



## **Evaluation of Employee Security in Service Industry in South-South Nigeria**

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### **ABSTRACT**

The study is designed to evaluate employee security in service industry in South-South Nigeria. The motivating factor was the insecurity condition of service industries in the area under study especially in the hotel industries with the aim of proffering lasting solution. Both the theoretical and empirical literature on the employee security was reviewed. 35 hotels selected from each state of the geographical zone were used as a case study. Chi-square statistical tool was adopted for testing hypothesis and it was revealed that security condition of employee influences rate of turnover in the service industry. The empirical studies reviewed also indicated positive relationship between the variables. The calculated value 11.95 exceeds the critical value 9.49 at 5% (0.05) level of significance and degree of freedom (df) of 4 indicating positive correlation. For continuous existence of service industries (hotel business), the study recommended that there must be installation of monitoring devices in the hotels to control and monitor the activities of hoodlums in the hotel. Again security personnels should be re-enforced and equipped and also be oriented on the modern security techniques and method to reduce turnover rate in the industry.

**Keywords** :employee security, employee turnover, service industries, south-south Nigeria.

### **INTRODUCTION**

Sustenance of organizations under the competitive environment of business is the major concern of every practitioner all over the world. This objective may not be achieved by any single individual (employer of labour). The interest of the workers must be taken to heart by every organization to accomplish certain goals of the industry. No employee will hesitate to do his/her job when the security of that worker is guaranteed or ensured by the organization. Employee job security is one of the important components which bring employee attachment with the organization (Shaheen et al, 2017). The authors stressed further that whatever the level of employee are working in the organization, job security/safety has positive influence on the employees work engagement level.

The modern organizations' face ever-growing physical threat due to their business nature or due to the radical believes in today's world (Firdous & Daeji, 2016). Dirk's & Ferrin, 2001) argue that trust results in effect such as positive attitude, high level of cooperation, workplace behavior and performance. A place that security is not guaranteed should not expect meaningful results. In that same vein, an organization that cannot ensure the security of his works should not also expect the best from them. Co-operation of the workers is not equally envisaged in an environment where life is threatened. Therefore, enhancement of employee performance through their job security became a burning issue in the field of research as well as practitioners (Shaheen et al, 2017).

The security of an employee in this modern time that can yield acceptable result is beyond the work place. Workers expect to have feeling that their lives are secured both at work place and even at home. Is the satisfaction that a worker has that determines the amount of interest that will be shown to assignment given to him/her at any point in time? The danger that a worker is exposed to reflect even at work place. Thus, this is the reason why many security conscious organizations provide safe and secured

accommodation for their potential worker to avoid complains while at work. The life of hoteliers and customers are not secured based on research. For this reason, the workers are frightened in work place about sudden attack or molestation which makes them less committed to their work and result to low performance in the work place. The study therefore evaluates the effect of employee security in service industries in South-South Nigeria.

**Literature Review**

**Employee Security:** According to Firdous & Daeji (2016), security is the state of being free from peril and threats. It applies to any vulnerable and valuable assets, such as a person, dwelling, community, nation, or organization (ISECOM, 2016). Employee security is the freedom of an employee (worker) from threat, molestation, attack, injury and encumbrances of any kind both at home and workplace. The employee security embraces everything that is attached to the employee. When an employee property is at risk, his/her life is not equally secured or safe. Anything that can guarantee employee peace and confidence at any point in time suggest safety and security. Workers are bound to interact and react to the surrounding environment positively or negatively. Popoola *et al.* (2001) explained that the role of human resources practice in an organization is fostering employee engagement and commitment is Paramount, in doing this, many organizations are aware of the significant impact (both positive and negative) on the employee performance. Fard et al (2010) indicates that organizational trust leads to organizational effectiveness and, have impact in interpersonal and intrapersonal relationship inside and outside of the organization.

