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JOB RELATED FACTORS AND ADAPTIVE PERFORMANCE AMONG POLICE PERSONNEL IN KATSINA STATE: A MODERATING ROLE OF CO-WORKER SUPPORT

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***Paper Type**: Original Research Paper;* ***Correspondence**: andrewbako78@gmail.com*

[1, 2] Department of Business Management, Faculty of Management Sciences, Federal University Dutsin-ma, Katsina State, Nigeria. email: *andrewbako78@gmail.com* & *munirshehu@ymail.com*

Abstract

The study examined job related factors and adaptive performance among police personnel in Katsina State: A moderating role of co-workers' support. The study used primary sources of data collection with 485 structured questionnaires were administered to police personnel in five area commands including state headquarters. The respondents were selected using simple random sampling technique. The study adopted descriptive in the presentation of data collection, and multiple regression techniques were utilised for hypothesis testing. The result revealed that for indirect relationship job uncertainty, social tie and task interdependence have significant and positive relationship with adaptive performance but only decision making autonomy has negative effect on adaptive performance while for indirect relationship support co-worker support cannot moderate the relationship among job uncertainty, social tie and task interdependence and adaptive performance while co-workers support did moderate the relationship between decision making autonomy and adaptive performance. The role of job-related factors in achieving adaptive performance is substantial. Organizations, on the other hand, should provide useful information and guarantee that members receive pertinent information about the organization for which they work. Furthermore, it is suggested that organizations or leaders pay close attention to, and provide enough support and assistance to, their members. The findings provide an important basis for further academic study in the area of job-related factor while the identified practices can serve as guidance for managers and leaders of organisations to carry out job related factors in their organisation to enable them to be effective in their organisation.

Keywords: Adaptive performance, Decision making autonomy, Job uncertainty, Social Ties, Task interdependence, Co-worker support.

Introduction

It is widely acknowledged fact that, intense competition of any organization both private and government largely depend on adaptive performance of the workers. This is because organizations competitive advantage is based on their employees' capabilities. As the competition intensified and the environment changes rapidly, organizations need to strengthen their human resource management department in recruiting adaptable employees that can work creatively, learn new skills, improve their flexibility and adapt to diverse social contexts and

new environments (Bataineh et al., 2022). Kadir and Taha (2019) defined adaptive performance as "behaviours demonstrating the ability to cope with change and to transfer learning from one task to another as job demands vary. This phenomenon influenced researchers such as Baard et al., (2014) to further study on individual adaption with Han and Williams (2008) stated that adaptive performance not happened on individual only but at the team level as well.

Many researchers such as Bednall and Henricks (2021), Gorostiaga et al., (2022) have conducted their study on adaptive performance with array of practical areas like hospital, banking sector, academic institutions and amongst others areas. Nonetheless, this research focuses on the law enforcement agency. The choice of law enforcement organization is to identify new phenomenon on job related factors and adaptive performance among police personnel. Performance of any origination is a difficult task to measure. Nevertheless, in the context of law enforcement institution, particularly Police Force, it is measured with greater public cooperation and compliance, easier de-escalation of conflict, less use of force, reduction of crime in the society, prevention of social disorder, increases in detection of crime, greater public confidence in the police as legitimate authorities amongst others. Kiedrowski et. al. (2013) having recognized the broad spectrum of tasks assigned to the police; it is important to understand that police performance in the area of adapting to work change situation is a complicated task. A survey conducted by Anton (2016) in Canada finds that there are community satisfactions with the service performance of police in that country in the area of public trust and professionalism. Similar survey carried by Shinar (2017) in India demonstrated rising dissatisfaction with the quality of policing in the country which necessitates dialogue on the establishment of independent institutional mechanisms to monitor and evaluate police performance. Another survey conducted by Sparrow (2019) in the USA also finds that citizens are satisfied with the services provided by police in the area of response times, social interaction. From the above survey it is observed that most African countries are having issues of Police adaptive performance hence, management needs more training and Learning effort, solving problems creatively and managing work stress are factor to be considered to solve some of these challenges.

Job-related factors are practices used by the employer to assist the employee understand the job or work roles (Mukulu & Sakwa, 2014). This ensures employees of any organization adaptive to rapidly changing work environment. Job related factor broadly increase the clarity of the job by providing structure, formality and response to employees. These aspects are not only important predictors of commitment, but they also predict motivation states of employees. This is why application of job-related characteristics practices in the police personnel in the organization is necessary, because it will largely deal with the problems of performance and commitment of personnel in the service. This study used decision-making autonomy, job uncertainty, social ties and task interdependency as construct to proxies job related factor out of several measures while co-worker support serves as a moderating role of the study. Decision-making autonomy is the process through which managers identify organizational problems and attempt to resolve them (Alhawamdeh & Alsmairat, 2019). It is a process that occurs daily in homes, schools, political, and governmental organizations, corporate boardrooms and executive offices by various leaders and managers. For instance, in the Police organization, despite its regimental nature, when top management include their officers in decision-making process it gives the organization greater sense of control and better defend their interests.

Job uncertainty is a state of lacking or ambiguous information in relation to a task to be accomplished (Grote, 2018). This has generated threat to the functioning of individuals, teams, and organizations as it is demonstrated in police officers in most African countries. That is why some of the Police personnel refused to attend to distress calls due to job uncertainties surrounding the security of their position in the service, therefore personnel adaptive to their work place became a problem, should in case there is transfer of such officers (Paulsen et al., 2005). Social Ties are defined as the linkages between units that are based on common business tasks, mutual interests, and shared goals that benefit all the involved parties, whether they personally like each other or not (Marouf, 2005). Businesses rest on patterns of social interaction that sustain them over time; although, in police organization the top management gives directive and it will be followed to the latter. On the other hand, when sent for joint security operations patterns are built on shared interests and mutual obligations and thrive on cooperation and friendship to achieve operational success. Task interdependence refers to the degree to which team members identify with and intend to help one another both through their actions, and through providing resources (Lee et al., 2015). In a team operation, task interdependence is an important factor that directly or indirectly influences job performance. It provides Team Corporation and interaction and builds trust in the work environment. This is important amongst police personnel because it will eliminate conflict and ensure success of official tasks.

