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## **Relationship between Job Engagement, Security, Training and Employees Workplace Behaviour in Selected Industries in Ogun and Lagos states, Nigeria**

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### **ABSTRACT**

A motivated employee cares about his/her workplace and work to contribute towards the organizational success, longevity and profitability. There are motivational factors, intrinsic or extrinsic, which influences employees' workplace behaviour (performance and level of satisfaction). This study examined the relationship between Job Engagement, Security, Training and Employees Workplace Behaviour in Selected Industries in Ogun and Lagos states, Nigeria. The descriptive research design was used for the study. The population comprised of employees in service and manufacturing industries in Ogun and Lagos States. A questionnaire tagged "Job Engagement, Security, Training on Employees Workplace Behaviour Questionnaire" was the main instrument used for the research. From the service industries, a random sampling technique was used to select civil service, the teaching service and manufacturing firms from both states. A total of 235 respondents were used as sample for the study. A Cronbach Alpha reliability obtained for each of the sections in the questionnaire is: Engagement at work (0.74); job security (0.67); training at work (0.80) and workplace behaviour (0.87). Three hypotheses were tested at 0.05 level of significance. Finding showed that there was significant relationship between job engagement and workplace behaviour of employees ( $r = .502, n = 235, P < .05$ ), that there was significant relationship between job security and workplace behaviour of employees ( $r = .504, n = 235, P < .05$ ). Furthermore, the study revealed that there was significant relationship between job training and workplace behaviour of employees ( $r = .648, n = 235, P < .05$ ). The study therefore recommends that employers should assure their employees of their job security, given opportunities for job engagement. Also, employees should be trained to improve their skills and knowledge so as to make employees care about their workplace and create positive workplace behaviour.

**Key words:** Job engagement, job security, job training, workplace behaviour



## INTRODUCTION

Employees are the key driving force of any organization who gives endless effort to put a company's decisions into action with a view to achieve the goals of the organisation. Employees are regarded as an unsurpassed vital resource of organisation, and the issue of employee's motivation has become an indispensable part of the human resource strategy of an organisation (Mohammad & Anowar, 2012). Therefore, motivation is the force that makes people chooses a particular job, stay with that job and work hard in that job (Lin, 2007).

Spector (2003) defined motivation as an inner state of mind of a person that influences him to display specific type of behaviour. Similarly, Robbins (2003) defined motivation as the eagerness to do something, conditioned by this action's capacity to satisfy some specific need for the individual. Kinicki and kreitner (2003) also depict motivation as those psychological processes that cause the stimulation, direction, and determination of voluntary actions that are goal oriented. In other words, motivation is what drives individual to do what they do which amount to individual behaviour. In this paper, factors like job security, employee engagement and employee training are seen as employees' motivational factors that will determine their workplace behaviour.

Job security as a motivational factor increases work efficiency and lead to job performance of an employee. Job security is defined as the assurance in an employee keeping the jobs in order not to be unemployed (Simon, 2011; James, 2012). Job security has become indispensable in employee and organization preference list (Adebayo & Lucky, 2012). It has become one of the most crucial and important factors among the employees' preference list as well as the organization (Schappel, 2012; KPMG, 2010) as well as important factor that influence workplace behaviour. KPMG (2010) in a survey found that more than 75% of participants considered job security their top priority when searching for a job.

On the other hand, job insecurity is based on the individual's perceptions and interpretations of the work environment which explains which attitudes and behaviours employees develop; thereby influencing organizational effectiveness. Job insecurity has been linked to reduction in psychological well-being (Caroli & Godard, 2013; De Witte, Einarsen, & Notelaers, 2010), job satisfaction (Bockerman, Ilmakunnas & Johansson, 2011), trust in employer (Arnold & Staffebach, 2011), performance (Cheng & Chan, 2008), increased turnover intentions (Cheng & Chan, 2008; DeCuyper, De Witte & Elst, 2011). Job insecurity was also found to relate negatively with aspects of non-work-related well-being such as life satisfaction and happiness (De Witte, 2005; De Cuyper, De Witte, Niesen, & Vanbelle, 2012) and problematic social behaviours such as workplace bullying (Baillien & De Witte, 2009; Baillien, De Cuyper, and DeWitte, 2009). Other individual characteristics such as personality traits (De Witte, Einarsen, and Notelaers, 2010; Greenhalgh and Rosenblatt, 2010), job status



