

Job Security and Employees' Performance: Evidence from Private Hospitals in Shomolu Local Government Area of Lagos State.

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Abstract

The changing Nigeria hospital work environment which is characterized by cost-cutting moves and changes in work practices is creating job insecurity among hospital employees. Employees who are in hospital employment are having challenges of retaining a particular job for a long period of time as employers are consistently engaging in labour attrition. Apparently, this accentuates employment instability, mitigates employee performance and threatens hospital economic growth. This study investigated the effect of job security on employee's performance in selected private hospitals in Shomolu local government Area of Lagos State. Research survey data were primarily sourced through a well-structured questionnaire from a sample size of 420 respondents, using recommendations of minimum of 5:1 subject to item (population) ratio of Tabachnick and Fidell (2007) and Osborne and Castello (2005). The hypotheses were tested using simple linear regression and statistical analysis was carried out using SPSS. The study found that job security had a significant positive effect on performance of employees ($B = .195$; $R^2 = .053$, $p < 0.05$). The study concluded that job security significantly affect employees' performance in the selected private hospital in Shomolu Areas of Lagos State. The study recommended that private hospitals in Lagos State should embrace organizational justice as panacea for retaining competent employees since hospitals' growth is largely predicated on quality service delivery. Also, government should ensure the enforcement and adherence to labour laws to mitigate employees' exploitation.

Keywords: Employee, government, hospital, Job security, performance.

1.0 Introduction

Globalization and paradigm shift from regular employment with their forces have brought about changes in world of work. According to Quinlan (2015), the forces such as downsizing, privatization and outsourcing by organisations have not only accentuated the number of employees holding shorter contract duration work, it has also increased job insecurity amongst employees holding ongoing/permanent jobs. Also, Wang, Ma, Liu and Liu (2014) argued that having faced unpredictable economic situation and severe competitive environment due to globalisation, employers are having challenges providing relative job security for their employees at the workplace. In addition, Fapohunda (2012) observed that organisations are embarking on cost-cutting drive to reduce cost of operation by engaging in labour attrition at the detriment of working employees and their families. The labour attrition has not only increased job insecurity but also affected the performance of employees in organisations.

Eroke (2013) opined that the paradigm shift from regular employment to temporary work or casual jobs through labour agencies have created job insecurity, leading to employment instability at the workplace and conflict at home. Adewale (2015) noted that perceived job insecurity has been revealed to be responsible for various psychological and health-related consequences including the effective functioning of organisations. More so, Kolawole, Ajani and Adisa (2013) observed that research on job security has provided consistent evidence that declining job security level is associated with negative employee attitudes, behaviours and health, which in turn affect organisations. Benito (2006), as cited in Adewale

(2015) contended that employment insecurity affect employees performance and employers profit and expenditure; these have negative economic implications such as low national output, loss of jobs, chronic poverty and all kinds of social disturbance.

Private hospitals seemingly engage more number of temporary, part-time, and other types of contingent workers than Public hospitals (Uwem, Egwuonwu, Kabuoh and Ekwoaba, 2016), Uwem, Akpa, Magaji, Ukaegbu and Kabuoh (2016) and Uwem, Kabuoh and Alagbe (2015) are of the view that organisations including private hospitals are the bedrock of emerging economies, taking cognizance of the employment opportunities, economic growth, dynamism and flexibility provided by them. Private hospitals in Nigerian aside creating jobs are also the engine of Nigeria's economic growth (Regha, 2016). Uwem et al (2016a) asserted that the growth of organisations inclusive of private hospitals in Nigeria is as a result of the accentuation of outsourcing practices by employers who engage the services of health works via intermediary labour agencies in a triangular work arrangement. To underpin this, Uwem et al (2016b) observed that in recent years, the quality of service delivery of most health organisations in Lagos State, Nigeria, has been on the decline. It is likely that these organisations are afflicted with inconsistency in government policies, job insecurity, employment instability and uncondusive work environment. This may affect the performance of employees over a period of time leading to premature closure and death of organisations. Also affected are the employers whose motivation and finances are negatively affected and government revenue from tax which are also lost (Ucbasaran, Shepherd, Lockett & Lyon, 2013: Shepherd, 2009: Ugwushi, 2009). The effect of job security on employee performance is always excruciating which is why the issue of employees' performance should be attended to with great concern. In the light of the above issues, this research would scrutinize the effect of job security on employees' performance in selected private hospital in Shomolu Local Government Area of Lagos State, Nigeria. A survey research design was used in this study.

