

# Moderated Mediation Analysis: A Study of Personnel of the Nigeria Police Force

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## Abstract

Authorities saddled with responsibility of maintaining internal security of the Nigerian state have come under criticism due to incessant security breaches that have resulted into killings of Nigerians. Thus, the purpose of this research was to explore moderated mediation effects of intrinsic factors and polychronicity on the relationship between work environment and work performance among personnel of the Nigeria Police Force. In order to test all the three hypotheses formulated for the study, a total of 450 personnel of the Nigerian Police Force, Osun State Command, south western Nigeria were selected through systematic sampling technique. The survey yielded 68% usable response rate and regression analysis was performed on the primary data collected from 306 respondents which constituted usable responses with the help of Analysis of Moment Structure (AMOS) adapted on the Statistical Package for Social Scientist (SPSS) version 23. The results of data analysis revealed significant relationship between work environment and work performance among staff of Nigeria Police Force; and preference for polychronicity by policemen significantly mediated relationship between work environment and work performance. Additionally, intrinsic factors significantly moderated relationship between work environment and polychronicity, and thus by extension the collected data confirmed the model of moderated mediation earlier proposed. In order to maximize job and organizational performance, Nigeria Police Service Commission would have to create work environment that encourages multitasking through appropriate intrinsic motivating factors.

**Keywords:** Polychronicity, Work Performance, Intrinsic Factors, Moderator, Mediator.

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## 1. INTRODUCTION

Having a well-protected society is considered the basis for long-term peace and development and therefore it is not surprising that governments across the globe allocate substantial resources to ensure the protection of lives and properties. In Nigeria, more than \$10 billion had been committed to internal security in the past ten years and yet insecurity persists. According to the Nigeria Bureau of Statistics (2024) Nigerians paid more than \$2 billion dollar as ransom to criminal elements known as abductors and bandits between 2023 and 2024. This spike in Criminal activities has led to dwindling trust in the Nigeria Police Force as an official government organization responsible for maintaining peace and security among the citizenry. As reported by Oladele (2020) some senior police officers have blamed inadequate personnel as the reason for incessant security breaches across the nation. In order to attain the United

Nations ratio requirement of one policeman to 400 citizens of a country, the Nigeria Police Force would need extra and over 150, 000 new personnel (Oladele, 2020). However, Buhner, Konig, Pick and Krumm (2006) argued that focusing on the quality rather than quantity of human resource is the most important way to drive work performance, hence, the concept of multitasking which allows employees, in an increasingly digitized work environment to perform, with the help of technology, more than one tasks simultaneously. Workers who prefer to engage in multiple tasks are called polychrons.

In its early conceptualization, the term “polychronicity” was considered to be an extent to which people prefer to engage in two or more tasks at the same time and an assumption that such a preference should be the best way to drive productivity (Poposki & Oswald,

2010). Significant relationships have been established between polychronicity and work performance (Karatepe, 2016, Peifer & Zipp, 2019). For a governmental agency like Nigeria Police Force, with inadequate personnel, tasks such as maintenance of peace, crime prevention and intelligence gathering may be performed simultaneously by the polychrons within the organization. However, appropriate work environment could influence productivity positively. According to Ahmad and Khan (2019) work environment represents employers' premises and other locations with appropriate air quality, acceptable noise level, right equipment and work perks that enable employees to engage in work related activities in a way that ensured task accomplishment. In other words, a good work environment combines physical working condition with social support and job characteristics in a way to maximize productivity. Empirically, physical and social environment were found to have promoted an open and common workspace knowledge sharing in organisations that enhanced high productivity (Choi, 2020; Dilmaghani, 2020).