(De Cuyper & De Witte, 2009), employability (Fatimah, Noraishah, Nasir & Khairiddin, 2012), job dependency, powerlessness and control (De Cuyper, et al., 2012) and social support (Clark, 2005) are the consequences of job insecurity and also affect employees' workplace behaviour.

Another motivating factor for employees' workplace behaviour is job engagement. Employees who are engaged with their job and employers are more productive because they are motivated beyond personal factors. They are more focused and more motivated than their disengaged counterparts (Insync Survey, 2011). Engaged employees work more efficiently and have the success of the organization at heart. Taleo Research (2009) found that employees with higher form of engagement are twice as likely to be top in performance, while those with low level of engagement have low performance. Most often employee engagement has been defined as emotional and intellectual commitment to the organisation (Baumruk 2004, Richman 2006 and Shaw 2005) or the amount of discretionary effort exhibited by employees in their job (Frank, Finnegan, & Taylor, 2004). Although it is acknowledged and accepted that employee engagement is a multi-faceted construct, Truss et al (2006) define employee engagement simply as 'passion for work'.

Employee engagement can be seen to the extent of one's commitment (Lockwood, 2007), work-related state of mind involving vigour, dedication, and absorption (Schaufeli & Bakker, 2004), job characteristics that include performing well and saying good things about your employers (Gubman, 2004), and the ultimate prize for employers (Towers Perrin, 2003). According to Branham (2005), disengaged workers can negatively influence morale and revenues of the organisation; they often make trouble, complain, and have accidents. They can harm the organisation in the manner in which they speak to customers; their negative behaviour affects client satisfaction, and can lead to loss of them (Vajda & SpiritHeart 2008). Disengaged employees are usually unhappy at work and actively express this feeling. The negative influence of such workers constantly affects other people in the team and destroys achievements of engaged workmates (Gallup Organisation, 2006). Disengaged employees are disconnected from their jobs, tend to be significantly less efficient and less loyal to their organizations; they are less satisfied with their personal lives, experience more stress and insecurity about their job than their co-workers (Gallup Organisation, 2001). Disengaged employees are burned out, according to Schaufeli and Bakker. (2004). This burnout is due, in part, to high job demands and limited resources leading to energy depletion and decreased motivation (Bakker, Demerouti, Taris, Schaufeli, & Schreurs, 2003).

Employees are interested in performing their jobs well to advance the company, feel a sense of pride for a job well done and advance to higher positions, however, when there is no training, employee do not understand how to do their jobs and none of these goals are possible. This leads to low morale and low job satisfaction among workers. Also, the rate of production



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becomes low when employees do not know enough on how to perform their jobs confidently (Tina Amo, 2014). Furthermore, unskilled employees spend considerable time seeking help to perform their jobs or they perform tasks to their understanding to the detriment of the work process. Therefore, a company that does train its staff should expect an increase in miscellaneous expenses in form of replacement for damages, medical expenses for injuries, and soon. It is of note that not having the skills to perform a job correctly can set up employees for failure and put the organization at a less-than-competitive disadvantage (Wasilu, 2013). Moreover, poor performance reviews due to inadequate job training will produce employee dissatisfaction and conflict, and negative attitude (Truitt, 2012).

It is therefore obvious that training plays an important role in the development of organization, improving performance as well as increasing productivity; and eventually put companies in the best position to face competition and stay at the top. This means that, there is a significant difference between the organizations that train their employees and that organisation that do not (Benedicta Appiah, 2010).

