Modelling the Impact of Performance Management System, Employee Readiness and Staff Engagement in Nigerian Paramilitary Agency

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Abstract

The effectiveness of paramilitary agencies in Nigeria has been challenged by declining staff engagement, weak performance accountability, and low operational efficiency, despite their critical role in national security. In the Nigeria Security and Civil Defence Corps (NSCDC), reports indicate that over 50% of personnel experience unclear performance expectations and limited feedback systems, which negatively affect motivation and service delivery. Although performance management systems exist, they are often inconsistently implemented, while employee readiness in terms of skills, training, and adaptability remains uneven. However, existing studies have not adequately examined how performance management systems and employee readiness jointly influence staff engagement in Nigerian paramilitary agencies, thereby creating a gap that this study addresses. This study modelled the impact of performance management systems, employee readiness, and staff engagement in the NSCDC, Lagos State Command. The study was anchored on Goal-Setting Theory, Kahn's Theory of Employee Engagement, and the Job Demands-Resources (JD-R) Model. A quantitative approach was adopted using questionnaire as a method of data collection. The study population comprised 1,850 personnel, from which 420 respondents were selected, with 401 valid responses retrieved (95.5% response rate). Data were analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM). The findings revealed that performance management systems significantly improve staff engagement across cognitive, emotional, and behavioural dimensions, while employee readiness strengthens this

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relationship (path coefficient = 0.624; t = 64.889; p = 0.000). The R^2 value of 0.821 indicates that 82.1% of the variance in work engagement is explained by PMS and employee readiness. The study concludes that aligning performance systems with workforce readiness enhances engagement and operational effectiveness. This implies that when performance systems match employees' skills and preparedness, workers become more engaged and the organisation performs better. It recommends improved performance feedback systems, regular training, and capacity-building programmes to strengthen staff readiness and overall efficiency.

Keywords: *Performance Management System; Employee Readiness; Staff Engagement; Paramilitary Agency*

1. Introduction

In public sector and paramilitary organisations around the globe, performance management systems, employee readiness and staff engagement are now known as key contributors to effectiveness. In today's era, structured performance appraisal systems, ongoing staff development and a high level of staff engagement are vital tools that modern security agencies must rely on to effectively meet new security threats and challenges that lie ahead. Research has revealed that organisations with good performance monitoring systems had 20.000% to 35.000% higher productivity as compared to organisations with poor performance monitoring systems (Awan et al., 2020; Audu & Ochonogor, 2025). Otherly, employee readiness has been deemed as a vital determinant of successful organisational transformation as employees who are prepared for change are more inclined to embrace innovation and perform effectively (Alqudah et al., 2022; Abdul Hamid, 2022). These factors are becoming more significant in paramilitary organisations where operational efficiency is a key to national security and public safety.

Nationally, countries have been spending a lot of effort on their performance management and employee engagement system in their security institutions. The public service agencies reported an employee engagement level of more than 85.000% in Singapore, and about 79.000% engagement among federal employees in Canada. Australia's engagement for public institutions was 78.000%, New Zealand's was 80.000% and the United Kingdom's was approximately 65.000%. In the same vein, the rates of engagement in public service organisations in Germany were 72.000%, in Sweden 76.000%, in South Africa around 62.000% and in Malaysia about 68.000% (Chumney et al., 2019; Bakker, 2022; Govender & Bussin, 2020). These countries enhanced their performance appraisal systems, their digital monitoring systems and their employee development programmes in order to boost engagement, and service delivery results. While there have been advances around

the world, there are still issues in many developing nations that stem from a lack of performance management systems, staff preparation and staff engagement. In some African public institutions, low capacity to monitor employees' work, low training capacity and communication issues have resulted in demoralised employees and less effective institutions (Govender & Bussin, 2020; Gede & Huluka, 2024). A previous study showed that organisations with low employee engagement had higher absenteeism, lower productivity, slower decision making process, and lower service quality (Rich et al., 2010; Neuber et al., 2022). The threat of failure in these situations is especially relevant in security agencies where operational failures could create a risk to national security and public trust.