Hypothesis:

Job security does not have any significant effect on the performance of employees of private hospitals in Shomolu Local Government Area of Lagos State, Nigeria.

2.0 Literature Review

2.1 Conceptual Review

Job Security

Job security is the assurance that employees will continue in their job irrespective of national or international economic conditions (James, 2012; Adebayo Lucky, 2012; Esuh, Minai & Rahman, 2013). Adebayo and Luck (2012) suggests that job security is the assurance given to an employee that he/she will not lose his/her job for wrong reasons. To Simon (2011) the assurances to employees by their employers that jobs can be kept as long as desired are job security. In the opinion of Esuh et al (2013) and Jandaghi, Molchles and Bahram (2011), job security allows employees keep their jobs without wrongful dismissals. Potential job loss is capable of creating job insecurity for employees, dovetailing to negative workplace deviance which mitigates business sustainability (Richter, 2011). Changes in employment relations have been noted to broadly effects on all of society, with work and family being viewed as central components of individual identity; job security is central to wellbeing (Scherer, 2009). Greenhalgh and Rosenblatt (1984), cited in Sverke, Naswall and Hellgren (2006), with their theoretical model, summed up the definitions of job security or the lack of it and elaborated on the potential causes, effects, and organisational consequences of the phenomenon. The effects of this insecurity are not just financial; new forms of employment such as temporary and part time work have ensured that social and economic risks are reassigned from employers to employee (Kalleberg, 2009). These risks often take the form of demands for unreasonable flexibility, the removal of safeguards in relation to regular hours of work and less protection from collectively agreed terms and conditions of work.

The topic of job security or lack of it is situated between employment and unemployment, because it refers to employed people who feel threatened by unemployment (De Witte, 2005). Perceptions of job security may encourage employees to increase their work effort, even at the expense of reducing time and

energy on family issues, as a means to avoid losing their job and convince management that their services is relevant to the business (Richter, Näswall, & Sverke, 2010). Perceived job insecurity has been revealed to be harmful for various psychological and health-related consequences including the effective functioning of businesses (Adewale, 2015). In addition, McCarthy (1993) reported that a substantial relationship exist between job security and employees performance. Research on job security has provided consistent evidence that diminishing job security level is associated with negative employee attitudes, behaviours and health which in turn affect business sustainability (Kolawole, Ajani & Adisa, 2013).

Sverke, Naswall and Hellgren (2006) defined job insecurity as an apparent ineffectiveness to sustain a desired continuity in a threatened job situation. They further maintained that job insecurity is based on the individual's perceptions and interpretations of the immediate work environment. Job insecurity refers to an employee's perception of fundamental and involuntary change concerning the future existence of his or her present job in the workplace (Loi, Lam & Chan, 2012). De Witte (2005) opined that job insecurity which is also the threat of unemployment; is also an observed hopelessness to maintain a desired continuity in a vulnerable job situation. De Witte (2005) also referred to job insecurity as the awareness of an impending menace to the continuity of the present job, and the subjectively experienced anticipation of a fundamental and involuntary event related to job loss. Kolawole, Ajani and Adisa (2013), cited by, Adewale (2015) found that job insecurity is the lack of assurance of performing a job for a long period of time. Olabimitan, Ilevbare and Alausa (2011) opined that job insecurity is a subjective phenomenon since it is based on the employees insights and understanding of the immediate workplace. In supporting Olabimitan et al (2011), Erdogan, Bauer, Truxillo and Mansfield (2012) opine that once an employee enjoys higher wellbeing and is satisfied with his job, job insecurity becomes subjective.