However, workers have different needs that are always competing with each other and vary among individuals. Managers should understand, predict and control employee behavior as well as factors that drive job related attitude. Motivating or intrinsic factors represent process that accounts for an individual's intensity, direction and persistence of efforts towards attaining some goals (Ran, 2009). Motivators are intrinsic factors to the job and they include content of work itself, opportunity for responsibility and growth, advancement and recognition for achievement. Scholars have found significant relationship between intrinsic factors that ensures job satisfaction and work performance (Markos & Sridevi, 2010; Manalo, De Castro & Uys, 2019). Thus, drawing from Person – Environment fit theory and Job Characteristic Model, the aim of this investigation was to determine, among personnel of the Nigeria Police Force, effects of work environment on the work performance through polychronicity as well as determining how intrinsic factors could enhance such indirect effect. Consequently, this study provided answers to the following research questions: does polychronicity mediated relationship between work environment and work performance? Do intrinsic factors moderate the indirect relationship between work environment and work performance through polychronicity?. In terms of organization of this research, immediately after this introductory section is the literature review which was also followed by methodology, findings, implications for theory and practice as well as conclusion and recommendation and limitations on the generalization of the findings from this investigation.

## 2.0 LITERATURE REVIEW

### *Theoretical Background*

Person – Environment fit theory was proposed by French, Rodger and Cobb in 1974 and ever since then researchers in psychology and behavioral sciences have used it to explain human behavior especially in workplaces. Essentially, person – fit theory combines environmental perspective which underscores importance of social and work environment in shaping work behavior in an organization; with person – centric perspective that emphasizes differences in human beings with respect to their personality, work motivation, intelligence and emotions and all these would account for their behavior. According to De Cooman and Vleugels (2022) the main idea behind fit is rooted in the fact that by nature of human attributes, some individuals are better suited for certain environment than others. In other words, if the match between person and environment is suitable, employees would likely function optimally; but if there is a mismatch between person and environment, then individuals may suffer maladjustment, creating manifest tensions such as job stress and job dissatisfaction while organization may experience poor work performance and absenteeism.

Cable and Edward (2005) identify primary types of fits and distinguish between supplementary fit and complementary fit. Supplementary fit occurs when an employee possesses similar characteristics with other employees in a work environment. Complementary fit, on the other hand, represents the extent to which the person and the environment, each provides what the other requires so that the weakness of the person is offset by the strength of the environment and the weakness of the environment is offset by the strength of the individual. Similarly, Howard and Cogswell (2022) identify two sub type of complementary fit to be Demands – Abilities fit and Supplies – Needs fit. Demands – Abilities fit is the extent to which individual can meet the requirements of the work environment, while Supplies – Needs fit is the extent to which environment supplies opportunities to employees to fulfill their needs and values. As organisations across the globe increasingly digitized and becoming more complex, achieving fit could lead to positive consequences such as increased job satisfaction, organizational commitment and higher work performance (Wu, Wang, Parker & Griffin, 2020). In practice, person – job environment model may explain polychronicity at workplaces in which polychrons have greater opportunity to express their preferences for multitasking, with high chances of experiencing superior demand – abilities, supplies – needs fit as well as positive outcome inform of superior performance (Howard & Cogswell, 2022).

However, person – environment theory has been criticized as merely process model devoid of content required for employees' needs and necessary environmental dimensions to be attained. Thus, needs

content may be obtained from Abraham Maslow theory; while content of environmental supplies may be derived from Job Characteristics Model (JCM) (Hackman & Oldham, 1976).