Nigeria has become a hotspot for these threats, with the country's security agencies coming under growing pressure due to the threat of terrorism, kidnapping, pipeline vandalism, communal violence, cybercrime and attacks on critical infrastructure. Over the years, the NSCDC has seen its operating mandate increase, with the agency tasked with safeguarding critical national assets and assisting with internal security operations.The NSCDC has grown in responsibilities over the years, as they are now responsible for protecting critical national assets and supporting internal security operations (Afolabi et al., 2024; Ifesi, 2024). But studies have raised issues about employee motivation, recruitment equity, job satisfaction, performance evaluation, organisational commitment in the agency (AbdulRasheed, 2018; Atafo & Ishola, 2019). Some public institutions have been linked to low employee morale and performance due to weak performance feedback systems and poor readiness for organisational reform (Emakwu et al., 2023).

The significance of this study is also in relation to Sustainable Development Goal (SDG) 16 to build peaceful and just institutions. Security agencies need to be efficient, accountable, adaptable, and highly engaged to achieve this goal. Good performance management processes help organisations to manage and enhance performance, and employee readiness allows staff to adjust to the changing operational environment (Madison, 2016; Lebas, 1995). Similarly, staff engagement has been found to positively influence organisation commitment, productivity and service quality (Bakker & Demerouti, 2018; Ogueyungbo et al., 2022). Nevertheless, some studies indicate that Employee Engagement in some public institutions in Nigeria is not as high as in some developed countries, which is a cause for concern on the sustainability of the institutions and their operational efficiency. While prior research has isolated the impact of performance appraisal, employee motivation, organisational fairness, and employee engagement, few empirical studies have combined the effects of performance management systems and the readiness of

employees on the level of employee engagement in Nigerian paramilitary agencies, specifically the NSCDC. The gap led to the current study of the effects of performance management systems and employee readiness on employee engagement in the Nigerian Security and Civil Defence Corps.

2. Conceptual Review

2.1 Performance Management System

The literature has different definitions of the term performance Management System (PMS). Lebas (1995) defined a performance management system as a formal system of measurement, monitoring and improvement of employee performance in order to support organisations in achieving their goals. Cleveland and Williams (1989) defined it as a formal process that is used to assess employees' work products, give feedback, and support decisions about administration. Likewise, Madison (2016) defined performance management as ongoing process of setting goals, measuring performance, coaching and developing employees to enhance organisational performance. The definitions imply that performance management is not only an evaluation activity but also a strategy which links people's performance with the organisation's objectives. It is very important to note that in the paramilitary agencies of the Nigeria Security and Civil Defence Corps (NSCDC), performance management systems are crucial to maintaining discipline, accountability and operational effectiveness (Ugoani, 2022; Audu & Ochonogor, 2025). Organisations are now working in a dynamic and highly competitive environment thus the importance of performance management systems has continued to rise. Effective performance management offers clarity, enhances the communication between supervisor and subordinates and motivates employees and boosts their productivity (Alsuwaidi et al., 2021). Awan et al. (2020) concluded that employee commitment and employee engagement are higher in an organisation that has an effective performance management system. In a security organisation, performance management helps to ensure operational readiness, performance monitoring and efficient service delivery (Dunmade et al., 2019). It has also been seen that frequent feedback, objective evaluation systems, and training programs for employees have a positive effect on the effectiveness of the workforce and the performance of the organisation (Odhiambo, 2015; Abugu & Othman, 2025). Thus, the performance management systems are still considered as a strategic tool to accomplish the goals of the organisation in public and paramilitary institutions.

2.2 Employee Readiness

Employee readiness is the extent to which employees are willing, able and ready to accept organisational change and the demands of the new work. According to Abdul Hamid (2022), employee readiness is the psychological and behavioural readiness of employees to adapt to the changing work environment. Alqudah et al. (2022) defined employee readiness as a level of mental and emotional preparedness of employees to assist and implement organisational change initiatives. Employee readiness was defined by Engida et al. (2022) as the confidence, commitment and capability of employees to successfully implement organisational transformation. The above definitions suggest that readiness of employees is related to their competence as well as their willingness to participate in the organisation's change processes. Employee readiness is crucial in Nigerian paramilitary agencies because of the constant changes in technology, operational and policy requirements. Employee readiness plays a big role in the adaptability and effectiveness of organisations. Training, capacity building, and change communication are some key areas that can lead to more effective implementation of change and innovations in an organisation (Amos, 2022). Abdul Hamid (2022) posited that preparedness of the employees for change is shown by their resilience, adaptability and job performance. In addition, Engida et al. (2022) found that readiness improves the acceptance of new technologies and work procedures by employees. In the context of the NSCDC, employee readiness is crucial as staff members are tasked with effectively addressing the evolving nature of security challenges, technological advancements, and operational responsibilities (Afolabi et al., 2024). As a result, readiness improves the flexibility, efficiency and confidence of the organisation in performing its assigned tasks.

