

JOB SECURITY AND ORGANIZATIONAL IMAGE OF HOTELS IN RIVERS STATE**Onunwor, Allwell Azubuike, Ph.D****Department of Management, Faculty of Management Sciences
Ignatius Ajuru University of Education, Port Harcourt, Nigeria**allwell.onunwor@iaue.edu.ng**ABSTRACT**

The study examined job security and organizational image of hotels in Rivers State. The objective of the study was to examine the relationship between dimensions of job security such as employee job competence, employee relations and task significance; and measures of organizational image in terms of public rating, client rating and competitiveness in hotels in Rivers State. Thus, the study was anchored on Vroom expectancy theory as its theoretical foundation. The study adopted the explanatory cross sectional survey research design. The population of the study consists of one hundred and twenty-eight (128) hotels in Rivers State. Due to accessibility and manageability, twenty-eight (28) hotels in Port Harcourt, fivers State were used, with sample size the sample of the study was eight-four (84) respondents. After validation by the experts in test and measurement, a total of eight-four (84) copies of questionnaire was distributed to the targeted respondents and the researcher was able to retrieve eighty (80) copies. The reliability of the instrument was ascertained using test-retest. Mean and standard deviation was used for research questions analysis while Spearman Rank Order Correlation was used to test hypotheses. It was found that dimensions of job security (employee job competence, employee relations and task significance) have a significant positive relationship with measures of organizational image such as public rating, client rating and competitiveness of hotels in Rivers State. Thus, it was concluded that attempts made by employees such as optimized job competence, task significance, and healthy employee relations have been found to not just enhance their chances of job security but also improve organizational image. Consequently, it was recommended that of hotels should ensure that their employees are trained/retrained in their respective job dispensation so as to improve their competence.

INTRODUCTION

Organization like hotels faces too much competition in their business line, one of the key factors to make them remain in the apex is to secure or maintain a good image. Thus, firms compete for good image knowing that those with a strong image across their goodwill in terms of product and services can assume highest sales prices, thereby being more powerful than another competitor (Loureiro & Kaufmann, 2016). However, organizational image represents the combined evaluation of a firm's recent actions and the capability of the firm to deliver improving business results to multiple stockholders over time. Organization with strong image tends to achieve easy introduction of new products. This is because when you already have a strong brand and loyal customers, it is often easier and less expensive to introduce new products or test them out before you further invest in them. According to James (2013), if an organization have a strong image, their customers will often be interested in their new products and even anticipate them being released. So, it should be noted that recognition and elevation that a strong image builds upon all lend to greater customer loyalty. It is pertinent to note that organizational image is measures in this study through public rating, client rating and competitiveness, Public rating as adopted from Appelbaum, et al. (2016) refers to public rating is the willingness by the public or society at large to be able to place organization according to their performance. It pertains to the opinion that the public holds of that brand public opinion is rather also all about the brand's reputation and the opinion that the public holds about that business (Johnson, 2017). The second measure of organizational image as used in this study is clients rating. It depicts the negative or positive

opinion of customers on a particular product or services offered by an organization. Feedback matters in the customer-centric era of business we work in (Taka in Politis, 2017). Competitiveness as the last measure represents the ability of an organization to design, produce and/or market products/services superior to those offered by competitors, considering the price and non-price qualities. Organizational competitiveness happens through the instrumentality of what is known as competitive processes. Competitive processes are those processes, which help identify the importance and current performance of core processes such as strategic management processes, human resources processes, operations management processes and technology management processes (D'Cruz, 2017).

Employee job competence is the combination of observable and measurable knowledge, skills, abilities and personal attributes that contribute to enhanced employee performance and ultimately result in organizational success and favourable competitiveness. Competencies do not establish baseline performance levels; rather they are used to raise the bar on employee performance (Bubas, 2018). Competencies focus on how results are achieved rather than merely the end result. Moreso, employee relation as the second dimension of job security represents the cordial relationship that an employee has with colleagues, management, and customers/clients that is able to enhance the job security and organizational competitiveness of such an employee. An employee waters his/her standing position as they develop very cordial and productive relationships with their colleagues, management, and even customers/clients (Thompson & Harley, 2016). The more this is done, the more it becomes difficult to lay off that employee. The last dimension of job security is task significance. This study defined task significance as the perception that one's job or task exerts a positive impact on others, such that it cannot be easily and competently handled by another individual or employee. Task Significance is a measure of impact that determines an extern to which an employee's measurable and identifiable task affects tasks of other employees within or outside their organization (MBA School Team, 2018). It shows how a piece of employee work relates to other work pieces that are either done or in progress.