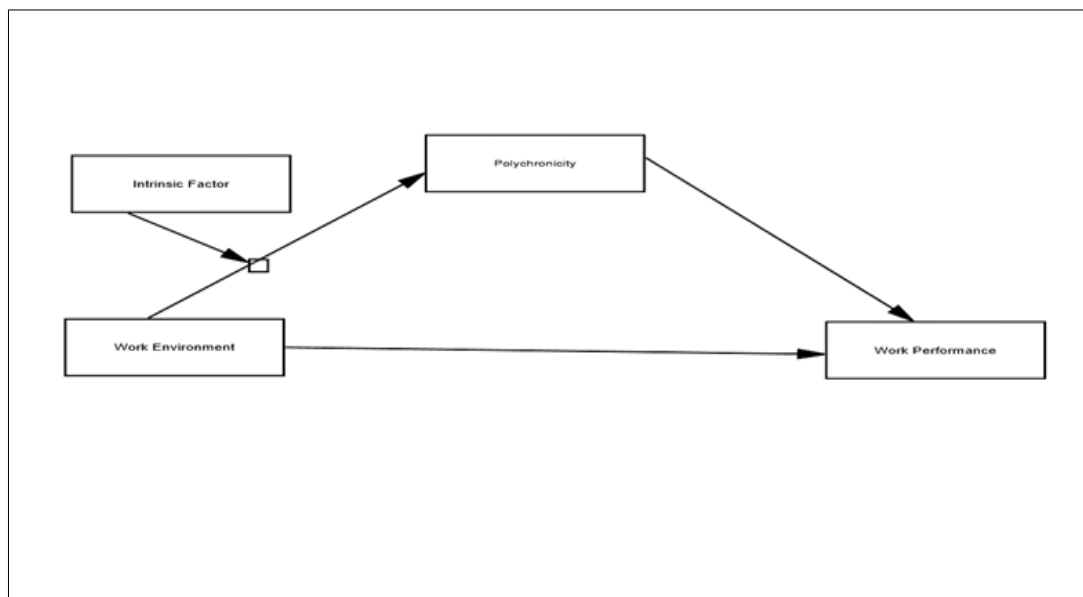
### ***The Job Characteristics Model***

The job characteristics model developed by Hackman and Oldham (1976) describes jobs on five dimensions, namely, skill variety, task identity, task significance, and job autonomy and job feedback. Skill variety shows the extent to which a job requires a variety of different activities so that employees may use different skills and talents. Task identity refers to the extent to which a job requires completion of a whole and an identifiable piece of work. Task significance is the degree to which a job affects the lives of consumers or work of other people. Autonomy shows the extent to which a job gives employee freedom, independence and discretion to schedule work and make decisions on how tasks can be performed. Feedback is the degree to which an employee is given direct or indirect information on how effective she is on her job.

According to Mukherjee, Ghosh and Mukherjee (2024) the first three dimensions would combine together to create meaningful work employees assume to be fair and worthwhile; while job that offers high autonomy should make workers feel personally responsible for the results and adequate feedback on performance would give employees of fulfillments on the job. Thus, when a job is meaningful and offers personal reward and sense of responsibility, the greater employee's satisfaction, motivation and work performance.

### ***Conceptual Framework and Hypotheses Development***

Conceptual framework for this study was derived from three strands of literature, namely, work performance (Sonnentag & Frese, 2002), work motivation (Harari & DeLong, 2017); work environment (Howard & Cogswell, 2022); and therefore, due to their importance for organizational effectiveness, the following concepts: work performance, intrinsic factors, work environment and polychronicity were selected for study and inter – relationships among them statistically determined.



**Figure 2.1: Conceptual Relationship**

### ***Work Environment and Work Performance***

Work environment or workplace refers to physical geographical location as well as immediate surroundings of the office building and such other factors relating to the place of employment like noise levels, quality of air, and quality of human relations associated with a job (Ahmad & Khan, 2019). Armitage and Amar (2021) distinguish between physical workplace and digital workplace and that former represents space where people are physically situated to engage in work activities; while the latter is a collection of all digital tools such as email, intranet, internet, and computers in an organization that allow workers to do their job. Since over a century ago, Fredrick Taylor and Max Weber have recognized connections between psychology and

