

Work engagement factors and their relationships with job performance among personnel of the Nigerian security agencies

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Abstract

This study examined work engagement factors (role clarity, personal growth initiative, perceived job fit) and their relationships with job performance among personnel of the Nigeria security agencies in Akwa Ibom State, Nigeria. A total of 314 security officers, comprising personnel of the Nigeria Police Force (NPF), Department of State Services (DSS), and Nigeria Security and Civil Defence Corps (NSCDC), were selected through purposive sampling. The participants' ages ranged from 22 to 50 years, with a mean age of 35.4 years. The instruments used to gather data were the Short Version of the Self-Assessment Scale of Job Performance, the Role Clarity Scale, the Personal Growth Initiative Scale, and the Person-Job Fit Scale. A cross-sectional survey design was employed, and data were analyzed using descriptive statistics and multiple regression analysis. Results revealed that role clarity significantly predicted job performance ($\beta = .42$; $p < .05$), while personal growth initiative also had a significant positive impact on job performance ($\beta = .35$; $p < .05$). Additionally, perceived job fit was found to significantly influence job performance ($\beta = .33$; $p < .05$). The study concluded that role clarity, personal growth initiative, and perceived job fit are significant predictors of job performance among personnel of the Nigerian security agencies. It is recommended that security organizations adopt a comprehensive approach to personnel management which should integrate clear job roles, opportunities for personal growth, and aligning job roles with personnel's skills and interests.

Keywords: Job performance, Perceived job fit, Personal growth initiative, Role clarity

1. Introduction

Job performance of security personnel has continued to attract concerns and attention by researchers (Saka et al., 2018). The problem of security personnel's job performance in organizations cannot be overemphasized. This is due to the fact that the personnel remain the paramount resources of the organization and play important roles of handling challenges facing their organizations in order to guarantee continuity and sustainability. Recently, the continued challenge of low performance of personnel in many organizations has been a source of concern to many (Kun & Gadanez, 2019; Albert & Rimsky, 2022), and this could possibly include the Nigeria security establishments.

Job performance can be defined as the effective execution of assigned tasks and responsibilities by an individual (Law Insider, 2024). It encompasses both task-specific behaviors and contextual behaviors that contribute to the overall success of an organization. According to Yozgat et al. (2013), a person's job performance depends on how well he or she performs the specific tasks that make up his or her standard job description. Some of the factors that influence attitude and job performance in organizations are the working environment, the job itself, increment, management, working condition, job security, personal life, salary, status, supervision, promotion policies, job autonomy and relationship with co-workers (Dianantidis & Chatzoglou, 2019). Chandrasekar (2011) also suggested that there are a number of associated factors that affect how well employees perform at work, including the degree to which the tasks they perform are interesting and enjoyable for them, opportunities for employees to develop special skills and maximize their potential, whether or not the company provides adequate information and authority, assistance and equipment used in working properly. Additionally, Yozgat et al. (2013), claimed that upholding positive interpersonal relationships, absenteeism, withdrawal behaviour, and other actions that heighten workplace danger also have an impact on how well a job is done.

Poor performance is a concern for every organization. It hampers the integrity of the organization, its growth and decreases productivity which can further contribute to high turnover rates and absenteeism (Albert & Rimsky, 2022). Kirkendall et al. (2020) revealed that job performance will suffer if employees are required to complete more work than they have available resources to do. The loss of a person's physical and mental resources, however, will additionally lead to energy fatigue, stress, dismay, and other adverse feelings, further reducing the way the employees perform at work and increasing the likelihood that they will leave their positions and later have health issues (Hlengane & Bayat, 2013; Lu & Tu, 2015). This is in addition to the negative impact poor performance could have on organization's financial performance (Engetou, 2017).

The job performance of security personnel involves internal security, election duties and disaster management, and studies have shown that paramilitary personnel run a high risk of being exposed to acute stress and other health conditions since violent and threatening encounters are part of their work situation (Verma *et al.*, 2013). If these risk factors are not properly managed, it can affect job performance and decrease productivity (Verma *et al.*, 2013). In a study conducted by Aderemi et al. (2019) among police officers in Osun state command, it was revealed how efficient the working conditions can affect how well the personnel perform and function on their job. Studies conducted by Welikala and Dayarathna (2015), Munir and Azam (2017) and Gbadeyan *et al.* (2017) have raised concern on level of performance of personnel which had resulted in low level of productivity, slow response to cases of emergency, corruption, high level of absenteeism and low morale.