It should be noted that job security is predicated on both internal and external factors which may be beyond the immediate control of the organisations. Internally, job security can be manifested by hostile attitude of employers on employees and unconducive working environment. Perceived job insecurity has been revealed to be responsible for various mental and health-related consequences including the effective functioning of businesses (Adewale, 2015). The research conducted by Storseth (2007) revealed that job insecurity relates to employee deviant behaviour which negates the rules of engagement, leading to failure of organisation. Furthermore, Morris (2015) opined that increased job insecurity may result in decrease employee performance which could affect organisations growth. In addition, other studies have empirically established the belief that lower levels of job security is related with decreases in self-rated performance (Armstrong-Stassen, 1993; Ojedokun, 2008), as cited in Kolawole et al (2013).

2.1.2 Employee Performance

Performance to Casio is the degree of employees achievement on a given job based on organisational goal and mission (Cascio 2006). Performance covers input –output efficiency which finds solution to problems (Stannack 1996, Hefferman and Flood 2000). Performance is ability of organizations to achieve goals effectively and efficiently using minimal resources at its disposal (Otobo 2000; Fajana, 2000). Employee performance is the totality of actions exhibited by the employee to accomplish assigned job (Pradhan & Jena, 2017). This implies that employee performance is the contributions an employee made on the job for the success of any organisation. Pradhan and Jena (2017) further assert that employee performance covers the quality and quantity of employee's input to achieve the desired organisational output. The performance of employees helps to achieve organisational goals and must be measured in relation to culture of the organization which influences both employees' behaviour and decisions.

In addition, literature report that performance is largely influenced by compensation packages put in place by the organization (Osibanjo, Abiodun & Fadugba, 2012). As Condly, Clark and Stolovitch (2003) observed compensation can motivate workers to sterling performance in any giving task. However, given increasing competition, innovative compensation strategies are often developed in an attempt to align individual motivation and goals with the objectives of the organization (Schraeder & Becton, 2006). For example, the use of pay-for-performance strategy represents one of such measures. In a study involving 1,256 organizations and 350,000 employees Pagaogo and Williams (1993) found that more than 50% of

the respondents utilized some type of incentive plan for staff and that a growing number of these organizations used contingent pay such as discretionary bonuses and commission, skill based pay, and team based pay. The results further showed a significant decline in the growth rate for base salaries, suggesting that pay-for-performance could be replacing more traditional pay practices (Pagoago & Williams, 1993).

Performance Related Pay (PRP) is seen in the light of motivating employees and developing performance-oriented cultures of competent, innovativeness, commitment, honesty, upbeat and marketability (Odden & Kelly, 2002). In fact, Kelly (1999) observed that performance-based compensation can increase the precision of resource allocation by encouraging resource alignment from top down, by setting organizational goals, and from the bottom up, as employees are gaining feedback, and benefitting from better resource allocation and policy coherence. As argued in Tella, Ayeni and Popoola (2007), non-performance based pay leads to labour turnover as highly skilled employees on account of unfair reward for efforts. The implication for Hagland (1997) is that pay-for-performance is proving to be more effective than paying employees just their salary. Wilson (1990) explains that organisations employ pay-for-performance strategy in an attempt to increase teamwork and promote flexibility, while also increasing productivity.

2.1.3 Job Security and Employee Performance Relationship

Organizations in their quest to attract and retain employees should realize that economic factors are not the only inducement for working. In present Nigerian organizations security needs are not usually satisfied. The security needs could also be satisfied at the work place by making the employee feel that they are members of the organisations' working team. When employees feel that they are integral part of the organization, their morale will be boosted, job satisfaction will be guaranteed and performance as well as productivity will be high. It is the basic assumption of managerial practice that workers should be integrated into all organisation matters that affect them. This will propel them to be much committed in the achievement of organizational goal. The security employees' job will motivate them to improve in their work performance. Lower levels of job security will decrease performance (Armstrong-Stassen, 1993; Ojedokun, 2008, as cited in Kolawole et al (2013).