behavior of workplace environment were significantly crucial to productivity and work performance. Consequently, earlier researches on workplace environment focused largely on one aspect of the functional space which is efficiency versus costs; while human relation studies focused on behavior versus performance (Celik & Ozsoy, 2016). Interestingly, it is being realized in modern studies of workplace that the concepts of workplace environment and people are inextricably linked and therefore emphasis is now being placed on physical and digital environment on one hand; and 21<sup>st</sup> century knowledgeable worker on the other hand. Armitage and Amar (2021) opine that digital workplace significantly predict work performance due to telecommuting and flexibility advantages conferred on

the incumbent. Flexibility allows tasks to be performed at a time that fits employee's schedules so long the work targets are met. Telecommuting permits employee to perform tasks away from physical workplace. Thus, it is hypothesized that work environment has significant effects on work performance.

### ***Polychronicity as a Mediator between Work Environment and Work Performance***

Polychronicity is the degree to which individuals have expressed preference for multitasking. According to Koch, Poljac, Miller and Kiesel (2018) multitasking occurs when cognitive processes involved performing two or more tasks overlap in time. The nature of multitasking could be dual tasking or task switching. Dual tasking is performance of two activities simultaneously, such as policemen conducting investigation on crimes and simultaneously gathering intelligence. However, task switching is the allocation of attention among multiple tasks before completing any task, as opposed to entirely dedication of attention to sequential tasks from start to finish (Koch, Poljac, Miller & Kiesel, 2018). Encouragement of preference for multitask may be fostered by organizational work environment; and therefore Howard and Cogswell (2022) opine that the higher the extent polychrons found themselves in organization environment which requires multitasking and reward efforts geared towards multitasking, the higher the chances that such individuals will achieve higher productivity and work performance. Hence, it can be hypothesized that polychronicity mediates relationship between work environment and work performance.

### ***Intrinsic Factors as Moderator***

The significance of understanding intrinsic factors lies in their profound implications for employee satisfaction and performance. Although organization researchers have emphasized extrinsic factors such as competitive salaries, quality supervision, bonuses as catalyst for organizational effectiveness especially in a low – income countries like Nigeria (Yawalkar, 2024)' presence of intrinsic factors such as, recognition, job autonomy, responsibility, advancement and opportunity for personal growth could encourage sustained organizational performance. According to Borman and Motowidlo (1997) work performance refers to the proficiency with which an individual performs activities that contribute to organizational technical core. Such

technical cores could be proficiency on job specific and non-job specific tasks, oral and written communication proficiency, supervision and administrative savvy. Lutaaya (2021) identifies Maslow's hierarchy of needs and reports that while provision of lower order needs such as physiological, safety and social needs could be termed hygiene factors; higher –order needs such as self-esteem and self-actualization represents motivators and tasks that are intrinsically rewarding could enhance contextual work performance. Contextual performance refers to activities that do not contribute to the technical core but which support the organizational, social and psychological environment in which organizational goals are pursued (Conway, 1999). Contextual performance could be behaviours that help coworker to accomplish organizational goal or making great suggestions that help improve work procedures. Thus, since intrinsic factors are associated with work environment and work itself and are capable of influencing desirable work performance; it may be hypothesized that intrinsic factors moderate indirect relationship between work environment and work performance through polychronicity.

## **3.0 METHODOLOGY**

This research was a quantitative study that adopted cross sectional research design. The population of the study was the entire staff of the Nigerian Police Force while the target population was the Osun State Police command. In line with Kreji and Morgan (1970) proposition 450 members of staff of Osun State police command were selected through systematic sampling technique. Consequently, necessary primary data were collected from 450 respondents after they completed hard copies of questionnaire administered to them. Their responses were measured on 5 point likert rating scale. Items that formed the content of the research instrument were adapted from the work of (Ramos – Villagrasa, Barrada, Fernandez – del – Rio & Koopmans, 2019) work performance; work environment measured (Badayai ,2012), intrinsic factors (Robbins & Judge, 2013), polychronicity (Lindquist, Knieling & Kaufman – Scarborough, 2001). The internal consistency of the instrument was confirmed through cronbach Aipha and composite reliability measure; while convergence and discriminate validities were ascertained with the help of Statistical Package for Social Scientist (SPSS) version 23 and Analysis of Moment Structure (AMOS).

