

# Effect of Job Security on Employee Performance in Berger Construction Company in Nigeria

Michael Owan OFRE <sup>a</sup>, Helen A. ANDOW, PhD <sup>b</sup>

<sup>a</sup> E-mail: michaelofre@gmail.com

<sup>a, b</sup> Department of Business Administration, Bingham University, Karu, Nasarawa State

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## Abstract

*Securing and retaining a job is the desire of most, if not every employee, especially in the face of high rates of unemployment occasioned by several factors; globalisation, harsh economic conditions, high mobility of labour and so on. On the demand side, organisations also seek to attract high flyers to ensure peak performance in order to attain set objectives. Between these two sides, several determinants are key to the realization of these objectives, chief amongst which is Job Security. One could say it is the major bridge linking the two. The study examined the effect of Job Security on employees' performance at Berger Construction Company in Nigeria. The study adopted the survey research design. The population of the study consists of 518 employees of Berger Construction Company in Nigeria which was also used as the sample size. The method of data collection was a questionnaire which was administered to the respondents. The statistical tools adopted for this study were correlation and simple regression models. The findings revealed that there is a positive and significant effect of job security on employees' performance in Berger Construction Company in Nigeria. The study recommended that Berger Construction Company should continue to ensure the effective promotion of their employees to higher statuses and higher positions and also ensure they improve their salary system.*

**Key Words:** Job Security, Employees Promotion, Employees Development, Salary, Employees Performance.

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## 1. Introduction

Job security is the certainty that one's job will be kept without the possibility of being laid off. The rules of an employment contract, collective bargaining agreement, or labour legislation that prohibits arbitrary termination might protect one's work. Employees are in significant danger of losing their employment when there is no job security (Tapi, 2020). Due to commercial economic constraints, the subject of job security has lately grown in interest in the academic community. This may be the case because, according to some other academics, job security is now a crucial consideration for both employees and employers (Adebayo & Lucky, 2012). Thus, Schappel (2012), averred that it has become one of the most critical and vital issues among individuals, as well as, enterprises in terms of improving employee performance.

The majority of people desire job security in their occupations. Around 75% of workers globally say that, on a scale of preferences, preserving their employment is more important than other factors (Towers, 2010). This suggests that job stability is a significant predictor of employee compensation, advancement and growth (KPMG, 2010). From the perspective of James (2012), job security has a major impact on the general performance of every organisation's personnel, as well as, the overall performance of any business. He observed that organisations with a low sense of job security encourage people to lose faith in their future, which has an impact on performance.

Every country in contemporary times has some type of employment insecurity, which looks to be on the rise (Heydy & Toni, 2015). The majority of the reasons for rising job insecurity are rooted in capital internationalisation, demographic shifts, government regulations and technology development (Senol, 2011). However, several organisations both in the public and private sectors have tried to promote job security by ensuring promotion, regular salaries and training to boost staff capacity so that their workers do not become redundant (Vance, 2006).

In one of Nigeria's biggest construction companies, Berger Construction Company, over the years they have ensured effective job security for its employees through the provision of promotions to staff, ensuring effective staff development and payment of salaries as when due. But on the contrary, employees' performance has remained abysmal as clearly reflected in poor employee commitment and job attitude. A situation has arisen where the company's effort at addressing job security has not yielded expected results, leading to poor performance of the organization (Pilot study, 2021). This study seeks to investigate the underlying cause(s) of the above phenomenon and proffer solutions where appropriate.

From extant literature, studies such as Loreen and Chirasha (2018), Shouvik et al. (2018), Shaheen et al. (2017), Abreham and Fesseha (2017), Anyadighibe et al. (2015), Heydy and Toni (2015) have been conducted on job security and employee performance in various organisations around the world, but neither of the studies reviewed used Berger Construction Company in Nigeria. However, this study will fill the knowledge gap left by these studies by combining job security variables such as promotion, salary and development with employee performance (employee commitment, employee attitude and employee job satisfaction), which were not covered in the previous studies.

The main objective of the research is to investigate the effect of job security on employee performance in Berger Construction Company in Nigeria. The specific objectives of the study are to: determine the effect of promotion on employees' performance in Berger Construction Company in Nigeria; evaluate the effect of staff development on employees' performance in Berger Construction Company in Nigeria; and assess the effect of salary on employees' performance in Berger Construction Company in Nigeria.

The Berger Construction Company was chosen for a variety of reasons. The main reason is that they are the largest construction firm in Nigeria and are well-known for taking steps to ensure the job security of its employees (Indeed, 2022). Following the identification of problems and consideration of the study's aims, the following hypotheses were developed:

H<sub>01</sub>: Promotion has no significant effect on employees' performance in Berger Construction Company in Nigeria;

H<sub>02</sub>: Staff development has no significant effect on employees' performance in Berger Construction Company in Nigeria;

H<sub>03</sub>: Salary has no significant effect on employees' performance in Berger Construction Company in Nigeria.