Workplace behaviour of employees at workplace in this research is looked at from employees' performance as a result of job satisfaction. Job satisfactions refer to the attitudes and feelings people have about their work. It is the contentment an individual has with his or her job (Berry & Morris, 2008). Positive and favourable attitudes towards the job indicate job satisfaction, negative and unfavourable attitudes towards the job indicate job dissatisfaction (Armstrong, 2009). Either way feeling has impact of employees behaviour at the workplace because such a feeling appears as a result of the perception that the job enables them meet their material and psychological needs (Aziri, 2008). Overall job satisfaction focuses on the internal state of gratification or discontentment about one's job (Thompson & Phua, 2012). Hence, job satisfaction among employees has been tied to increased productivity, creativity, and commitment to the employer (Syptak, Marsland & Ulmer, 1999).

On the other hand, job performance has been defined as the degree to which an individual helps the organisation achieve its goals. When people are treated with care, shown trust, listened to and encouraged to do better, they reciprocate by being responsible and productive (Nyaoga, Simeon & Magutu, 2010). In linking human resource management with individual employee performance, Armstrong (2009) says that the factors that affect the level of individual performance are motivation, ability and opportunity to participate. Vroom in his theory of expectancy suggested that people needed both ability and motivation to perform well and that if either ability or motivation is zero, there will be no effective performance.

### **Literature Review**

Job engagement and workplace behaviour

In existing literature, it is argued that job satisfaction predicts employee engagement, since a worker who is experiencing a high level of job



satisfaction would be likely to appreciate her or his position and be proud of the organization, resulting in high likelihood of job engagement.

Kahn (1990) defined employee engagement as the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance. This definition implies that engagement is to be psychologically as well as physically present when employee occupy and perform organizational roles. It is noted that the disengaged worker who, due to very low levels of satisfaction, is not excited or desirous to contribute to the benefits of the organization and therefore is not actively engaged in work (Hagedorn, 2000). Therefore, both job satisfaction and employee engagement are desirable outcomes for the organisations (Chen & Chen, 2012).

Wellins, Bernthal and Phelps, (2007) established that if a person is "engaged" in his or her job, he or she performs better, and the productivity of the organisation improves significantly. Thus, engaged employee consistently demonstrates three general behaviours which improve organisational performance: employee advocating for cooperation among co-workers, intense desire to be a member of the organization despite opportunities to work elsewhere and desire to exert extra time, effort and initiative to contribute to the success of the business (Baumruk & Gorman, 2006). It based on these findings that inform Seigts and Crim (2006) to say that employee engagement contain the following factors of connection, career advancement,, clarity in communication, conveyance of expectations, congratulations or recognition, contributions, control over own job, collaboration between employees, credibility in leaders, and confidence in the workplace.

### **Job training and workplace behaviour**

Herzberg (1986), in his Two Factor Theory, listed offering training and development opportunities, so that people can pursue the positions they want within the company as motivators related to work. Roca, Chiu, and Martínez, (2006) found that there is a significant correlation between training and job performance factor in the multinational organisation. Therefore, in any organisation, the training of employees is essential for good performance of employees.

Effective training programmes motivate employees to be committed to their workplace hence, there is need to develop in them desired knowledge, skills and abilities so as to perform well on the job (Meyer & Allen, 1991). Training is aimed at bridging the gap between the current performance and the standard desired performance, hence, effective training aim at improving employees' performance (Imran & Imran, 2013) and workplace attitude. Employees who learn as a result of training show a greater level of job satisfaction and better performance (Rowden & Conine, 2005). Swart, Mann, Brown and Price (2005) acknowledge the fact that relevant training develops



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particular skills and abilities in the workers thereby enhancing their performance and job performance. Inadequate or denial of employees' participation in training programme might lead to development of poor workplace attitude that will be against the overall goals and objectives of the organization (Kamal & Normah bin, 2012).

It has been shown that training has an influence on job satisfaction, and with the increasing importance being placed on continuous learning and education throughout one's career, its importance will increase (Schmidt, 2004). Some studies include job training as a specific factor in measuring job satisfaction (Mau & Kopischke, 2001). In others, it may be included as an organizational variable (Schwepker, 2001). Ongoing training throughout an employee's career has been determined to be an important factor which can be used to improve job satisfaction in older or more tenured workers (Schmidt, 2004).

