact on employee dedication in the police force. Additionally, the investigation showed that staff engagement at the Nigeria Police in Adamawa State is not greatly impacted by employee empowerment. This suggests that initiatives to increase officers' autonomy and decision-making power may not always result in greater levels of dedication. The possible advantages of empowerment programs may be overshadowed by other institutional and structural elements, such as strict hierarchical systems, command structures, or insufficient incentives.

RECOMMENDATIONS

The aforementioned conclusions led to the following suggestions:

i. It is recommended that the Nigeria Police, Adamawa State, should implement alternative strategies to enhance employee commitment beyond employee recruitment processes. Efforts should focus on improving working conditions, providing clear career progression paths, and ensuring a fair and transparent selection process for promotions.

ii. The police force should evaluate its empowerment programs to make sure they meet the unique demands of officers, as it was discovered that employee empowerment had no discernible effect on commitment. To promote a feeling of community and career advancement, specialized training, mentorship, and leadership development programs could be implemented in place of general empowerment activities.

Limitations of the Study

The Nigeria Police in Adamawa State was the study's primary focus, which limited the findings' applicability to other states or security organizations with distinct organizational structures and operational difficulties.

Suggestion for Further Studies

To find out if the results hold true in diverse situations, future studies might think about broadening their focus to include more governments or security organizations. Future research could also examine how work-life balance, leadership style, and organizational culture affect the degree of commitment in the Nigeria Police Force. Lastly, longitudinal studies that track changes in commitment over time may be helpful in identifying patterns and the effectiveness of different policy initiatives.

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