## 2. Literature Review

### 2.1. Job Security

Job security refers to the assurance that an employee's job will be retained as a result of the country's general economic status (Jamés, 2012). It encompasses the possibility of individuals retaining their jobs in order to prevent being laid off (Simon, 2011). Equally important is the firm's or organization's guarantee that its employees will work for them for a fair period of time without being fired or dismissed in violation of the law (Simon, 2011; Adebayo & Lucky, 2012). According to Heibutzki (2013), job security has an influence on the following factors viz. enhanced motivation, professional stability, a decent résumé and considerations.

The perception of having a decent job, the assurance that it will last into the future and the absence of risk factors is what is referred to as work security. For instance, individual 'A' has job security if he or she feels that they will continue to work till the conclusion of their employment and would not be under duress to do their appropriate job tasks and obligations by individual 'B.' Job insecurity, on the other hand, is a condition in which workers do not believe that their job will be consistent from day to day, month to month and/or year to year. Job insecurity, according to Mohammad and Shehadeh (2014), is a feeling of powerlessness in sustaining desired continuity in a difficult employment environment—it refers to the possibility of job loss and employment instabilities. It represents a worker's evaluation of any potential risks to the ongoing task.

Concerns about losing desired employment characteristics including compensation, perks, prospects for growth, and status are included. The duo recognised two major characteristics of work uncertainty viz. affective job insecurity (the dread of job loss) and cognitive job insecurity (the probability of job loss). Furthermore, job security factors include the fear of losing a job, unequal pay, engagement, connections with supervisors and possibilities for development and advancement (Mohammad & Shehadeh 2014). Employment security is the mental state in which an employee views his or her future job security with the business, and it is the result of the firm's own practices and policies with the employee that makes them feel more secure or worried about the employment (Javed & Siddiqui, 2012). Hence, job security may be viewed from three main dimensions viz. employees' promotion, development and salary.

### 2.2. Promotion

Promotion encompasses when an employee is elevated to a higher position with more responsibility, status, and pay. It is the advancement of a worker to a position with increasing responsibility, status, and favourable working circumstances as they move up the organisational structure (Gupta, 2011). Therefore, promotions are used to both reward and inspire staff for improved performance. Specifically, promotion encompasses a change in an employee's status to a more important and higher-paying job. It is the transfer of a person up the organisational structure, which usually results in increased responsibility and rank, as well as, a better compensation package (McCausland et al., 2015).

Promotion can mean progress in terms of title, money, and benefits, and the nature of work obligations might alter substantially in some organisations. Frequently, a change in employment and title reflects it. It may be linked to a growth

in resources, power, and obligations. It can also imply greater independence or freedom, as well as decreased risk or discomfort. According to Curley et al. (2017), some employees may find the hours or location less inconvenient.

### 2.3. *Development*

According to Ezeuwa (2019), development is the utilising of human resources to quantitatively transform human physical and biological settings to their advantage. Development is also viewed as including the introduction of new ideas into the social structure and producing changes in organisational and social structure patterns. Iwuoha (2009), averred that human interactions and interpersonal skills are improved via development. Staff orientation, on-the-job training, experience, short courses, professional courses, and postgraduate degrees or certificates are all part of the process of development. Employee development, according to Scotland's National Strategy for the Development of the Social Service Workforce (2005), is the basis for building staff members' competence and self-assurance (Robbins, 2010).

Instead than focusing only on getting a promotion, development involves a number of possibilities including improving talents, maintaining current capabilities, and planning for the future (Idem & Belgin, 2014). Amah (2006) defines career development as the process of improving organisational members' knowledge and skills in order to get them ready for new chances and challenges. Career development is described as "a continuing, organised effort by an organisation that focuses on developing and improving the organization's human resources while taking both the employees and the organization's needs into consideration" (Byars & Rue, 2004).

### 2.4. *Salary*

Salaries are paid to employees who work on an annual basis and are typically paid on a monthly basis without receiving any additional compensation for productivity. Payments made to manual labourers are known as wages, and they are always determined on an hourly or piece-rate basis. According to Surbhi (2015), wages are hourly payments made to workers for the quantity of labour completed in a day, as opposed to salaries, which are preset amounts provided to employees on a regular basis for their performance and production. He continues by pointing out that paid workers are occasionally referred to as having "white-collar office occupations," which implies that they are highly competent, hired by a company, and in high social standing.

Instead of being paid hourly, a salary is a predetermined amount of money that is provided to a worker on a monthly and annual basis. A salary is a set amount of money or other remuneration that a company gives an employee in exchange for work that is completed (Idrees et al., 2015). A salary is a defined compensation determined by a set of expected responsibilities. A basic pay guarantee ensures that employees will be paid at least the minimum wage for their time. A basic salary, according to Wilfred et al. (2014), is a fixed recurring payment for non-manual employees that is generally represented in yearly terms and is paid every month with no additional compensation for productivity.