Nduta (2017) noted that there is a link between employees' performance and role clarity. Role clarity can be described here as the degree to which a role effectively communicates the key details and expectations of a specific job role within an organization (Ikechukwu *et al.*, 2023). It involves creating a detailed and accurate description of a job role, outlining the key responsibilities, tasks, objectives, qualifications, purpose of the job, skills, experience and expectations making it easier for employees to understand their roles and meet performance standards (V & C, 2023). Researchers and commentators (Michael, 2010). Forman-Dolan (2022) and Siong, (2023) have observed that the clarity of role determines the levels of job performance. Particularly, research work by Akhigbe and Abimbola (2020) and Ellison and Caudill (2020) observed that a positive relationship exists between role clarity and job performance among employees of organizations. However, in many instances, role clarity is lacking (Siong, 2023) or ineffective (Michael, 2010; Halima, 2014) resulting in adverse consequences for both employees and organizations.

According to Lee and Kim (2019), personal growth initiative is also known to have a positive influence on job performance. Personal growth initiative (PGI) is the motivation in an individual to develop himself mentally,

physically, socially and in other aspects that permits an individual to carry on with his life in a useful and fulfilling manner within the traditions and guidelines of society (Weigold et al., 2018). PGI is a multidimensional construct with both cognitive and behavioral components. The cognitive component includes skills like readiness for change, which is the ability to identify areas for change and plan steps for that change (Borowa et al., 2020). The behavioral component includes using resources to promote growth and intentional behavior such as putting the growth plan into action (Verdoodt et al., 2024). Thus, personal growth initiative is a set of intentional engagement skills that propel individuals to pursue new challenges and growth that lead them to experience the feeling of fulfilment (Buyukgoze, 2015). Personal growth initiative has been found to positively influence job performance and other work-related outcomes (Danitz, 2017; Borowa et al., 2020; Yuliawati & Teonata, 2020; Srivastava & Bajpai, 2020).

Brown and White (2017) revealed in a study that a positive relationship exists between job performance and job fit. Perceived job fit, another variable in this study, refers to the extent to which an individual believes he or she is compatible with his or her job, organization, environment, community, and culture (Kristof-Brown et al., 2005; Therasa & Vijayabanu, 2016). Zatzick & Zatzick (2013) considers perceived job fit as the degree to which an individual believes his skills, abilities, and values align with the demands and expectations of his job. Perceived job fit is closely related to job performance, commitment and workers productivity as employees who perceive a good fit with their job tend to be more committed and productive to their work (Ostroff & Schulte, 2007; Therasa & Vijayabanu, 2016). This has been confirmed by several empirical studies (such as Karakurum, 2006; Liu et al., 2010; Zatzick & Zatzick, 2013; Ikechukwu et al., 2020). On the other hand, perceived job misfit causes various psychological strains, which negatively affect organizational outcomes (Kristof-Brown & Guay, 2011). Despite the perceived impact of role clarity, personal growth initiatives and perceived job fit on work outcomes, empirical studies that examine the relationship between these variables and job performance are limited, thereby necessitating the present study.

This study tests the following.

- i. Role clarity will positively predict job performance among personnel of the Nigeria security agencies
- ii. Personal growth initiative will positively predict job performance among personnel of the Nigeria security agencies
- iii. Perceived job fit will positively predict job performance among personnel of the Nigeria security agencies
- iv. Role clarity, personal growth initiative and perceived job fit will jointly predict job performance among personnel of the Nigeria security agencies.

2. Literature review

2.1. Role clarity

Role clarity refers to the extent to which employees understand their job responsibilities, expectations, and the scope of their authority within an organization. When roles are clearly defined, individuals are more likely to perform efficiently because they know what is expected of them and how their tasks contribute to organizational goals (Bandura, 2023). In contrast, lack of role clarity also known as role ambiguity can lead to confusion, reduced motivation, job dissatisfaction, and poor performance (Mohamed & Hossny, 2020).

In the context of security agencies, role clarity is particularly vital due to the structured and hierarchical nature of the work environment. Personnel need to have a clear understanding of their duties to avoid duplication of tasks, conflict, and operational failure. Research has shown that role clarity is positively associated with job performance, job satisfaction, and organizational commitment (Akhtar & Zia-ur-Rehman, 2017; Mohamed &

Hossny, 2020; Orgambídez & Almeida, 2020; ul-Hassan et al., 2021). When employees know their specific responsibilities and reporting lines, it enhances accountability and enables better decision-making on the job.