Statement of Problem

It seems most hotels in Rivers State are suffering poor reputation, this could either be because of their inability to perform to the expectations of customers (clients). These results to poor rating of these hotels and leave them a large gap of competing favorably. Perhaps, this is not healthy as the absence of competition in an economic situation has the capacity to cause decline in influx of improved products and services (Alexander, et al., 2016; Corina, et al., 2016). If, for instance a hotel has a better reputation than another, it means that everyone who comes in contact with them will definitely hold to higher esteem than other hotels within that geographical entity. Such reputation is earned from the quality of its products and services rated by clients or general public and their ability to compete favourably. Organizations could maintain a good image if they see the need of securing the job of their employees (European Commission, 2017). This will necessitate them working tirelessly to ensure that they outperform competitors.

Another issue that necessitates this study is the dearth of literature on the relationship between job security and organizational image. Although, there has been few empirical studies that tries to examine how job security relates either with organizational competitiveness, performance, growth, sustainability, success etc. some are: Jimenez and Toni (2017) examined the effect of perceived job security on job performance among employees of unionized organizations vs employees of non-unionized organizations in Miami, United States of America; Ogaram (2020) examined the relationship between job security' and organizational competitiveness of hotels in Port Harcourt; Ahmed, et al. (2017) examined the impact of employee job security on performance relationship in developing economy through employee engagement in Bangladesh; Jandaghi, et al. (2018) explore the impact of job security on employees' commitment and job satisfaction in Qom

municipalities; Alexander, et al. (2016) examined the predictability of job security, job satisfaction on organizational performance and workers' performance within industries in Ebonyi State, Nigeria.

None of the aforementioned study examined how job security relates with organizational image specifically hotels in Rivers State. Thus, the current study examined job security in terms of employee job competence, employee relations and task significance and how they relate with measures of organizational image such as public rating, client rating and competitiveness in hotels in Rivers State. There is need therefore, to fill this knowledge gap.

Objectives of the Study

The purpose of the study was to examine the relationship between job security and organizational image of hotels in Rivers State. Specifically, the study objective was:

1. To determine the relationship between employee job significance and public rating of hotels in Rivers State
2. To ascertain the relationship between employee relations and client rating of hotels in Rivers State.
3. To determine the relationship between task significance and competitiveness of hotels in Rivers State.

Research Hypotheses

Based on the research questions posed above, the following null hypotheses was tested at 0.05 level of significance.

Ho1: There is no significant relationship between employee job significance and public rating of hotels in Rivers State.

H02: There is no significant relationship between employee relations and client rating of hotels in Rivers State.

H03: There is no significant relationship between task significance and competitiveness of hotels in Rivers State.

REVIEW OF RELATED LITERATURE

Conceptual Review

Concept of Job Security

Security is a fragile and significant issue which conveys different meanings to scholars, analysts, policy makers and organizations across the globe. Fundamentally, security has to do with the presence of peace, safety, gladness and the protection of human and physical resources or absence of crisis or threats to human dignity, all of which facilitate development and progress of any human society. Security has to do with the process connected with assuaging any kind of threat to people and their precious values (job). Therefore, job security is defined as the assurance in an employee's job continuity due to the general economic conditions in the country (James, 2017). It is concerned with the possibility or probability of an individual keeping his/her job (Adebayo & Lucky, 2016). It deals with the chances of employees keeping their jobs in order not to be unemployed (Simon, 2015). Jobs which are not backed by indefinite contract or cannot be guaranteed for reasonable period are deemed to lack job security. It is also seen as the employee's freedom 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. 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, 2016; Simon, 2015).

Generally, certain type of jobs and industry 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 secured while on the other hand, jobs in the private sector are widely perceived to offer low job security which may also be according to industry, location, occupation and other factors (Adebayo & Lucky, 2016). Hotels, which are mostly owned by private individuals, are mostly not secure in their employment. The employers in the private ones are much more concerned about satisfying customers than heeding to the bidding of their employees, since misunderstanding is what mostly brings about job loss most of the time. However, in the final analysis, Adebayo and Lucky (2016) noted that people's job security eventually depends on whether they are employable or not and if businesses have a need for them or not. Although, employment laws can offer some relief against unemployment risks, 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. Quite a number of factors such as employee contract, collective bargaining agreement, labour 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, 2016).

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, 2016).

Operationally, job security is an employee's assurance or confidence that they will keep their current job for a longer period as they so wish. Job security occurs along the two dimensions of feelings namely, threat to total job and threat to job features (Greenhalgh & Rosenblatt, 2015). The first is the feeling of threats to one's total job, i.e. threats to a total job. For instance, threat to a total job can come in the following ways: at one extreme one may be moved into a lower position within the organization, be moved to another job at the same level within the organization, or be laid-off temporarily.

Dimensions of Job Security Employee

Job Competence

According to the European Commission (2017), competency is a combination of knowledge, skills and attitudes appropriate to the context. Competencies focus on how results are achieved rather than merely the end result. In this manner they bridge the gap between performance management and employee development and are an integral component of personal development plans. Among other possible competencies, key competencies are those which all individuals need for personal fulfillment and development, active citizenship, social inclusion and employment. Drejer (2017) argues that the notion of competence has evolved and should be reevaluated by each scientist, who researched concepts of this field. Now the concept is interpreted through the prism of the strategic management and reflect the insights of previous researchers. This term includes a resource-based view of the company, critical capabilities, management of technology, and other areas of research. Shermon (2014) argues that competence is a human characteristic, which allows him to perform work duties or better manage the situation. These characteristics are a set of attributes consisting of knowledge, skills, traits, social roles, I-picture and motives. Characteristics of behaviour occur in a particular form, which allows identifying and measuring the competence.