### 2.5. *Employees Performance*

The concept that a corporation is a voluntary commercial organisation of productive assets, such as physical, human, and capital resources, working together to achieve shared goals or organisational objectives forms the foundation for employee performance. Those that donate assets will only sign on with the organisation if they are satisfied with the value they get in return compared to other uses for the assets (Carton, 2014). Employee performance is also regarded to be fairly distinctive, consistent, predictable, determinable, and controlled (Monroe, 2012). A definitional difficulty arises largely as a result of the organization's numerous stakeholders (shareholders, workers, consumers, suppliers, community and regulatory government authorities), each of whom has different and often contradictory needs and expectations. As a result, various organisational indicators have emerged. In this study, employee performance is viewed from the measure of employee commitment, attitude and job satisfaction.

Employee commitment is the level of loyalty that employee feels toward their employer (Akintayo, 2010). In other words, employee commitment reflects how a worker feels about their employer (Zhen et al., 2010). Three categories of commitment are identified by Klan et al. (2010): continuous commitment, emotional commitment and normative commitment. Employee commitment can be defined as the internal psychological power that motivates an employee to come to work, complete responsibilities on time, stay with the organisation and talk positively about it (Ira, 2010). Hence, employee commitment could be viewed as evidence of an employee's involvement and psychological attachment to a firm and the task assigned to him or her.

Employee attitude describes how employees act in relation to their aims and goals. Employee attitudes are classified into three categories: affective, cognitive and individual. The emotional aspect, a sense of employees' values or conventions, is included in an effective attitude. The cognitive attitude is concerned with the employees' moral

convictions. Nevertheless, an employee's behaviour shows their power, will, and ambitions (Choi et al., 2004). The attitude of a worker toward his job might be favourable or bad. Attitudes have been described in numerous ways, illustrating people's various interpretations of the term. The term "attitude" is widely used by the general public to refer to a psychological condition that predisposes a person to act favourably or unfavourably in response to an event or scenario.

Employee job satisfaction is tremendously crucial. Rivai (2006) defined satisfaction as an assessment of whether a person is happy or unhappy, satisfied or unsatisfied at work. According to him, this has a significant impact on staff performance. Employees are expected to deliver excellent results and to be skilled at their jobs. According to Moyes (2008), employee satisfaction reflects how happy a person is with his or her job. Nonetheless, employee satisfaction is a broad word that includes employee work satisfaction as well as overall contentment with corporate rules and procedures.

## 2.6. Empirical Review

Loreen and Chirasha (2018), investigated how employee performance at Zimbabwe's First Banking Corporation Limited is impacted by job security. A case study approach and a qualitative research methodology were used. Of a population of 390 participants, purposive and convenience sampling techniques were used to pick the 40 respondents. The sample consisted of 5 managers and 35 non-managers. 37 out of 40 people responded, or 93%, of the total. Overall, the research's conclusions were consistent with those of the literature indicating that the economic downturn significantly affected job security and other factors; leading to job insecurity because businesses were compelled by the macro-environment to reduce costs by turning to new types of employment. According to the study, high levels of job security improved employee performance, whereas low levels had a negative effect. The study by Loreen and Chirasha (2018), was conducted using First Banking Corporation Limited (FBC Bank Ltd) and a similar study can be carried out using Berger Construction Company of Nigeria. The methodology adopted appeared to be inadequate since the study population was 390, while the sample size was 40 and 40 as the sample size does to suffice to accurately run the regression analysis used in the study.

Shouvik et al. (2018) tried to investigate the elements that influence employee performance and happiness when job security is lost. It also investigates the relationship between employees' labour market situation and their concern about job security. T-tests were used to examine the relationship between these factors. The study revealed that job security had a considerable impact on employee performance. Whilst the study by Shouvik et al. (2018) reviewed contemporary literature on the variables under study, they failed to indicate the ingredients of research methodology such as research design, sample size, sample population, sample technique, method of data collection, method of data analysis.

Shaheen et al. (2017) aimed to build a structural equation model (SEM) utilising the partial least squares (PLS) analysis technique in the context of development, to ascertain the relationship between employee job security, employee engagement, and employee performance. The survey approach was employed in the study to gather the viewpoints of 392 employees from the Bangladeshi industry. Employee job security, according to the study, has an impact on employee productivity and engagement, while employee engagement mediates the relationship between job security and productivity. The study by Shaheen et al. (2017), was conducted in Bangladesh using an industry. The industry was not mentioned in the study. The research simply provided the study's sample size and omitted to identify the study's population. Furthermore, the study failed to use pre-test such as descriptive statistics and correlation analysis to ascertain whether the variables have any relationship with each other.

