

Job Security and Employee Commitment: A Study of Accredited Private Universities in Anambra State, Nigeria^[1]Ojukwu, Henry Sonna, ^[2]Nsoedo, Onyekachukwu^[1]Department of Business Administration,
Nnamdi Azikiwe University, Awka, Nigeria^[2]Oando Nigeria, Abuja, Nigeria

Abstract. This study examined the effect of job security on employee commitment utilizing accredited private universities in Anambra State, Nigeria as its focus. The objective of the study is to ascertain the extent to which due process and employee voice affect employee continuance commitment and normative commitment respectively. Relevant theoretical and empirical literatures relating to job security and employee commitment were reviewed. This study was anchored on the social exchange theory. The population of the study comprised of 1,047 employees of the accredited private universities in Anambra State, Nigeria. Sample size of 289 was derived using Taro Yamane's formula. Five point Likert scale form of questionnaire was used as the instrument for data collection. The data from the employees of the studied private universities were analyzed using descriptive statistics and Pearson's product moment correlation coefficient. The result of Pearson product-moment correlation coefficient revealed that due process has a significant influence on employee continuance commitment in private universities in Anambra State, and that employee voice correlated positively with normative commitment. Conclusions and recommendations were made in line with the findings of the study.

Keywords: Continuance Commitment, Due Process, Employee Commitment, Employee Voice, Job Security, Normative Commitment

Introduction

An organization is an association of able and willing individuals who independently and cooperatively join their resources and capabilities together, with the intention of accomplishing the very essence of its formation or establishment. From the above, it can be deduced that organizations are created to accomplish stated objectives within an environment at a particular point in time. In a typical organizational setting, there are employees who are hired by an organization in order to assist the focal organization in achieving its objectives. It is an acclaimed fact that individual, group, and organizational interest exist in every cooperative setting. While organizational interest is hinged on maximizing its economic interest of achieving its primary objective of profit making and secondary objectives which include; expansion of production capacity, shareholders satisfaction, and customers' satisfaction, the interest of individual and group is usually to be paid their due compensation for a job well done. Having this in mind, it means that employees are expected by their organization to constantly and continuously increase their productivity level organizational objectives are to be attained. Just like in Abraham Maslow hierarchy of need theory, it was deduced that one of the need of man is their security need, which include the security of job, life, and property. Employees in Nigerian Private Universities are not exempted from this theory as this category of employees oftentimes see job security as one of the factors that totally affect their commitment level. Job security in itself is an anchor that keeps and motivates employees in an organization. Job security refers to the feeling of security or a kind of emotion in which individual's needs and desires are met (Mosaybian & Jafari, 2014). In organizational settings, there seems to be a direct link between job security and employee commitment as employees feel more committed to a job to offers them the necessary security so required of which cannot be said of Private Universities in

Anambra State, Nigeria. The two major issues that bother employees in Private Universities are the absence of due process in terminating appointment as well as ignoring employee voice in issues that directly affect them. The issue of job security and employee commitment in private universities has attracted the attention of the public, educators and other stakeholders in education. As it is against this background that this study intends to examine the type of relationship that exists between job security and employee commitment in Private Universities located in Anambra State, Nigeria.

Problem Statement

Organizations are expected to be the embodiment of due process in itself, and should portray equality, fairness, transparency and openness in all its processes so as to afford employees the opportunity of a fair hearing before judgment can be passed on erring employee. This however is not usually the case with private universities because the owners or management of these universities perceives due process as a waste of time because what matters to them is profit and nothing more thereby not affording supposed erring employees the opportunity to a fair hearing before they are demoted or dismissed out rightly from the institution. The continuance of this practice will develop an increased intention to leave the institution so long as they can find a comparable and a more secured job elsewhere. The institution will suffer greatly from the departure of skilful employees.

There is need for employees to be afforded the opportunity of expressing their grievances as well as participating in the decision making process of issues that affect them in the organization. Organizations are expected to embrace the concept of joint consultation where there is an opportunity for employees and managers to exchange views about issues that affect the well being of their organization. However, in private universities, employee voice means little or nothing to the management of the university. Employees' complaints are unprofessionally attended to talk more of participating in the decision-making process that affects them, even when such decisions or policies are unprofessional and unethical. The resultant effect of pushing aside employee voice often appears in the form of employee questioning their obligation to respect the contractual agreement it has with its employers.

This ill-fated attitude of the employer towards their employee will most likely lead to industrial action especially when the rights of employees are trampled upon.

Specifically, this study is aimed at ascertaining the extent to which encouraging due process and employee voice affect employee commitment in the selected Private Universities in Anambra State, Nigeria.