Conceptually, employee job competence is the combination of observable and measurable knowledge, skills, abilities and personal attributes that contribute to enhanced employee performance and ultimately result in organizational success and favourable competitiveness. Competencies do not establish baseline performance levels; rather they are used to raise the bar on employee performance (Bubas, 2018). They provide employees with road maps to increase their capabilities incrementally. Bubas, et al. (2013) define competence as the capability to apply or use the set of related knowledge, skills, and abilities required to successfully perform critical

work functions or tasks in a defined work setting. Job competence is the ability to handle a particular job definition skillfully (Bubas, 2018).

Employee Relations

Employee relations examine the various aspects on how people at work inter-relate. The interrelation between employee relations and customer relations has long been a research interest in various organizational disciplines. The basic premise is that in order for an organization to develop positive relationships with its customers, the organization should have positive relationships with employees who interact with those customers (Guest & Peccei, 2016). In recent years, relationships between an organization and its publics have been the focal interest in public relations research and practice (Hawkins, 2018). Therefore, employee relations is the interaction between employees themselves and also with their employers. Such interaction can either be formal or informal. It encompasses all areas of management that may include labour relations, employee involvement and participation, employee communication and industrial relations (Marsden, 2015).

Collective bargaining has a significant (and positive) contribution to industrial relations environment. This implies that a flawed process that is perceived to be unfair is likely to result in poor industrial relations environment and vice versa. In marketing, scholars point out that you need satisfied and motivated employees in order to provide quality service to customers. Roche (2017) explained that employees are the internal customers and jobs are internal products that satisfy the needs and wants of internal customers while addressing objectives of the organization. Berry further suggested using internal marketing to increase employee satisfaction and motivation. More recently, the notion of internal branding began to emerge as an alternative to internal marketing. Proponents of internal branding argue that a company must first gain employees' support in its brand (Thompson & Harley, 2016).

Employee relations, in the concept of this study, is the cordial relationship that an employee has with colleagues, management, and customers/clients that is able to enhance the job security and organizational competitiveness of such an employee." An employee waters his/her standing position as they develop very cordial and productive relationships with their colleagues, management, and even customers/clients. The more this is done, the more it becomes difficult to lay off that employee. As an exposition, an employee should develop very good relationships with virtually everyone he works with in his/her work environment, especially those that are very powerful. Employee- employer relations can be improved if the organization implements effective HRM practices. Abbah (2017) conducted a survey to find out the consequences of effective human resource management practices on employees trust. The result indicated a positive and significant influence of empowerment, organizational communication and procedural justice as determinants of employees trust in their managers. The result also indicated that procedural justice mediates the impact of employee development on their trust in their managers. The HRM practices help the organization to increase mutual understanding between the employees and the employer.

Task Significance

Task significance refers to whether a person's job substantially affects other people's work, health, or well-being. A janitor who cleans the floors at an office building may find the job low in significance, thinking it is not a very important job. However, janitors cleaning the floors at a hospital or hotel may see their role as essential in helping patients get better or customers feel like staying there forever due to the ambience caused by the neat hotel environment. When they feel that their tasks are significant, employees tend to feel that they are making an impact on their environment, and their feelings of self-worth are boosted (Grant, 2016).

Task Significance is a measure of impact that determines an extent to which an employee's measurable and identifiable task affects tasks of other employees within or outside their

organization (MBA School Team, 2018). It shows how a piece of employee work relates to other work pieces that are either done or in progress. For example, there is a project for developing a website. A designer creates a website layout. This task is related and significant to other tasks, such as HTML coding, content writing and search optimization. The project cannot be developed until the designer completes the task. The significance of the designer's task determines how soon and in what order other employees (HTML coders, copywriters, SEO specialists, web masters) will start or continue doing their tasks. Task significance is a qualitative metric. It allows figuring out whether a given task of an employee has a positive impact on task performance of other employees.

Conceptually, the study defines task significance as the perception that one's job or task exerts a positive impact on others, such that it cannot be easily and competently handled by another individual or employee. It is commonly perceived as meaningfulness of one's work. It is one of the five job characteristics identified in Oldham and Hackman's Job Characteristics Theory. It is the feeling of one's task significance as an employee that determines how one feels concerning the security of one's job, especially if one works in a private sector (Richard, 2016). If the job an employee handles is such that anyone could just handle with ease, then there is a strong feeling of high job security. On the other hand, if the job handled by a certain employee is such that anyone could just handle, then that employee is living in almost constant fear of being laid off (especially in a private organization).