Abreham and Fesseha (2017), using Dashen Bank S.C. as a case study, investigated the impact of promotion practice on job satisfaction. The study drew on both primary and secondary data sources. A quantitative research approach was used and 330 questionnaires were issued, 312 of which were returned. Employees were chosen from strata using a multistage sampling process that included convenience sampling first and then simple random sampling. The data was analysed utilising the explanatory research technique with the help of correlation and regression. According to the correlation analysis, the independent variables (advancement opportunities and perception of advancement) and the dependent variable (job satisfaction) have positive relationships. However, the independent variable (promotion expectation) and the dependent variable (job satisfaction) have negative relationships (job satisfaction). According to the regression results, the independent variables accounted for 44.5 per cent of the variation in the dependent variable. The study by Abreham and Fesseha (2017), was conducted using ashens Bank S.C. but failed to establish the meaning of S.C. and also failed to indicate the country the study was conducted and a similar study can be conducted in Nigeria using Berger Construction Company of Nigeria. The study used correlation analysis to ascertain the relationship between variables but also failed to establish the cause and effect of the variables.

Anyadighibe et al. (2015) evaluated the effect of job security on employee performance in a sample of service marketing organisations in Calabar. The study's objective was to demonstrate the relationship between job security and worker performance, as well as the relationship between job security and work satisfaction and management-employee

interactions. A survey research design was employed for the study, with 120 questionnaires issued to workers of banks (Zenith Bank and First Bank) and communications networks (Etisalat and MTN). Simple Regression Analysis was used to analyse the data. According to the findings, job security continues to be a major motivation in improving employee performance, loyalty, and discipline. Anyadighibe et al. (2015), conducted their study using (Zenith Bank and First Bank) and telecommunication networks (Etisalat and MTN) and a similar study can be carried out using Berger Construction Company in Nigeria. The study, however, failed to indicate the population and sample size of the research. The study used regression which is good and unique to determine the factors' causes and effects but failed to establish whether there is any relationship between the variables.

Heydy and Toni (2015), investigated whether perceived job security influences job performance effectiveness in employees of unionised organisations vs employees of non-unionized organisations in Miami. The effect of job security on job performance was discovered, as well as the variation in the perception of job security between employees from unionised and non-unionized firms. The sample comprised 100 Miami International Airport employees from various jobs and groups, with both union and non-union involvement. They were polled using a Likert scale questionnaire with items designed to assess their job security and performance. The findings indicate that the security provided by union participant organisations can be utilised to predict increased job performance and, to a lesser extent, employee behaviour inside the organisation. Heydy and Toni (2015), conducted their study using employees of Miami International Airport and a similar study can be carried out using employees of Berger Construction Company of Nigeria. The study population was very small which implies that the result of the analysis was not unique. Regression is a useful statistical method that the study did not use.

### 2.7. *Theoretical Framework: The Transactional Theory of Stress*

This research is based on the transactional theory of stress as developed by Lazarus and Folkman (1984). According to the theory, once an event occurs, people evaluate its significance as benign, inconsequential, a challenge, or a danger to their well-being. Parallels to the distinction between challenge and danger may already be seen in the ideas of eustress versus distress (Debus et al., 2019), and they play an important role in the challenge-hindrance paradigm. Stresses, according to this paradigm, can jeopardise one's goal pursuit; in this scenario, these hindrance stressors such as job insecurity can induce bad feelings. Job security, on the other hand, can be motivating—in this instance, they have the potential to lead to good feelings.

Furthermore, Staufienbiel and König (2010), claimed that a stressor might be both a barrier and a challenge (i.e. ambiguous), and they discovered data supporting the stressor of job insecurity. Job insecurity, in particular, may be assessed as a hinder stressor since it places employees in a perilous scenario in which they fear losing something valuable—their job. When an employee's employment is insecure, it signifies that their condition is unpredictable (Will I lose my job? And, if so, when?) as well as uncontrollability, which places a strain on the employee. Job insecurity most likely impairs their capacity to focus on the tasks at hand, interfering with goal achievement. Furthermore, job-insecure employees are likely to be concerned that leaving their job may jeopardise the monetary and non-monetary benefits that come with working (Debus et al., 2019), and they do not want to be part of the disadvantaged group of the jobless (Selenko et al., 2017).

## 3. Methodology

The research design used for the study was the survey. The study population comprised 518 employees of Berger Construction Company in Abuja, Lagos and Uyo in Nigeria; which is the records as of January, 2019. The study used a census sample size since the population is too small, hence, the entire population was studied. However, of the 518 employees contacted, only 350 employees adequately responded to (completed) the survey.

Questionnaires were used as the tool to collect the necessary information from the respondents. The respondents were given instructions to ensure that they understood the questions and supplied the right replies. The survey instrument's questions were created to be as open-ended as possible in order to offer quantitative data based on the researcher's answer category. A 5-point Likert scale was used to assess each respondent's level of agreement or disagreement with the concerns stated.

### 3.1. *Validity and Reliability of the Instrument*

The research instrument (questionnaire) underwent a pilot test to guarantee its validity and reliability. While reliability evaluates the internal consistency of each question on the questionnaire, validity evaluates the degree of the instrument's question correctness (variables). The easiest approach to assess internal consistency is to use Cronbach's Alpha value.