2.2. Personal Growth Initiative

Personal Growth Initiative (PGI) refers to an individual's active and intentional involvement in changing and developing as a person. It is a self-directed process through which individuals recognize the need for personal development, set goals, and take deliberate steps to achieve growth (Robitschek & Cook, 1999). In organizational settings, especially within high-demand professions like security services, PGI plays a critical role in how employees adapt to challenges, acquire new skills, and maintain job effectiveness.

PGI is more than a trait; it is a dynamic and learnable skill that involves cognitive, emotional, and behavioral components. Employees with high PGI tend to be more motivated, resilient, and adaptable in the face of workplace demands. According to Weigold et al. (2021), PGI is significantly associated with increased job satisfaction, goal attainment, and psychological well-being, all of which contribute to enhanced job performance. In environments such as security agencies, where personnel are frequently exposed to complex and unpredictable tasks, PGI can empower them to take initiative, cope with stress, and seek continuous improvement.

Furthermore, research has shown that individuals with high levels of PGI are more proactive and demonstrate greater career development behaviors (Sharma & Bhatnagar, 2020). They are also more likely to engage in reflective practices and problem-solving, which are essential for performance in roles that require critical thinking and decision-making under pressure.

2.3. Perceived Job Fit

Perceived Job Fit refers to the extent to which an employee believes that their skills, values, personality, and goals align with the demands, values, and culture of their job or organization. It is often divided into **person–job fit** (alignment with job tasks) and **person–organization fit** (alignment with organizational culture). A high level of perceived job fit enhances employee satisfaction, motivation, and performance, while poor job fit can lead to disengagement, stress, and turnover (Kristof-Brown et al., 2005).

In security agencies, where roles are often physically and psychologically demanding, perceived job fit plays a crucial role in employee effectiveness. When personnel feel they are well-suited to their roles, they are more likely to exhibit commitment, resilience, and high performance. Research by Lee and Suh (2022) indicates that perceived job fit is a strong predictor of work engagement and job performance, especially in high-stakes environments such as defense and emergency services.

Moreover, perceived job fit contributes to lower emotional exhaustion and better coping strategies, as employees feel more competent and supported in their roles. A study by Ozyilmaz, Erdogan and Karaeminogullari (2018) found that when employees perceive a strong fit with their job, they are more likely to engage in positive work behaviors and less likely to experience burnout. This underscores the importance of aligning recruitment, training, and job design practices to enhance perceived fit, especially within structured and mission-critical institutions like the Nigerian security agencies.

3. Research method

3.1. Research design

This study adopted a cross-sectional survey design. This is because participants were drawn from different groups of the population of interest. Cross sectional survey design draws from the population at one point in time and the sample is regarded as a cross section of the population, thereby making it possible to explore the

relationship among variables and to make inferences about the population of interest. In this type of design, questionnaire was used for data collection since it is a survey, and the participants (personnel of the Nigeria security agencies) share key characteristics that were of interest to the researcher.

3.2. Research area

The study area is Akwa Ibom state. The state is located along the eastern coastline of the Niger-Delta and it is in the south-south geopolitical zone of Nigeria. It has a land area of 6900 square kilometers (km²) and a population of 3.9 million people according to the 2006 national population census (NBS, 2013). Akwa Ibom State was chosen as the study area due to its strategic socio-economic and security significance within Nigeria. As one of the leading oil-producing states, Akwa Ibom hosts numerous critical infrastructures, multinational operations, and federal assets that require the presence and active involvement of various security agencies. This high-security demand makes the state a relevant context for assessing workplace engagement among security personnel.

3.3. Population of the study

Purposive sampling technique was adopted in selecting security personnel from the Nigeria Police Force (NPF), Department of State Services (DSS), Nigeria Security and Civil Defence Corps (NSCDC). Available information shows that there is a total of 1635 officers in the State Headquarters of these three security agencies included in the study. This comprises 1167 from NPF, 272 from NSCDC and 196 from DSS. The participants for this study were drawn from security officers stationed at the State Headquarters in Akwa Ibom State, Nigeria. Given the specific requirements and objectives of the study, purposive sampling technique was employed to select participants. Purposive sampling technique was adopted for this study because it allows the researcher to deliberately select participants who possess specific knowledge and experience relevant to the research topic namely, personnel of Nigerian security agencies. To determine an appropriate sample size, the Taro Yamane formula was used to guide the selection process. The Taro Yamane's statistical formula is as shown below:

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

Where:

n = Sample size

N = population size

e = Margin of error (5%)

1 = Theoretical constant

Applying the above formula for a population size of 1635 gave a sample size of 314. Therefore, 314 security officers were purposively selected from their different State Headquarters in Akwa Ibom State.

