

JOB SECURITY AND EMPLOYEE PRODUCTIVITY IN ORGANISATION

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ABSTRACT

Agency employees are tasked with much work to be done in little time as they have to serve their employees. In order to minimize this especially in agencies, employees need to understand the priorities in their work and what satisfaction they get from doing it. By focusing on these priorities employee motivation and employee morale will be kept under control resulting into high employee performance of the agency. Agencies must incorporate programs like employee involvement, job enrichment, skill-based pay, and gain sharing plans to gain a competitive edge and these interventions will lead to increase in the employee morale by controlling employee behavior on the job and actively contribute towards achieving organizational objective, and thus building high morale of employee.

Keywords: Job Security, Employee Productivity, Organisation

INTRODUCTION

Employee morale is perhaps the most frequently used term in a public agency. Up till now it remains one of the more evasive, contentious issues that lack unanimously satisfactory, comprehensive and classification in an agency. Morale in spite of its importance is largely unrecognized and poorly understood by managers. Morale is the vital ingredient of agencies success for it reflects the attitudes and sentiments and employee or group has toward the agency objectives. These feelings and sentiments largely affect the productivity and satisfaction of employees. When employees are enthusiastic in their work environment will generally label them to be having high morale. Morale is generally referring to esprit de corps, a feeling of enthusiasm, zeal, confidence in individuals or groups that they will be able to cope with the tasks assigned to them (Venkatachalam & Sakunthala, 2015). An employee's enthusiasm for his job reflects his attitude of mind to work, environment and to his employer, and his willingness to strive for the goals set for him by the organization in which he is employed. Morale is a synthesis of superiors, his agency, his fellow-employees, his pay and so on. Feelings, emotions, sentiments, attitudes, and motives-all these combine and lead to a particular type of behaviour on the part of an individual or his group; and this is what is referred to as employee morale (Sukmaya, 2010). Morale is a collection of employee's feelings, attitudes and sentiments towards their jobs, superiors and organization. It reflects a state of mind of employees. Employee morale is a very complex spectacle, goals of the organization that is been manifested by the attitudes of employees greatly. Besides, if goals set by the organization are worthwhile, useful and acceptable the employees develop a positive feeling towards the job and the organization. Morale as a mental condition or attitude of employee and groups which determines their willingness to co-operate. Morale is basically a group phenomenon. It describes the level of favourable or unfavorable attitudes. Morale is basically a matter of human behavior, an expression of the attitudes which the member of an organization develops and adapt towards the organization, its members, its purposes and its leaders. Morale refers to the total satisfaction, a person derives from his job, his work group, his boss, the organization and his general environment. It is reflected in the general feeling of wellbeing, satisfaction and happiness of people.

Job security

Job security is defined as the assurance in an employee's job continuity due to the general economic circumstances in the country (James, 2012). It is concerned with the possibility or probability of an individual keeping his/her job (Adebayo & Lucky, 2012). It deals with the chances of employees keeping their jobs in order not to be unemployed (Simon, 2011). Jobs which are not backed by indefinite contract or cannot be guaranteed for a reasonable period are deemed to lack job security. It is also seen as the employees being free from the fear of being dismissed from his/her present employment or job loss. Some professions and employment activities have greater job security than others. Job security is an employee's assurance or confidence that they will keep their current job for a longer period as they so wish (businessdictionary.com). It is the assurance from the company or organization that their employees will remain with them for a reasonable period of time without being wrongly dismissed (Adebayo & Lucky, 2012; Simon, 2011).

Relatively, a number of factors such as employment contract, collective bargaining agreement, labor legislation and personal factors such as education, work experience, job functional area, work industry, work location, etc., play an important role in determining the need for an individual's services and impacts their personal job security (Adebayo & Lucky, 2012). In another extreme, essential or necessary skills and past experience required by the employers and subject to the current economic condition and business environment could also guarantee individual's job security (Adebayo & Lucky, 2012).

Normally, certain type of jobs and business jobs have been perceived to have high job security. For instance, government jobs, educational jobs, healthcare jobs and law enforcement jobs are deemed to be very secure while on the other hand, jobs in the private sector are widely perceived to offer lower job security which may also be according to industry, location, occupation and other factors (Adebayo & Lucky, 2012). Though, Adebayo and Lucky (2012) opined that people's job security eventually depends on whether they are employable or not and if businesses have a need for their skills or not. Although, employment laws can offer some relief against unemployment risk, they only have a marginal contribution to the job security of individuals. The fact remains that, individuals need to have the right skill set to have good job security.