The reliability of the questionnaire was defined as an Alpha value of 0.7 or above, suggesting that the instrument was regarded as reliable (Field, 2009). Table 1 displays the dependability values for the variables.

**Table 1:** Reliability Test

| Variables              | Number of Items | Cronbach's Alpha Value |
|------------------------|-----------------|------------------------|
| Promotion              | 4               | 0.78                   |
| Salary                 | 4               | 0.87                   |
| Development            | 4               | 0.79                   |
| Employees' performance | 3               | 0.80                   |

Source: Researcher's Computation, 2022

Table 1 shows the instrument's reliability, with variables with Alpha values greater than 0.7 indicating that all variables in the instrument are considered reliable.

### 3.2. Techniques for Data Analysis

Editing, coding, and tabulating collected data into understandable summaries are all parts of data analysis. The questionnaire is coded in accordance with each study variable to enable straightforward analysis and guarantee correctness throughout the analysis. The study used frequencies and percentages as well as descriptive data like mean and standard deviation. Correlation and multiple regression were also included in the study. The cause-and-effect relationship between the dependent and independent variables was assessed using the regression methodology, and its strength or degree was determined using the correlation method. SPSS was used to analyse the data as well. The conclusions of the regression analysis supported the proposed directions of the relationship between the independent factors and the dependent variable. Multiple linear regression can incorporate the t-test, F-test, and Durbin Watson to determine how well a model fits. The SPSS was chosen because it can compute the normality test and log the data, allowing any irregularities in the research to be remedied.

### 3.3. Model Specifications

To assess the statistical relationship between the variables, Pearson's Correlation Coefficient model was used:

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}} \dots\dots\dots (1)$$

Where:  $r$  = correlation coefficient;  $\Sigma$  = Summation;  $x$  = dependent variable;  $y$  = independent variable.

The model below was specified to test the hypotheses as follows using the multiple linear regression method:

$$EP = \alpha + \beta_1 PRO + \beta_2 DE + \beta_3 SAL + \mu \dots\dots\dots (2)$$

Where: EP = employees' performance measured by employees' commitment and employees' attitude; PRO = promotion; DE = Development; SAL = Salary;  $\alpha$  = Intercept or Constant;  $\beta$  = Slope of the regression line with respect to the independent variables;  $\mu$  = error term.

## 4. Data Presentation and Analysis

To assess the effect of job security on employee performance in Berger Construction Company in Nigeria, a Likert scale was used to gather data on the variables with regards to degree of agreement on a scale of 1 to 5. The scale is such that 5 is the indicator for strongly agree and 1 is the indicator for strongly disagree. The gathered responses were presented and analysed using descriptive and inferential statistics in this section.

#### 4.1. Distribution of Responses, Descriptive Statistics and Correlation of the Study Variables

**Table 2:** Employees Promotion

| Items   | 5          | 4          | 3        | 2         | 1         |
|---|------------|------------|----------|-----------|-----------|
| Berger Construction Company in Nigeria promotion always ensures higher status at work | 89(25.42)  | 78(22.29)  | 12(3.42) | 77(22.00) | 94(26.85) |
| Berger Construction Company in Nigeria promotion frequently ensure better salary      | 99(28.29)  | 111(31.71) | 23(6.57) | 56(16.00) | 61(17.43) |
| Berger Construction Company in Nigeria promotion frequently led to high position      | 109(31.14) | 123(34.14) | 11(3.14) | 49(14.00) | 58(16.57) |
| Berger Construction Company in Nigeria rewards hard work in the organization          | 121(34.57) | 110(31.42) | 33(9.42) | 59(16.85) | 27(7.71)  |

**Source:** Survey, 2021

Table 2 shows that 25.43% among the respondents strongly agreed that Berger Construction Company in Nigeria promotion always ensures higher status at work; 22.29% agreed; 3.42% remained neutral; 22.00% disagreed; 26.85% strongly disagreed. 28.29% among the respondents strongly agreed that Berger Construction Company in Nigeria's promotion frequently ensures better salary; 31.71% agreed; 6.57% remained neutral; 16.00% disagreed; 17.43% strongly disagreed. 31.44% among the respondents strongly agreed that Berger Construction Company in Nigeria's promotion frequently led to a high position; 34.14% agreed; 14% remained neutral; 14.00% disagreed; 16.57% strongly disagreed. 34.57% among the respondents strongly agreed that Berger Construction Company in Nigeria rewards hard work in the organization; 31.42% agreed; 9.42% remained neutral; 16.85% disagreed; 7.71% strongly disagreed.