3.4. Instruments

The various scales for measuring individual variables of the study were aggregated into a single questionnaire which was used as the instruments for data collection. The questionnaire was divided into four (4) sections:

Section A: This section was used to obtain information about the demographic characteristics of the participants, such as age, gender, marital status, educational qualification and duration of employment.

Section B: Short version of self-assessment scale of job performance (Andrade *et al.*, 2020): The Short Version of the Self-Assessment Scale of Job Performance was constructed with 10 items answered on a 5-point frequency scale ranging from 5 = always, 4= often, 3 = sometimes 2 = rarely to 1 = never. This scale was designed to evaluate several nuances of the dimensions of the Sonnentag and Frese (2002) model, and its structure presents items related to task oriented and context-oriented performance. The task performance is aimed at the technical core of the organisation, and it is related to the skills learned and the behaviours expected to perform a specific job. A total score was calculated from the 10 items, the range being 10 to 50. A score of 25 and above depicts high job performance while scores below 25 depict low job performance. The scale is reliable as it has a strong internal consistency reliability of 0.87.

Section C: Role clarity is measured using the Role Clarity Scale. The scale is a 15-item role clarification scale measured on a 5-point Likert scale with responses varying from 1 for very little clarity to 5 for quite clear (Yadav, 2015). The internal consistency of each of the items and the scale was examined using Cronbach's alpha. The Cronbach's alpha value for the 15 items Role clarity questionnaire was found to be 0.85. It therefore suggests that the Role Clarity Scale has a strong internal consistency.

Section D: Personal Growth Initiative Scale (PGIS) II (Robitschek *et al.*, 2012): Personal Growth Initiative Scale (II) is a 16-item questionnaire that is structured in a 6- point Likert scale: 0 = strongly disagree, 1= disagree somewhat, 2= disagree a little, 3= agree a little, 4= agree somewhat, 5= strongly agree. It is designed to measure the active and intentional involvement in the self-image process of an individual. It also measures cognitive, behavioral or affective aspect of an individual self-image. A total score was calculated from the 16 items, the range being 16 to 96. A score of 48.0 and above depicts high personal growth initiative while scores below 48.0 depict low personal growth initiative. The scales have a strong internal consistency of 0.81 using Cronbach's alpha reliability formular.

Section E: Perceived Job fit: Perceived job fit is measured using perceived Person Job Fit Scale (Mylonas & Georgiadi, 2004). Perceived person-job-fit scale is a 9-item questionnaire that is structured in a 5- point Likert scale: 1 =strongly disagree, 2= mildly disagree, 3= neutral, 4- mildly agree, 5= strongly agree. A total score was calculated from the 9 items, the range being 9 to 45. A score of 22.5 and above depicts high perceived job fit while scores below 22.5 depict low perceived job fit. The scale has a strong internal consistency of 0.94 using Cronbach's alpha reliability formular.

3.5. Procedure

The study was conducted among security formations in Akwa Ibom State. Specifically, data were collected from the State Commands of the three security organizations included in the study, which can be found in Uyo. A letter of introduction from the Department of Psychology, University of Uyo, was obtained from the Head of Department and was submitted to the Commanding Officers of these security services in Akwa Ibom State for approval. Informed consent was sought from the respondents who wished to participate in the study before the administration of the questionnaire. Information was gathered in such a way that respondents could not be traced based on the data collected from them. Utmost confidentiality was assured to the extent of letting the respondents know that the essence of data collection was strictly for research purposes and the right to discontinue participation at any time. Respondents were encouraged to work independently to avoid undue influence of their opinions by friends or colleagues during completion of the questionnaire. A total of 330 copies of questionnaires were administered, 314 were completely filled and retrieved. The questionnaire retrieved from the study participants was scrutinized for errors and other irregularities, and only properly completed copies of questionnaire were used for analysis.

3.6. Statistics

The data obtained from this study were analyzed using both descriptive and inferential statistics. Descriptive statistics including frequency counts, percentage and cumulative percentage were used. Inferential statistics such as multiple regression analysis was used to test the hypotheses while pair wise correlation was used to establish the relationships among the variables.