According to global International Police Science Association index (2019), Singapore, Finland Denmark, Australia and Germany are ranked best performing police which have capacity to respond to internal security challenges despite faced with changes and to transfer learning from one task to another as job demands vary. This is based on high public trust, reduction of crime in the society, prevention of social disorder, increases in detection of crime, greater public confidence and amongst others. However, in Nigeria, the same global Index revealed worst performing organization with 0.255 average score against Singapore of 0.898 score. This is evident on lack of adequate funding, leadership challenges, lack of efficiency, ineffectiveness, motivational factor, corruption and lack of adequate operational technology resulted to low productivity and performance of the organization assessed based on the increasing crime rate and insecurity. Therefore, it is based on this challenges that this study job-related factors and adaptive performance is conducted among police personnel using co - worker support as moderating variable in Katsina state.

Statement of the Research Problem

Adaptive performance has become of growing interest and importance for organizations, in as much as new technologies and the restructuring of firms in response to financial crises means that employees increasingly need to be able to adapt to changing work systems and roles (Gorostiaga et al. 2022). Personnel demonstration of its characters to suit ever dynamic work situation to the requirements of new events enhances productivity, performance and success. However, the instrument to which job-related factors and adaptive performance among police personnel in Katsina state stand arguable. Sattar et al., (2018) in their study revealed that working environment, welfare measures, co-worker supervision, participation in decision making and effective communication have significantly and positively related to adaptive performance. Oladejo et al. (2011) found career commitment. Leadership, motivation, job satisfaction and job performance was significant and positively related to adaptive performance. Mafini and Dlodlo (2014) also found that Job security work-family balance and employee satisfaction are significantly and positive relation to adaptive performance. Mukulu and Sakwa (2014) in their

examination show that role clarity is a negative predictor while other variables of job-related factors such as supervisor support, co-worker support and access to resources are significantly and positively related to organizational commitment.

Mukulu and Sakwa (2014) in their study indicated that role clarity as a construct has negative predictor to organizational commitment while other variable are significant and positively to the main variable. This gives rise to theoretical gap as the findings are inconsistence in relation to adaptive performance. Hence, the study introduced a moderating variable of co - worker support to balance the relationship between job related factor and adaptive performance amongst police personnel in the Katsina state. Similarly, previous researchers like Sattar et al., (2018), Mukulu and Sakwa (2014) and Mafini and Dlodlo (2014) revealed that several job-related characteristics dimension such as co-worker supervision, decision making autonomy, job satisfaction and job security have significantly and positively related to adaptive performance. However, to the best of the researcher's knowledge, no study has so far scrutinized the influence of social ties, in relation to adaptive performance despite the fact that Katsina state is bedeviled with insecurity challenges. Previous studies indicated that researchers were largely conducted in other African countries like South Africa, Kenya and Bangladesh and such study has not been conducted in Nigeria, especially in the North and specifically in Katsina state.

Therefore, the study seeks to link the findings of these previous studies to the peculiar geographical and cultural context of Northern Nigeria and especially Katsina State with its peculiar security challenges.

Literature review

The concepts of Adaptive performance

The concept of adaptable performance is defined as an individual's capacity to adjust to changing work environments. This means that employees display adaptive performance by adapting behaviors to the demands of their jobs and new occurrences (Charbonnier-Voirin & Roussel, 2012). Successful adaptive performance indicates that individuals can deal with uncertain and unpredictable work scenarios that may develop as a result of organizational restructuring, a shift in priorities, or a reduction in resource availability. Employees working in an organization must be able to adapt fast and effortlessly, as well as make decisions in the face of inherent uncertainty and ambiguity. Hence, the ability to handle emergencies or crisis situations is related, among other things, to make employees quickly respond to or prevent a threat in a crisis situation. This could be understood in perspective of a military background (Kaltiainen & Hakanen, 2022). According to Pulakos et. al. (2002) adaptive performance can be physical and involves the ability to work in uncomfortable or difficult environments, involving, for example, heat and noisy environment. Under its current definition, physical adaptability involves jobs that require the ability to withstand physical strain (for example, military service, the tourist industry, emergency services, construction, public services, the restaurant business, and baking (Kaltiainen & Hakanen, 2022).

Decision-making Autonomy

Parker and Bindl (2010) stated that organizations can boost decision-making autonomy and job discretion to promote adaptive performance by letting employees decide how to move forward with their tasks. Decision-making process in an organizational activity is a way that fosters opportunities for the utilization of individual intellectual in carryout responsibility for the success and effectiveness of the organization growth. It is also a method for utilizing employees'

special skills and dedication to break organizational impasses and improve organizational objectives and goals for efficiency in employee engagement in decision-making (Ike et. al., 2017). When managers include their employees in decision-making, they give them a greater sense of control over decisions that have an impact on them and may thus better defend their interests. In agency terminology, this type of personnel control by management lessens the possibility of manager opportunism. Trust has been identified as a personal factor that could affect personnel participation in decision-making and is highly correlated with participative leadership styles (Amiri, et al., 2022).