**Table 3:** Employees Development

| Items   | 5          | 4          | 3        | 2         | 1        |
|---|------------|------------|----------|-----------|----------|
| Berger Construction Company in Nigeria always allowed me to enrol in short courses        | 113(35.29) | 114(32.57) | 34(9.71) | 65(18.57) | 24(6.85) |
| Berger Construction Company in Nigeria frequently sends me on professional courses        | 110(31.42) | 117(33.42) | 33(9.42) | 60(17.14) | 30(8.57) |
| Berger Construction Company in Nigeria usually send me to enrol in postgraduate programme | 118(33.71) | 122(34.85) | 20(5.71) | 58(16.57) | 32(9.14) |
| Berger Construction Company in Nigeria often sends me to enrol in good diploma programmes | 119(34.00) | 118(33.71) | 31(8.85) | 50(14.29) | 32(9.14) |

**Source:** Survey, 2021

Table 3 shows that 35.29% among the respondents strongly agreed that Berger Construction Company in Nigeria always allowed them to enrol in short courses; 32.57% agreed; 9.71% remained neutral; 18.57% disagreed; 6.85% strongly disagreed. 31.42% among the respondents strongly agreed that Berger Construction Company in Nigeria frequently sent them on professional courses; 33.42% agreed; 9.42% remained neutral; 17.14% disagreed; 8.57% strongly disagreed. 33.71% among the respondents strongly agreed that Berger Construction Company in Nigeria usually sent them to enrol on the postgraduate programme; 34.85% agreed; 5.71% remained neutral; 16.57% disagreed; 9.14% strongly disagreed. 34.00% among the respondents strongly agreed that Berger Construction Company in Nigeria often sent them to enrol in a diploma programme; 33.71% agreed; 8.85% remained neutral; 14.29% disagreed; 9.14% strongly disagreed.

**Table 4: Salary**

| Items   | 5          | 4          | 3         | 2         | 1         |
|---|------------|------------|-----------|-----------|-----------|
| Berger Construction Company in Nigeria pays my salary annually            | 129(36.85) | 110(31.43) | 11(3.14)  | 66(18.85) | 34(9.71)  |
| Berger Construction Company in Nigeria often pays my salary promptly      | 118(33.71) | 111(31.71) | 32(9.14)  | 49(14.00) | 40(11.43) |
| Berger Construction Company in Nigeria frequently pays my salary as fixed | 121(34.57) | 110(31.42) | 33(9.42)  | 63(18.00) | 23(6.57)  |
| Berger Construction Company in Nigeria usually increase my salary yearly  | 119(34.00) | 109(31.14) | 44(12.57) | 57(16.29) | 21(6.00)  |

**Source:** Survey, 2021

Table 4 shows that 36.85% among the respondents strongly agreed that Berger Construction Company in Nigeria pays their salary annually; 31.43% agreed; 3.14% remained neutral; 18.85% disagreed; 9.71% strongly disagreed. 33.71% among the respondents strongly agreed that Berger Construction Company in Nigeria often pays their salary promptly; 31.71% agreed; 9.14% remained neutral; 14.00% disagreed; 11.43% strongly disagreed. 34.57% among the respondents strongly agreed that Berger Construction Company in Nigeria frequently pays their salary as fixed; 31.42% agreed; 9.42% remained neutral; 18.00% disagreed; 6.57% strongly disagreed. 34.00% among the respondents strongly agreed that Berger Construction Company in Nigeria usually increases salary yearly; 31.14% agreed; 12.57% remained neutral; 16.29% disagreed; 16.00% strongly disagreed.

**Table 5: Employees Performance**

| Items  | 5          | 4         | 3          | 2          | 1          |
|--|------------|-----------|------------|------------|------------|
| Employees of Berger Construction Company of Nigeria are committed to work  | 50 (14.29) | 30(8.57)  | 70(20)     | 80(26.86)  | 120(34.29) |
| Employees of Berger Construction Company of Nigeria usually have good attitude towards work                      | 60(17.14)  | 25(7.14)  | 30(8.57)   | 110(31.43) | 125(35.71) |
| Employees of Berger Construction Company of Nigeria are frequently satisfied in carrying out their assigned task | 110(31.42) | 80(22.85) | 120(34.29) | 20(5.71)   | 20(5.71)   |

**Source:** Survey, 2021

Table 5 shows that 14.29% among the respondents strongly agreed that employees of Berger Construction Company of Nigeria are committed to work; 8.7% agreed; 20% remained neutral; 26.86% disagreed; 34.29% strongly disagreed. 17.14% among the respondents strongly agreed that Employees of Berger Construction Company of Nigeria usually have a good attitude towards work; 7.14% agreed; 8.87% remained neutral; 31.43% disagreed; 35.71% strongly disagreed. 31.42% strongly agreed that Employees of Berger Construction Company of Nigeria are frequently satisfied in carrying out their assigned tasks; 22.85% agreed; 34.29% remained neutral; 5.71% disagreed; 5.71% strongly disagreed.