Furthermore, Morris (2015) and Monday (19080), opine that increased job insecurity may result in decrease employee's motivation and performance which could affect organisations growth and performance. As Maslow (1943) stated in his hierarchy of Needs theory, individuals will be motivated to perform at work when assured of their job security. Ejiofor, (1981) maintain that Maslow's security need apply to the workers in Nigerian though the Nigerian worker's peculiarities are culturally determined. Ejiofor (1981) maintain also that the structure of Nigerian society do determine and shape workers performance. To him what Nigerian worker need is assigned responsibility, participation in setting goals, partaking in decision making, wage increase, rapid promotion etc. if he is to improve his work performance. Ejiofor (1981) further argues that employees will perform more if the employers' returns to them are not just wages but assurance of job security.

2.2 Theoretical Framework

Equity Theory

Equity theory propounded by John Stacey Adams in 1965 is concerned with the perceptions people have about how they are being treated in comparison with significant others. It is concerned with inputs and outputs comparisons of significant others. The theory states that workers should be paid wages/salaries equal to their contribution. As suggested by Adams (1965), there are two forms of equity: distributive equity, which is concerned with the fairness with which people feel they are rewarded in accordance with their contribution and in comparison with others; and procedural equity, or procedural justice, which is concerned with the perceptions employees have about the fairness with which procedures in such areas as performance appraisal, promotion and discipline are being operated (Armstrong, 2009).

Furthermore, equity theory explains that employees cognitively make comparison of their inputs (knowledge, skills, abilities, time, energy, qualification, experience, etc) into an organisation with that of comparable person or persons (similar in inputs) within and outside the organisation. Where they perceive

imbalance between the two inputs (my input versus his input) perception of inequity results, which in turn bring about many kinds of negative work behaviour such as increased insecurity, anxiety, low organisational commitment, low job involvement, organisational alienation, etc (Gallagher & Sverke, 2005; Hipple, 2001). The exhibition of negative work behaviour (low job involvement, low organisation commitment and high job insecurity) can only result if the employees perceive inequity, hence, challenges to some workers.

Contextually, the focus of equity theory is on the fact that the outcomes of any process of exchange can be perceived as just or unjust. The theory holds the view that worker can be happy and satisfied with his pay and other benefits only if he perceives that what he is getting is far or just in comparison with what someone else with similar background and in similar position is receiving. A computation of the ratio of the person's job inputs (such as educational qualification, experience and skill, age and effort) to the outcome he gets from the job (such as pay, status and fringe benefits) and an attempt to relate these to those of others in comparable situations. The person's job satisfaction or dissatisfaction is said to depend on the favorableness or the unfavorableness of the result of this comparison, knowing that job satisfaction leads to effective performance.

Critics of this theory noted that it faces the problem of ambiguity since the interpretation given to equity may vary from one individual to the other (Ejiogu, 2000). For instance, status may be enjoyed by an employee without extra pay attached to the role which gives him the improved status. A worker may be given orientation course to new worker without extra pay, yet he feels satisfied (and performs effectively) that he has been chosen over others. The theory is relevant to the research work as it presents workers as rational beings who weigh their inputs against their compensation and imbalance may trigger off negative behaviour in the organisation.

2.2.1 Social Exchange Theory

Social exchange theory, postulated by George Homans in 1958 suggests that the interactions individuals choose to create and maintain are the ones that maximize rewards and minimize costs (Long-Crowell, 2014). Social exchange theory assumes that humans are rational beings who seek rewards and avoid punishments and the standards that humans use to evaluate costs and rewards vary over time and from person to person (West & Turner, 2007).

In the context of social exchange theory, hospital employees would prefer to work in environments with adequate pay, recognition, window for multiple job holding and freedom to participate in collective bargaining and decision making process. Hospital employees would prefer to avoid low pay jobs that are insecure and characterize with industrial accidents, deplorable working conditions and glass ceiling. To underpin this, Cherry (2014) noted that positive relationships are those in which benefits outweigh the costs, while negative relationships occur when the costs are greater than the benefits. More so, health worker whose aspirations are not met in the course of employment may most likely develop negative deviant behaviour such as abusive disposition towards fellow employees and clients, employee silence, spreading negative news about the business, work performance without due diligence, embarking on improper work breaks, gossiping and destruction of companies properties (Akikibofori & Akikibofori, 2014). Thus, business sustainability is highly predicated on competent employees.