Job uncertainty

Job Uncertainty is a perception that predicts outcomes of an employee performance with degree of accuracy; more so uncertainty is connected to higher levels stress, decreased in job satisfaction and job commitment, and desire to quick the organizational or the company job (Robilliard et. al., 2020). When a job is unpredictable, it put employees to an unexpected situation of Job insecurity high levels of job insecurity can result to stress and a lack of coordination at work (Sherehiy et al., 2014). The performance of an employee can be affected drastically due to uncertainty and can determine the well-being of an individual from various perspectives which also can further explained the lifestyle and health of employee. There are factors that may affect job security such as demographic, age, gender, qualification and experiences, poor layoff emoluments. All these factors play an important role in employee job insecurity (Yusoff & Zainol, 2017). Job insecurity does not only look on the ability to lose a job but it may be viewed in other dimensions of the job such as short term laid off, retirement benefits, and promotion being cut off are defined as job insecurity (Klug, 2017).

Social Ties

Growth in any organization most times lies in the sharing of information amongst employees (Tian & Lin, 2016). Social ties it is an ecosystem for team building, work flow and productivity to adaptive performances. It encourages change and flexible service delivery in an organization (Oreg et al., 2011). There are several factors that contribute to the strength of asocial tie, one of such crucial factor is how close employees relate among each other, the closer the employees are, and the stronger their connection will contributing to the strength growth of the organization including the security outfits (Tian & Lin, 2016). Therefore, human resource managers can create a more productive workforce by encouraging social connections at work by assisting employees in developing strong bonds with one another that will constitute a base of trust that can reduce resistance and provide comfort in the face of uncertainty. Even though strong ties have been associated with the growth of employees in both government and private institutions, which usually maintaining and strengthening relationships beyond existing capacity, according to (Chiaburu et al., 2013; Gostautaite & Buciuniene, 2015; Tian & Lin 2016)

Task Interdependence

Santiago et. al. (2019) described task interdependence as direction of workflow that unites team members to interact with one another to a greater extent for task completion and success. The first step toward completing or solving a particular assignment is the realization by team members in their interdependence on one another. Task Interdependence, promotes deeper knowledge and comprehension among team members by fostering cooperation and cohesion, as well as ties of togetherness in a social relationship. Team interdependence is a predictor of learning activity in teamwork, is a factor connected to adaptive performance for effectiveness in

organizational growth. However, task interdependence is one of the fundamental processes that organize team members toward performance; other researched addresses task interdependence in the context of universities and private company workers, looking at the significance of task interdependence as a determine factor or related factor, deriving from the relationships and experiences of the team members who in turn influence their success or failure. This study aims to establish a reliable fact on Job-Related Factors and Adaptive Performance among Police Personnel in Katsina State. The researcher believes that task interdependence is a related factor, a tool for personnel adaptive performance.

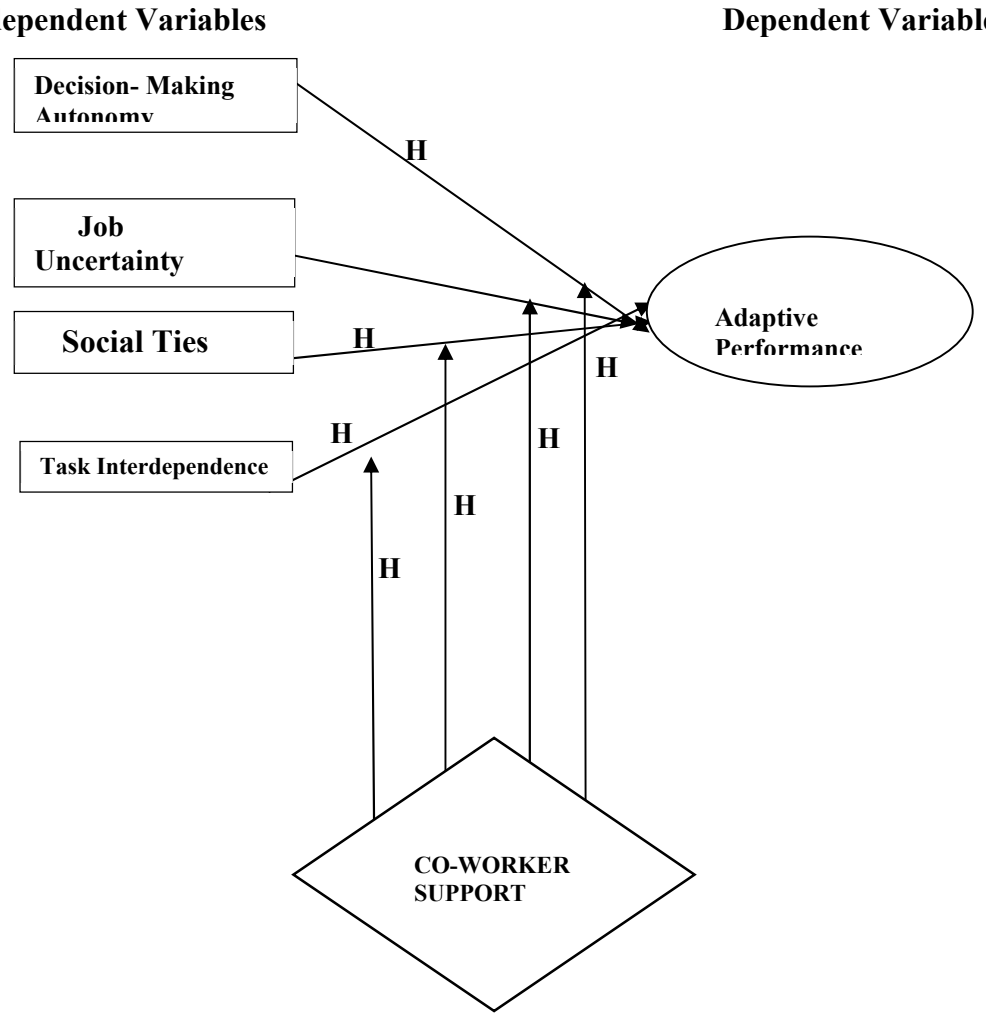
Moderating role between Co-Worker Support and adaptive performance

Support from co-workers fosters a culture of team learning and transformative leadership that can boost morals gearing toward adaptive performance to improve productivity at workplace, change and promoting adaptive behaviors, creating trusting bonds as well as offering strong social networks (Charbonnier-Voirin et al., 2010). Mayo et. al. (2012) Encouragement from coworker support at work have two components, which are: coworker instrumental support and coworker emotional support in order to reinforce the link between workplace characteristics and adaptive performance while instrumental assistance is task-focused and geared toward addressing work-related challenges, emotional support is person-focused and shows concern for the well-being of the individual and coworker support is crucial to overcoming the negative effects of adaptation challenges since, coworkers are seen as agents of an organization's transformation and progress (Karatepe 2012; Kross, et al., 2021).