**Table 3.1: Descriptive Statistics of the Constructs**

	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
WKP	3.1438	.97455	-.206	.139	-.163	.278
POL	2.4444	.85914	.519	.139	-.072	.278
WKE	2.6340	.91474	.389	.139	-.559	.278
ITF	3.1373	.96536	-.234	.139	-.147	.278

*Note that ITF = intrinsic Factor, WKE = Work Environment, POL = Polychronicity, WKP = Work Performance*



The result of explorative factor analysis showed multiple distinct factors in which the first factor accounted for 19% of variance which did not exceed 40% threshold suggested and therefore common method bias usually associated with cross sectional research adopted for this study was not an issue (Podsakoff, MacKenzie, Lee & Podsakoff, 2003). Similarly, linearity of the data was confirmed with the help of descriptive statistics and from the table 3.1 work performance had mean value of 3.1438 and standard deviation of 0.97455, polychronicity had mean value of 2.4444 and standard deviation of 0.85914, work environment had mean value of 2.6340 and standard deviation of 0.91474, and intrinsic factors with mean value of 3.1373 and 0.96536 standard deviation; which suggested minimal volatility in the responses. Also, skewness and kurtosis coefficients for all the variables were closer to zero as can be seen in table 3.1 and according to Hair, Hult, Ringles and Sarstagt (2022) kurtosis value that is higher than 2 suggests too peaked distribution while skewness that is higher than 1 suggests highly skewed data. Thus, the distribution is fairly and normally distributed.

Results of Confirmatory Factor Analysis showed that loading factor which describes the

magnitude of relationship between every indicator and its construct was at least 0.7 which satisfied threshold established by (Hair, Hult, Ringles & Sarstagt, 2022). Similarly, the grand mean of squared factor loading figures for each construct which represented the values of Average Variance Extracted (AVE) as indicated on table 3.2 were 0.686, 0.638, 0.705 and 0.749 for work performance, intrinsic factors, work environment and polychronicity respectively and since all these values were above 0.5; the convergent validity of the research instrument was confirmed (Yamin & Kurniawan, 2011). According to Hair, Hult, Ringles & Sarstagt (2022) an acceptable Average Variance Extracted that is equal to 0.50 indicates that the construct explains at least 50% of the variance of items. Also, table 3.3 revealed all constructs exhibited satisfactory discriminant validity, wherein the bold values in the correlation matrix which was the square root of AVE values that were compared with the correlations. In line with the proposition put forward by Fornell and Larcker (1981) discriminant validity of the instrument was confirmed because constructs were distinctly different from one another. Internal consistency of the questionnaire was assured after composite reliability score for each of the construct was calculated.

**Table 3.2: Factor Loading and Reliability of the Constructs**

Construct	Item Coding	Factor Loading	Composite Reliability	Average Variance Extracted
Work Performance	WKP 1	0.670	0.9145	0.6863
	WKP2	0.639		
	WKP3	0.939		
	WKP4	0.949		
	WKP5	0.890		
Intrinsic Factors	ITF1	0.802	0.8978	0.6381
	ITF2	0.734		
	ITF3	0.820		
	ITF4	0.770		
	ITF5	0.862		
Work Environment	WKE1	0.723	0.9219	0.7051
	WKE2	0.908		
	WKE3	0.956		
	WKE4	0.735		
	WKE5	0.851		
Polychronicity	POL1	0.914	0.9359	0.7489
	POL2	0.664		
	POL3	0.843		
	POL4	0.943		
	POL5	0.959		

*Note that ITF = intrinsic Factor, WKE = Work Environment, POL = Polychronicity, WKP = Work Performance*