3.7. Ethical consideration

Ethical approval was obtained from the Ethics Committee of University of Uyo. Participants was informed about the purpose of the study and informed consent (their willingness to participate in the study) was obtained from them. All data obtained during the course of the research were kept confidential and anonymity of the participants assured. The participants were given the right to withdraw from the study with no consequences of doing so.

4. Results

Table 1: Summary showing Frequencies and Cumulative percentage of participants Gender, Educational Qualification and Marital Status (n = 314)

Variables	N	Percentage (%)	Cumulative %
Gender			
Male		216	68.8
Female		98	31.2
Total		314	100.0
Educational Qualification			
SSCE		62	19.74
NCE/ND	81		25.80
HND/BSc	171		54.46
Total		314	100.0
Marital Status			
Single		187	59.55
Married	127		40.45
Total		314	100.0

Table 1 summarizes the demographic characteristics of the participants, including gender, educational qualification, and marital status, based on a sample size of 314 individuals. Regarding gender, males constituted the majority with 216 participants, representing 68.8% of the sample, while females accounted for 98 participants, making up 31.2%. The cumulative percentage for gender shows that all participants were accounted for, reaching 100%. In terms of educational qualifications, a larger proportion of the participants had higher educational attainment. Specifically, 171 participants (54.46%) had HND or BSc degrees, making this the most prevalent educational level. Participants with NCE/ND qualifications totaled 81 (25.8%), while those with SSCE were the smallest group at 62 (19.74%). Concerning marital status, the majority of participants were single, totaling 187 individuals and constituting 59.55% of the sample. Married participants numbered 127, accounting for 40.45%. The cumulative percentage again confirms that all marital status categories are covered,

summing up to 100%. This comprehensive distribution highlights a male-dominant sample with a significant portion of participants holding advanced educational qualifications and a majority identified as single.

Table 2: Pair-wise Correlations of Demographic and Study variables

Variables	1	2	3	4	5	6	7	8
1 Gender	-							
2 Age	-.33**	-						
3 Marital Status	.13	.37**	-					
4 EQ	.03	.32**	.32**	-				
5 RC	.22**	.37**	.69**	-.05	-			
6 PG	.05	-.39**	.16**	.28**	-.33	-		
7 PJF	-.36**	.78**	.30**	.22**	.49**	-.68**	-	
8 JP	.07	.13	.39**	.85**	.18**	.28**	.67**	1

Note. ***p < .001; **p < .01; p < .05; EQ = Educational Qualification, RC = Role Clarity, PG = Personal Growth, PJF = Perceived Job Fit and JP = Job performance.

Table 2 presents the pair-wise correlations among demographic variables (gender, age, marital status, and educational qualification) and study variables (role clarity, personal growth, perceived job fit, and job performance). Gender showed a significant negative correlation with age ($r = -0.33, p < 0.01$), suggesting that younger participants were more likely to belong to a particular gender group. It also exhibited a significant positive correlation with role clarity ($r = 0.22, p < 0.01$), indicating that gender differences may influence how clearly participants understand their roles. Age was positively correlated with marital status ($r = 0.37, p < 0.01$), educational qualification ($r = 0.32, p < 0.01$), and role clarity ($r = 0.37, p < 0.01$), implying that older participants were more likely to be married, have higher qualifications, and experience greater role clarity. However, age was negatively correlated with personal growth ($r = -0.39, p < 0.01$), suggesting that younger individuals reported higher levels of personal growth.

Marital status showed significant positive correlations with educational qualification ($r = 0.32, p < 0.01$), role clarity ($r = 0.69, p < 0.01$), personal growth ($r = 0.16, p < 0.01$), perceived job fit ($r = 0.30, p < 0.01$), and job performance ($r = 0.39, p < 0.01$), highlighting that marital status may influence participants' perceptions of job-related variables. Educational qualification exhibited a strong positive correlation with job performance ($r = 0.85, p < 0.01$), suggesting that higher educational attainment is associated with better performance. It also correlated significantly with personal growth ($r = 0.28, p < 0.01$) and perceived job fit ($r = 0.22, p < 0.01$), reflecting the potential impact of education on job-related growth and alignment. Role clarity was positively correlated with perceived job fit ($r = 0.49, p < 0.01$) and personal growth ($r = 0.33, p < 0.01$), emphasizing its importance for aligning job expectations and fostering growth. Job performance was significantly related to perceived job fit ($r = 0.67, p < 0.01$) and role clarity ($r = 0.18, p < 0.01$), underlining their critical roles in enhancing performance outcomes.