When coworkers are considerate in a different circumstance, they may look to be empathetic and understanding and may try to cheer up the personnel; and this will make a personnel believes that coworkers cares, which can boost performance. The main concept of coworker support is that the coworker provides help by taking on some of the personnel's work tasks or by making suggestions about how to perform tasks effectively. This can also address stressful work-related issues. As a result, coworker support could act as a facilitator between the positive relationship and moral efficacy; however the good atmosphere for personnel performance in an organization is coworker support. Therefore, effective training of employee will improve human resource and better personnel more performances (Settoon & Mossholder, 2002).

Conceptual Frame work
Job related factors

Fig. 2.1 Study Model



(Source: Developed by the Researcher, December, 2022)

Based on this study on Job-related factors and adaptive performance, the researcher suggests a model for personnel's adaptive performance, as shown in Figure 2.1, the conceptual model identifies what organizations can do to enhance personnel adaptive performance. This includes four antecedents of adaptive performance, based on this research work. These antecedents are; decision-making autonomy, Job uncertainty, social ties, and task Interdependence with a moderator Co-worker support. The antecedents are links to enhance adaptive performance capabilities of an organization with an effort of boosting decision-making autonomy and job discretion by allowing employees to decide how to proceed on their work in promoting adaptable performance (Park & Park, 2019).

Review of Empirical Studies

Decision making autonomy and adaptive performance

Saragih (2015) in his study effects of job autonomy on work outcomes, self-efficacy as an intervening variable conducted in Indonesia, with a sample size of 190 banking salespersons used structural equation modelling (SEM) for analysis. The study revealed that job autonomy significantly and positively related to job satisfaction and performance, but not significant with job stress. It also indicated that self-efficacy partially mediated the relationship between job autonomy and job satisfaction, and job performance. It was observed that the results had an important implication to managers in designing job. Sia and Appu (2015) examined work autonomy and workplace creativity: moderating role of task complexity for information technology (IT) company in Kerela India, with a sample size of 304 employees from the firm while adopted regression analysis. The study reveals that the three dimensions of work autonomy, namely, work method autonomy, work schedule autonomy and work criteria autonomy have a direct positive contribution towards workplace creativity. Whereas task complexity is found to moderate significantly the relationships of work criteria as well as work schedule dimension of work autonomy with workplace creativity. Peter et. al. (2022) in their study remote work practices and employee performance in the oil and gas firms in rivers state Nigeria, with 319 sample size permanent staff used regression correlation analysis. The study found that job satisfaction, motivation, job engagement, and job commitment have significant and positive relation with employee performance.

Job-uncertainty and adaptive Performance

Cheng and Hahm (2019) their study the relationship between job uncertainty and job satisfaction: the moderating effect of charismatic leadership, organizational communication, and self-efficacy in South Korea, with a sample size of 92, using exploratory factor and Correlation analysis. The result of the study showed that job uncertainty has a significant negative correlation with job satisfaction which led to negative effect on performance. While charismatic leadership and organisational communication have positive moderating effect on job uncertainty and job satisfaction. Also, self-efficacy showed no moderating effect on job satisfaction. The study recommended that leaders should help members to develop a coherent future vision, to help them adjust more easily to changes. Further, organizations should share relevant information and ensure that members receive pertinent information about the organization they work for. Further, suggested that organizations or leaders pay enough attention to, and provide sufficient support and help to their members. Sanyal et. al. (2018) in their study on Loss of job security and its impact on employee performance, in Salalah Sultanate of Oman, the study used a cross-sectional survey with a sample size of 120 to investigate impact on employee satisfaction, employee performance and job satisfaction. Result reveals significant effect on job security, employee performance and satisfaction. Similarly, Gatta et. al. (2022) study examine employment uncertainty and fertility intentions: Stability or resilience in Florence Italy, adopting sample size of 1458 respondents, quota sampling design was used. The study findings indicate that, perception of resilience to job loss is a powerful predictor of fertility intentions, whereas perception of employment stability has only a limited impact. While the observed relationship between resilience and fertility intentions is robust to the inclusion of person-specific risk attitude and does not depend on the unemployment rate or the share of fixed-term contracts in the area of residence, employment uncertainty should be considered separately to

understand fertility intention uncertainty.

Social Ties and Adaptive performance

Maciel and Camargo (2016) in their study Social connection in organizations: the effects of local ties on job engagement and performance carried out in Brazil with a survey of 249 respondents adopted Pearson correlation analysis. The result of the study revealed that intra organizational social connections, cognitive, and emotional dimensions have significant and positive relationship with engagement and performance. Ha (2021) in his study social capital and firm operational performance: the mediating roles of knowledge sharing conducted in Vientnam, with data obtained from 346 SMEs were analysed using structural equation modelling. The study opined that all social capital dimensions of knowledge sharing, structural social capital, relational social capital and cognitive social capital have positive impact on both explicit and tacit knowledge sharing. Oshri et. al. (2019) on organizational controls, social ties and performance in plural sourcing conducted in United Kingdom, utilized sample of 122 respondents from large firms with t-test analysis. The study revealed that clan control, behavioural control, outcome control and self-control with tacit knowledge sharing.