According to Purwanto and Sudargini (2023) composite reliability scores of 0.7 is acceptable; but a value that is greater than 0.8 should be satisfactory. Thus, in this study work performance with composite reliability score of 0.915, intrinsic factor with score of 0.898, work environment with reliability score of 0.922

and polychronicity with 0.936 reliability score and an indication that the questionnaire was reliable. The hypothesized moderation mediation model was tested in a single model through a bootstrapping so as to assess the significance of indirect effects at different levels of moderation

**Table 3.3: Discriminant Validity of the Constructs**

Construct	ITF			
ITF	.799			
WKE	.516	.840		
POL	.257	.510	.863	
WKP	.604	.698	.306	.828

Note that ITF = intrinsic Factor, WKE = Work Environment, POL = Polychronicity, WKP = Work Performance

## 4.0 RESULTS

### Characteristics of the Respondents

Out of 450 copies of questionnaire distributed to the respondents, the survey yielded 306 usable questionnaire and results of data analysis revealed that 70 were female while 236 were male. In their response to their highest educational qualification, it was found that 21 held primary school leaving certificate, 147 had West African School Certificate, and another 86 had Diploma, 45 held first degrees while the remaining 7 possessed postgraduate certificate such as masters and Ph.D. Turning to their work status, data analysis revealed that 67 were constables, 61 were corporal, 52 were sergeants, 47 were inspectors while the remaining 59 were officers from Assistant Superintendent of Police (ASP) and above. As for their year of experience, it was

found that a whopping 188 of them had between 1 – 15 years' experience, another 79 had their experience spanning between 16 – 25 years while the remaining 39 had spent more than 25 years on the job.

### Effects of Work Environment on Work Performance

The hypothesized direct relationship between work environment and work performance was tested using process macro model 7 proposed by Hayes (2013) in Statistical Package for Social Scientist (SPSS) version 23 with bias – corrected 95% confidence interval and the results of the analysis as shown in table 4.1 revealed that the two predictors account for 80% of variance of work performance. Specifically, there was a significant direct effect of work environment on work performance where  $t = 12.9020$ ,  $p < 0.00$ . Thus, work environment significantly predicted work performance.

**Table 4.1: Relationship between Work Environment and Work Performance**

Construct	Coefficient	SE	t	P	LLCI	ULCI
constant	1.1115	0.064	17.3542	.0000	.9890	1.2420
WKE	.6468	.0501	12.9020	.0000	.5481	.7454
POL	.1328	.0444	2.9932	.0030	.0455	.2202

R – Square = 80.44%; F –Statistic = 623.0180,  $P < .001$

Note that WKE = Work Environment, POL = Polychronicity

### Indirect Effect of Work Environment on Work Performance through Polychronicity

Similarly, the hypothesized mediating effect of polychronicity between work environment and work performance was tested using process macro model 7. According to Namazi and Namazi (2016) mediation occurs when independent variable (work environment) first influences mediator variable and then the mediator (polychronicity) influences the dependent variable (work performance). Data analysis revealed the casual chain of effects that characterized the relationship between work

environment and work performance as statistically significant indirect relationship put  $t = 2.9932$  and  $P < .005$ . Since the null zero did not fall between the lower limit confidence interval (LLCI) and upper limit confidence interval (ULCI) for lower, moderate and higher levels of mediator and therefore, polychronicity significantly mediated relationship between work environment and work performance.

**Table 4.2: Test of Mediation at Lower, Moderate and Higher Levels**

Mediator	Moderator	Effect	Boot SE	Boot LLCI	Boot ULCI
POL	2.0000	0.0690	0.0170	0.0292	0.0980
POL	3.0000	0.0911	0.0243	0.0368	0.1335
POL	4.0000	0.1133	0.0323	0.0442	0.1719

Note that POL = Polychronicity

### Moderation Effects of Intrinsic Factors on Indirect Effect of Work Environment on Work Performance

Also, the hypothesized relationship was tested employing process macro 7 in which the main effects of moderator (intrinsic factor), independent variable (work

performance) as well as interaction of these two variables (intrinsic factor and work environment) were determined. The resulting model significantly explained 83% variation found in polychronicity as  $P < .001$  while F statistics = 499.7907.