In the USA for example, it was reported that national job security depended greatly on the economic and business conditions due to the capitalist system that encourages and promotes entrepreneurship development and minimal government intervention in businesses (Adebayo & Lucky, 2012). Even though, job security in the USA tends to vary as a result of the economic factor, it is still believed that if the economy is good, firms will experience a sales boom and therefore lead to the creation of more jobs and consequently increase national job security. However, this might not be the case in certain periods like economic slowdown or recession or economic chaos like that of Nigeria, as economic downturn seems to worsen the economy (Lucky, 2012; Minai & Lucky, 2012). The simple reason is that during this period, companies tend to reduce costs by laying off workers and this therefore decreases job security (Adebayo & Lucky, 2012). In European economies, for example in Britain, job security is found to be very low because many companies believed that it is much cheaper to fire permanent employees since employees are only entitled to a legal minimum of one week's redundancy pay per year worked (one and a half weeks for workers over 40) (Adebayo & Lucky, 2012). However, in some other European countries many employees have indefinite contracts which, whilst not guaranteeing a job for life, make it very difficult for the employer to terminate an employee's employment (Adebayo & Lucky, 2012).

A recent survey conducted by KPMG (2010) on job security found that more than 75% of participants considered job security their top priority when searching for a job as a result of the uncertain economic environment. While the result also showed that 67% of the participants were likely to work in a public or non-profit organization than a corporate business due to the recession. Accordingly, the study conducted by the University of Michigan's Center for the Education of Women (2010) found that teachers such as professors desire greater job security. The study noted that job security will help them to balance work and their personal lives and reduce their level of stress, adding that freedoms in their jobs are worth sacrificing job security. Similarly, the information provided by the University of Wisconsin-Madison in 2000 on staff job security showed that about 22% of the academic staff only enjoy a high level of job security which defined as a multiple-year, more than 40% of experienced staff (employees) with above seven years of service at the university have little job security beyond renewable appointments while only 4% of the academic staff are sure of their job security.

Productivity

The other element concerning this study is productivity. Productivity is defined as the effective and efficient utilization of all resources; material, labor, capital, information and time (ILO, 2017). Low productivity is indicated through many signs which include poor quality of domestic outputs, lack of competitiveness of products in international markets, shortages of skills, low production technology, poor industrial relations, and poor human resource management. Research findings indicate that there is a link between motivation and productivity in the industrial sector. When an employee's needs are met, it means that he derives satisfaction from the job and eventually, this creates a motivated employee (Nwasike, 1991). All motivation theories tend to support the idea that a motivated worker willingly uses his ability in a constructive way to accomplish the tasks assigned to him. A motivated employee's work attitude is wholesome and tends toward high performance and productivity (Stephen, 2014).

In General, high motivation and high morale lead to high productivity as it was mentioned in the introduction of this research paper. However, there is not always a positive correlation between them. Close supervision, time studies, and scientific management can be applied in order to reach a high level of productivity, Renis Likert as it was stated earlier, mentioned different combinations of morale and productivity: high morale and low productivity; high morale and high productivity; low morale and high productivity; and low morale and low productivity. Managers have to work for improving the morale of their employees, as high morale makes the work a better working environment, and it helps the organization to attain its goals easily (Likert, 1932).

Productivity is a measure of the quantity and quality of work done, considering the cost of the resources used (Millar, 2017). Ali and Opatha (2008), employee productivity can be measured in terms of responsiveness, morale, quality and quantity of production, customer satisfactions. Productivity is the amount of work produced in a given period of time. Productivity relates to the person's ability to produce the standard amount or number of products, services or outcomes as described in a work description. According to Mathis and John (2017), productivity is a measure of the quantity and quality of work done, considering the cost and human resources utilized. The more productive organization is, the better its competitive advantage. This is because of the efficiency of the resources that have been used. McNamara (2018) further affirms that, results are usually the final and specific outputs desired from the employee. They may be in terms of financial accomplishments, impact on a community; and so, whose results are expressed in terms of cost, quality, quantity or time. McNamara also asserted that measuring productivity involves determining the length of time that an average employee needs to generate a given level of production. It could also be the amount of time that a group of employees spends on certain activities such as production, travel, or idle time spent waiting for materials or replacing broken equipment. The

method can determine whether the employees are spending too much time away from production on other aspects of the job that can be controlled by the business.