Concept of Organizational Image

The manner in which a company, its activities, and its products or services are perceived by outsiders is what is described as corporate image. It can also be referred to as corporate reputation. In a competitive business climate, many businesses actively work to create and communicate a positive image to their customers, shareholders, the financial community, and the general public. Reputation has been described as an extrinsic cue that is an attribute related to organizational image. Reputation evolves all the time, and it is mainly created by the flow of information from one user to another (Herbig & Milewicz, 2013). Reputation embodies the general estimation in which a company is held by employees, customers, suppliers, distributors, competitors, and the public (Fombrun & Shanley, 2018). Thus, firms compete for reputation knowing that those with a strong reputation across their goodwill in terms of product can assume highest sales prices, thereby being more powerful than another competitor (Loureiro & Kaufmann, 2016). This gives credence to cooperate image.

The Online Business Dictionary (2018) defines corporate image or reputation as "the collective assessments of a corporation's past actions and the ability of the company to deliver improving business results to multiple stockholders over time. For example, many businesses assess corporate reputations using financial soundness, quality of management, products and services and market competitiveness as the criteria for ranking." James (2013) defines cooperate reputation as an intangible asset representing non-physical assets, such as brand name and reputation, and shows up on the asset side of a company's balance sheet. He also pointed out that: "a company often acquires brand reputation by purchasing another company. The objective in managing corporate image is to communicate the company's identity to those audiences or constituencies that are important to the firm, in such a way that they develop and maintain a favorable view of the company. This process involves fashioning a positive identity, communicating this identity to significant audiences, and obtaining feedback from the audiences to be sure that the message is interpreted positively. An unsatisfactory image can be improved by modifying corporate communication, re-shaping the corporate identify, or both.

As used in this study, corporate image is the combined evaluation of a firm's ropent actions and the capability of the firm to deliver improving business results to multiple stockholders over time. Organization with strong image tends to achieve easy introduction of new products. This is

because when you already have a strong brand and loyal customers, it is often easier and less expensive to introduce new products or test them out before you further invest in them. If an organization has a strong image, their customers will often be interested in their new products and even anticipate them being released. So, it should be noted that recognition and elevation that a strong image builds upon all lead to greater customer loyalty. Organizations that have a strong image tend to equally have a strong brand reputation. Customers are attracted to brands that they share value with. When you build a strong brand, you need to convey these values to build an emotional connection with customers. Brand loyalty often lasts a lifetime and even transfers to future generations.

Measures of Organizational Image

Public Rating

One cardinal factor that necessitates organizational survival is good rating by the public. Therefore, as adopted from Appelbaum, et al. (2016), public rating is the willingness by the public or society at large to be able to place organizations according to their performance. Businesses need to earn and deserve good public rating; and this need becomes a key managerial task. The term business institutions broadly include for-profit firms, associations of such firms, and certain non-profit corporations such as hotels operating as if they are firms in markets (Fukuyama, 2015). Marketing is not just a matter of brand visibility of getting people to recognize a business logo and to associate that brand with a particular product. Public rating refers to as public opinion on a particular product or organization, it pertains to the opinion that the public holds of that brand. Public opinion is rather also all about the brand's reputation and the opinion that the public holds about that business (Johnson, 2017). However, customers who are satisfied with service or product of a company will not only stay with the company, but will eventually become advocates of the company, thereby rewarding the company to other people. When an organization has good public rating, it implies that such organization has public trust. Trust in the business context has been widely recognized as a key factor of organizational performance (Davis et al., 2014), as it accelerates business transactions. Public trust in business, defined as the degree to which the public or society at large rate the performance of the organization. Trust in business, is popular in the press yet understudied in scholarship. Many observers argue that reported levels of public trust in business have reached disturbingly low levels (Edelman, 2011). Public trust in business as usually polled and reported, represents a general attitude of the public toward business in general. It can be captured in general attitude that measures toward the institution of business.

Client Rating

In this study, client rating could also be called customer rating. Client rating is not only important performance indicators for businesses alone, but they act as an important source of information for potential 'uninformed' customers (Politis, 2017). Client rating is a numerical rating provided by a customer, after he/she has purchased a product or a service, in order to express his/her satisfaction. Client or customer rating is a review of a product or service made by a customer who has purchased and used, or had experience with, the product or service. Customer ratings are a form of customer feedback on electronic commerce and online shopping sites. There are also dedicated review sites, some of which use customer reviews as well as or instead of professional reviews. The reviews may themselves be graded for usefulness or accuracy by other users. Customer rating as a measure of product quality' shows that the higher the rating of a product by a customer, the higher the quality of the product (Wikipedia, 2020).