### **Job security and workplace behaviour**

Miller, Erickson, & Yust, 2001 found that job security has significant effect on the performance of workers and employees are less motivated to work when job security is low. Researches investigating effects of job loss and having a job indicate that employee behaviors start going bad as soon as they start worrying about job loss (Domenighetti, D'Avanzo & Bisig, 2000; Özyaman, 2007). Thus, researches on this subject (ŞenoL, 2011; Poyraz & Kama, 2008; Özyaman, 2007) suggest that job security provides employee with high motivation and it affects other motivation levels. For example in Şenol's research (Şenol, 2011) job security was rated as one of the three most important motivational tools in all subcategories. Poyraz and Kama's (2008) study on hotel staff also showed that job security functions as an important motivational tool since it changes negative work behaviours and the thought of leaving the job. Lack of job security has been found to be the reason for high turnover of employees.

Moguerou (2002) using data from the Survey of Doctorate Recipients found that job security is a major determinant of job satisfaction in all sectors of employment for both males and females. Kaiser (2002) investigated cross-national differences in the determination of job satisfaction by different type of contract, namely full-time permanent, full time fixed-term, part time permanent, part-time fixed-term, and self-employment. Workers in permanent full and part-time jobs with the highest level of job security appear to also enjoy high job satisfaction. In contrast, those in fixed-term jobs and self-employment were found to have low job security and low job satisfaction. Souza-Poza and Souza-Poza (2000) used the ISSP to study the determinants of job satisfaction and showed that job security significantly increases the individual's job satisfaction and it is ranked 7<sup>th</sup> in importance among all the determinants of job satisfaction



### **Statement of problem**

It is no gain saying that employee attitude at both private and public corporations in Nigeria over years have received condemnation from their employers. Economic rewards in term of increase in salaries have not yielded positive change in workplace behaviour. Customers to Banks, Government parastatals complain of poor workplace behaviour of employees especially their behaviour which fall short of expectations. Furthermore, poor workplace attitude has been a major concern to the employers, customers and the society at large because output or attainment of organizational goals rest on employees performance. According to Adebule (2004), all over the world there is a consensus of opinion that there is a fall in the standard of workers attitude. It is against this background, the researcher aim to investigate motivational factors in term of employee engagement, training and job security as predictors of workplace behaviour of employees in selected industries in Ogun and Lagos States, Nigeria. Three hypotheses are raised thus:

1. There is no significant relationship between employee job engagement and employees' workplace behaviour.
2. There is no significant relationship between job security and employees' workplace behaviour.
3. There is no significant relationship between training and employees' workplace behaviour.

### **METHODOLOGY**

**Research Design and Population:** Descriptive survey research design is used for the study. This is because it is an empirical method which presents a description of events as they are and there is no need to manipulate any of the variables. The population comprised of employees in service and manufacturing industries in Ogun and Lagos states. These states were chosen because of the heavy concentration of industries in the areas. **Sample and Sampling techniques:** Purposive sampling technique was used to select service and manufacturing industries for the research. These two sectors of the economy were chosen because in these areas motivational factors such as job engagement, job security and job training have great impact on employees' workplace behaviours unlike the other two sectors (Distributive and Extractive). From the service industries, a simple random sampling technique was used to select thirty respondents from the civil and the teaching services in both states to make a total of one hundred twenty respondents. From the manufacturing sector, two plants were randomly selected from the states and thirty respondents were subsequently randomly



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selected to give a total of one hundred and twenty respondents. On the whole two hundred and forty respondents were selected for the research.