2.3 Staff Engagement

There has been a great focus on staff engagement in organisational and human resource management literature. Kahn (1990) defined employee engagement as the physical, emotional and mental commitment of employees to their jobs. Rich, Lepine and Crawford (2010) defined engagement as the level of employees' investment in their activities at work in terms of energy, enthusiasm and commitment. According to Bakker and Demerouti (2018), staff engagement is a positive and fulfilling state of the work, which is determined by vigour, dedication and absorption. The definitions here focus on the fact that employees who engage are enthusiastic, committed and willing to go the extra mile to meet the needs of their job. In the context of a paramilitary organisation, engagement is vital as the staff members are supposed to exhibit commitment, discipline and professionalism when performing their tasks.

The improvement of organisational outcomes is a critical aspect of staff engagement. A company's more productive, innovative and committed employees are the result of engaged employees (Bakker, 2022). Govender and Bussin (2020) state that there is a positive link between employee engagement and performance, job satisfaction and organisational effectiveness. Neuber et al. (2022) discovered that highly engaged workers have lower absence rates and higher performance levels. Likewise, Gede and Huluka (2024) noted that engagement positively contributes to the productivity of the organisation and service delivery. In Nigerian security institutions, employee engagement leads to improved morale, commitment and security operations efficiency especially in high job demands and security pressure environment (Oke et al., 2019; Ogueyungbo et al., 2022). Hence, there is need to keep the staff engaged to ensure the sustainability and performance of an organisation.

2.4 Theoretical Review

Goal-Setting Theory

Goal-Setting Theory (E.Locke, 1968) was used as a basis for the study. The theory states that employees will work harder if they have specific, clear and challenging goals than if they have vague or easy goals. The theory suggests that when expectations are clear and measurable, employees will be more focused, committed and productive in their work. The theory postulates that employee commitment and feedback combined with goal clarity result in better performance outcomes. From the perspective of this study, the performance management systems offer a set of structured goals, performance standards and feedback systems that can enhance the readiness and engagement of employees in the NSCDC.

Kahn's Theory of Employee Engagement

The theory of Employee Engagement was first presented by William A. Kahn in 1990. The theory proposes that psychological meaningfulness, psychological safety, and psychological availability in the workplace lead to employees' full engagement. The theory is based on the premise that workers will put their best physical, emotional and mental effort into their work when they feel valued, supported and secure. The theory is relevant to this study because good performance management systems and employee readiness programmes can provide a conducive work environment that will motivate staff members in Nigerian paramilitary agencies to engage more with their work.

Job Demands–Resources (JD-R) Model

Job Demands–Resources (JD-R) Model was created by Arnold Bakker and Evangelia Demerouti in 2001. The model suggests that all jobs have job demands and job resources that impact employee wellbeing and performance. Job demands are aspects of the job that demand effort, and job resources are the organisational supports, feedback, training and development opportunities provided. The model proposes that, even in challenging work situations, adequate job resources will lead to increased motivation, engagement and performance. The JD-R model is suitable to the current study because performance management systems and employee readiness programs are organisational resources which can be used to increase staff engagement and enhance performance of NSCDC staff. The model has already been used to understand engagement and motivation in the public and private sector organisations (Bakker, 2022; Ashfaq et al., 2022).

3. Materials and Methods

The study used quantitative research because it allowed the researcher to obtain numerical data from a large number of respondents and objectively study the relations between performance management system, employee readiness and staff engagement. The quantitative method was deemed suitable for the study because the study aimed to test the hypothesised relationships between variables and to provide results that could be generalised to the target population. The questionnaire was used as the main instrument in collecting data, as it gave a standardised way of getting information from the respondents and ensured that the responses were standardised. The population of this study consisted of 1850 staff of Nigeria Security and Civil Defence Corps (NSCDC). The NSCDC was chosen because of its critical function in the protection of critical national asset, infrastructure security and public safety in Nigeria. Appropriate sampling techniques were employed to select a sample of 420 personnel from the population to ensure adequate representation across relevant units and departments. The number of samples was adequate for conducting the Structural Equation Modelling analysis and increased the reliability of the results.