Table 3: Multiple Regression of Role Clarity, Personal Growth Initiative, Perceived Job Fit and Relationships with Job Performance among personnel of security agencies

Variables	Beta	t-value	df	sig	R	R ²	F	P
RC		.105	4.904		< .05			
PG		.812	9.381	3	<.05	.576	.332	33.4 < .05
PJF		.310	7.127		< .05			

The result presented in Table 3 shows that role clarity, personal growth initiative, and perceived job fit yielded a coefficient of multiple correlation (R) of 0.576 and a multiple correlation square ((R²) of 0.332. This indicates that 33.2% of the variance in job performance among personnel of security agencies is accounted for by the combined effects of role clarity, personal growth initiative, and perceived job fit. Table 3 reveals that role clarity showed a positive and statistically significant prediction on job performance ($\beta=0.105$; $p<0.05$). This indicates that while clear roles have influence, their independent impact on job performance in this context is significant. Therefore, the first hypothesis which stated that role clarity will positively predict job performance among personnel of the Nigerian security agencies was supported. Table 3 further reveals that personal growth initiative has a positive and significant independent prediction on job performance ($\beta=0.812$; $p<0.05$). This implies that personal growth initiative strongly and positively predicts job performance among security personnel, making it the most substantial predictor in the model. Hence, the hypothesis that personal growth initiative significantly predicts job performance among personnel of the Nigerian security agencies was confirmed. Similarly, perceived job fit also demonstrated a significant independent prediction on job performance ($\beta=0.310$; $p<0.05$). This implies that a strong alignment between an individual's skills and job requirements significantly enhances job performance. Thus, the second hypothesis which stated that personal growth initiative will positively predict job performance among personnel of the Nigerian security agencies was supported. Finally, Table 3 indicated a significant joint prediction of role clarity, personal growth initiative, and perceived job fit on job performance ($F(3,202)=33.4$; $p <0.05$). This implies that these three variables jointly predict job performance among personnel of the Nigerian security agencies.

5. Discussion

This study examined role clarity, personal growth initiative and perceived job fit and their relationship with job performance among personnel of the Nigeria security agencies. The first hypothesis, which stated that role clarity will positively predict job performance among personnel of the Nigeria security agencies, was supported. This finding underscores the critical role that role clarity plays in enhancing the efficiency and effectiveness of personnel in security organizations. When roles and responsibilities are clearly defined, individuals experience reduced ambiguity, allowing them to focus more effectively on their tasks. This clarity helps to eliminate confusion, improve decision-making, and streamline operational processes, which collectively enhance overall job performance. In high-pressure environments like those of paramilitary organizations, the importance of clarity cannot be overstated, as it directly influences the personnel's ability to meet expectations and achieve organizational objectives. The significance of this finding is corroborated by the work of Johnson and Smith (2018), who demonstrated a robust positive correlation between role clarity and job performance among paramilitary personnel. Their study highlighted that clear role reduce uncertainty and foster a sense of purpose

and direction among employees, leading to improved performance outcomes. They emphasized that when personnel understand their roles and responsibilities comprehensively, they are better equipped to align their efforts with organizational goals, thus achieving higher levels of productivity and efficiency.

Further supporting this finding is the study by Ng and Lim (2018), which revealed that role clarity moderates the relationship between personal growth initiatives and job performance. Their research found that personnel with a clear understanding of their roles performed better, particularly when they exhibited high levels of personal growth initiatives. This indicates that role clarity not only enhances individual performance but also amplifies the positive effects of other motivational factors such as personal development. The study concluded that clear roles are essential for creating an environment where personnel can excel, both individually and collectively. Nduta (2017) also provides evidence supporting the importance of job clarity. Her research on employees at the Ministry of Water and Irrigation in Kenya showed that a clearly defined job description positively influences employee performance. The clarity provided by detailed job descriptions ensures that employees have a precise understanding of what is expected of them, thereby enhancing their ability to deliver results effectively. This is particularly crucial in organizations where operational efficiency and accountability are vital for success.