### **Research instrument**

A questionnaire tagged "Job Engagemnt, Security, Training on Employees Workplace Behaviour Questionnaire" was the main instrument for data collection. The questionnaire was divided into five sections A, B, C, D and E. Section A elicited information on demographic characteristics of the respondents. Section B measured employees' job engagement which was adapted from "Utrecht Work Engagement scale" by Schaufeli and Salanova (2007). Section C which measured job security was adapted from the Vander Elst, De Witte, & De Cuyper (2014) "The job insecurity scale: A psychometric evaluation across five European countries". Section D that measured job training was adapted from the Sivasubramian (2012) research study on the "Employee Perception of HR Practices- Attitudinal and Behavioural Outcomes". All section A to D had five items each. Section E which measured workplace behaviour is a combination of questions on job satisfaction and job performance. The job satisfaction scale was adapted from the version of Spector (1985) scale items while job performance scale was adapted from Williams and Anderson's (1991). 7 item measure of "In-role performance scale". All responses on sections A-E were recorded on a 4 point rating scale ranging from strongly agree(4), agree(3), disagree(2) to strongly disagree(1).

Procedure and data analysis: Of the total two hundred and forty questionnaire administered, two hundred and thirty-five were retrieved and found useable for data analysis. Correlation analysis was used to analysed the data collected and all the stated hypotheses were tested at 0.05 level of significance.

## **RESULTS AND DISCUSSION**

### **Analysis of respondents' demographic characteristics**

Findings from the study revealed that 193 (64.3%) of the respondents were female while their male counterparts were 107(35.7%). Meaning that, gender inequality is gradually reducing in the workplace and that there are no longer restrictions according to gender at this sector of the economy. The mean age of the respondents is 37.5 and SD 6.45. The implication of this is that majority of the respondents are still in their active years. Their qualifications showed that 11(3.7%) respondents had primary school leaving certificate, 50(16.7%) had secondary school leaving certificate, 96(32.0%) had OND/NCE certificate, 123(41.0%) had HND certificate while 20(6.7%) were Degree holders. This implies that majority of the respondents can read and write. Marital status showed that 139(46.3%) of the respondents were single,



158(52.7%) were Married, 2(0.7%) were widowed while 1(0.3%) was separated. 174(58.0%) had 1-5 years of working experience, 53(17.7%) had 6-10 years of working experience, 26(8.7%) had 11-15 years of working experience, 14(4.7%) had within 16-20 years of working experience while 33(11.0%) had above 20 years.

Hypothesis 1: There is no significant relationship between job engagement at work and employees' workplace behaviour.

**Table 1:** Showing the relationship between job engagement at work and employees' workplace behaviour.

Variable	Mean	Std. Dev.	n	R	P	Remark
Job engagement at work	14.4800	3.1796	235	.502	.000	Sig.
Workplace behavior	37.7467	10.4512				

From the table above that there was a significant positive relationship between job engagement at work and employees' workplace behaviour ( $r = .502$ ,  $n = 235$ ,  $P < .05$ ). This means that engagement at work has positive influence on employees' workplace behaviour. Employees that are adequately engaged at work either in decision making or fitted appropriately at job designation according to their skills often show positive workplace behaviour.

This is in line with the finding of Khan (1990) that employees' behaviour is closely associated to the job engagement. The finding above also confirm the finding of Kevin Kruse (2012) that engagement of employees lead to higher service, quality, and productivity, higher customer satisfaction, increased sales. This also agreed with the findings of Mai and Thai (2013) that engaged employees are more productive with higher performance. Also, Insync Surveys (2011) found that those employees who are engaged with their jobs are more productive because they are motivated beyond personal factors. They are more focused and more motivated than their disengaged counterparts. This means they work more efficiently and having the success of the organisation in mind. Furthermore, the above finding is in line with the finding of Taleo Research (2009) that employees that are highly engaged are twice more likely to be top performers than those not engaged.



## *Relationship between Job Engagement and Employees Behaviour*

Hypothesis 2: There is no significant relationship between job security at work and employees' workplace behavior.