Conceptual and Empirical Review of Related Literature

Job Security

Job security is the feeling of having a proper job and the assurance of its continuance in future as well as the absence of threatening factors (Arabi, 2000). Employees most at times accept to join an organization so as to achieve their personal objectives, but however, if the achievement of these goals are threatened by the existence of factors within an organization, a feeling of insecurity may set in which may lead to frustration and thus affect their performance level within the organization. Yet another dimension to job security is the assurance that individuals will get a job that will match their capability within the labour market. Forrier and Sels (2003) puts it this way that, job security refers to the ability to move in the labour market through identifying one's potential to get a job and also looking for alternative jobs. In sharp agreement with this was given by Clarke (2008) who succinctly sees job security as the ability of an individual to look for jobs and being able to stay in the jobs which is relevant in the labour

market. Managers need to be consciously aware of the fact that employees are always looking for alternative jobs that will afford them the needed job security they crave for.

The feeling of security also depends upon the ability of individuals to save what he/she has and also the assurance about the ability of making their earning in future stable (Mosaybian & Jafari, 2014). The ability of employees to guarantee the stability of the source of their income is of great concern to employees in that the protection of their source of income is of utmost importance. Besides, one can mention the right of working until the time of retirement as a factor that is considered as job security (Araabi & Kamali, 2000). According to industrial and organizational psychologists, job security is one of the creators of job satisfaction and commitment (Sy, Tram, & O'Hara, 2006).

Having reviewed job security as the assurance and guarantee that an employee seeks which to a very large extent acts as a motivator that will keep them working to achieve individual, group and organizational goal, yet from another angle of looking at job security, it is the assurance that an individual will be able to seek and get alternative jobs that will afford them job security.

An individual worried about losing a job may experience stress due to anticipation about the problems associated with a job loss (job insecurity), mental strain associated with being in a powerless position, and ambiguity about the future (Burgard, Brand, & House, 2007). People experiencing perceived job insecurity cannot employ instrumental strategies of coping because of the persistent uncertainty about whether or not the feared employment instability will actually occur (Burgard, Brand, & House, 2007). Job insecurity will influence job satisfaction because of uncertainty in predicting and controlling the threat regarding the availability of the job (Reisel et al., 2007). According to Ito and Brotheridge (2006), the effect of insecure employment can impact on the relationship between job satisfaction and affective commitment and the propensity to leave the organization.

Certain factors have been identified as contributing to employee job security, and they include due process and employment voice.

Due Process

Due Process is a mechanism introduced for ensuring strict compliance with the openness, competition and cost accuracy, rules and procedures that should guide contract award within the Federal Government of Nigeria (FMINO, 2004). Due process encompasses issues of rule of law and constitutionalism, since it is all about adherence to rules and regulations (Obiora, 2007). It can be deduced from the above that due process in itself also encompasses the rules and regulations that guides contractual agreement between an employer and employee in the sense that it is the goal of the Government to protect its citizens and organizations that exists within its boundaries. In protecting its citizens, Government plays a key role in ensuring that employees are fairly treated by their employers, and that they are given the right to fair hearing in their organization in case an ugly incidence attempts to show up. It is recognized that just as appraisal is utilized as a necessary ingredient for promoting personnel on the job, so should due process be applied before an employee is dismissed. The essence of following due process (fair hearing) in an organization is to avoid unnecessary dismissal of employee and getting involved in litigation. This will prevent the arbitrary abuse of power by employers (Agharuwhe, 2010). Due process is the means by which ethical constraints are placed on administrative decision-making (Alam, 2008). It refers to the procedures that safeguards that constrain administrative decision-making, and act as a means through which one ensures ethical use of power by the administrative and judicial bodies. The constrain stands against inhuman treatment, intoxication and abuse of powers, and excesses (Iwundu, 2012). The due process therefore, is the application of bureaucratic rules and regulations to the management of economic resource to a given institution. Bureaucracy means "a system of official rules and

ways of doing things that a government or an organization has, especially, when things seem to be too complicated" (Hornsby, 2001). As regarding due process, Taiwo, Azeez and Oluwatoyin (2017) reviewed the Nigerian labour law and employment, and came up with the fact that the position of the law which has been upheld by Nigerian appellate court has always been that an employer can terminate the employment of his employee without giving any reason at all. By the established principle, an employment has the right to terminate an employment without stating any reason in so far as all laid down procedures are followed in terminating the employment. They also state that in a recent decision by the National Industrial Court, it was held that where the contract of employment can be terminated, then any termination must fall under any of the agreed grounds and same must be stated when the employment is being terminated.