The insecurity of employees that have bedeviled the expansion of service industries could be also by internal. Many organizational workers has sustained injuries as well because of the carelessness of the employee and/or employers in work place. A filed research conducted by the Federal Ministry of Labour and Productivity (Inspectorate division) (now the Federal Ministry of Labour and Employment) revealed that work related fatalities are on the increase in Nigeria between 2000 - 2012 (Umeokafor, Evsnggelinos, Lundy, Isaac, Allan, Igwegbe, Umeokafor & Umeadi, 2014). Although in Nigeria, accident or death because of the unsafe workplace or environmental is very pronounced and disturbing. According to Hamahinen, Saarela & Takala (2005), the annual work related death rate in Nigeria stood at about 24 fatalities per 100,000 employees, which is one of the highest in the world. Consequently, practitioners nowadays consider job security issue critically so that superior employee performance can be achieved (Ahmed & Hoarder, 2016). Security is one of the basic needs of employees which have positive impact on the employee’s willingness to work for the organization toward achieier organizational set goals.

Although, no matter how technologically and careful organization may be, accident can still occur. In the developing countries of the world like Japan, United State of America (USA), Australia, Isreal, Great Britain etc, accident still surface in work places and people still sustain injuries in workplace. Recent research conducted on health and safety in construction industry in Great Britain by Health and Safety Executive (HSE) (2005), indicated that annually between 2011/2012 and 2014/2015, about 69,000 (Sixty-Nine thousand ) (3.2%) of employees in the construction industry in Great Britain were suffering from a sickness that they believed was ignited by their work in the industry. No matter the type of safety/security measure out in place by organization, carefulness is also required of workers in the workplace. Employees have the responsibility to follow the proper safety protocol and not to show any negligence, because negligence from a single worker can cause catastrophic disaster (Mdshatiquil & Tanjila, 2017)

**Employee Turnover:** According to Kunu *et al.* (2017), employee Turnover refers to people coming into and people moving out of an organization. Employee turnover is the rotation of workers around the labour market, between firms, jobs and occupations, and between the states of employment and unemployment (Abbasi & Hollman, 2000). It is also the regular change of employees around the employment market among organization, professions and career; and between the conditions of full employment and that of being without a job (Kazi & Zadel, 2011). The migration of workers from one workplace to another is dependent on some factors. Ill treatment given to workers by employers has forced so many people to abandon their job for another or even stay idle for some period of time. High rate of employee turnover can represent an unsafe or unhealthy environment or that low number of employees gives excellent performance because of unrealistic expectation, in appropriate techniques or tools, or poor candidate

screening (John, Helen & Alex, 2006). Unsafe, polluted and unhealthy environment could cause work shift. Employees are not always comfortable staying in an unhealthy environment. Premises that are contagious is equally devastating in job performance.

Gardner (2009) asserts that staff turnover may have devastating effects on service rendered by the organization and these may bring deficit in meeting customer demand. Abdul-Hamid (2010) opines that career opportunities, salary, corporate culture, management recognitions and a comfortable workplace seen to impact decisions to stay with their employer. When employee impact is acknowledged or recognized by the organization, there is every tendency that the worker will be encouraged to stay. But on the other side, we have seen situations where people prefer going to places where their effort can be complemented adequately. Every worker likes or welcomes appreciation.

Furthermore, a business and the worker thrive in a safe, healthy, respectable and caring environment (Beach, Brereton & Cliff, 2003). According to Harris & Brannick (2005), little regard for employee can lead to low morale in the workplace and low morale in turn, can lead to decreased productivity or performance and high employee turnover. Thus has become a common occurrence in services Industries that lives of employees are no longer safe especially in the hotel business. This phenomenon over decades has affected the growth and development of hotel industries. Generally, seen as routine cost of doing business, high turnover result in elevated training costs, interruption to work flow and as relatively unstable workplace (Boshoff & Mel's, 2010).