**Table 6:** Descriptive Statistics on the Variables

| Descriptive Statistics |     |         |         |        |                |
|------------------------|-----|---------|---------|--------|----------------|
|                        | N   | Minimum | Maximum | Mean   | Std. Deviation |
| EP                     | 350 | 1.00    | 5.00    | 2.6343 | 1.59977        |
| PRO                    | 350 | 1.00    | 5.00    | 3.1314 | 1.57155        |
| DE                     | 350 | 1.00    | 5.00    | 3.5143 | 1.41363        |
| SAL                    | 350 | 1.00    | 5.00    | 3.0343 | 1.68049        |
| Valid N (listwise)     | 350 |         |         |        |                |

Source: Researcher's Computation, 2022

Table 6 revealed the result of descriptive statistics which indicated the mean and standard deviations as well as minimum and maximum values of the variables. The mean value of employees' performance (EP) is 2.63, the mean value of employees' promotion (PRO) is 3.13, the mean value of employees' development (DE) is 3.51 and the mean value of Salary (SAL) is 3.03. The table also recorded standard deviations of the variables as indicated.

**Table 7:** Correlation Analysis of the Variables

|     |                         | Correlations |         |         |         |
|-----|-------------------------|--------------|---------|---------|---------|
|     |                         | EP           | PRO     | DE      | SAL     |
| EP  | Pearson Correlation     | 1            | 0.942** | 0.892** | 0.956** |
|     | Significance (2-tailed) |              | 0.000   | 0.000   | 0.000   |
|     | N                       | 350          | 350     | 350     | 350     |
| PRO | Pearson Correlation     | 0.942**      | 1       | 0.952** | 0.970** |
|     | Significance (2-tailed) | 0.000        |         | 0.000   | 0.000   |
|     | N                       | 350          | 350     | 350     | 350     |
| DE  | Pearson Correlation     | 0.892**      | 0.952** | 1       | 0.951** |
|     | Significance (2-tailed) | 0.000        | 0.000   |         | 0.000   |
|     | N                       | 350          | 350     | 350     | 350     |
| SAL | Pearson Correlation     | 0.956**      | 0.970** | 0.951** | 1       |
|     | Significance (2-tailed) | 0.000        | 0.000   | 0.000   |         |
|     | N                       | 350          | 350     | 350     | 350     |

Source: Researcher's Computation, 2022

Table 7 indicates that there is a positive association between the dependent variable and independent variable. This implies that there is a positive relationship with all the variables used in the study.

#### 4.2. Test of Hypotheses

The multiple linear regression was used to assess the relationship between the independent variables (promotion, development and salary) and the dependent variable (employees' performance).

**Table 8:** Model Summary

| Model Summary <sup>b</sup>              |                    |          |                   |                            |
|---|--------------------|----------|-------------------|----------------------------|
| Model                                   | R                  | R Square | Adjusted R Square | Std. Error of the Estimate |
| 2                                       | 0.970 <sup>a</sup> | 0.940    | 0.939             | 0.39407                    |
| a. Predictors: (Constant), SAL, DE, PRO |                    |          |                   |                            |
| b. Dependent Variable: EP               |                    |          |                   |                            |

Source: Researcher's Computation, 2022

Table 8 shows the model summary of *Equation (2)* where the  $R^2 = 0.94$  indicates that only 94% of variation on job security (employees' promotion, employees' development, and salary) can be used to explain employees' performance in Berger Construction Company in Nigeria but 6% is explained by other factors not noted in the regression model, which is referred to as the error term.

**Table 9: Analysis of Variance (ANOVA)**

| ANOVA <sup>a</sup>                      |            |                |     |             |          |                    |
|---|------------|----------------|-----|-------------|----------|--------------------|
| Model                                   |            | Sum of Squares | Df  | Mean Square | F        | Significance       |
| 1                                       | Regression | 839.769        | 5   | 167.954     | 1081.562 | 0.000 <sup>b</sup> |
|   | Residual   | 53.419         | 344 | 0.155       |          |                    |
|   | Total      | 893.189        | 349 |             |          |                    |
| a. Dependent Variable: EP               |            |                |     |             |          |                    |
| b. Predictors: (Constant), SAL, DE, PRO |            |                |     |             |          |                    |

**Source:** Researcher's Computation, 2022

Table 9 shows the analysis of variance of the regression model. The result in the Table shows that the model is fit for the study since the F-statistics is significant at 5% level of significance. The result implies that job security (employees' development, employees' promotion and salary) has a significant effect on employees' performance in Berger Construction Company of Nigeria.