Task interdependence and adaptive Performance

Mendo-Lazaro et. al. (2019) in their study predictive factors of task interdependence in the university context conducted in Spain with a sample consisted of 808 teaching students from six Spanish universities, adopted Pearson correlation analysis. The study indicated that attitudes towards teamwork, team potency, and social team skills significant and positive relationship with task interdependence. However, the study further found that those who work with high interdependence, present more positive attitudes towards teamwork, greater team potency, and more social skills in receiving information and self-assertion. Hanaysh (2016) investigated the effects of employee empowerment, teamwork, and employee training on organizational commitment in education sector Malaysia, with sample size of 242 using structural equation modeling. The study findings indicated that employee empowerment has a significant positive effect on organizational commitment. The effect of teamwork on organizational commitment was also found to be positive and statistically significant while employee training has a significant positive effect on organizational commitment. Liu (2022) in a study on, Moderating effects of task interdependence on interaction behaviours and creativity for nursing students on interdisciplinary teams, the study carried out in Taoyuan Taiwan with a sample size of 115, using Factor analysis method. The study findings revealed that task interdependence had significant positive correlations with interactions, behaviours and team creativity; interaction behaviour had a significant positive correlation with team creativity, while task interdependence negatively moderated the relationships between team creativity, constructive controversy and spontaneous communication. The study results suggested that nursing educators can foster creativity in students, encouraging task interdependence will inspire behaviours by teaching students to build a constructive controversy and spontaneous communication into their collaborative plans.

Moderating role of Co-Worker Support and adaptive performance

Vera et. al.(2016) Their research study, role of co-worker and supervisor support in the relationship between job autonomy and work engagement among Portuguese nurses: A multilevel study, with a sample size of 313, the study used convenient sample technique and Confirmatory Factor Analysis; result findings reveals that job autonomy and team-level social support from the supervisor as well as from co-workers are positively related to individual work

engagement while team-level social support has a moderating effect on job autonomy and work engagement, but not in co-workers' support. The study provides evidence that nurses' work engagement results from individual job autonomy and collective social support. Fostering job autonomy and social support will promote work engagement among nurses and be useful for both hospital managers and practitioners. Siriattakul et. al. (2019) in their research study, the mediating role of employee engagement between team and co-worker Relation, work environment, training and development and employee performance, in Indonesia with sample population of 300, the study used smart PLS 3, Factors loading in data analysis. Findings of the study show that employees' engagement has significant relation between team and co-worker relationship, training and development, work environment, employee engagement and employee's performance. The study suggested that, manufacturing company and food industry should maintain employee's performance, by paying more attention to training and development for good relation with team, co-workers and work environment in order to achieve business objectives for competitive advantages in Indonesian manufacturing industry. Pelin and Osoian (2021) their study, co-workers support and job performance in Romania, sample consisted of 300 respondents employees, correlation and regression analyses was used in analyses of data, results reveals significant relationships between co-workers' support and individual citizenship behaviour as well as individual organizational citizenship behaviour. However, there was no significant relationship between co-workers' support and task -performance.

Theoretical Review

Performance Model Theory

Performance model theory was developed by Campbell et al. (1993) and taxonomy of adaptive job performance developed by Pulakos, Arad, Donovan, and Plamondon (2000) as a theoretical framework, Campbell et al. (1993) model provided fundamental knowledge to (a) Incorporated the notion of performance across jobs and occupations and (b) Pulakos et al. (2000) taxonomy discussed diverse features of adaptive performance. In the performance model, Campbell et al. (1993) identified eight major performance components: (a) job-specific task proficiency, (b) non-job-specific task proficiency, (c) written and oral communication proficiency, (d) demonstrating effort, (e) maintaining Personal discipline, (f) facilitating peer and team performance, (g) supervision/leadership, and (h) management/administration. The performance model specified performance components and manifests the performance factors in the highest order for every job in the occupational domain. Pulakos et al. (2000) Taxonomy of adaptive job performance was in the aspects of how individuals adapt to new conditions or job requirements by defined multiple dimensions of adaptive performance in work contexts. The performance model, also suggested eight dimensions of adaptive performance: (a) solving problems creatively; (b) dealing with uncertain or unpredictable work situations; (c) learning new tasks, technologies, and procedures; (d) demonstrating interpersonal adaptability; (e) demonstrating cultural adaptability; (f) demonstrating physically oriented adaptability; (g) handling work stress; and (h) handling emergencies or crisis by developing a model of adaptive job performance. The theory is relevant to the research study "Job related factors and adaptive performance and moderator co-worker support" since the performance theory explored multiple components and dimensions of adaptive performance in work contexts.

Social theory

Theory by Albert Bandura (1986) the theory opined that, people learning occurred from one another, via observation, imitation, and modeling. The theory presents new view of learning in a social ecosystem. The theory also explains human behavior in terms of continuous reciprocal

interaction between cognitive, behavioral, and environmental influences. It further suggests that an effective strategy to achieve these objectives includes providing opportunities to observe the organization rewarding desired workplace behaviors and punishing inappropriate behaviors. Therefore, organizations need personnel behavior to conform to workplace performance standards. Organization uses various tools to improve personnel's skills by increased frequency of preferred behaviors and decrease undesirable behaviors. This is supported by Coon (2016). In line with this, personnels' effectiveness in task performances brings new skills and techniques when adapted to an organizational environment. Theories of learning and human resource development are useful in piloting workers in developing their careers. This implied that organizations can improve their personnels by giving them access to variety of courses, workshops and self-paced alternatives; these will enhance development and at the same time enhances organizational productivity (Duggan & Media, 2013).

