

Correlates of Job Security and Health Management on Employees Intentions to Leave In Private Secondary Schools in South-South, Nigeria

By

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Abstract

Employers ability to recognition the needs in the establishment and prioritizing them to meet the need of the staff can play an important role in increasing productivity and creating harmony between the goals of the organization and staff, thereby avoiding regular attrition of staff in the establishment. It is common that most staff of private schools leave their job too often due to the poor job security. This study was done to correlate Job Security and Health Management on Employees intentions to leave in Private Secondary Schools in South-South, Nigeria. In this study 835 respondents from a total of 8351 respondents of private secondary schools were sampled for the study through multi-stage sampling technique. A standardized instrument tagged Job Security, Health Management and Employees Intentions to Leave Questionnaire (JSHMEILQ), developed by R.B Morgan (2008) was adapted for data collection. The results indicated that Job Security and good medical provision have the greatest roles in discouraging employees from not leaving their jobs. In the context of perspective agreement amongst employees and managers, the results showed 75 and 87 percent agreement. In this study, results of Pearson's Product Moment Correlation and Multiple Regression Analysis revealed that a significant difference in comparison, between Job Security" ($r = .86$) and provision of health care management ($r = 82$). With respect to the combine effect of job security and health care management ($r = 63$). Managers need to pay more attention to cognition of job security of their employees. Attention to this fact can be a great help to the growth and productivity of the organization, making the organizational and individual goals closer and also retaining staff in their job.

Keywords: Correlates, Job Security, Health Management, Employees, Intentions To Leave

BACKGROUND TO THE STUDY/LITERATURE REVIEW

Successful operation of any organization is solely dependents on the level of job security and health management system. This is because sustaining employees on the job is determined by the extent of job security and health care delivery system. Poor quality in health services can mere the workforce of the organization. In this regard, human resources sustaining workers in the job strongly depends on the extent of security and health care

provision. Staffs' demands which is an important induction to efficient and effective productivity in an organization and improve the quality of workers (Lambrou, Kontodimopoulos & Niakas, 2010). Thus, the extent of security a job offers determines the staff intentions of leaving or retaining the job.

The mutual understanding between managers and employees provides the basis of harmonizing the organizational goals and employees demands which is the most important step in the organizations effectiveness (Amirtash, 1999). Job security includes effectively addressing employees' demands and good medical facilities. Also we can attribute some of the factors involved in enhancing staffs' motivations to appropriate management and organization in the hospital (Mbindyo, Gilson, Blaauw & English, 2009). Obviously quality hospitals services with its own structure and complexity are key pillars of the healthcare and treatment system and indeed its main tool are human resources.

Job security is one of the fundamental needs of employees as it is even more highly valued than material acquisitions and advancement. In Maslow's Hierarchy of needs, security need is the second basic need. This is because security needs are essentially needs for physical safety and the desire to be free from the fear of deprivation of the physiological needs. The job security is concerned with the future availability of present physiological necessities. In the view of Ekpoudo (2002), once the employee is on the job and passes the probationary period, the need for job security quickly appears to recede in importance. The individual becomes relaxed. However, any future event which has any potential impacts on job security will dominate all other considerations. Hence, in work situation, the individual expresses a feeling of security as to whether he is fairly and justly protected by the system. Lankford (2005) opined that job security is indispensable in any work organisation. It guarantees workers intentions to leave in the system and its absence spells doom for the

organisation. This motivator has considerable socio-psychological imperative. When accompanied by poor wages or financial impoverishment, it can result in a sense of worthlessness and a bleak future for one existing in such a system. It is generally opined that the absence of job security is equally responsible for the high turnover rate of teacher.

Brown and Molfese, (2010), reported that job security and adequate health care facilities are positively related to employee intentions to stay or leave the job. However, in most private secondary schools in south-south, teacher training and provision of adequate incentives seem neglected areas and these could contribute to teachers' decision to leave the classroom. Ukpongette (2010) submitted that incentives which may be in form of financial and non financial forms play important roles in teachers' intentions to leave and turnover in schools. One can therefore deduce that teachers' satisfaction with their compensation system, when compared with their counterparts in other professions could affect their desire to remain in the teaching profession. In addition to this, the teachers are not satisfied with the compensation (salary) system compared with their counterparts in other professions and this can affect their performance and the desire to remain employed. Therefore, incentives which may be in form of financial and non-financial forms play important roles in teachers' intentions to leave and turnover (Meshoulam, 2010).