### **Review of Empirical Studies**

Okoro (2004) assessed the action of employees about their employers, as he perceived high rate of employee turnover in the hotel industries in the South-South Nigeria. Qualitative analysis was carried out on the issue and it was discovered that high level of employee turnover resulted from employer's nonchalant attitude towards workers security in workplace but low turnover was equally revealed with organization that showed concern for the employees.

Graeme (2004) investigated industrial relations and violence in transportation industry. The population of the study was 2000 drivers of the Nigeria Union of Road Transport Workers (NURTW) and the sample size was 150 employees drawn across the different unit/park in the South East zone of Nigeria. ANOVA method was employed for the data analysis. Based on the findings, it was observed that violence has no significant relationship with employee relations, which implies that no employee-employer good relationship that can take place in the presence of violence. Good employee-employer relationship encourages team work that brings about change of ideas. Workplace that embraces peace, safety of workers encourages employee-employer good relationship.

Empirical study was equally carried by Thoman and Aziz (2018) to examine the effect of violence in the Northern part of Nigeria on the performance of Small-size Enterprises (SSEs). Survey research method was adopted because of the field method involved. 40 entrepreneurs were selected and interviewed in the area under study. The reports of the respondents were gathered and analyzed using Chi-square statistical tool. It was revealed that violence significantly influenced the performance of Small-sized industries in the Northern part of the country. This implies that an environment that is not safe (characterized with violence and war) affect productivity and industrial growth. Besides, there is no serious minded entrepreneur that will be courageous enough to make investment in such business environment.

It was further examined empirically by Damme & Van (2005), the impact of Ill-health and workplace, and absenteeism in the pharmaceutical sector. It was a population of 1000 pharmaceutical firms in Belgium and a sample size of 50 were randomly selected for the study. The instrument used for the study was questionnaire. It can save others, so that employee in the sector needs to have calm-safr culture environment to control absenteeism that hamper the success of pharmaceutical over the years. The study concludes that positive strong relationship exists between the health of employees and the performance.

Absenteeism and labour turnover in an Agricultural production firm was also conducted by Van & Miller (2008). One thousand farmers were selected and used for the study as the population size. The result was analyzed using inferential statistics. Their finding was that absenteeism increases labour turnover, therefore leading to poor production and higher cost of training employees. It also results to losing

experience workers after given them proper orientation and training by the organization to enhance better output.

**MATERIALS AND METHODS**

The population of the study consists of all officially registered service industries which are located in south-south geo-political zone that are categorized as hotel serving industry. The target population from which the information was solicited by the researcher was two hundred and ten (210) staff (35 each from the six states that make up the zone) involved in Administrative, kitchen and security/reception activities of the selected industries. From the population, a sample size of 112 was drawn using a simple random sampling technique. The instrument for data collection was the questionnaire through the help of research assistant. The study employed primary source of data collection. Positive response was given to the questionnaire by the respondent. One hundred (100) copies were returned out of the 112 copies shared to the target respondents (89.29% returned). Data collected from the issuance of questionnaire was presented and analyzed using chi-square statistical tool

**Hypothesis Testing**

The study adopted chi-square statistical tool for testing hypothesis.

$$X^2 = \sum \frac{f_o - f_e}{f_e}$$

Where X<sup>2</sup> = Measurement of discrepancy existing between the observed and expected frequencies.

F<sub>o</sub> = Observed Frequency

F<sub>e</sub> = Expected Frequency

Σ = Summation

**Decision Rule**

if the computed value X<sup>2</sup> exceed its critical value, then the null hypothesis (H<sub>0</sub>) is rejected and the alternative hypothesis (H<sub>1</sub>) is accepted, and when the computed value of X<sup>2</sup> is equal to or less than the critical value (or figure), the null hypothesis (H<sub>0</sub>) is accepted.

**Hypothesis for the study is stated thus:**

H<sub>0</sub>: Employees security does not significantly influence the rate of turnover in service industry in South-South Nigeria.

H<sub>1</sub>: Employee security significantly influences the rate of turnover in service industry in South-South, Nigeria.