Agharuwhe (2010) subdivided due process into the sub-areas: constitutional, procedural and substantive due process. First, the *constitutional due process* can be seen from two angles which include the positive and negative aspects. The positive aspect states that no individual should be deprived of life, liberty and property without being exposed to the process which is entrenched in the Nigerian constitution. On the other hand, the negative aspect of due process is considered as a process whereby, the state cannot take away life, liberty and property from an individual without granting the person a fair hearing, through the due process of law. The difference between the positive and the negative is that the former does not make provision for people's safety and protection while the latter indicates that though the state is ultimate yet the benefit of doubt is given to individuals to defend oneself in case of a crime. Invariably, it should be realized that employees have access to the due process strictly as a safety valve in their profession. The *procedural due process* relates more to the 36th section of the Nigerian Constitution of 1999. It summarily states that everybody should be informed of the offence, given a fair chance for both an impartial hearing and defense before a judgment is passed on the individual. Thirdly, the *substantive due process* relates more to section 34 of the Nigerian Constitution of 1999. This summarily states that everybody should be given some dignity especially by avoiding any element of inhuman treatment. The individual may not be held in captivity and should not be made to do any compulsory labour.

Obiora and Iwuoha (2013) conducted a study on work related stress, job satisfaction and due process in Nigerian public service. The paper focused on the effects of work-related stress on employees' work attitude in the public sector; its relationship with job satisfaction and consequent impact on observance of due process in Nigerian public service. Utilizing relevant data generated from secondary sources, the paper established that the situations that give rise to work related stress impinge negatively on how workers enjoy their job and that this has far reaching implications on public service performance in Nigeria. The paper recommends that work conditions in Nigerian public service must be improved to cushion the effects of work-related stress, and consequently, contain pervading breaches of due process.

Agharuwhe (2010) carried out a study on Nigerian primary and post primary teachers' utility of the due process of law. The primary aim of the study was on due process of law by teachers as a protection and corrective measure in case of problems between teachers and the system served. The researcher reviewed how 'right' and the due process can be related as well as the essence of the due process when considering the crucial areas as portrayed in the paper. In the process, the researcher utilized available cases and necessary administrative examples which thus, amplified, substantiated and assisted in the analysis of the concept of due process. Finally, the researcher suggested that based on possible changes in the society, there is the need to examine and revise past statutes, laws, edicts and decrees to improve some problematic areas faced by teachers in the teaching profession. The researcher further stated that the approach of due process will not only ensure and allow harmony, peace and promote respect for each individual's right in the teaching profession but, also ensure satisfaction among teachers.

Employee Voice

The term 'employee voice' was first coined by Albert Hirschman in 1970, who was describing those who 'suffer in silence, confident that things will soon get better'. Over the last century, there has been increasing recognition that giving employees a say in how they experience their work is beneficial for organizations in a number of ways. Employee voice is the most basic premise of industrial relations, protected by law and identified as the main antecedent of employee engagement (CIPD, 2013). The last decade has seen a growing interest in the notion of employee voice, both from those seeking higher levels of organizational performance and from those desiring better systems of employee representation (Dundon et al., 2004). Voice is a term that has been more widely used in the practitioner and academic literature on HRM and industrial relations in recent years (Roche, 2000). Armstrong (2004) of the Chartered Institute of Personnel Department suggested that voice historically means collective bargaining, and that this 'chosen method of joint regulation became a straitjacket inhibiting the very things needed to win and keep employees. Prosser (2001) posits that 'collective voice achieves what the lone voice could never do: it humanizes and civilizes the workplace, arguing that collective representation is the foundation of a partnership relationship that brings positive benefits for Businesses. It has also been argued that the way employees are treated through the provision of opportunities for voice may have a more significant impact on commitment than the way employees are paid (Blinder, 1990). Defining employee voice has somewhat created a state of disparity in that researchers are yet to agree as to what should really make up employee voice. However, in an attempt to give a more fluid definition of employee voice, McCabe and Lewin (1992), summarized employee voice as consisting of two elements, the expression of complaints or grievances in a work context by employees to management and the participation of employees in the decision-making processes or communication where there is an opportunity for employees and managers to exchange views about issues on an individual basis and through a collective consultation. In direct contrast to this definition is that voice is a necessary precursor to participation it does not in itself lead to participation (Heffernan & Dundan, 2009). Morrison (2011) summarizes employee voice as discretionary communication of ideas, suggestions, concerns, or opinions about work-related issues with the intent to improve organizational functioning. While Armstrong (2009) understands voice as a say that employees have at work comprising of involvement, participation, problem solving and communication. These definitions do not have a commonality. Dundon et al. (2004) observe that employee voice as a concept has competing meanings. Employee voice covers all types of opportunities where employee can have their say and exert some influence over work place decisions (Boxall & Purcell, 2011). Employee voice is also defined as speaking up on important issues and problems in an organization by employees, which may lead to improved performance (Dyne, Ang & Botero, 2003). Wood and Wall (2007) made a similar point associating voice with both collective bargaining and grievance procedures, in addition to the solicitation and provision of employees' ideas for organizational improvement.