Operationally, client rating represents the negative or positive opinion of customers on a particular product or services offered by an organization. Organizations most times look up to the ratings of their customers concerning a product, to enable them know what extent is the quality of that product. Since customers' satisfaction is the first consideration before the production of whatever

product, organizations should therefore, as a matter of high importance, consider the ratings they get from their numerous customers across the globe. Feedback matters in the customer-centric era of business we work in (Taka in Politis, 2017). Whether it is a customer telling your CEO that an agent did a great job or giving them a "negative" face after a chat session, there are many ways companies can receive feedback about their business. One method that has increased in popularity over the years is ratings on third-party sites. Here, customers can rate areas of your business on an unbiased platform (sometimes receiving a nominal incentive) for the entire world to see. And, one of the major reasons why companies receive the overall ratings they do is because of the customer service a company provides.

According to Mike (2018), here are four reasons customer service ratings (and reviews) matter more than you think and how to make the most of this type of feedback, (i) Prospective customers visit rating sites and use them in their decision-making process: Moving away from your own website, many prospects begin their buying journey by visiting the sites that solicit these ratings. Leaders like Capterra emphasize ratings specifically for customer service that contributes to an overall rating, but they also offer much more, including product information and detailed customer feedback (both good and bad). In fact, some prospects leverage these sites heavily in their decision-making process and having a low customer service rating here can disqualify you from consideration right away. (ii) Ratings can be used to identify and prevent customer chum: The value of ratings is not just in acquiring new business. Information received from rating sites can be used to reach out to customers that provide your company with a poor rating. This can help substantially in reducing customer chum.

Competitiveness

Competitiveness originated from the Latin word, *competere*, which means involvement in a business rivalry for markets (Murths, 2018). Thus, in organizational settings competitiveness refers to the capability of a profit or non-profit organization to produce goods and services that are of higher quality and perhaps quantity than those of its rivals in the regional, national, or global level (D'Cruz, 2017). Organizations feel a great sense of belonging when they compete favourably at whatever level that satisfy them for the now. The reason is because factors such as market share, net profit, and brand reputation amongst others, are taken into consideration before an organization is termed to be competing favourably. An organization that is on the same level or has a higher market share, net profit, brand reputation than its counterparts within a time period and a geographical entity is said to be a favourable competitor (Smith, 2017; Conceptually, competitiveness is the ability of an organization to design, produce and/or market products/services superior to those offered by competitors, considering the price and non-price qualities. Organizational competitiveness happens through the instrumentality of what is known as competitive processes. Competitive processes are

those processes, which help identify the importance and current performance of core processes such as strategic management processes, human resources processes, operations management processes and technology management processes (D'Cruz, 2017). The competitiveness process can be viewed as a balancing process that complements traditional functional processes such as operations management and human resources management.

Competitiveness involves a combination of assets and processes, where assets are inherited (natural resources) or created (infrastructure), and processes transform assets to achieve economic gains from sales to customers (DC, 2016). Outcomes can be achieved through competitive potentials through the competitiveness process, similar to the Asset-Process-Performance (APP) framework (Momaya, 2015). Productivity has often been termed as a surrogate of competitiveness and good indicator of long-term competitiveness of an organization by many authors. Porter defined competitiveness at the organizational level as productivity growth that is reflected in either lower costs or differentiated products that command premium prices.

Theoretical Review

The study was anchored on expectancy theory. Expectancy theory was propounded by Yroom's in 1964. It is more concerned with the cognitive antecedents that go into motivation and the way they relate to each other. That is, expectancy theory is a cognitive process theory of motivation that is based on the idea that people believe there are relationships between the effort they put forth at work, the performance they achieve from that effort and the rewards they receive from their effort (Fred, 2011). This implies that employees will be motivated and happy if they believe that their commitment and dedication to the attainment of the organizational goals will lead to good performance.

Yroom's expectancy theory' was built based on these assumptions:

- i. Motivation or propensity to start and maintain behaviour is the product of expectancy, valence and instrumentality.
- ii. Worker's effort will lead to successful performance or that a particular course of action will lead to a high positive outcome. By implication, employees feel that their efforts will be appreciated by management and his motivation will be high.
- iii. Instrumentality is the belief that a given performance is essential for attaining a good reward. It is the perceived correlation between doing a good job and receiving rewards. Employees will be more committed to deliver jobs and making sure that customers are satisfied if he/she knows that his efforts will be commensurately rewarded through prompt payment of salaries and other welfare packages.
- iv. Valence: the degree of attractiveness that an individual attaches to a reward. It has under-scores the emotional attachment the employee gives to his jobs and what he expected from being a worker.

The justification of this theory to this study titled job security and organizational image is predicted on the general assumptions, that if employees are assured that their job performance will lead to the achievement of their personal goals such as job security (valence); they will tend to be highly committed and if they feel that optimal performance will not even attract corresponding rewards, they will be less committed.