However, critics of social exchange theory have argued that human communication is reduced to a purely rational process that arises from economic theory and it also assumes that intimacy is the eventual goal of a relationship when this might not always be the case (Miller, 2005). In any industrial relations system, employers are most seemingly inconsiderate and undeniably not concerned with equality in collective bargaining. On the other hand, employees are likely to keep and value relationships for a long term which gives them adequate remunerations for the least amount of effort. Consequently, employees would desire to stay in a work arrangement that could achieve their self-actualization. Creating a synergy by aligning the interests of both employers and employees will minimize workplace conflict and help accomplish business sustainability.

3.0 Research Method

The total population of this study comprises all the employees of 84 private hospitals registered in Lagos State and located within Shomolu areas of Lagos state as at June, 2015 (LSLGA Reports on Health, 2015). In determining the sample size, the study was specifically guided by the recommendations of minimum of 5:1 subject to organisation item (population) ratio as postulated in Tabachnick and Fidell (2007) and Osborne and Castello (2005). The population contains 84 hospitals, the sample size of $84 \times 5 = 420$. This represents 420 respondents of which 5 questionnaires were administered at each hospital. The study using descriptive survey research design employed the random sampling method as the appropriate procedure for sampling. The respondents were selected through the use of a table of random numbers- This implies that every employee whose serial number corresponds with the number selected from the table of random numbers was selected. Of the 420 questionnaires, only 400 questionnaires were retrieved and analysed.

To test for reliability, a pre-test was conducted on the two government own hospital (Lagos State General Hospital Shomolu, and National Orthopedics Hospital, Igbobi Shomolu) in the Shomolu Local Government Area using the questionnaire for data collection. With the recommendations of minimum of 5:1 subject to organisation item (population) ratio as postulated in Tabachnick and Fidell (2007) and Osborne and Castello (2005). The population contains 2 hospitals, the sample size of $2 \times 5 = 10$, of which 5 questionnaire was administered at each hospital Using exploratory factor analysis, Cronbach's Alpha co-efficient of reliability calculated and ascertained ranged between 0.814 and 0.857. This indicates a high degree of consistency.

4.0 Analysis, Results and Discussions

Table 1. Presentation of Respondent's Profile

VARIABLES		PERCENTAGE
Age		
	<i>Below 25 years</i>	18.7
	<i>25 - 29 years</i>	29.0
	<i>30 - 34 years</i>	29.3
	<i>35 - 39 years</i>	12.2
	<i>40 - 44 years</i>	7.3
	<i>45 years and above</i>	3.5
Marital status		
	<i>Single</i>	49.3
	<i>Married</i>	48.8
	<i>Divorced</i>	1.3
	<i>Separated</i>	.2
	<i>Widowed</i>	.3
	<i>0-5</i>	61.8
	<i>6 -10</i>	27.3
	<i>11 -14</i>	10.2
	<i>15 and above</i>	.7
Religion		
	<i>Christianity</i>	76.3
	<i>Islam</i>	21.8
	<i>Traditional</i>	1.3
	<i>Others</i>	.5
Highest Educational Qualification		
	<i>SSCE/WASC/GCE</i>	2.2
	<i>OND/NCE</i>	7.2
	<i>BSC</i>	64.8
	<i>Postgraduate Degrees</i>	20.3
	<i>Others</i>	5.5
Position at work		
	<i>Cleaners and other</i>	8.8
	<i>Doctors</i>	32.7
	<i>Nurses</i>	36.0
	<i>Pharmacies</i>	22.5
Work experience		
	<i>Less than 5 years</i>	55.2

	5 - 10 years	33.5
	11 years and above	11.3

Source: Field Study 2018

From the profile (demographic) table, most respondents (77%) were below 35 years of age, almost half (49.3%) single with more than two-thirds (61.8%) not having a child. This indicates that the youths make up the population. More than two-thirds (64.8%) of respondents had first degree or HND, indicating an industry that has high literate population. 91.2% of the respondents are professional e.g. doctors, nurses, pharmacies, etc., an account non professionals accounted for less than 10% of the population. More than half (55.2%) of the respondents had less than five (5) years experience with a little more than one tenth (11.3%) posting 11 years and above of experience. This reflected high mobility or turnover rate of workers in hospitals.