Rose (2008) notes that the term collective bargaining was originated by Webb to describe the process of accepting the terms and conditions of employment through representatives of employers (and possibly their associations) and representatives of employees (and probably their unions). Rose (2008) posits that collective bargaining is the process whereby representatives of employers and employees jointly determine and regulate decisions pertaining to both substantive and procedural matters within the employment relationship. Davey (1972) views collective bargaining as "a continuing institutional relationship between an employer entity (government or private) and labour organization (union or association) representing exclusively a defined group of employees of said employer (appropriate bargaining unit) concerned with the negotiation, administration, interpretation and enforcement of written agreements covering joint understanding as to wages/salaries, rates of pay, hours of

work and other conditions of employment”. International Labour Organization (ILO) (1960) views “collective bargaining as negotiations about working conditions and terms of employment between an employer, a group of employers or one or more employers’ organization, on the one hand and one or more representative workers organization on the other, with a view to reaching agreement”.

Armstrong (2009) says that employee voice can take the form of joint consultation which involves managers and employee representatives meeting on a regular basis in order to exchange views, make good use of members’ knowledge and expertise and also to deal with matters of common interest. He explains that meaningful consultation takes place when managers tell employees what they want to do and they give employees enough time to respond, considering employees’ views as well as response to views. The entire process should be within the existing systems of negotiation and representation. The common form of representation is trade unions, where employees form an organization to safeguard their interests (Anyango et al., 2013).

Mathis and Jackson (2008) consider four major areas that trade unions handle. First are matters relating to work environment which comprises staffing of employees, overtime and general working condition of the employees. Second are matters relating to pay such as inequitable pay, inadequate benefits and non-competitive remuneration. Third, unions handle matters to do with employee treatment at the work place such as unfair discipline, harassment and abusive treatment, job insecurity and lack of response to complaints. Lastly, unions address matters to do with management style such as fear, intimidation of employees, and lack of recognition in decision making process. Trade Unions have two major roles (Armstrong, 2009), namely to secure improved terms and conditions for their members and to provide protection, support and advice to their members as individual employees. The other roles include providing legal and financial services to members whenever appropriate (Anyango et al., 2013).

Abolade (2012) investigated the influence of unionization and non-unionization of workers on the efficiency of workplaces in Southwestern Nigeria. A descriptive survey research design method was adopted for the study. Two hundred and ten (210) respondents from seven different organizations were selected using the 1978 World Health Organization (WHO) 30 by 70 cluster survey technique. Questionnaire was used as the instrument of data collection. Collected data were analyzed, summarized, and interpreted accordingly with the aid of descriptive statistical techniques such as total score and simple percentage. Analysis of variance, linear regression and t-test statistical methods were used to test all the hypotheses at 0.05 alpha levels. Findings revealed that there was a significant relationship between organizational efficiency and non-unionization in both public and private sectors. There was no significant relationship between organizational efficiency and unionization in public and private sectors. Organizational efficiency was less significantly linked to workers’ unionization. The finding also showed that workers performed their tasks not because they were union members but because of their interests in their jobs and other factors like leadership style and reward systems. As a result of these findings, it is recommended that appropriate leadership styles should be used at all times and that workers should be beautifully rewarded to spur them to perform optimally for overall organizational efficiency. However, where the national labor policy allows unionization, workers should be allowed to join unions. In organizations where unionization is prohibited, workers should be well treated to enhance their welfare and promote organizational efficiency.

Lebbaeus and Abigail (2013) studied the effect of Unionization on Employees’ Job Satisfaction and organizational Commitment in the Cape Coast and Takoradi Metropolis of Ghana. The study sought to find out how being a member of a trade union affects the satisfaction of employees in the Cape Coast and Takoradi Metropolis derive from their jobs and also how it influences their commitment to their organizations. In other words, the study

examined whether unionized employees were more satisfied and committed to their organizations than non-unionized employees. The research design employed for the study was the descriptive survey. A total of 400 respondents were sampled from various financial institutions (insurance and banking institutions), using the systematic random sampling procedure. The respondents included 224 unionized employees and 176 non-unionized employees. The instrument used for the study was a set of questionnaire consisting of the Weiss et al. 20-item Minnesota Satisfaction Questionnaire and Allen and Meyer 18-item organizational commitment scale. The data were analyzed using both descriptive and inferential statistics to answer and test the research questions and hypotheses. The main findings of the study indicate that 87% of the respondents believed that union membership is important. Again, the findings suggest that on the average, unionized employees were more satisfied with their jobs than non-unionized employees, but nonunionized employees were more committed to their organizations than the unionized employees. The study recommended that employers should recognize the existence of these unions in their companies, include them in formulating of company policies and negotiate with them on behalf of other employees since it will help them achieve their aim, since a great number of the employees view unionization as very important aspect of their occupational life.