Candle (2010) carried out a study on affecting teacher intentions to leave in private secondary schools in Wakiso District, Kampala, Uganda. The study tested a research question on the effect of employer related factors (teachers' salary, job security, and working conditions) on teacher turnover. Descriptive research design was adopted. Simple random sampling technique was used to select three hundred and eighty (380) teachers from a population of one thousand and five (1005) teachers. Chi-square Goodness-of-fit analysis was adopted for the study. The result of the study revealed that employer related factors

(teachers' salary, job security and working conditions) had a significant effect on teacher turnover.

Olorunsola (2010) studied job security and staff intentions to leave in private establishment in Southwest Nigeria schools. The research design was a descriptive survey type. 400 senior administrative staff was sampled from the universities using multi-stage sampling technique. Using t-test statistical tool, the result of the analysis showed that the level of job security influence staff intentions to leave. Based on the findings, it was recommended that the university management should provide more motivational factors that would sustain the tempo of workers. Thus, the health care delivery system is vital to staff continuity on the job. The study pointed that the health care service of employees is the effectiveness of any organization as it constitutes a major drain on the organization's resources. However, if managed carefully, health and safety management can bring substantial benefits to the organization. Although health care services management is a problem for all employers the world over, its' adverse impacts on employees and organizational productivity are most felt in developing countries especially in Africa due to a variety of reasons.

John (2006) conducted a study to examine the relationship between personnel health care services in a selected private secondary school in Nasarawa State. John sampled 520 teachers with a survey questionnaire titled: Teachers Health Care questionnaire (THCQ). The testable variables in the questionnaire included; provision of drugs, provision of first aid treatment facilities, and health education. Each of the variables had 5 items measureable with likert scale option. The study used multiple regression statistics to analyze the data. Thus, the result showed that provision of drugs and health education had strong correlation with

teachers' intentions to leave in private secondary school, while First Aid had a weak correlation, which showed that teachers need drugs and health education.

A similar study was carried out by Albert (2008) to find out the effect of availability of medical facilities in schools on teachers satisfaction and intentions to leave. The study hypothesized that there is statistically significant influence of X-rayed facility and clinical thermometer on teachers' satisfaction in teaching profession. The population of the study was 720 teachers in central, southern and Northern Uruan in Uruan community, Akwa Ibom State. Albert selected a sample size of 408 teachers in all (i.e. 136 respondents in each of the Uruan Strata) using purposive sampling technique to allow for data collection from peculiar characteristics of respondents with perceived uniqueness. Thus, it was concluded that X-ray machine and clinical thermometer have significant influence on teachers' satisfaction and intentions to leave. For the teachers to be satisfied and retained, they need medical health care.

The ultimate goal of personnel health care services is to improve the quality of employee's career life and promote the realization of organizational goals and the development of the economy. It is the important functions of human resource management, and directly relates to other functions of human resource management, such as recruitment and selection, training and development, employee performance and payment management. Different occupational health care service management issues will impact various functions of human resource management and requires them to make effort to create health care services in the workplace for employees and thus to promote employee development and employee satisfaction and maximize the efficiency and productivity for the realization of the organizational goals.

Statement of the problem

Adequate provision of job security service is the effectiveness of any organization as it constitutes a major drain on the organizational resources which is capable of bringing substantive benefit to the organization. In recent time, private secondary school in south-south are experiencing low productivity, high rate staff turnover resulting to employees low morale in relation to teachers intentions to leave due to lack of adequate job security services in schools. Although it is obvious that poor job security coupled with poor health care services management is a major problems to all employees particularly teachers in private secondary schools as it adverse impact on employees and organization productivity, are mostly felt in remote areas. This is largely due to lack of professionally train expert in the occupational health, industrial hygiene, and thus, successful application and implementation of control measures are lacking. Moreover, total neglect of intentions to leave strategies such as promotion, job security etc, are hindrance to the growth and development of the organization i.e. private schools in particular. As such it would be useful to examine correlates of job security and health management on employees' intentions to leave in private secondary schools in South-South, Nigeria?

RESEARCH QUESTIONS

The study was guided on the basis of the following research questions.

1. Job security and teachers' intentions to leave in private secondary schools.
2. Personnel health and teachers' intentions to leave in private secondary schools.
3. To find out the extent to which job security and personnel health predict teachers' intentions to leave in private secondary schools in south-south.

Statement of Hypotheses

The following research hypotheses were formulated to guide the study:-

1. There is no significant relationship between job security and teachers' intentions to leave in private secondary schools.

2. There is no significant relationship between personnel health and teachers' intentions to leave in private secondary schools.
3. Personnel management practices job security and personnel health do not significantly predict teachers' intentions to leave in private secondary schools in south-south.