Empirical Review

Jimenez and Toni (2017) examined the effect of perceived job security on job performance among employees of unionized organizations vs employees of non- unionized organizations in Miami, United States of America. Job security's effect on job performance was identified, as well as the difference in the perception of job security among employees from unionized vs non-unionized organizations. The sample consisted of 100 employees from different positions and different organizations, with both union and non-union participation from the Miami International Airport. They were surveyed on a Likert scale questionnaire that had items targeted to measure their perception of job security, and job performance. The evidence yielded results that supported the literature review, and indicated that employees are more susceptible to show better performance in their work place when in the context of the security offered by unionized organizations. The results indicated that the security offered by union participant organizations can be used as a predictor of increased job performance, and to some extent to the employee's behavior within the organization. The study concluded that a strong benefit package, probability of advancement, employee participation in the provision and status of the employment, and opportunity for personal growth and development may all play a significant role in the employee's perception of job security, and in turn have an impact in their overall performance. By recommendation, human resource department across organizations should fairly protect the interest of employees so that they can freely secure their jobs, since it will impart positively on their performance.

Ogaram (2020) examined the relationship between job security and organizational competitiveness of hotels in Port Harcourt. Objective of the study was to examine "how

dimensions of job security such as employee job competence, task significance, and employee relations influence measures of organizational competitiveness such as market share, net profit, and brand reputation. The targeted population of the study consisted of 55 managers from 11 hotels in Port Harcourt. The Krejcie and Morgan Sample "Size Determination Table of 1970 was used to obtain a sample size of 48 respondents.

Structured questionnaire was used to obtain primary data after due validation, and test-retest method was adopted in ascertaining the reliability of the instrument at 0.74. The researcher was able to retrieve 38 copies of the distributed questionnaire. Mean and standard deviation and tables were used to analyses the research questions while Pearson Product Moment Correlation Coefficient was used for the test of hypothesis. The study revealed that employee job competence has significant positive effect on organizational competitiveness of hotels in terms of market share. It also found that task significance facilitates organizational competitiveness of hotels in terms of net profit. It was also

found that employee relations positively influence brand reputation of hotels. The study concluded that job competence, task significance, and employee relations enhance the organizational competitiveness of hotels. Amongst other things the study recommended that employees in hotels and the entire hospitality industry in Rivers State should devise means to enhance their job competence in order to aid their chances of job security and as well boost the organizations' competitiveness in terms of market share. The study of Ogaram share the same dimensions with the current study, but possess different criterion variable (organizational image) with different measures in terms of public rating, client rating and competitiveness.

Ahmed, et al. (2017) examined the impact of employee job security on performance relationship in developing economy through employee engagement in Bangladesh. Thus, the study endeavors to generate a structural equation model by using PLS analysis method in determining the relationship among employee job security, employee engagement, and employee performance from the perspective of developing context. The study performs survey method for accumulating the perceptions of 392 employees of RMG industry in Bangladesh. The study points out that employee job security has influence on the employee performance and employee engagement; and employee engagement mediates the relationship between employee job security and employee performance. Therefore, the model is expected to implement in the developing settings as an approach of enhancing employee performance. The study concluded that effective and high-level employee performance is the outcome of employees uninterrupted job continuation. The study recommended that organizations should not disengage their employees at every slight issue, as this will impart negatively on the job performance of employees.

Jandaghi, et al. (2018) explore the impact of job security on employees' commitment and job satisfaction in Qom municipalities. This research is conducted as a descriptive and field study. Its population consists of employees (N = 158). To collect data, two Wysocki and Kromm job satisfaction and Mowday, Steers and Porter organizational commitment questionnaires were utilized. To analyze data, Spearman's correlation coefficient, t-test and step-by-step multivariable regression analysis test were used. Research findings show that there is a significant difference between hired/contractual employees and organizational commitment. In the meantime, there is a difference between employees' job satisfaction but it is not significant. There is also a positive and direct significant correlation between job satisfaction and organizational commitment. Multivariable regression test shows that wage satisfaction and colleagues' satisfaction have the highest impact on organizational commitment. The study concluded that there is a direct and significant relationship between employees' satisfaction from colleagues and organizational commitment. Amongst other things, it was recommended that management of organizations should pave way for employees to put up actions that will boost their security, as such will increase their commitment and satisfaction.

Alexander, et al. (2016) examined the predictability of job security, job satisfaction on organizational performance and workers' performance within industries in Ebonyi State, Nigeria. A total of 294 employees sampled from three main sectors of the economy namely, para-military (immigrations), civic sendee and the organized private sector were involved in the study. Four structured questionnaires were used to elicit their responses which were analyzed using Pearson product moment correlation and multiple regressions. The findings showed that job satisfaction and job commitment correlated with job performance. However, job security did not show significant correlation with performance. Also, there was no correlation between job security and organizational commitment. It was therefore, recommended that workers' satisfaction with their job and job security should be vigorously pursued by management so as to elicit and sustain organizational commitment and improved performance of workers.

METHODOLOGY

Research Design

The cross sectional explanatory survey research design was adopted for the study. This research design is deemed suitable and most appropriate for the study because of two reasons: (i) the study was conducted across different hotels in Rivers State at the same time which makes it a survey study; (ii) it also involves the test of hypotheses which is explanatory in nature.