Employee Commitment

Employees' commitment also known as organization commitment is defined as the employees' feeling of obligation to stay with the organization (Allen & Meyer, 1990). An important aspect regarding organizational commitment is the identification of factors that induce employees to stay with or leave the organization in times of unpleasant organizational situations (Newstrom & Davies, 2007). This entails that organizations need to identify those elements that their employees have bonded themselves with, which to a very large extent dictates their continual stay or departure from an organization. Organisational commitment is viewed as a vital variable in facilitating the understanding of an employee's attitudes and behaviour in the workplace (Hui & Lee, 2000). Herscovitch and Meyer (2002) defined employees' commitment as the degree to which an employee identifies with the goals and values of the organization and is willing to exert effort to help it succeed. Employees' commitment usually relates with job effectiveness, level of satisfaction and the employees' intention to quit or stay with their organizations. Individuals with higher commitment level to the organization tend to put in efforts to add value to the organization. They would be more willing to contribute their ideas, cooperate with their superiors, follow instructions and directives from the management and engage themselves in activities that they perceive as beneficial to the organization as a whole (Chong, 2004). Commitment is a force that binds an individual to a course of action of relevance to one or more targets (Herscovitch & Meyer, 2002). 'Binding' refers to the maintenance of the relationship with the commitment object and is seen as the most important outcome of commitment (Meyer, Stanley & Herscovitch, 2002). Biljana (2004) stated that the commitment of employees is an important issue because it may be used to predict employee's performance, absenteeism and other behaviours.

Lam, Pine and Baum (2003) adduce that highly committed employees will endeavour to meet an organization's goals and interests. Rajendran and Raduan (2005) opined that organizational commitment is the subset of employee commitment, which comprised to work commitment, career commitment and organizational commitment and also added greater the organizational commitment can aid higher productivity.

The dimensions of employee commitment that will be reviewed are continuance commitment and normative commitment.

Continuance Commitment

Continuance commitment involves a person being bonded to an organization based on what it would cost that person to leave the company (McMahon, 2007). Allen and Meyer (1990) posit that the costs associated with leaving are manifested in two distinct ways. The first manifestation results from employees' decision to remain employed in the organization because of personal investments (retirement benefits, seniority status, access to social network, specialized and untransferable job skills, family ties, etc) that they have made as a result of the number of years they have been employed in a particular organization. The second manifestation emanates from the perceived difficulty in finding a comparable job elsewhere. Thus, Meyer and Allen (1991) propose that because of side-bets and a lack of job alternatives elsewhere, employees with a strong continuance commitment remain with the organization because it provides them with desirable personal outcomes and benefits that they are unwilling to sacrifice.

Normative Commitment

Employees perceive the organization to be on their side and the organization evokes a sense of mutual obligation in which both the organization and the employee feel a sense of responsibility toward each other. The basic tenet of normative commitment is the internalization of norms and values as well as the inner feelings that employees learnt from their cultural background prior to becoming members of a certain organization. Normative commitment is viewed as a belief about the employee's formal and informal responsibility to the organization and a perceived duty to work for the organization and its functions. As a result, employees feel that they are morally obliged to remain with the organization (Meyer et al., 1993) despite better work opportunities elsewhere in the labour market. Hence it could be assumed that employees with high levels of normative commitment feel that they ought to continue their association with the organization (Meyer & Allen, 1991). As documented in several studies, a sense of loyalty and duty underlying an employee's normative commitment influences employees' decision to remain with the employing organization because they feel they ought to do so (Bagram, 2003; Meyer, Allen & Smith, 1993). Normative commitment might develop based on socialization experiences in the family and culture and from early socialization in the employing organization. For instance, culturally based norms towards the meaning of work as an obligation could have an influence on normative commitment. Meyer and Allen (2004) are of the view that when employees feel an obligation toward their employers are strengthened by the cultural values of loyalty and receipt of benefits, and they are then more willing to stay with the organization and repay their perceived debt. It is believed that employees who have been led to consider via various organizational practices, early socialization efforts, or their own personal history, that the organization deserves their loyalty will be likely to have a strong normative commitment (Meyer & Allen, 1997). Therefore, employees who are committed to their organization on a normative basis engage in work activities on the basis of a sense of duty. They behave in accordance with organizational goals because 'they believe it is the 'right' and moral thing to do' (Stallworth, 2004). For instance, if the organization is loyal to employees, in turn, they will exhibit a high degree of normative commitment (Allen & Meyer, 1990; Bagram, 2003; Meyer & Allen, 1997; Meyer et al., 2002). In essence, it all means that the organization in itself must play a significant role in ensuring that their employees bond with their organization which will in turn be of immense benefit to the organization at large. Consequently, employees with low levels of normative commitment might not feel any obligation to support the organization, unless motivated. Furthermore, non-committed employees might describe the organization in negative ways to outsiders thereby inhibiting the organization from recruiting highly qualified employees (Chughtai & Zafar, 2006). This is what every organization dreads greatly because organizations pay so much

attention to the protection of its public image which to a large extent its survival depends on it.