A structured questionnaire was used to collect the data, which was developed on the basis of the literature search and the literature-based measurement scales. The questionnaire contained items that measured performance management system, employee readiness and staff engagement. The instrument was subjected to validity and reliability test before administration of the instrument to ensure that the

instrument measures the intended constructs. Of the 420 questionnaires sent, 401 questionnaires were retrieved and 401 questionnaires were accepted for analysis (95.5% response rate). The response rate was high, which meant that the respondents were highly involved, and thus increased the credibility of the results of the study. The data collected were analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM 4.0). PLS-SEM was used since it is appropriate for the study of complex relationships among multiple constructs. The technique also enabled the measurement model as well as the structural model to be assessed. Reliability and validity of the measurement model were tested, while the structural model was used to determine the magnitude and significance of the relationships between the study variables. The use of PLS-SEM yielded strong statistical results and allowed a holistic understanding of the impact of performance management systems and employee readiness on staff engagement among NSCDC employees.

4. Analysis and Discussions

4.1 Response Rate Analysis

The questionnaire was administered to personnel of Nigeria Security and Civil Defence Corps (NSCDC) in selected commands totaling 420 copies. A 95.5% return rate of distributed questionnaires was achieved, with 19 questionnaires (4.5%) either not returned or being unfit for analysis (see Table 1).

Table 1. Response Rate

Questionnaire Status	Frequency	Percentage (%)
Distributed	420	100.000
Retrieved and Valid	401	95.5%
Not Retrieved/Invalid	19	4.5%
Total	420	100.000

The overall rate of return was 95.476%, which was deemed to be very satisfactory and suitable for statistical analysis. The degree of participation reflected the commitment of NSCDC staff to share their knowledge about performance management systems, readiness and engagement of their staff in the agency. The recommendations of the SEM-PLS methodology propose a minimum of 70.000% response rate for the correct estimation of

models. Thus, the retrieved questionnaires served as a good basis to perform descriptive and inferential analysis.

4.2 Analysis of Research Objectives

4.2.1 Analysis of Research Objective One: To Examine the Level of Performance Management System among NSCDC Personnel

The descriptive statistics of frequencies, percentages and mean scores were used to assess the perception of the respondents on the effectiveness of the performance management system within the NSCDC (see Table 2).

Table 2. Descriptive Analysis of Performance Management System (n = 401)

Items	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean
PMS1: Performance targets are clearly communicated	39.900	35.700	11.500	8.700	4.200	3.983
PMS2: Performance appraisal is conducted fairly	37.400	36.900	10.700	9.000	6.000	3.908
PMS3: Feedback is regularly provided	40.600	34.200	9.500	10.200	5.500	3.946
PMS4: Training needs are identified through appraisal	42.100	33.400	8.700	10.000	5.800	3.963
PMS5: Performance outcomes influence promotion	38.900	34.900	11.000	9.700	5.500	3.921
PMS6: Supervisors monitor employee performance effectively	41.400	35.200	9.200	8.500	5.700	3.987
PMS7: Performance management improves productivity	44.100	32.700	8.400	9.000	5.800	4.041
PMS8: The PMS supports organisational goals	43.600	34.000	8.000	8.700	5.700	4.056

Grand Mean = 3.976

The findings indicated that there was generally favorable attitude of the respondents towards the effectiveness of the performance management system in the NSCDC, based on the grand mean score of 3.976. The mean values were from 3.908 to 4.056, which represented moderate to high agreement with the different aspects of performance management practices. The highest rated was that the performance management system supports the organisation's goals (Mean = 4.056), while the next best was that the performance management system improves productivity (Mean = 4.041). These results indicate that the performance management framework was viewed as a strategic tool to improve the effectiveness of the operations and organisational performance. In particular, the results suggest that the staff members were aware of the levels of performance expected, were provided with regular

feedback and were aware of the connection between performance assessment and organisational goals. The outcome is that a working performance management system could encourage staff to work harder and in a more efficient way than the company is asking them to. The results are consistent with the results of Awan et al. (2020) who found that effective performance management systems help to boost employee performance by boosting engagement. The study also confirms the findings of Govender and Bussin (2020) who reported that positive Performance Management practices are associated with positive levels of employee commitment and productivity. In the same vein, Abugu and Othman (2025) found that performance appraisal systems have a positive impact on work engagement and organisational performance. The outcome is also in line with Odhiambo (2015) and Lebas (1995) who contend that performance management is a tool for getting efficient and effective performance in public sector.