METHOD

This study was a descriptive survey design which is done sectional in 2015 on all of employees in private secondary schools in south-south, Nigeria. From a total of 8351 employees, 835 employees have been chosen through a form of simple and stratified random sampling. Thus, each private school was categorized and then sample volume was divided proportional to the employees of the private secondary schools. A standardized instrument tagged Job Security, Health Management and Employees Intentions To Leave questionnaire (JSHMEILQ), developed by R.B Morgan (2008) was adapted for data collection. This questionnaire contains 35 items on job security and health care management which was designed separately for managers and employees. To determine reliability of the questionnaires, data were analyzed using SPSS software and statistical tests with Pearson's Product Moment Correlation and Multiple Regression analysis were used. the result is presented in table 1, 2 and 3 below:

PRESENTATION OF RESULTS

The result of data analysis presented. Each hypothesis of the study was tested at .05 level of significance

Hypothesis one

There is no significant relationship between job security and teachers' intentions to leave in private secondary schools. The hypothesis was tested with Pearson Product Moment Correlation Statistics as presented in Table 1.

TABLE 1

Pearson Product Moment Correlation Analysis of the relationship between job security and teachers’ intentions to leave in private secondary schools (n=835).

| Variables | $\sum x$ | $\sum x^2$ | $\sum xy$ | r-value |
|-----------------------------------|----------|------------|-----------|---------|
| Job security (x) | 10760 | 147562 | 302165 | -.86* |
| Teachers’ intentions to leave (y) | 23350 | 677332 | | |

*Significant at 0.05, df=833, critical r=0.062

The results of the analysis presented in Table 1 show that the calculated r-value of -.86 was statistically greater than the critical r-value of 0.062 at .05 level of significance with 833 degrees of freedom. With this result, the null hypothesis was therefore rejected and the alternate hypothesis was upheld. This meant that there is a significant relationship between job security and teachers’ intention to leave in private secondary schools in south-south, Nigeria. The finding of the study depicted that job security was associated with teachers’ intention to leave in private secondary schools, hence, the more teachers’ employment is secured, the lower teachers’ intention to leave in private secondary schools in south-south, Nigeria.

Hypothesis two

There is no significant relationship between personnel health and teachers’ intentions to leave in private secondary schools. The hypothesis was tested with Pearson Product Moment Correlation Statistics and the result of the analysis is presented in Table 2.

TABLE 2

Pearson Product Moment Correlation Analysis of the relationship between personnel health and teachers’ intentions to leave in private secondary schools (n=835).

| Variables | $\sum x$ | $\sum x^2$ | $\sum xy$ | r-value |
|-----------|----------|------------|-----------|---------|
|-----------|----------|------------|-----------|---------|

| | Σy | Σy^2 | | |
|-----------------------------------|------------|--------------|--------|--------|
| Personnel health (x) | 11375 | 176105 | | |
| | | | 320742 | -0.82* |
| Teachers' intentions to leave (y) | 23350 | 677332 | | |

*Significant at 0.05, df=833, critical r=0.062

The results of analysis presented in Table 2 showed that the calculated r-value of -.82 was greater than the critical r-value of 0.062 at .05 level of significance with 833 degrees of freedom. With these results, the null hypothesis was therefore, rejected. This implies that there is a significant relationship between health care delivery and teachers' intentions to leave private secondary schools in south-south, Nigeria. The finding of the study depicted that personnel health was associated with teachers' Teachers' intentions to leave in private secondary schools.

Hypothesis three

Job security and personnel health do not significantly predict teachers' intentions to leave in private secondary schools. Simple regression was used for the analysis of data collected in respect to this hypothesis. The result of the analysis is as presented in Table 3.

Table 3
Simple regression analysis on the relationship between job security and health care management on teacher's intentions to leave

| Model | R | R square | Adjusted R Square | Std. Error of the Estimate | |
|-------|------------------|----------|-------------------|----------------------------|----------|
| 1 | .82 ^a | 0.67 | 0.053 | 5.261 | |
| Model | Sum of square | df | Mean Square | F | p-value. |

| | | | | | |
|--------------|-----------------------------|---------------------------|---------|---------|-------------------|
| Regression | 1480.628 | 7 | 211,518 | 7.642 | .000 ^b |
| Residual | 22890.294 | 827 | 27.679 | | |
| Total | 24370.922 | 834 | | | |
| Model | Unstandardized coefficients | Standardized coefficients | T | p-value | |
| | B | Std Error | Beta | | |
| (Constant) | 20.501 | 1.138 | | 18.009 | .000 |
| Job Security | .045 | .060 | .027 | .746 | .000 |
| Health | .052 | .038 | .048 | 1.343 | .000 |

a. Dependent variable: intentions to leave the organisation

The result presented in Table 3 showed that the p-value was found to be .000 which was greater than the chosen alpha of .05, thus the null hypothesis is rejected. This implied that there is a significant combine effect of job security and provision of health care services on employees' intention to leave private secondary schools in south-south is promoted by job security and health care management.