Theoretical Underpinning and Hypotheses Development

Social Exchange Theory

Social exchange theory was introduced in 1958 by the sociologist George Homans with the publication of his work "Social Behavior as Exchange". Social exchange theory involves a series of interactions that are interdependent and contingent on the actions of the other partner in the social relationship, and generate obligations (Blau, 1964; Cropanzano & Mitchell, 2005). Having the feeling of an obligation at work is important because it compels employees to repay advantageous treatment received from their employers (Eisenberger et al., 2001), provides guidance in self-management (Dose & Klimoski, 1995) and often precedes taking charge at work (Morrison & Phelps, 1999). Employees will be committed to an organization if they perceive that the organization treats them fairly and willingly supports employees (Meyer & Allen, 1997). A social exchange relationship rests on the norm of reciprocity (Gouldner, 1960). An exchange starts with one party giving a benefit to another. If the recipient reciprocates, and consequently a series of beneficial exchanges occurs, feelings of mutual obligation between the parties are created (Coyle-Shapiro & Shore, 2007). A broad notion of reciprocity encompasses a feeling of an obligation to repay favorable treatment.

In relating the theory to this study, employers and employees in Private Universities are aware of the fact that they both need to create an enabling environment for one another if their respective goals are to be accomplished. For the organization to achieve its objectives, it needs its employees to be fully committed to the organization in all its endeavours. While on the part of the employees, they need the assurance that their organization will provide them the security they need on their job (job security). The exchange, or reciprocation, in social relationships becomes stronger when both partners are willing to provide resources valuable to the other (Aselage & Eisenberger, 2003).

From the review of literature, the study therefore formulates the following hypotheses to guide the study:

H_A: Due process has a significant influence on employee continuance commitment in Private Universities in Anambra State.

H_A: Encouraging employee voice has significant positive effect on employee normative commitment.

Methodology

Research Design

The researchers adopted a descriptive survey research design. The researchers deem this design suitable for this study as its aim is to establish the type of relationship that exists between the identified variables.

Area of the Study

This study was conducted in Anambra State, one of the eastern states in Nigeria. The Capital and seat of power is Awka. Anambra shares its boundaries with states like, Enugu state, Imo State, Abia State, Delta State, Kogi State, and Edo State. There are twenty one (21) local government areas in Anambra state. This study was carried out in Okija, Umunya, and Awka.

Population of the Study

The population of the study consists of both tutorial and non-tutorial staff of three Private Universities in Anambra State. The population elements are employees with a minimum of first degree qualification (BSc, BA, B.Ed., B.Eng., etc.). The summary of employees in the Universities is given in the table below.

Table 1. Private universities in Anambra State, Nigeria

Name of universities	Tutorial staff	Non-tutorial staff	Total population
Madonna University, Okija	174	324	498
Tansian University, Umunya	79	148	227
Paul University, Awka	113	209	322
Total Population	366	681	1047

Source: Field Survey, 2017

Sample Size Determination and Sampling Technique

The sample size of this study is 289 employees. It was derived from the population of 1047 employees of the three Private Universities in Anambra State using Taro Yamane's formula:

$$n = \frac{N}{1+N(e)^2}$$

Where: n = sample size; N = population of the study; e = level of significance/error estimate at 5%; 1 = constant.

$$n = \frac{1047}{1+1047(0.05)^2}$$

$$n = \frac{1047}{1+1047(0.0025)}$$

$$n = \frac{1047}{3.6175}$$

$$n = 289$$

The study made use of stratified sampling technique in selecting participant for the study. In this type of sampling, the population is being divided into separate groups called strata, out of which a probability sample is drawn from each group. In relating it to this present study, the study population is the entire Private Universities in Anambra State, while the strata is the individual names of the Universities. Questionnaire for the study was effectively distributed using Bowley's proportional allocation formula. The formula is given as:

$$nh = nNh/N$$

Where: nh = number of each unit allocated to each stratum; n = total sample size; Nh = number of items in each stratum in the population; N = population size.

$$\begin{aligned} \text{Madonna University, Okija} &= 289 \times 498 / 1047 && = 137 \\ \text{Tansian University, Umunya} &= 289 \times 227 / 1047 && = 63 \\ \text{Paul University, Awka} &= 289 \times 322 / 1047 && = 89 \end{aligned}$$

Method of Data Collection

A 12 item structured questionnaire was used in this study. The instrument consist of twelve (12) items meant to capture data on the three research questions formulated for the study which was developed by the researcher from insight on reviewed literature.