Table 2: Descriptive Analysis of Job Security of Employees

Items	SD (%)	D (%)	PD (%)	PA (%)	A (%)	SA (%)	X	SD
Job insecurity are affected by workplace conflict	7 (1.9)	30 (8.2)	55 (15.1)	81 (22.2)	114 (31.2)	78 (21.4)	4.3671	1.29963
Job insecurity threatens employees' performance	11 (3.0)	24 (6.6)	72 (19.7)	92 (25.2)	88 (24.1)	78 (21.4)	4.2493	1.33045
Job insecurity increase rate of turnover among younger health workers	17 (4.7)	23 (6.3)	82 (22.5)	67 (18.4)	90 (24.7)	86 (23.6)	4.2274	1.42787
Perceiving insecurity may force one to leave hospital	23 (6.3)	56 (15.3)	74 (20.3)	83 (22.7)	64 (17.5)	65 (17.8)	3.8329	1.49982

Source: Field Survey, 2018

Table 2 explains the view of the respondents on various issues on job security in private hospitals. The table indicates that by combining responses under strongly agree, agree and partially agree, 273(74.8%) of the respondents choose high that employees perception of job insecurity will affect employees performance. 258(70.7%) choose that job insecurity is a potential predictor of workplace conflict, 212(58.1%) submitted that job insecurity increase the rate of turnover.

The results in Table 1 shows that majority of the respondents answered that employees perceiving job insecurity is affected by strain based and time based workplace conflict ($X = 4.3671$, $SD = 1.29963$). This was followed by stating that job insecurity is a potential predictor of poor employee performance ($X = 4.24$, $SD = 1.33045$). The respondents showed that job insecurity brings high labour turnover ($X = 3.8329$, $SD = 1.49962$).

Table 3: Descriptive analysis of Employee Performance

Items	SD (%)	D (%)	PD (%)	PA (%)	A (%)	SA (%)	X	SD
Hostile attitude of supervisors affects employee performance.	11 (3.0)	24 (6.6)	58 (15.9)	94 (25.8)	72 (19.7)	106 (29.0)	4.3973	1.37820
Lack of employees training and development reduces performance	10 (2.7)	19 (5.2)	43 (11.8)	69 (18.9)	92 (25.2)	132 (36.2)	4.6712	1.35118
Wages and long work hour obstructs employees performance	2 (0.5)	18 (4.9)	66 (18.1)	104 (28.5)	100 (27.4)	75 (20.5)	4.3890	1.17290
Employees non involvement hospital management's decision making is a hindrance to their performance	3 (0.8)	33 (9.0)	46 (12.6)	84 (23.0)	88 (24.1)	111 (30.4)	4.5178	1.32509

The health and safety of employees are vital to employees' performance.	7 (1.9)	23 (6.3)	41 (11.2)	78 (21.4)	94 (25.8)	122 (33.4)	4.6301	1.31879
Lack of work life balance reduces the performance of workers in my hospital.	14 (3.8)	15 (4.1)	61 (16.7)	90 (24.7)	90 (24.7)	95 (26.0)	4.4027	1.34430
My working hours are suitable for me and my family.	14 (3.8)	23 (6.3)	51 (14.0)	69 (18.9)	98 (26.8)	110 (30.1)	4.4904	1.40566

Source: Field Survey, 2018

Table 3 explains the opinion of respondents on employees' performance in private hospitals in Shomolu Areas of Lagos State. The analysis in the table reveals that 272(74.5%) of the respondents claimed that hostile attitude of supervisors affects hospital workers performance. 293 (80.3%) submitted that employees of hospital are giving training and development, 279 (76.4%) answered that work hours and pay obstructs performance of employees of hospitals, 283 (77.5%) stated that non inclusive of hospital employees in managements' in decision making process affects performance, 294 (80.6%) accepted that health and safety of employees reduces performance if global practices are not adhered- hospital accidents etc. 275(75.3%) stated that lack of work-life balance reduces the performances of employees' of hospitals and 277(75.5) stated that employees who are contented with working hours are happier, healthier and more productive.