The theory is not addressing all types work as there are some social ties elements that need to be understood, those elements are learned by the leaner from his/her surroundings with the understanding of different human behaviors (Example: ability or intention to help coworkers, emotional control of coworker). The first type of learning defined in this theory is through observation. In an organization the environment and the surroundings play a very important role. The environment should be very professional and the surroundings should be in such a way that the people (personnels) learn from them. This theory also suggests that it is not necessary that the behavior is changed after many experiences. It is expected that a person's behavior changes after learning something, but it is not in all cases. Furthermore, the theory also explains about the mental states which play a vital role in learning process. If the mental status of the person is negative regarding any learning activity, then he will not take part in that learning process and even if he is forced to do so, he will not gain any positivity from that process. In organizational training programs the mental state can be made positive regarding the training and development programs by associating the rewards and benefits with such training programs which will motivate the personnels and help to build a positive mental state. The theory provides room for personnels to learn from a provides surrounding and environment (training environment) where learning can take place between supervisors/managers and coworker. The theory is relevant and significant to be used in this study, as the theory explains all the variables and their relationships to Adaptive performance and co-worker support as a moderator.

Methodology

For the purpose of this study descriptive research design was adopted which is cross-sectional survey in nature. Descriptive survey is best used for study because it well-defined the information about the phenomenon (Mugenda & Mugenda 2003). The targeted population of the study was 5,396 comprises five police area commands and state headquarters in line with department of research and planning (DRP, 2022). The sample size of this study was from police personnel across five area command including the command headquarters in Katsina State.

The researcher used Taro-Yamane's expression in determine the sample size of the study.

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

Where:
n= Sample size
N= Population size
e= co-efficient of confidence of margin of errors (0.05)
1= Constant value

$$n = \frac{5396}{1+5396(0.05)2}$$
$$n = \frac{5396}{14.49}$$
$$n = 373$$

The above calculation, the sample size of the study population is 373 police personnel in Katsina state. Israel (2013) recommends that 10% to 30% should be added to the minimum sample size; in this study 30% was added to the minimum sample size. While 112 were added to 373 sample size; the total sample size is 485. Therefore, the number of questionnaires retrieved was 375 from the sample size mention. The study used multistage sampling technique in selection of the study participants and to ensure equal distribution of police personnel spread across the area commands, stratified simple random sampling technique was adopted, the technique is used because the study population in each area has a mutually exclusive finite number of participants and they are homogeneous. For the sake of ensuring reliability of the instruments to be used for this study, Cronbach alpha coefficient of .70 and above will indicates suitable reliable instruments. Cronbach alpha coefficient .70 and above is recommended where a researcher employs survey design (Ike, et al., 2017). On the other hand, face validity, will be determined based on the suggestions of experts in the field and some number of the target participants, likewise, content validity and criterion related validity will be determined through factor loading in which Average Variance extracted AVE of 0.70 and above will be considered suitable for the instruments validity while the Data collected was analyzed using descriptive and inferential statistics and Smart PLS 3 which is a multivariable - analytical method as well as Statistical Package for the Social Sciences (SPSS) software Version 25 were used to ascertain the correlation among the variables. Based on the dependent and independent variables, the research variable is defined Job related factors (JLF) is measured as a proxy by decision making autonomy (DMA), Job uncertainty (JU), Social Ties (ST) Task interdependence (TI) and Co-worker support serves as a moderator (CWS).

Hence, the model is expressed using the standard multiple regression model below:

$$AP = \beta_0 + \beta_1 \mathrm{DMA} + \beta_2 \mathrm{TI} + \beta_3 \mathrm{JU} + \beta_4 \mathrm{ST} + \beta_5 \mathrm{CWS} + \beta_6 \mathrm{DMA} * \mathrm{CWS} + \beta_7 \mathrm{TI} * \mathrm{CWS} + \beta_8 \mathrm{JU} * \mathrm{CWS} + \beta_9 \mathrm{ST} * \mathrm{CWS} + \mu_t$$

Where:
AP= Adaptive performance
DMA = Decision-making autonomy
TI = Task interdependence
JU= Job uncertainty
ST= Social ties
CWS = Co-worker support

$\beta_1 - \beta_2$ = Coefficient
β_0 = Intercept
μ_t = Error Term

As a result, CWS measurements have a moderating role in the link between job-related factors and adaptive performance. If the moderating variable has an influence on the direction on the relationship between the dependent and independent variables, this is known as an interaction in statistical terms. Moderator effects may be shown in regression analysis as the interaction between a focused independent variable and another factor that sets the conditions under which

it can be effective (Baron & Kenny, 1986). CWS moderation will be achieved in this study by using interaction (product) terms in regression e.g., for JLF and interaction term CWS*JLF was constructed by multiplying the observations of co-worker support and job-related factors.

The statistics of the interaction term, such as the slope coefficient and p-value, are used to evaluate moderating role, as suggested by the aforementioned studies. Beta coefficient "beta" reveals how much moderation is present in the interaction term, and the p-value enables researchers to make generalizations about the findings.

Results and discussion

Coefficient of Determination

Table 4.1 R Square

	R Square	R Square Adjusted
Adaptive Performance	0.205	0.193

Table 4.1 shows that the independent variables (i.e. Task Interdependence, Decision-marking Autonomy, Job uncertainty, Social Ties and co-worker support) explain 20.5% of adaptive performance. The value of R^2 as explained by the independent variables is moderate as recommended by (Hair et al., 2019).