Validity of the Instrument

The instrument was subjected to face and content validity for validating the instrument. Copies of the questionnaire were given to experts in measurement and evaluation Department and as well as Business Administration Department both in Nnamdi Azikiwe University, Awka for evaluation so as to ensure that the questionnaire items measures exactly what it is supposed to measure. These experts reviewed the content coverage and appropriateness of the language used. Corrections were effected based on the reviews and suggestions made by the experts, as the questionnaire was modified and administered to the respondents when deemed fit.

Reliability of the Instrument

The instrument was used tested using Cronbach Alpha at 5% level of significance. Internal consistency of the responses received on the entire questionnaire items were tested using the alpha Cronbach reliability test. The alpha Cronbach reliability test yielded over 0.60, hence all the constructs showed adequate reliability and validity. Reliability statistics of Job Security variables which includes Due Process and Employee Voice yielded a Cronbach alpha value of 0.711 and 0.673 respectively. While the indices for Employee Commitment which consists of Continual Commitment and Normative Commitment produced a Cronbach Alpha value of 0.608 and 0.643 respectively.

Method of Data Analysis

Data collected for the study were analyzed using descriptive statistics in form of tables to present the frequencies and percentage mean and standard deviations. The hypotheses earlier formulated for the study as enumerated in chapter one was tested using Pearson's Product Moment Correlation Coefficient with the aid of Statistical Package for Social Science (SPSS) Ver.2. The decision rule is thus; reject the null hypotheses if P-value > 0.01 level of significance, otherwise accept the null hypotheses.

Data Presentation and Analyses

This section covers the presentation and analysis of data collected from the field. It is divided into descriptive statistics and the test of hypotheses. A total number of 289 copies of questionnaire were distributed and administered to participants, but only 252 copies were returned for analysis thereof.

Table 2. Descriptive statistics of due process and continuance commitment in private universities in Anambra State

Items	N	Mean	Std Deviation	Decision
Due process				
My institution refers to laid down rules and regulations before passing any judgement	252	3.3373	1.20809	Agree
My institution affords employees the opportunity of a fair hearing concerning any issue	252	3.8532	.80231	Agree
In the case of termination of appointment, my institution pays affected employee their due entitlements.	252	3.9524	1.12811	Agree

Grand Mean		3.7143		Agree
Continuance commitment				
I encourage highly skilled individuals to join my institution	252	4.5397	.65170	Agree
I am still with this institution because I have not seen another suitable job elsewhere	252	3.9563	.97482	Agree
I can't leave this institution now because of my retirement benefits and seniority status	252	3.8810	.97464	Agree
Grand Mean		4.1257		Agree

Source: SPSS Version 22

The items displayed above represent the contents of Due process and Employee Continuance Commitment. The items with 3.0 were used in the test of hypothesis while those below (if any) will not be considered in the analysis. From the result above, all the values are all within the range of 3.0 and 4.9.

Table 3. Descriptive statistics of employee voice and normative commitment in private universities in Anambra State

Items	N	Mean	Std Deviation	Decision
Employee voice				
I participate in the decision making process of my institution, most especially on issues that affects me.	252	3.5754	1.30211	Agree
I work in an environment where information needed for staff development is being shared regularly	252	3.3571	1.54076	Agree
I have the freedom to make decisions that affects my work place.	252	3.0635	1.33745	Agree
Grand Mean		3.3320		Agree
Normative commitment				
I am obligated to remain with this institution	252	3.4206	1.39637	Agree
I am privileged to be associated with this institution	252	4.0754	1.03248	Agree
If an offer comes up elsewhere will leave this institution	252	3.9246	1.13539	Agree
Grand Mean		3.8069		Agree

Source: SPSS Version 22

The questionnaire items displayed in the table above shows the summation scale used in measuring the relationship between Employee Voice and Employee Normative Commitment. The questionnaire items that assumed the value of 3.0 and above were used in running the test of correlation. From the table above, all the items were used for the analysis.

Test of Hypotheses

Test of Hypothesis One

H₀: Due process does not influence employee continuance commitment in Private Universities in Anambra State.

H_A: Due process has a significant influence on employee continuance commitment in Private Universities in Anambra State.

Correlation analysis was used to examine the degree to which due process influences employees' continuance commitment in Private Universities in Anambra State.