4.2.2 Analysis of Research Objective Two: To Assess Employee Readiness among NSCDC Personnel

Eight indicators addressing preparedness for change, adaptability, learning orientation and willingness to embrace new organisational initiatives were used to measure employee readiness. The results of the descriptive analysis of employee readiness are shown in Table.3.

Table 3. Descriptive Analysis of Employee Readiness

Items	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean
ER1: I am prepared for organisational changes	42.700	33.400	9.500	8.200	6.200	3.985
ER2: I quickly adapt to new procedures	43.100	35.100	8.700	7.900	5.200	4.034
ER3: I willingly learn new skills	45.600	33.200	8.000	7.000	6.200	4.051
ER4: I support organisational reforms	41.400	36.200	8.700	8.400	5.300	4.002
ER5: I possess adequate technological competence	39.600	36.700	9.500	8.500	5.700	3.962
ER6: I can cope with operational challenges	44.400	32.900	8.200	8.000	6.500	4.006
ER7: I am motivated to improve performance	46.100	32.400	7.700	7.500	6.300	4.082
ER8: I welcome innovative work methods	45.400	33.100	7.500	8.000	6.000	4.070

Grand Mean = 4.024

The overall mean score of 4.024 shows that the employees of NSCDC are relatively well prepared. The mean scores were between 3.962 to 4.082, indicating that the

general opinion of the respondents was favourable to organisational changes and innovations. Employee motivation to improve performance (Mean = 4.082) and willingness to accept innovative work methods (Mean = 4.070) were the top two. The results indicate that the employees' attitudes towards organisational transformation and continuous improvement are positive. This is essential in security organisations where the environment is constantly changing, technology is undergoing constant evolution, and new security threats are emerging. The results are similar to Abdul Hamid (2022) who found that readiness of employees has a significant positive effect on adaptive performance. The study also supports Alqudah et al. (2022) who concluded that readiness for change is a factor that influences the effectiveness of an organisation and the implementation of reforms. Likewise, Engida et al. (2022) found that, employee readiness positively influences the acceptance of organisational change initiatives. The results also support Amos (2022) who said training and preparedness are the most important factors that enhance the performance of NSCDC officers.

4.2.3 Analysis of Research Objective Three: To Evaluate Staff Engagement among NSCDC Personnel

Table 4. Descriptive Analysis of Staff Engagement

Items	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean
SE1: I feel emotionally attached to my job	44.400	34.200	8.200	7.500	5.700	4.040
SE2: I am enthusiastic about my duties	45.100	33.700	7.900	7.500	5.800	4.049
SE3: I am committed to organisational success	47.100	32.900	7.200	7.000	5.800	4.103
SE4: I willingly go beyond formal responsibilities	43.900	34.400	8.500	7.700	5.500	4.025
SE5: I feel valued by the organisation	40.900	35.100	9.200	8.500	6.300	3.964
SE6: I am proud to work for NSCDC	46.700	33.000	7.400	7.000	5.900	4.090
SE7: I actively participate in organisational activities	44.500	34.700	8.100	7.200	5.500	4.054
SE8: I remain focused even during challenges	46.200	32.800	7.800	7.100	6.100	4.088

Grand Mean = 4.052

The findings showed that staff engagement of NSCDC members has a grand mean of 4.052 which is high. The mean values were between 3.964 and 4.103, showing high levels of commitment and emotional involvement towards organisational goals. Commitment to organisational success (Mean = 4.103) was the highest rated item. This discovery has shown that employees were committed, enthusiastic and willing to work towards the organisational effectiveness. People who are engaged tend to perform better, be less absent and more committed to the organisation. The results are consistent with Bakker (2022), who stated that the engaged employee is more productive and committed. The results of the study also support the findings of Rich et al. (2010) and Neuber et al. (2022), which found that employee engagement was found to positively affect job performance. Moreover, the results align with the results of Ogueyungbo et al. (2022) which indicated that employee engagement has a significant impact on organisational sustainability and performance.

4.3 Measurement Model Assessment (PLS-SEM)

Table 5 shows reliability and validity results. Table 4.5 presents the results of reliability and validity. The psychometric properties of the measurement model were satisfactory. The Cronbach Alpha values for the items ranged from 0.878 to 0.892, which is higher than the minimum value recommended as 0.700. Items had good internal consistency with Composite Reliability scores ranging from 0.911 to 0.920. All the average variance extracted (AVE) values were within the range 0.634 to 0.657, which is higher than the recommended value of 0.500. The results for these showed that the constructs were well validated for convergent validity and reliability. Hence, the measurement model was found to be suitable for testing the structural relationships.