**Table 4.3: Moderation Effects of Intrinsic Factor on Relationship between Work Environment and Polychronicity**

	Coefficient	SE	t	P	LLCI	ULCI
Constant	.7214	.2013	3.5838	.0004	.3253	1.1176
WKE	.1852	.1187	1.5598	.1199	-.0484	.4188
ITF	-.0970	.0800	-1.2122	.2264	-.2545	.0605
Intersection	.1669	.0249	6.6954	.0000	.1179	.2160

*Note that ITF = intrinsic Factor, WKE = Work Environment*

Since this model was significant, specific contributions of variables of interest showed that neither work environment with  $t$  – value = 1.5598 and  $P > 0.005$ ; nor intrinsic factor with  $t$  – statistics = -1.2122,  $P > 0.005$  exerted significant main effects on polychronicity. However, there was significant interaction effect on polychronicity as  $\beta = 0.166$ ,  $t$  – statistics = 6.6954 and  $P < 0.001$ , which was also observed as the null of zero did not fall between the confidence interval (0.1179, 0.2160). The  $R$  –squared change was also significant as  $P < 0.001$ , and it reflected the 3% variance explained by interaction. Thus, intrinsic factor significantly moderated relationship between work environment and work performance. This conditional indirect effect was

strongest for personnel that were highly and intrinsically motivated wherein one standard deviation above the mean of intrinsic factor, effect = 0.1133, standard error = 0.0323, 95% confidence interval = 0.0442; 0.1719 and weakest for those with lowly and intrinsically motivated wherein one standard deviation below the mean, effect = 0.0692, standard error = 0.0170, 95% confidence interval = 0.0292; 0.0980. In other words, the index of moderated mediation as presented in table 4.4 actually showed intrinsic factor significantly moderated the indirect effect of work environment on work performance through polychronicity confidence interval = 0.0071, 0.0411. Therefore, there was evidence of moderated mediation in the data.

**Table 4.4: Index of Moderated Mediation**

Index	Boot SE	Boot LLCI	Boot ULCI
0.0222	0.0086	0.0071	0.0411

## 5. DISCUSSION

This research tested in a single model the conditional indirect effect of moderating variable which was intrinsic factor on the relationship between predictor variable which was work environment and outcome variable which was work performance via a mediator variable which was polychronicity. Consequently, three hypotheses were proposed and tested; and data supported the fact that work environment was a significant predictor of work performance. These results aligned closely with the findings of Roskams and Haynes (2020) who found work environment especially work air quality significantly predicted employee productivity. Also, the research findings empirically found physical environment at work place to have encouraged knowledge sharing among younger workers which ultimately impacted work performance (Marianto, 2021, Dilmaghani, 2020). However, Zakarani and Noor (2021) could not establish work environment as sole predictor of work performance among personnel of Malaysian Police Force.

Similarly, polychronicity was found to have mediated the relationship between work environment and work performance. This position was supported by the outcome of the research by Howard and Cogswell (2022) who found a significant congruence between polychronicity and environment on the one hand and, polychronicity and work performance on the other hand. However, Robinson and Kalafatis (2017) suggested that polychronicity failed to indirectly impact job performance; but rather increase job satisfaction because increased satisfaction levels should in turn reduced

anxiety associated with multitasking. These indirect effects were further enhanced after moderator variable (intrinsic factors) was introduced and thus it was found that intrinsic factors significantly moderated relationship between work environment and polychronicity. In contrast, Howard and Cogswell (2022) found year to have and not intrinsic factors to have moderated relationship between work performance and polychronicity; wherein year was defined to be industrial revolution year and information and communication technology year which affected multitasking at work places. However, outcome of this study was in line with the work of Brown and Jansen (2007) and Van Vianen (2018) who found individual differences on their perception of intrinsic factors moderated work environment and preference for multitasking or polychronicity thereby validating moderated mediation model earlier proposed.