Research Population

The population of the study consists of one hundred and twenty-eight (128) standard hotels in Rivers State. The information above was obtained from Rivers State Yellow Page Directories. Due to accessibility and manageability, only twenty-eight (28) accessible hotels in Port Harcourt, Rivers State was used. Details of the population distribution are provided in the table below:

Table 1: Research Population

S/N	Name and Address of Selected Hotels
1.	Best Premier Hotel at Aba Expressway KM 16 opposite Intels Camp, Port Harcourt.
2.	Bougainvillea Hotels at Abacha Road, GRA 3, Port Harcourt.
3.	City Express Hotel at Nsirirn Road, Rumueme Mile 4 Port Harcourt
4.	CJWE Apartments at 2 Trans-Amadi Road CJWE Camp Port Harcourt.
5.	Dannie Hotels at Circular Road, Plot 33 Presidential Estate, GRA Phase 2 Port Harcourt.
6.	De Edge Hotel, Plot 12, Location Road, Off Tombia Extention, By Mandela car Wash, GRA 3 Port Harcourt.
7.	Echelon Heights Hotels at 73 Stadium Road Ken SaroWiwa Port Harcourt.
8.	Emsoch Emirates Hotels at 16 Mini Avenue off oil Zone 1 Road, Mgbouba NTA Road Port Harcourt.
9.	Exelon Hotel at 4 Gift Avenue, By Chike Street, Off NTA Road Ph
10.	Golden Tulip Hotels
11.	GrandVenice Hotel and Suites at Plot 19, Igwe Family Layout Rumuogba; off Eeobank by Artillery.
12.	Habitat Hotel and Resort at 5 Habitat Drive, NTA/Choba Road, Rumuologu Port Harcourt.
13.	Hotel Presidential, Port Harcourt.
14.	L.A. Kings Hotels at 31 Ken Saro Wiwa Road (Old Stadium Road), Port ,, Harcourt.
15.	Lakewood Hotels at No 30 Okabie Street, Mile 4 Rumueme, Port Harcourt.
16.	Land Mark Hotels
17.	Leezon Hotels and Suites at Ogbogoro Road Port Harcourt.
18.	Limpopo Spring Hotel at Boskel Road Port Harcourt.
19.	Meritz Hotels and Suites at 1A Acron Avenue, Stadium Rd, Port Harcourt.
20.	Nikky Suites and Hotels at Westend 19 Circular Road, Gra Phases 3 Ph.

21. Novetel Port Harcourt at 3 Liberation Stadium Road, Rumuomasi, Ph. ,,
22. Row Hotels & Suites at 14 Rumumibc Lane harmony estate Building Port Harcourt.
23. Royal Residence at 152 Tombia Street Port Harcourt.
24. Sasun Hotels at Trans-Amadi Industrial Layout Road Port Harcourt.
25. Somitel Hotel and Resort at Peter Odili Road Somitel close, off Peter Odili Road Trans amadi Port Harcourt.
26. Swiss International No. 9 Avenue Mbaisel Port Harcourt.
27. Swiss Spirit Hotel & Suites Danag at 79 Stadium Road Port Harcourt.
28. The Crib Lifestyle Hotel at 17b William Jumbo Close, Off GRA Port Harcourt.

Instrumentation and Measurement

Structured questionnaire served as the instrument for data collection. The questionnaire was titled "job security and organizational image index (JSOII). The questionnaire design was prepared in four (4) point rating scale format with the following response options Very High Extent (VHE), High Extent (HE), Moderate Extent (ME), and Low Extent (LE). The questionnaire was structured by the researcher with a letter of introduction describing the purpose of the questionnaire.

Validity of Instrument

The work adopted the face and content validity. To achieve this, the questionnaire that was used for this study was subjected to thorough scrutiny and adjustment by the experts in test and measurement. Their comments were used to validate the questionnaire items.

Reliability of Instrument

Reliability of instrument refers to consistency of the measuring instrument. Test-retest method is used. The response obtained from the respondents on the two occasions was correlated using PPMC (Pearson's Product Moment Correlation Coefficient) which yielded a coefficient of 0.81.

Administration of the Instrument

A total of eight-four (84) copies of questionnaire was distributed to the targeted respondents and the researcher was able to retrieve eighty (80) copies and four (4) was not retrieved due to the respondent's unwillingness in completing them when needed.

Method of Data Analysis

Arithmetic mean and standard deviation was used for research question analyses while the test of hypotheses was done using Correlational Statistical tool (Spearman Rank Order Correlation). The formula is stated thus:

The formula is presented below:

$$r = 1 - \frac{6\sum d^2}{n(n^2 - 1)}$$

Where:

n = number of pairs of data

d = difference between the ranking in each s-t of data.

X - Summation

Test of Hypotheses

Ho1: There is no significant relationship between employee job significance and public rating of hotels in Rivers State.