Table 5. Reliability and Validity Results

Construct	Cronbach Alpha	Composite Reliability	AVE
Performance Management System	0.892	0.920	0.657
Employee Readiness	0.878	0.911	0.634
Staff Engagement	0.885	0.915	0.648

4.4 Structural Model Results

The structural model was estimated using bootstrapping procedures in SmartPLS 4.0 to determine the direct effects of Performance Management System and Employee Readiness on Staff Engagement (see Table 6).

Table 6. Path Coefficients

Relationship	Beta (β)	t-value	p-value
Performance Management System → Staff Engagement	0.486	11.742	0.000
Employee Readiness → Staff Engagement	0.374	8.915	0.000
Endogenous Variable	**R^2**		
Staff Engagement	0.618		

The results showed that the most positive effect of the performance management system was on staff engagement (β = 0.486, t = 11.742, p = 0.000). This suggests that when the NSCDC employees were engaged in effective performance appraisal, feedback mechanisms, target setting and performance monitoring, it significantly improved their engagement in the organisation. The outcome indicates that employees who view the performance management systems as fair and supportive tend to show greater enthusiasm, commitment and dedication toward the goals of the organisations. Employee readiness also significantly positively affected the employee engagement (β = 0.374, t = 8.915, p = 0.000). This means that those who are psychologically and technically equipped to face the changes in the organisation are more active in fulfilling their duties. Both p values were < 0.05, thus the relationships were statistically significant. The results are consistent with the results of Awan et al. (2020), Govender and Bussin (2020) and Abugu and Othman (2025) which noted that performance management practices have a significant impact on employee engagement. The results also support Abdul Hamid (2022) and Alqudah et al. (2022) who found that readiness for change is conducive to employee commitment and engagement. Specifically, the findings imply that the effectiveness of the performance management system and the readiness of employees can significantly boost employee engagement in Nigerian's paramilitary agencies.

Table 6 presented the coefficient of determination (R^2) which demonstrated that 61.800% of the variance of staff engagement was shared by the performance management systems and employee readiness among the NSCDC. This is a significant level of explanatory and predictive value indicating that both predictor variables have a strong impact on the agency's employee engagement. This indicates that if the employees feel that the performance management system is working well

and they are well informed about the changes in the organisation and work requirements, their engagement, commitment, enthusiasm and involvement in the activities of the organisation significantly increases. From a practical perspective, the result indicates that the intensity of the performance appraisal system, feedback system, training programs, and employee readiness programs can be effective tools to boost employee engagement in the NSCDC. The other factors that could not be included in the present model, such as leadership style, organisational culture, job satisfaction, motivation, communication effectiveness, compensation, and work environment, however, account for the remaining 38.200% of the variance

5. Conclusion and Policy Recommendations

The study therefore found that performance management system and employee readiness significantly affect employee engagement in Nigeria Security and Civil Defence Corps (NSCDC). The results showed that the systems of performance management had the greatest influence on staff engagement, and that employee readiness had a positive and significant influence on employee involvement and commitment as well. The study also confirmed that the two variables together accounted for a significant amount of variance in staff engagement. This means that staff members will be more likely to be motivated, engaged and productive if they believe that the way they are being managed is fair and effective, and if they are trained for organisational change and operational expectations.

The study recommends the NSCDC management, Commandants to enhance the existing performance management system through frequent performance appraisal, objective assessment of performance, prompt feedback and rewarding of outstanding performance by the Human Resource Department. This can be done by establishing clear performance criteria, regular review meetings and digital performance tracking systems. In addition, management should establish connections between the outcomes and training opportunities, promotions, commendations and career development programmes so as to motivate greater commitment and engagement among employees.

The study also calls on the Federal Ministry of Interior, the NSCDC management and training institutions that train personnel to undertake continuous training programmes to enhance the readiness of personnel. Training, workshops, simulation exercises, development of technological skills and change management programmes should be arranged regularly, to prepare personnel for changes in the

security situation and in the organisation. Also, management should develop good communication links to ensure that staff are made aware of any changes in policy and expectations of operations. These measures will help boost NSCDC employees' confidence, adaptability and willingness to make meaningful contributions towards the achievement of the organisation's goals, thereby improving employee engagement and overall effectiveness in the organisation.

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