Table 4.2
Predictive Relevance Performance: Q-Square

Relationships	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Decision
Decision-marking Autonomy*Co-worker support -> Adaptive Performance	0.127	0.105	1.212	0.113	Accepted
Job uncertainty*Co-worker support -> Adaptive Performance	-0.060	0.039	1.541	0.062	Accepted
Social Ties*co-worker support -> Adaptive Performance	-0.129	0.087	1.491	0.068	Accepted
Task Interdependence*co-worker support -> Adaptive Performance	-0.100	0.050	1.986	0.024	Rejected

From the results of the statistical analysis in table 4.2 the structural model shows that Co-worker support did not moderate the relationship between decision-making autonomy and adaptive performance (β=0.127, t=1.212, p > 0.05), accepting H05 that Co-worker support cannot moderate the relationship between decision-making autonomy and adaptive performance.

From the results of the statistical analysis in table 4.2 the structural model shows that co-worker support did not moderate the relationship between Job uncertainty and adaptive performance (β=-0.060, t=1.541, p > 0.05), accepting H06 that co-worker support cannot moderate the relationship between job uncertainty and adaptive performance.

From the results of the statistical analysis in table 4.2 the structural model shows that co-worker

support did not moderate the relationship between Social Ties and adaptive performance (β=-0.129, t=1.491, p > 0.05), accepting H07 that Co-worker support cannot moderate the relationship between Social Ties and adaptive performance.

From the results of the statistical analysis in table 4.2, the structural model shows that co-worker support did not moderate the relationship between Task Interdependence and adaptive performance (β=-0.100, t=1.986, p > 0.05), rejecting H08 that Co-worker support cannot moderate the relationship between Task interdependence and adaptive Performance.

Table 4.3 Heterotrait-Monotrait Ratio (Htmt)

	Adaptive Performance	Co-Worker Support	Decision - Making Autonomy	Job Uncertainty	Social Ties	Task Interdependence
Adaptive Performance						
Co-Worker Support	0.293					
Decision - Making Autonomy	0.068	0.442				
Job Uncertainty	0.287	0.148	0.111			
Social Ties	0.325	0.774	0.5	0.127		
Task Interdependence	0.51	0.518	0.139	0.149	0.274	

Discussion of Findings

In line with the hypotheses tested the finding of this study are being discuss thus:

H_{01}: There is no significant relationship between decision-making autonomy and adaptive performance.

Based on the result from the smart PLS-SEM which is a multivariable analysis presented in tables 4.3, showed that Decision - Making Autonomy does not significantly affects Adaptive Performance since the probability value of Decision - Making Autonomy is greater than 5% we accept the hypothesis: "There is no significant relationship between Decision-Making Autonomy and Adaptive Performance". From the empirical result the study discovered that decision making autonomy has negative effect on adaptive performance among police personnel. Therefore, we conclude that there is no significant relationship between decision-making autonomy and Adaptive Performance. The results of the study does not supports both theoretical and empirical evidence of prior studies (Saragih 2015; Sia & Appu 2015) that decision-making autonomy significantly impacted on Adaptive Performance among police personnel in the study area.

H_{02}: Job Uncertainty has no significant relationship with adaptive performances.

With reference to the Smart PLS analysis carried result revealed that job uncertainty has a positive impact and significantly affects adaptive performance. This is because the probability value of job uncertainty is less than 5% as expected; based on the result, reject null hypothesis two which state that job uncertainty has no significant relationship with adaptive performances. Therefore, we concluded that Job Uncertainty has significant relationship with adaptive performances among police personnel in the study area. The result is in conformity with some of the empirical studies such as the work of (Cheng and Hahm 2019; and Gatta et. al, 2022).

H_{03}: There is no significant relationship between social ties and adaptive performance.
Based on the result discovered, the coefficient of social ties has positive impact and as well its probability value is less than 5%, we reject the hypothesis, which means there is significant

relationship between social ties and adaptive performance among police personnel's in Katsina state". The study agrees with the empirical study of Maciel and Camargo (2016), Ha (2021) and Oshri et. al. (2019). The study also conformed to the social theory which explains human behaviour in terms of continuous reciprocal interaction between cognitive, behavioral, and environmental influences.

H_{04}: Task interdependence has no significant relationship between adaptive Performances.

According to the PLS SEM analysis carried, there is a positive and significant relationship between task interdependence and adaptive Performances. This is because the coefficient of task interdependence has a positive sign and its probability value is less than 5% as expected. Therefore, we concluded that task interdependence has significant influence on adaptive Performances among police personnel in the study area. Furthermore, the result is in agreement with the empirical study of Mendo-Lazaro et. al. (2019), Hanaysh (2016) and Liu (2022).

H_{05}: Co-worker support cannot significantly moderate the relationship between decision making–autonomy adaptive Performance. From the results of the statistical analysis in table 4.3 the structural model shows that Co-worker support does not significantly moderate the relationship between decision-making autonomy and adaptive performance among police personnel. Therefore, we accept null hypothesis five which state that Co-worker support cannot moderate the relationship between decision making –autonomy adaptive Performance. This was evidence by the probability value of Decision-marking Autonomy*Co-worker support -> Adaptive Performance which was greater than 5% level of significance. In addition, the above result does not agree with some of the empirical studies such as the study of Vera et al. (2016) and Siriattakul et al. (2019). On the contrary the study agrees with the empirical work of Pelin and Osoian (2021).

H_{06}: Co-worker support cannot significantly moderate the relationship between job uncertainty adaptive Performance.

From the empirical results of the statistical analysis result shows that co-worker support does not significantly moderate the relationship between Job uncertainty and adaptive performance among police personnel. This is because from the empirical results it revealed that the coefficient of Job uncertainty*Co-worker support -> Adaptive Performance carries negative sign yet it's not significant as the probability value of Job uncertainty *Co-worker support -> Adaptive Performance is greater than 5% level of significance. Therefore, we accepted the null hypothesis and conclude that that co-worker support cannot moderate the relationship between job uncertainty and adaptive performance among police personnel in the study area. Furthermore, the study is not in conformity with these studies: Vera et al. (2016) and Siriattakul et al. (2019). On the contrary the study agrees with the empirical work of Pelin and Osoian (2021).