**Table 10: Coefficients of Determination**

| Coefficients <sup>a</sup>                 |            |                             |                |                           |        |              |
|---|------------|-----------------------------|----------------|---------------------------|--------|--------------|
| Model                                     |            | Unstandardized Coefficients |                | Standardized Coefficients | T      | Significance |
|   |            | $\beta$                     | Standard Error | Beta                      |        |              |
| 1   | (Constant) | 0.645                       | 0.112          |                           | 5.756  | 0.000        |
|   | PRO        | 0.341                       | 0.065          | 0.335                     | 5.223  | 0.000        |
|   | DE         | -0.080                      | 0.077          | -0.071                    | -1.050 | 0.295        |
|   | SAL        | 0.455                       | 0.073          | 0.478                     | 6.236  | 0.000        |
| **Decision-rule: 5% level of significance |            |                             |                |                           |        |              |

**Source:** Researcher's Computation, 2022

Table 10 shows the coefficients of determination of the study variables. Based on the model in *Equation (2)*, the mathematical model as depicted in the Table is as follows:

$$EP = 0.645 + 0.341PRO + -0.080DE + 0.455SAL + \mu \dots \dots \dots (3)$$

From Table 10, the result also shows that employees promotion has a positive and significant effect on the performance of employees in Berger Construction of Company of Nigeria. This effect is significant since the P-value is less than 5%. Thus, we can conclude that employees promotion has a positive and significant effect on the performance of employees in Berger Construction of Company of Nigeria. Employees' development has a negative and insignificant effect on employees' performance in Berger Construction of Company of Nigeria. This effect is insignificant since the P-value is more than 5%. Thus, one can conclude that employees promotion has a negative and insignificant effect on the performance of employees in Berger Construction of Company of Nigeria. Salary has a positive and significant effect on employee performance in Berger Construction Company of Nigeria. This effect is significant since the P-value is less than 5%. Thus, we can conclude that salary has a positive and significant effect on the performance of employees in Berger Construction of Company of Nigeria.

#### 4.3. Discussion of Findings

The findings of the study revealed that job security has a significant influence on employee performance at Berger Construction Company of Nigeria. The study supports the findings of Heydy and Toni (2015), Anyadighibe et al. (2015), and Shaheen et al. (2017), who showed that the factors of job security had a statistically positive and significant influence. However, the study differs from Loreen et al. (2018), who showed a statistically negative and significant relationship between job security and employee performance.

The study is in line with the Transactional Theory of Stress by Lazarus and Folkman (1984), which states that individuals evaluate stress circumstances in terms of their influence on their well-being, especially when stressors are viewed as demanding or dangerous. In this case, the key stressor is job insecurity. The finding of the study, indicate that when an employee's job is insecure, it places a burden on the employee's performance. As such, job insecurity most likely reduces their ability to concentrate on the duties at hand, interfering with goal attainment. On the other hand, when there

is job security, employees feel their job is secure, and they tend to focus on the task at hand, which boost goal attainment and overall performance.

In terms of the study hypothesis, in hypothesis one, the study found that employees promotion has a positive and significant effect on the performance of employees in Berger Construction Company of Nigeria. This implies that employees' promotion contributed positively and significantly to employees' performance in Berger Construction Company of Nigeria. The study is in line with Ogini (2020), who found a positive and significant effect of employees promotion on employees' performance while the findings disagree with the findings of Abreham et al. (2017), who found a statistically negative and significant effect of employees' promotion on employees' performance.

In hypothesis two, the study found that employees development has a negative and insignificant effect on the performance of employees in Berger Construction Company of Nigeria. This implies that employees' development contributed negatively and insignificantly to employees' performance in Berger Construction Company of Nigeria. The study is not in line with any studies in empirical studies that found a negative and insignificant effect of employees' development on employees' performance. Whereas the results disagree with the findings of Nahason (2019) and Ikechukwu and Paschal (2017), who found a statistically positive and significant effect of employees' development on employees' performance.

In hypothesis three, the study found that salary has a positive and significant effect on the performance of employees in Berger Construction Company of Nigeria. This implies that employees' salary contributes positively and significantly to employees' performance in Berger Construction Company of Nigeria. The study is in line with Zahra et al. (2015) and Chnagaraju and Pooja (2017), who found a positive and significant effect of employees' salary on employees' performance while the finding disagrees with the findings of Abreham et al. (2017), who found a statistical negative and significant effect of salary on employees' performance.

## 5. Conclusion and Recommendation

The study concludes that job security has a positive and significant effect on employee performance at Berger Construction Company of Nigeria. In line with the research objectives, the study shows that job security affects employee performance in the form of employees' promotion and salary, but not development. Hence, the reason for the staggered employee performance at Berger Construction Company of Nigeria could be attributed to the company focusing on employees' development rather than employees' promotion and salary. Since overall job security significantly affects employee performance, it, therefore, shows that job security is something that most employees seek in their careers. Hence, employees may focus on doing a better job and advancing their careers when they know they will keep their employment with relative ease and do not have to worry about numerous hazards that may cause them to lose their work.

To boost workplace productivity and success, employers and business owners must design and convey a clear job security policy. Based on the study findings, it is recommended that such a job security policy should encompass employees' promotions and salary. For the policy on employees' promotion, it is recommended that promotion always ensures higher status at work; should be frequent and ensure better salary; should lead to a high position; and should reward hard work. The policy on salary, it should be paid regularly and promptly. Whilst the salary may be fixed for a year, it should be increased annually.

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