DISCUSSIONS

The findings of the study revealed that job security significantly relates with teachers' intentions to leave in private secondary schools. The positive correlation indicated that the more teachers' employment is secured, the higher the teachers' intending to leave private secondary school in south-south, Nigeria. The explanation for this finding is that job security is the assurance an employee has about the continuity of his gainful employment for the work life. When there is certainty in the stability of teachers' job, the teacher becomes more happy and hence the chances of retaining the job become very high, this leads to job satisfaction. However, when teachers' job security is threatened, the chances of retaining their job become very low. The absence of job security can result in disenchantment with a job even if the satisfiers are present leading to low teachers' intentions to leave. Job security determines attitudinal reactions from employees such as reduced commitment and intention to quit which are threats to job intentions to leave. the present finding agrees with Candle (2010) whose result of the study revealed that employer related factors (teachers' salary, job security and

working conditions) had a significant effect on teacher turnover. In the same vein, Olorunsola (2010) result of the analysis showed that the level of job security influence staff intentions to leave. Based on the findings, it was recommended that the university management should provide more motivational factors that would sustain the tempo of workers.

The findings of this study revealed that personnel health was significantly related with teachers' intentions to leave in private secondary school. The positive nature of correlation showed that the more the personnel health care services rendered, the higher the teacher's intending to leave private secondary school south-south. The possible explanation for this finding is that personnel health cut across all sets of staff in both private and private and in all social organizations including schools and colleges. It is therefore a designed programme of assessment designed to manage and ensure the continued personnel health and safety in the work place. It impact positively on productivity. This is because good personnel health care service is a motivational factor that can encourage teacher's intentions to leave. Therefore, school administrators should ensure that the health of employees are in good condition. It is true that personnel health and safety are crucial in the performance effectiveness of any organization as it constitutes a major drain on the organization resources. However, if carefully managed it can bring substantial benefit to the organization and reduce employees turnover. The finding is in agreement with John (2006) result showed that provision of drugs and health education had strong correlation with teachers' intentions to leave in private secondary school, while First Aid had a weak correlation, which showed that teachers need drugs and health education. Also, Albert (2008) concluded that X-ray machine and clinical thermometer have significant influence on teachers' satisfaction and intentions to leave. For the teachers to be satisfied and retained, they need medical health care.

Conclusion

Findings from this study indicate that job security and personal health can combine to predict turnover amongst high school teachers in Nigeria. The study also revealed how poor job security increased employees (teachers) intentions to leave their jobs which tend to hinder performance of organisational goals, including the impact of funding. Employees of private schools need to understand and consider the real issues, if their interventions must improve in impact and effectiveness. It is also worthy to note that persistent attrition of staff in the organization may reduce turnover, for instance, opportunities will be reduced for new manpower to join organisations where workers had departed, quality ideas and decisions may be hindered. Thus, leaving with their wealth of experience may result to a greater loss to their organisation, and sometimes a complete loss to themselves and their new employment. to this there is need to provide staff with the required job security so as to promote productivity in the organization.

RECOMMENDATION

This study proffer the following recommends:

1. Teachers should be optimally motivated through proper incentives such as lucrative pay, medical facilities, housing that can capture their interest on the job.
2. Motivation as a key factor in organizational commitment should be taken seriously by both government and public and private school administrators.

Policy Implication of the Study on administration of secondary schools

The finding of the study has lifelong implications for the administration and management of secondary Schools in south-south, Nigeria. Employees job security and adequate provision of health care facilities have the potentials to influence teachers' behavior such as commitment within the school organization. Thus, highly committed workforce always leads an organization to success. Therefore policy makers and school administrators can acquire knowledge from the findings of this study that institutional commitment of teachers in secondary schools can be improved through adequate motivation and exposure of teachers to in-service training and other staff development programmes. Hence, job security and adequate healthcare facilities are vital work-related variables that can enhance teachers' commitment.

This study provides school administrators with the knowledge that relates staff development, working conditions and motivation to teachers' commitment in secondary schools. This study is hoped to provide a solid literature to researchers for further researches in this area.

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