Employee productivity may be hard to measure, but it has a direct effect on a company's profits. An employer fills his staff with productivity in mind and can get a handle on a worker's capabilities during the initial job interview. Yet, there are several factors on the job that help maximize what an employee does on the job (Lake, 2017). Brady (2008) expresses that, perhaps none of the resources used for productivity in organizations are so closely scrutinized as the human resources. Many of the activities undertaken in an HR System are designed to influence individual or organizational productivity. Pay, appraisal systems, training, selection, job design and compensation are HR activities that are directly concerned with productivity. Furthermore, Bernardin (2017) maintains that controlling labour costs and increasing productivity through the establishment of clearer linkages between pay and performance are deemed to be crucial component of human resource management (HRM) so as to achieve competitive advantage. In addition, increased concerns over productivity and meeting customer requirements have prompted renewed interest in methods designed to motivate employees to be more focused on meeting (or exceeding) customer requirements and increasing productivity. It is not considered in isolation but is considered based on the interrelationship with, performance and profitability. Performance appraisal drives employees in a firm to produce excellent standards of performance and even beyond the expectations.

Job security and employee performance

According to Geoffrey James, job security has a significant effect on the overall performance of the team as well as on the employee morale (James, 2012). He noted that the organization with workers with low job security cause people to lose faith in their future which consequently affect morale. He affirmed that the more an employee enjoys a high job security the more he is likely to effectively perform his task which is reflected in the overall morale of the employee. For example, in organizations, tasks are normally broken down into jobs which are assigned to each employee. Each of the jobs performed by the employees is assessed through individual morale. This individual motivation is part of the overall employee morale. The employee's individual motivation through his job is directly linked with the overall morale of the employee. Therefore, it seems their motivations are linked to employee morale, their contributions will be less and ineffective if they feel low job security in the organization.

For instance, a low job security is possible in a situation where a particular employees' ethnic group seems to dominate other ethnic groups in some organizations or industries (Bumi, 2011; Hassan, 2010). In this case, the minority employees in that company will feel low job security and therefore may not be able to perform effectively. For example, a Chinese owned company may be dominated by more Chinese employees other than other ethnic groups (Bumi, 2011; Hassan, 2010) thereby causing fear of losing their jobs to other minority employee ethnic groups in the company and vice versa. Therefore, Malaysian and Indian employees working in a Chinese company may feel very low job security and thus, contribute very little to the organization while on the other hand, Chinese and Malaysians working in an Indian company will also feel low job security which will also affect their performance. Based on the different scenarios above, an employee working in a company other than his race may definitely feel low job security and this will affect his/her morale which is reflected in the overall morale of the organization. Based on this, it can be argued that organizations should find a way of balancing between employee job security and the morale as employee job security is a key determinant of motivational tools especially in a multiethnic environment.

Despite all these, the most recent study conducted by Subramaniam (2011) on the linkage between motivational tools and employee morale of small and medium firms (SMEs) in Malaysia provided a different result. Although, job security was considered as a dimensional or sub variable, it was found that job security is not significantly related to employee morale. However, the study noted that SMEs seem not to consider job security as a viable strategy due to the fact that employees tend to give less attention to job security in searching for a job. From the ongoing, there is no doubt that more literature is required in this domain.

CONCLUSION

The symptoms of low motivational tools and low employee performance reveal themselves in behaviors like high employee turnover, absenteeism, decreased performance and careless mistakes which cost the agencies. Agency employees are tasked with much work to be done in little time as they have to serve their employees. In order to minimize this especially in agencies, employees need to understand the priorities in their work and what satisfaction they get from doing it. By focusing on these priorities employee motivation and employee morale will be kept under control resulting into high employee performance of the agency.

RECOMMENDATIONS

Basing on the above conclusions the following recommendations are given out:

1. Agencies should recognize their work force through gifts, packages thus making them gain consciousness on how to work hard for the development of agencies.
2. Workers should be paid well and given different allowances in order to motivate them.
3. Agencies should provide conducive environment to their employees so as to make them attracted. This can make the workers motivated to work hard thus leading to their success in terms of development.
4. Agencies should give workers rules and regulations followed on how worker can be develop.
5. agencies involvement should take part in recommending the provision of motivational needs through adjusting in the labour laws. This will ensure that all organizations provide basic requirements to their employees and eventually enable them to work hard for hogh morale.
6. It is also recommended that there should be a greater balance between employees' needs and organizational needs. It is the duty of all stake holders to ensure that this is achieved. This will reduce employees' selfishness.

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