Table 1: Correlation between Employee Job Significance and Public Rating

S/N	X	Y	R1	R2	D	d ²	Cal. r Value	Crit. r Value	Sig.
1.	18	14	1	4.5	-3.5	12.25			
2.	12	14	5.5	4.5	1	1			
3.	10	7	9	10	-1	1			
4.	1	4	16	15	1	1			
5.	11	18	7.5	1	6.5	42.25			
6.	16	11	2	8	-6	36			
7.	11	5	7.5	13	-5.5	30.25			
8.	3	5	15	13	2	4	0.5449	0.00	0.05
9.	15	15	3		0	0			
10.	9	13	10.5	6	4.5	20.25			
11.	8	6	13	11	2	4			
12.	9	5	10.5	13	-2.5	6.25			
13.	13	12	4	7	-3	9			
14.	8	16	13	2	11	121			
15.	12	9	5.5	9	-3.5	12.25			
16.	8	2	13	16	-3	9			
ΣX=164	ΣY=156	ΣR1	Σ=136	ΣD=0	Σd²=309.5				

Source: Field Survey 2024.

Since the calculated r value 0.5449 is greater than the critical r value 0.00, the null hypothesis was rejected while the alternate was accepted. This implies that there is a moderate positive relationship between employee job significance and public rating of hotels in Rivers State.

H02: There is no significant relationship between employee relations and client rating of hotels in Rivers State.

Table 2: Correlation between Employee Relations and Client Rating

S/N	X	Y	R1	R2	D	d ²	Cal. r Value	Crit. r Value	Sig.
2	18	12	1	7	-6	36			
3	12	16	5.5	2	3.5	12.25			
4	10	9	9	9	0	0			
5	1	2	16	16	0	0			
6	11	15	7.5	3	4.5	20.25			
7	16	13	2	6	-4	16			
8	11	6	7.5	11	-3.5	12.25			
9	3	5	15	13	2	4	0.6312	0.00	0.05
10	15	18	3	23	-20	400			
11	9	11	10.5	8	2.5	6.25			
12	8	5	13	13	0	0			
13	9	5	10.5	13	-2.5	6.25			
14	13	14	4	4.5	-0.5	0.25			
15	8	14	13	4.5	8.5	72.25			
16	12	7	5.5	10	-4.5	20.25			
ΣX=171	ΣY=149	ΣR1=136	ΣR2=143	ΣD=0	Σd²=635.5				

Source: Field Survey 2024

Since the calculated r value 0.6312 is greater than the critical r value 0.00, the null hypothesis was rejected while the alternate was accepted. This implies that there is a high positive relationship between employee relations and client rating of hotels in Rivers State.
H03: There is no significant relationship between task significance and competitiveness of hotels in Rivers State.

Table 4.7: Correlation between Task Significance and Competitiveness

S/N	X	Y	R1	R2	D	d ²	Cal. r Value	Crit. r Value	Sig.
1	12	10	8	1	-7	49			
2	9	12	2	15	-13	169			
3	10	9	10	11	-1	1			
4	9	4	15	10	5	25			
5	14	19	1	3	-2	4			
6	12	15	8	1	7	49			
7	14	2	4	15	-11	121			
8	1	3	16	13	3	9	0.8458	0.00	0.05
9	13	10	7	3	4	16			
10	10	12	4	8	-4	16			
11	7	12	10	6	4	16			
12	11	5	13	12	1	1			
13	15	11	3	3	0	0			
14	8	12	10	6	4	16			
15	10	8	13	8	5	25			
16	9	8	6	13	.7	49			
$\Sigma X=164$		$\Sigma Y=157$	$\Sigma R1=130$	$\Sigma R2=128$	$\Sigma D=0$	$\Sigma d^2=566$			

Source: Field Survey 2024.

Since the calculated r value 0.8458 is greater than the critical r value 0.00, the null hypothesis was rejected while the alternate was accepted. This implies that there is a very high positive relationship between task significance and competitiveness of hotels in Rivers State.

Summary of Findings

Based on the analyses of data and results, the following findings were made;

1. There is a moderate positive relationship between employee job significance and public rating of hotels in Rivers State.
2. There is a high positive relationship between employee relations and client rating of hotels in Rivers State.
3. There is a very high positive relationship between task significance and competitiveness of hotels in Rivers State.

CONCLUSION

Base on the findings of the study that there is a moderate positive relationship between employee job competence and public rating of hotels in Rivers State; there is a high positive relationship between employee relations and client rating of hotels in Rivers State and there is a very high relationship between task significance and competitiveness of hotels in Rivers State. The study concludes that attempts made by employees such as optimized job competence, task significance, and healthy employee relations have been found to not just enhance their chances of job security but also improve organizational image.

RECOMMENDATIONS

Based on the findings, the following recommendations were made:

1. Management of hotels should ensure that their employees are trained/retrained in their respective job dispensation so as to improve their competence.
2. Management of hotels must ensure that there is a reasonable level interpersonal relationship among employees at all levels.
3. Employees of hotels should be enlightened on the need and important of their respective job and how this significant could improve job security.

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