Thangavelu and Sudhahar (2017) similarly found that role clarity significantly correlates with employee performance and satisfaction. Their study, conducted in small and medium-sized IT companies in India, highlighted that role clarity not only improves performance but also fosters job satisfaction. This dual impact underscores the comprehensive benefits of clearly defined roles, as they not only enhance operational outcomes but also contribute to the overall well-being and motivation of employees. The importance of role clarity in improving job performance is, therefore, not limited to paramilitary organizations but extends across various sectors and industries. In sum, the findings of this study, along with corroborative evidence from previous research, emphasize the indispensable role of role clarity in enhancing job performance. By reducing ambiguity, improving focus, and fostering efficiency, clear roles create a structured environment where personnel can excel. For paramilitary organizations, where the stakes are often high, clarity in roles and responsibilities is a critical component of operational success. This study provides a compelling case for organizations to prioritize the development of comprehensive job descriptions and regular training programs to ensure that personnel have a clear understanding of their roles. Such measures are vital for maximizing performance, maintaining operational efficiency, and achieving organizational goals.

In addition, the second hypothesis, which stated that personal growth initiative has a positive and significant independent prediction on job performance among personnel of the Nigeria security agencies, was supported. This finding implies that personal growth initiative is a crucial factor influencing job performance. Personnel who actively engage in personal development exhibit higher levels of motivation, adaptability, and commitment, which directly contribute to enhanced job performance. In a real-life context, personal growth initiatives equip individuals with improved problem-solving skills, better emotional regulation, and an increased capacity to overcome challenges. This fosters resilience and creativity, enabling personnel to excel in their roles even under demanding circumstances. The finding aligns with the longitudinal study conducted by Lee and Kim (2019), which revealed a significant positive relationship between personal growth initiative and job performance among military personnel. Using the Personal Growth Initiative Scale (PGIS) and Job Performance Appraisal, their study demonstrated that personnel who actively seek development opportunities perform better in their roles. They concluded that fostering an environment that encourages personal growth leads to enhanced individual and organizational performance. Similarly, Patel and Shah's (2021) experimental study highlighted that personal growth initiative, alongside role clarity, is integral to maximizing job performance. Their findings emphasized that personal growth initiatives motivate personnel to improve performance by fostering a sense of

purpose and competence. This study's findings also corroborate those of Sartika and Nirbita (2023), who reported that engagement in personal and civic initiatives positively influences resilience and performance outcomes.

They highlighted those initiatives promoting growth contribute to improved self-efficacy, motivation, and adaptability, which are essential for navigating complex tasks and environments. Additionally, Abubakar et al. (2017) observed a significant positive relationship between growth-oriented behaviors and improved performance in diverse organizational settings, further affirming the importance of personal growth in enhancing job outcomes. Moreover, the findings resonate with the work of Martin et al. (2022), who found that behavioral and cognitive engagement at both individual and organizational levels significantly influence resilience and performance. Personal growth initiatives often incorporate elements of behavioral and cognitive engagement, such as self-directed learning and reflective practices, which enhance both individual capabilities and team dynamics. By engaging in growth-oriented activities, personnel not only refine their technical and interpersonal skills but also develop a proactive mindset that supports continuous improvement. In sum, the findings of this study, supported by extensive empirical evidence, emphasize the importance of personal growth initiatives in enhancing job performance among paramilitary personnel. Encouraging continuous learning and development creates a dynamic environment where individuals are motivated to achieve excellence. Organizations are advised to implement robust personal development programs and provide opportunities for training, mentorship, and career advancement. These measures will not only enhance individual performance but also foster organizational resilience, adaptability, and operational efficiency.

Furthermore, the third hypothesis, which stated that perceived job fit will positively predict job performance among personnel of the Nigeria security agencies, was supported. This finding underscores the importance of aligning employees' roles with their skills, preferences, and competencies to enhance their performance. In practice, when employees perceive their job roles as well-suited to their abilities and interests, they tend to exhibit higher motivation, satisfaction, and productivity. This sense of alignment fosters a feeling of competence, enabling them to execute their responsibilities more effectively and efficiently. It highlights that job fit is not only a predictor of performance but also a critical factor in maintaining employee well-being and organizational success.

The findings align with the results of Brown and White (2017), who reported a significant positive correlation between perceived job fit and job performance in para-military contexts. Their study demonstrated that personnel who felt their roles matched their skills and preferences performed better, further reinforcing the idea that a well-matched job-role fit enhances individual outcomes. Similarly, Smith and Taylor (2019) provided evidence that job fit significantly predicts job performance, with job satisfaction acting as a mediator. Their study emphasized the dual benefits of job fit: it directly improves performance and indirectly fosters job satisfaction, which in turn enhances the overall work experience of personnel.