**Table 2:** Showing the relationship between job security at work and employees' workplace behavior.

Variable	Mean	Std. Dev.	N	R	P	Remark
Job security at work	12.6400	3.1766	235	.504	.000	Sig.
Workplace behaviour	37.7467	10.4512				

It is shown in the above table that there was a significant relationship between job security at work and employees' workplace behaviour ( $r = .504$ ,  $n = 235$ ,  $P < .05$ ). This means that job security at work has positive relationship with employees' workplace behaviour. It is an indication that perceptions of good job security among employees boost their workplace behaviour positively with a resultant increase in productivity level of the organization.

This finding supports the work of Poyraz and Kama's (2008) that job security functions as an important motivational tool since it changes negative work behaviours and the thought of leaving the job. The above finding also gives support to the finding of Thomas, Tram and O'Hara (2006) that job security is one of the creators of job satisfaction and commitment. The above finding is also in line with the findings of Burchell, (2011); Fatimeh et al (2012) that workers perception of job insecurity lowers their job satisfaction and wellbeing, thus reducing their performance.

Hypotheses 3: There is no significant relationship between training at work and employees' workplace behavior.

**Table 3:** Showing the relationship between training at work and employees' workplace behaviour.

Variable	Mean	Std. Dev.	n	R	P	Remark
Job training at work	15.7200	3.3734	235	.648	.000	Sig.
Workplace behaviour	37.7467	10.4512				



It is shown in the above table that there was a significant relationship between training at work and employees' workplace behaviour. ( $r = .648$ ,  $n = 235$ ,  $P < .05$ ). This means that training at work influenced workplace behaviour of employees positively.

The finding is in line with the finding of Benedicta Appiah, (2010) that training generates benefits for the employee as well as the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behaviour. The above finding is also in agreement with Valle, Marti'n, Romero and Dolan (2000) that effective training is beneficial for the firm in variety of ways, such as, it plays a vital role in building and maintaining capabilities, both on individual and organisational level, and thus participates in the process of organisational change. Furthermore, the above finding confirms the finding of Ivancevich (2010) that training contributes to improving efficiency and effectiveness of current or future performance of employees in any institution. The finding also supports the findings of Wright and Geroy (2001) that employee training not only improves the overall performance of the employees to effectively perform their current jobs but also enhances the knowledge, skills an attitude of the workers necessary for the future job, thus contributing to superior organizational performance. Also, the finding is in line with the finding of Roca, Chiu, and Marti'nez, (2006) that there is a significant correlation between training and job performance factor in the multinational organisation.

### **Implication of findings for industrial social workers**

1. Social workers should employ and encourage Human Resource Managers to create a work environment that encourages engagement as well as attracts potential employees. This is in line with the ten employee engagement factors within the workplace that attracts, focus and keeps the most talented employees that are satisfied with the work and workplace (Buckingham and Coffman, 1999).
2. Since training is a sort of investment by the firm, and its subsequent high returns in term of productivity and profit maximization, it is pertinent therefore that industrial social workers should encourage various employers to invest in training of their employees.
3. Industrial social workers should make employers realize that training programmes are the stimulant for improved employee performance and capabilities that reinforces workplace attitude for increased organizational productivity.
4. Social workers should advocate with employers to see that employees are properly engaged at work so as to make employees become involved and absorbed in their work with the intent of eliciting good workplace attitude that will necessitate reduction of workplace mistakes and guaranteeing safety at the workplace.



## RECOMMENDATIONS

The study recommends that employers of labour should put in place adequate training needed by employees to improve their skills, get acquainted with their work environment, and increase knowledge on the job. This will make work less tedious and give employees a better understanding on what is needed by them so as to help achieve organizational goals.

Furthermore, since appropriate job engagement, effective training and job security are seen as key factors for improved performance and job satisfaction (workplace attitude), it is recommended that they should be intensified to enhance the level of employee and firm competency.

## CONCLUSION

The examination of motivational factors of job engagement, job security and job training on employees' workplace behaviour showed that all the three factors drive performance with the resultant effect on productivity of both the employees and the organization. It can therefore, be concluded that when the employees are adequately the will behave well, care about their workplace and work to contribute towards the organizational success, longevity and profitability.

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