Combining table 2 and 3 above, majority of the respondents that participated in the survey indicated that job security effects employees' performance in Shomolu Local Area of Lagos State. The result reveals that a significant number of employees in the private hospitals states that supervisors allow employees take time off training and development ($X = 4.6712$, $SD = 1.35118$), accepted that health and safety of employees reduces performance, ($X = 4.6301$, $SD = 1.31879$) while the question that work schedules is convenient for employees of private hospitals was least favored ($X = 4.3890$, $SD = 1.17290$).

Linear Regression Analysis between Job Security and Employee Performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.231 ^a	.053	.051	2.96650		
a. Predictors: (Constant), Job security						
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	180.357	1	180.357	20.495	.000 ^b
	Residual	3194.454	363	8.800		
	Total	3374.811	364			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Job security						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.403	1.762		11.013	.000
	Job security	.195	.043	.231	4.527	.000
a. Dependent Variable: Employee Performance						

Source: Field work, 2018.

4.1 Interpretation of Result

The regression results in Table 4 highlights the effect of job security on employees' performance in selected private hospitals in Shomolu Local Government Area of Lagos State. It shows that a unit increase in job security will cause a (0.195) corresponding increase in employees performance. The R column indicates the effect of job security on employees' performance. R² which is coefficient of determination elucidates that employees performance can be attributed to job security. The value of R² denotes that 5.3% of the variations in employees' performance are explained by the variations in job security. The coefficient of job security (0.195) shows that job security is positively related to employees' performance at work.

In addition, the p-value of $0.000 < 0.05$, shows that job security has no significant effect on employees performance in the selected private hospitals in Shomolu Local Government Area of Lagos state. Furthermore, Probability of F-statistics ($0.000 < 0.05$) also shows that the model is overall significant at 0.05. Hence, the null hypothesis that says job security has no significant effect on employees' performance in selected private hospital in Shomolu Local Government Area of Lagos State is rejected.

5.0 Discussion of Findings

This study examined the effect of job security on employees' performance in selected private hospitals in Shomolu Local Government Area of Lagos State. Findings from the study revealed that job security is positively related to employees' performance which supports Morris (2015) opinion that increased job insecurity may result in decrease employee performance which in-turn could affect hospital business. This study finding is consistent with study of McCarthy (1993) and Pradhan and Jena (2017), which suggested that a substantial relationship exists between job security and employees' performance. Also, other studies have provided consistent evidence that diminishing job security have negative effect employee attitude and behaviours which in turn affect organisations growth (Kolawole, Ajani & Adisa, 2013, Erdogan et al, 2012). Other researches that supports the findings of this study is the views of Armstrong-Stassen, (1993) and Ojedokun, (2008), as cited in Kolawole et al, (2013) which state that lower levels of job security is related with decreases in self-rated performance. Storseth (2007) also suggested that job insecurity facilitates negative workplace deviance and by extension could lead to hospital business failure. Ichino and Riphahn (2005) and Engellandt and Riphahn (2004) in different studies observed that the number of days of absence of an employee from work accentuates that the employee feel relatively secured on their jobs.

6.0 Conclusion and Recommendations

The objective of this study was to analyze the effect of job security on employees performance selected private hospitals in Shomolu Local Government Areas of Lagos State. The study provides an inquiry of challenges faced by employees during the course of employment and its effect on hospital business. The findings revealed that job security has positive effect on employees' performance. The study concluded that job instability breeds workplace deviances behaviours (labour turnover) which are detrimental to hospital business growth. Thus, there is no consistency in the service delivery of private hospitals largely due to the inability of the employers to retain the same set of employees for a long period of time.

Based on the findings of this study, it is recommended that hospital owners should take job insecurity seriously as to create an organisational justice that treat employees fairly.

Government should not only put in place employment policies or laws but should ensure the implementations of such law to ensure Nigerian workers are not exploited and their jobs secured. Also recommended is that private hospital employees and employees generally should embark on personal training and development to avoid a situation in which they could be irrelevant to employers. Employers should in the face of today's uncertain business environment employ high quality human resource practices and processes as the sine quo for their business operation. This will tele-guide them into ensuring employment stability.

7.0 References

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