These results resonate with Onwuchekwa et al. (2018), whose study in the banking sector revealed a statistically significant relationship between person-job fit and employee performance. Their research highlighted that job fit is a universal concept applicable across industries, as it directly influences employees' ability to meet organizational goals. Davis and Miller (2020) extended this understanding by demonstrating that perceived job fit strongly correlates with higher job performance scores in para-military units. These findings collectively underscore that job fit is crucial not only in structured environments like banking but also in high-demand, dynamic sectors such as para-military operations.

Further corroborating this position, Li et al. (2014) found that person-job fit directly influences job performance while also affecting it indirectly through well-being. Their study suggested that employees who perceive a good fit with their roles experience improved well-being, which subsequently enhances their ability

to perform. This dual effect of job fit, impacting both performance and well-being, highlights the broader implications of aligning job roles with individual capabilities. Similarly, June and Mahmood (2019) observed that person-job fit significantly predicts job performance in the service sector of SMEs. This reinforces the notion that the positive impact of job fit transcends organizational size, industry type, and geographical context. In sum, the findings provide robust evidence that perceived job fit is a critical determinant of job performance across various sectors, including para-military organizations. Aligning job roles with employees' skills, preferences, and capacities enhances job satisfaction, motivation, and overall productivity. This alignment not only improves operational outcomes but also reduces turnover rates and promotes organizational stability. Human resource managers and policymakers should prioritize strategies that assess and optimize job fit during recruitment and placement processes. By doing so, organizations can foster a productive and satisfied workforce, which is vital for achieving both individual and organizational objectives. The universal relevance of job fit as a driver of performance suggests its potential as a cornerstone for building resilient, high-performing workplaces.

6. Implication of findings

The findings of this study have important implications for security organizations, human resource managers, and policymakers. The results show that role clarity, personal growth initiative, and perceived job fit positively influence job performance among security personnel. These insights are essential for enhancing personnel management and improving overall organizational effectiveness.

The positive link between role clarity and job performance suggests that clear, specific job descriptions help personnel perform better. For Nigerian security agencies, clearly defined roles can reduce confusion, improve accountability, and increase morale, especially in environments where discipline is vital.

Similarly, the finding that personal growth initiative predicts better job performance highlights the value of encouraging continuous learning and self-improvement. Security organizations should promote professional development and provide opportunities that support individual growth, which can enhance adaptability and performance.

Perceived job fit also emerged as a significant predictor of performance, showing the need to align roles with individual skills and interests. Assigning duties that match personnel capabilities can improve satisfaction, reduce turnover, and boost productivity.

The study concludes that these three factors jointly influence job performance, suggesting that an integrated approach combining role clarity, support for personal growth, and job-person fit is crucial. This holistic strategy can lead to improved outcomes in security organizations and beyond.

Finally, the study contributes to broader discussions on human resource practices in paramilitary settings and underscores the role of effective personnel management in ensuring societal safety and security.

7. Contribution to knowledge

This study makes a valuable contribution to the literature on organizational behavior and human resource management, particularly within Nigerian security agencies. It provides empirical evidence that role clarity, personal growth initiative, and perceived job fit are significant predictors of job performance. By emphasizing the importance of clearly defined responsibilities, self-driven development, and alignment between personnel and their roles, the study adds depth to our understanding of how these factors individually support performance in high-pressure, structured environments like security organizations.

Moreover, the study advances knowledge by showing the combined effect of these variables, offering a holistic view of workplace engagement and its impact on performance. This integrated approach not only

supports theoretical development but also offers practical guidance for policymakers and HR practitioners. It suggests that improving job performance in security agencies requires coordinated strategies that promote clarity, encourage personal growth, and ensure job-person fit.

8. Conclusion

This study has shown that role clarity, personal growth initiative, and perceived job fit are key factors that enhance job performance among Nigerian security personnel. Each factor individually and collectively contributes to how effectively officers carry out their duties. Clear roles improve accountability, self-driven growth boosts adaptability, and job fit fosters engagement and productivity.

- ❖ Based on these findings, it is recommended that security organizations provide well-defined job descriptions, support continuous learning through professional development programs, and ensure proper alignment between personnel and their roles. A comprehensive approach that integrates these strategies can significantly improve job performance, increase morale, and lead to better organizational outcomes in the Nigerian security sector.

Declaration of Conflicting Interest

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