**Testing of Hypothesis**

Degree of Freedom (Df) = (Row – 1) (Column – 1)

Df = (r – 1) (C – 1)

Df = (3 – 1) (3 – 1) = 2 x 2 = 4

X<sup>2</sup> 0.05 (Critical value) = 9.49

$$f_e = \frac{(Row)(Column)}{Total}$$

**Table 1:** Observed Frequency ( $f_o$ ) of the respondent.

Respondents' Opinion	Security/Reception Dept.	Administrative Unit	Kitching Dept.	Total
Positive Response	57	58	79	194
Negative Response	30	27	16	75
Neutral	21	21	13	55
<b>Total</b>	<b>108</b>	<b>108</b>	<b>108</b>	<b>324</b>

**Table 2:** Expected Frequency ( $f_e$ ) of the respondents' opinion.

Respondents' Opinion	Security/Reception Dept.	Administrative Unit	Kitching Dept.	Total
Positive Response	64.7	64.7	64.7	194
Negative Response	25	25	25	75
Neutral	18.3	18.3	18.3	55
<b>Total</b>	<b>108</b>	<b>108</b>	<b>108</b>	<b>324</b>

**Table 3:** Computed Chi-square

$f_o$	$f_e$	$f_o - f_e$	$(f_o - f_e)^2$	$\frac{(f_o - f_e)^2}{f_e}$
57	64.7	-7.7	59.29	0.91
58	64.7	-6.7	44.89	0.69
79	64.7	14.4	204.49	3.16
30	25	5	25	1
29	25	4	16	0.64
16	25	-9	81	3.24
21	18.3	2.7	7.29	0.39
21	18.3	2.7	7.29	0.39
13	18.3	-5.3	28.09	1.53
				11.95

$$X^2 = \sum \frac{(f_o - f_e)^2}{f_e} = 11.95$$

Thus: *Chi - square*  $X^2$  figure at 5% (0.05) level of significant for Df = 4

$X^2$  0.05 critical value of 9.49 was obtained.

By the decision rule as observed, a computed value of 11.95 > 9.49 the critical figure was equally ascertained based on the analysis. Therefore, we accept the alternative hypothesis (H1) that employee security significantly influences the rate of turnover in service industry in South-South Nigeria. Service industry (especially hotel) is experiencing high rate of turnover because of inadequate security measure for the employees.

## **DISCUSSION OF RESULT**

The test of hypothesis by the use of chi-square ( $X^2$ ) revealed that employee security positively influence employee's turnover in the area under study. The statistical value of 11.95 > critical value of 9.49 indicates that a positive significance relationship exist between dependent and independent variable because a higher value was obtained for the calculated independent variable. This finding appears consistent with the results of Thomas and Abiz (2018) who is of the opinion that safety of employee positively affects the productivity of organization, as a result, employee turnover is equally influenced by the security of the employee (adequate security attract low turnover, while inadequate security attract high turnover in service industries).

## **CONCLUSION AND RECOMMENDATIONS**

Recent increase in the rate of employee turnover in hotel industries is the motivating factors for the study. After the day's activity, so many individuals would like to observe rest and resort to atmosphere of absolute calmness like hotel environment, but reverse is the case because life of workers/customers are been threatened and molested by miscreants, hoodlum and accidents in hotel industry.

The study evaluated employee security and employee turnover, and the result of the analysis revealed that positive significant relationship exists between the variables. It suggest that the security condition of hotel influences employee turnover. In other words, when the security of workers and customers are guaranteed, the rate of turnover will be minimized, but when there is no life security assurance reverse becomes the situation. For continuous existence of service Industries especially hotel industries, the study recommends that:

1. Security personnel should be re-enforced and fortified in the service Industries.
2. There must be monitoring devices in the hotel industries to monitor the activities in the premises.
3. Service industries should also adopt safety/security laws and regulation which every worker must adhere to strictly.

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