Table 4. Correlation between due process and continuance commitment

		Due process	Continuance commitment
Due process	Pearson Correlation	1	.730**
	Sig. (2-tailed)		.000
	N	252	252
Continuance commitment	Pearson Correlation	.730**	1
	Sig. (2-tailed)	.000	
	N	252	252

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS ver. 22 Outputs

Result Summary

The result of Pearson Product-Moment Correlation Coefficient revealed that due process has a significant influence on employee continuance commitment in Private Universities in Anambra State, with: $r = 0.730$, $n = 252$, and $p\text{-value} = 0.000$. Hence, the result confirms alternate hypothesis that Due process has a significant influence on employee continuance commitment in Private Universities in Anambra State.

Test of Hypothesis Two

H₀: Encouraging employee voice does not affect employee normative commitment in Private Universities in Anambra State.

H_A: Encouraging employee voice positively affects employee normative commitment in Private Universities in Anambra State.

This hypothesis was also tested with Pearson Product Moment Correlation Coefficient to determine the degree to which employee voice positively affects employee normative commitment in Private Universities in Anambra State.

Table 5. Correlation between employee voice and normative commitment

		Employee voice	Normative commitment
Employee voice	Pearson Correlation	1	.685**
	Sig. (2-tailed)		.003
	N	252	252
Normative commitment	Pearson Correlation	.685**	1
	Sig. (2-tailed)	.003	
	N	252	252

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS ver. 22 Outputs

Result Summary

Table 5 shows the nature of relationship between employee voice and employee normative commitment. The Pearson Product-Moment Correlation Coefficient result revealed a significant positive correlation between the variables with: $r = 0.685$, $n = 252$ and $p\text{-value} (0.003 < 0.01)$. Thus, the study accepts the alternate hypothesis that Encouraging employee voice positively affects employee normative commitment in Private Universities in Anambra State.

Discussion of Findings, Conclusion, and Recommendations

Discussion

Broadly, this study was aimed at determining the existing relationship between Job Security and Employee performance in Private Universities in Anambra State. Two specific objectives were developed to assist this study.

The first objective was to ascertain the extent to which due process influences employees continuance commitment. The result of the finding shows that due process significantly influences employees' continuance commitment. This implies that if due process is adequately followed which is broken down into the following; referring to laid down rules and regulations before passing judgment; affording employees opportunity of a fair hearing concerning any issue; and finally, in the case of termination of appointment, paying off affected employees their due entitlements. Employees will tend to reciprocate in the form of encouraging highly skilled individuals to join the institution as well as remaining with the institution. This finding is in line with that of Agharwhe (2010) who carried out a study on Nigerian Primary and Post Primary Teachers' Utility of the Due Process of Law. The primary aim of the study was on due process of law by teachers as a protection and corrective measure in case of problems between teachers and the system served. The researcher stated that the approach of due process will not only ensure and allow harmony, peace and promote respect for each individual's right in the teaching profession but, also ensure satisfaction among teachers.

Finally, the second objective was aimed at determining the degree to which employee voice positively affects employee normative commitment. The hypothesis was that encouraging employee voice positively affects employee normative commitment. The result that emanates from the test of this hypothesis shows that if employees are allowed to participate in the decision making process of their institution, especially matters that affects them, employees of such institution will demonstrate a high level of commitment towards their institution. Also, in order to bring out the best in their employees and get them to be committed towards the course of the institution, employees should have access to information needed for staff development on regular basis as well as having the freedom to make decisions that will affect their work place positively. Similar to this finding was seen in the work of Abolade (2012) who investigated the influence of unionization and non-unionization of workers on the efficiency of workplaces in Southwestern Nigeria. The findings revealed that there was a significant relationship between organizational efficiency and non-unionization in both public and private sectors. There was no significant relationship between organizational efficiency and unionization in public and private sectors. Organizational efficiency was less significantly linked to workers' unionization. The finding also showed that workers performed their tasks not because they were union members but because of their interests in their jobs and other factors like leadership style and reward systems. It is therefore important to give vent to workers opinion in any organization.

Conclusions

This study was focused on establishing the extent to which job security positively affects employee commitment in Private Universities in Anambra State Nigeria. It is the goal of organizations to ensure that its workforce is committed towards the course of the organization. Employees who are very integral to the attainment of organizational goals are oftentimes burdened as to what will become of their current job in future, of which causes great discomfort within them. If the studied institutions and others alike can critically look at the content of this work so as to ascertain the factors that accounts for employee job security, then the much needed employee commitment will be a reality and not a mirage.

Recommendations

Private Universities should as much as possible establish and develop a well organized procedure in disciplining, suspending, demoting, and in extreme cases dismissing employees. Laid down rules and regulation should be adequately consulted before acting accordingly. In so doing, the affected employee will have a feeling that he or she was fairly judged; thereby avoiding entering into litigation with the University.

Private Universities should to a large extent weigh the option of having a staff union in their institution so that matters that concerns employees' working conditions would be presented to the management of the University by the representative of employees.

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