### *Theoretical Implications*

In modern organization, understanding factors that could impact on work performance is crucial for success. These myriad of factors include work environment, polychronicity and intrinsic motivational factors and interactions among them could confer competitive advantages to firms as well as driving work performance. In accordance with the theory of person – environment fit, people are not only producers and product of social system, but also personal attributes such as polychronicity which could be molded by the social environment in which they are embedded. Therefore, this study was an attempt to empirically test the notion that behavior should be a function of interplay

of work environment and multitasking behavior as enhanced by intrinsic motivational factors in a major push for a fit between employees and work environment largely digitized by advancement in information and communication technology. Although there is plethora of researches on factors driving work performance; in this study, polychronicity and intrinsic factors were included as both mediator and moderator so as to enrich literature on personnel management and organizational behavior. In other words, this moderated mediation study and from which the resulting model was validated represented novelty of the study.

### **Managerial Implications**

As Nigeria continues to face security challenges on daily basis, the authority vested with the responsibility to provide internal security of citizens and their properties would have to rethink their human resource management practices so as to elicit maximum performance, though voluntary, from their personnel. How employees treat time and tasks accomplishment has gained attention of management practitioners and researchers. The growing complexity of modern security organisations across the globe requires that more autonomy which allows workers to manage several tasks simultaneously is important, hence the concept of polychronicity. From the findings of this research, Nigeria Police Service Commission would have to put in place machinery human resource management policies that not only encourage multitasking among personnel of the Nigeria Police Force, but rewards polychronicity. The significance of understanding appropriate reward system lies in its profound implications for employee job satisfaction, motivation and work performance and, such rewards may be monetary or non-monetary in nature. Monetary rewards such as competitive salaries, performance based bonuses may serve as potent catalysts for shaping behaviours and attitudes, particularly in a poverty ravaged country like Nigeria. However, extrinsic reward may only yield short – term job performance because their impact could diminish over time if not accompany by intrinsic factors such as recognition, career advancement, and job fulfillment.

### **5.0 CONCLUSIONS AND RECOMMENDATIONS**

The study explored moderated mediation effects of intrinsic factors and polychronicity on the relationship between work environment and work performance. In order to accomplish objectives of the research, results of data analysis supported all the three alternate hypotheses proposed. It was found that work environment significantly predicted work performance among personnel of the Nigeria Police Force. Similarly, polychronicity was found to mediate the relationship between work environment and work performance at three different levels, namely, low, moderate and high levels. Also, intrinsic factors moderated relationship between work environment and polychronicity such that at both higher and lower levels of moderator variable, work performance rose and fell significantly. Thus,

results of data analysis confirmed presence of moderated mediation effects of both intrinsic factor and polychronicity on the relationship between work environment and work performance.

In line with complex nature of modern and digitized organisations, it is recommended that Nigerian government through Inspector General of Police and Police Service Commission encourages multitasking job behavior accompanied by human resource policies that prioritize intrinsic motivational factors as driving force of organizational performance.

### **Limitations and Suggestions for Further Study**

This study has several limitations. First, data for this were obtained from placemen in Osun state which is just only one state out of 36 states that made up of Nigerian state and this could limit the extent to which findings from this research could be generalized. Also, the study only accommodated four variables, namely, work environment, intrinsic factors, polychronicity and work performance and therefore it should be noted that variables that impact work performance are inexhaustible. Consequently, future researches should incorporate more psychological, social and health constructs from organization performance literature. Similarly, this study may be replicated in other climes and or across the 36 states of Nigeria as well as Federal Capital Territory, Abuja.

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