H_{07}: Co-worker support cannot significantly moderate the relationship between social ties adaptive Performance.
From the results of the statistical analysis result shows that co-worker support did not significantly moderate the relationship between Social Ties and adaptive performance. This is because the coefficient of Social Ties*co-worker support -> Adaptive Performance has negative and insignificance influence on adaptive performance as it probability value is greater than 5% level of significance. Furthermore, the study is not in conformity with these studies: Vera et al.(2016) and Siriattakul et al. (2019). On the contrary the study agrees with the empirical work of Pelin and Osoian (2021).

H_{08}: Co-worker support cannot significantly moderate the relationship between task interdependence adaptive Performance.
From the results of the statistical result also shows that co-worker support did significantly moderate the relationship between Task Interdependence and adaptive performance. This is because the coefficient of Task Interdependence*co-worker support -> Adaptive Performance has negative but significance influence on adaptive performance among police personnel as its probability value is less than 5% level of significance. Furthermore, the study is in conformity with the empirical studies of Pelin and Osoian (2021). But the result does not conform to the study of Vera et al. (2016) and Siriattakul et al. (2019).

Conclusion

The study examined the relationship between job related factors and adaptive performance among police personnel: a moderating role of co-worker support. Creating a study to address how police officer in Katsina State could understand how they can enhance their knowledge on the requisite skills necessary to protect lives and property in the State. The job of policing in the state has changed tremendously from my early expectation and the force does not command citizens´ respect as before. Security has deteriorated from years of neglect by relevant authorities and the task of protecting lives and property is harder in the age of advance technology and virtual crime. As nerve center of the nation´s economic and political activities with vast population and high rate of unemployment, there is increasing need for the police in Katsina State for effective performance by officers deployed to the state.

To achieve this goal, it is important to maintain focus on factors that prepare Nigeria police officers for performance improvement. The study identified the factors as themes that emerged to address the research questions. In line with the empirical results, the researcher concluded that, adaptive performance proxy by Task Interdependence, Decision-marking Autonomy, Job uncertainty, Social Ties and co-worker support; explain 20.5% of adaptive performance, which is below the bench mark of 50% as the criteria for judging the fitness of the model. Therefore, the study concluded that, these explanatory variables put together were not statistically significant in determining adaptive performance among police personnel in the study area. But individually, Job Uncertainty, Social Ties and Task Interdependence were statistically significant in affecting adaptive performance among police personnel.

Also it is the conclusion of this study that Co-worker support as a moderating variables negatively impacts on Job uncertainty, Social Ties and Task Interdependence and as well as Adaptive Performance among police personnel. But it positively affects Decision-marking Autonomy. Therefore, this study concludes that adaptive performance is an important aspect for

individuals and organizations. Under such circumstances, the organization should be aware that these critical factors including decision-marking autonomy, job uncertainty, social ties and task interdependence could lead to enhancing the adaptive performance of individuals.

Table 4.3 : Summary of Conclusions

Null Hypotheses		Decisions	
H_{01}	There is no significant relationship between decision-making autonomy and adaptive performance	(-)	Accept
H_{02}	Job Uncertainty has no significant relationship between adaptive performances.	(+)	**Reject****
H_{03}	There is no significant relationship between social ties and adaptive performance.	(+)	**Reject****
H_{04}	Task interdependence has no significant relationship between adaptive Performances	(+)	**Reject****
H_{05}	Co-worker support cannot significantly moderate the relationship between decision making –autonomy and adaptive Performance.	(+)	**Accept**
H_{06}	Co-worker support cannot significantly moderate the relationship between job uncertainty and adaptive Performance.	(-)	**Accept**
H_{07}	Co-worker support cannot significantly moderate the relationship between social ties and adaptive Performance.	(-)	**Accept**
H_{08}	Co-worker support cannot significantly moderate the relationship between task interdependence and adaptive Performance.	(-)	**Reject****

*Key: **Significant at 5% Level*

Recommendations

Based on the empirical findings of the study, the following recommendations were suggested:

1. The Nigeria Police should give his personnel certain degree of decision-making autonomy, but this autonomy should only be granted to those who have received appropriate training and have demonstrated good decision-making skills. Co-workers can provide support and guidance in decision-making, but the final decision should always rest with the individual responsible for that particular decision.
2. Uncertainty is a common part of police work and can be particularly challenging for new or inexperienced police personnel. To mitigate this, regular training and development programs can be implemented to help ensure that all police personnel are up-to-date on the latest procedures and protocols. However, other dimensions of uncertainty such as short term lay off, retirement benefits, and promotion cut off and consideration in term of personnel injury

during job performance and sickness at active service, could also mitigate uncertainty and performance.

3. Social ties can be important for police personnel in building a strong ecosystem and trust among personnel. This can help create a stronger sense of teamwork and collaboration, which is essential in contributing to adaptive performance. Managers can encourage social interaction and collaboration by organizing team-building activities and other social events.

4. In many cases, police personnel must work together in order to achieve a common goal. Creating a team-based approach can be helpful in promoting task interdependence and adaptive performance. Encouraging co-workers to work together on tasks can help build stronger working relationships and create a more collaborative and effective team.

5. Co-workers can play an important role in supporting and guiding one another in difficult situations. Managers can encourage such behaviors by recognizing and promoting teamwork and collaboration. Additionally, it is important to develop a culture of respect and mutual support among all police personnel.

6. Regular training and development programs can be an important factor in promoting adaptive performance among police personnel. These programs can help ensure that personnel have the necessary skills and knowledge to effectively deal with complex situations. Furthermore, co-workers can also provide support and guidance during training, which can help create a stronger sense of community and collaboration.

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