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EFFECT OF JOB SECURITY ON EMPLOYEE'S PERFORMANCE IN FEDERAL INLAND REVENUE SERVICE, (FIRS) HEADQUARTERS ABUJA, NIGERIA

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Abstract

Job security started gaining popularity in the recent times as a result of economic pressures on organizations. Presently, the most important desire of every employee is to keep their jobs for as long as they wish. In this view, it implies that job security has become the most determinant and key element influencing an employee's decision on whether to join an organization. The study examined the effect of job security on employee's performance in Federal Inland Revenue Service, (FIRS) headquarters Abuja, Nigeria. Descriptive survey research design was used to the study. Data were collected using two basic sources namely, Primary & Secondary source. The population of this study is the Staff of the Federal Inland Revenue Service Abuja. Chi-square statistic was used to test the hypotheses formulated for this study. The major research instrument used in this study is questionnaires. Abraham Maslow Hierarchy of Needs theory was adopted as theoretical framework. Finding from the study shows that, job security-related feelings have improved greater employee participation in decision making. Finding from the study also shows that, that there is relationship between job security-related feelings and employee's dedication and job security facilitate greater work engagement and productivity among the employees in the Federal Inland Revenue Service (FIRS) Headquarter, Abuja. The study recommends that, Federal Inland Revenue Service, (FIRS) should encourage the employees of job security in order to enhanced more employee's dedication to work

Keywords: Job Security, Employee Performance, FIRS, Abraham Maslow.

1. Introduction

Job security is the likelihood of keeping a job. A job with high job security has a low chance of being lost. The business dictionary defines it as "an employee's assurance (or lack thereof) of gainful employment, collective bargaining, agreement, or labor legislation that prevents arbitrary termination, lay-offs, and lock-outs." Economic conditions may affect it.

This adds a new perspective to job security. Its absence affects employee motivation and performance. Adebayo and Lucky (2012) agreed that job security has become essential for employees and organizations, especially

economically. It's become a crucial factor in both the employee preference list and the organization. (Schappel; KPMG, 2012)

Organizations must satisfy this need by providing job security or spend more time improving employee performance. Betsy Gallup says employee motivation can make or break a company. She says motivation is the top employee motivator. Job security and performance are two-way pendulums. Job security claims reduce employee zeal, motivation, and performance. Due to job security, they become lax.

High productivity and efficiency have always been organizational priorities. To achieve high performance, an organization needs a highly satisfied work force. A happy worker works harder and better. Every company wants a happy workforce to ensure its success. Total organizational performance depends on individual employee performance. Every organization relies on employee performance to be productive.

Employee effort affects performance. When a worker feels secure in his/her job, he/she works harder. The organization's performance improves. A secure employee's effort and commitment are crucial to the organization's success.

According to Shilt (1990), "an establishment's most prized assets are its employees" Abuja's Federal Inland Revenue Service promotes revenue generation and economic growth. To reach these goals, the service used many workers. For workers to be productive, the service ensures job security. Indeed, employees are what make an establishment successful or unsuccessful. For this reason, a government agency like the Federal Inland Revenue Service, Abuja would find it worthwhile to ensure job security among its employees. In order to improve the quality of revenue in the nation and boost job security, some key areas are prioritized. If an employee is satisfied with his or her job, this may increase productivity, and with increased productivity, the agency (Federal Inland Revenue Service, Abuja) can meet its set objectives. Productivity is affected by how secure an employee's job is, so job security is a key factor. In organizational behavior and organizational psychology, Job security is the likelihood of keeping a job. A job with high job security has a low chance of being lost. The business dictionary defines it as "an employee's assurance (or lack thereof) of gainful employment, collective bargaining, agreement, or labor legislation that prevents arbitrary termination, lay-offs, and lock-outs." Economic conditions may affect it.

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(Schappel; KPMG, 2012). Organizations must satisfy this need by providing job security or spend more time improving employee performance. Betsy Gallup says employee motivation can make or break a company. She says motivation is the top employee motivator. Job security and performance are two-way pendulums. Job security claims reduce employee zeal, motivation, and performance. Due to job security, they become lax.

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employees, and slows organisational growth (Padilla-Velez, 1993). Dissatisfied employees hurt the organisation's efficiency. This study examines job security and employee performance at the Federal Inland Revenue Service, Abuja.

Job security has rapidly decreased as a result of the global economic downturn and financial crisis. In a recent survey, employees ranked job security as the greatest contributing factor to job satisfaction. But since job insecurity is unavoidable in the current situation, organizations need to know how to keep employees engaged at work and how to reduce the negative effects of job insecurity.

In some organizations, employees do not possess assurance of their jobs and this greatly decreases their employee motivation, consequently affecting the levels of their performance negatively. For this reason, this study seeks to find out the effect of job security on an employee's performance in the Federal Inland Revenue Service, Abuja.

- i. To what extent has job security enhanced an employee's dedication to work in the Federal Inland Revenue Service (FIRS) Headquarter, Abuja?
- ii. Does job security facilitate greater work engagement and productivity among the employees in the Federal Inland Revenue Service (FIRS) Headquarter, Abuja?

The main objective of this study is to examine the effect of job security on an employee's performance in the Federal Inland Revenue Service (FIRS) Headquarters, Abuja. While the specific objectives are to;

- i. To determine the extent to which job security has enhanced an employee's dedication to work in the Federal Inland Revenue Service (FIRS) Headquarters, Abuja.
- ii. To ascertain the effectiveness of job security in facilitating greater work engagement and productivity among the employees of the Federal Inland Revenue Service (FIRS) Headquarters, Abuja

Research Hypotheses

- H0₁: There is no significant relationship between job security and an employee's dedication to work in the Federal Inland Revenue Service (FIRS) Headquarters, Abuja.
- H0₂: There is no significant relationship between job security facilitating greater work engagement and productivity among the employees in the Federal Inland Revenue Service (FIRS) Headquarters, Abuja.

2. Literature Review

Concept of Job Security: Job security is defined as the assurance of an employee's job continuity due to the general economic conditions in the country, according to James (2012). Adebayo and Lucky (2012) ascertain that it is concerned with the possibility or probability of an individual keeping his or her job. According to Simon (2011), it deals with the chances of employees keeping their jobs in order to not be unemployed. Jobs which are not backed by an indefinite contract or cannot be guaranteed for a reasonable period are deemed to lack job security. It is also seen as the employee's being free from the fear of being dismissed from his/her present employment or job loss.

Some professions and employment activities have greater job security than others. Job security is an employee's assurance or confidence that they will keep their current job for a longer period of time as they so wish (businessdictionary.com). It is the assurance from the company or organization that their employees will remain with them for a reasonable period of time without being wrongly dismissed (Adebayo & Lucky, 2012; Simon, 2011).

Quite a number of factors, such as employment contract, collective bargaining agreement, labor legislation and personal factors such as education, work experience, job functional area, work industry, work location, etc., play an important role in determining the need for an

individual's services and impact their personal job security (Adebayo and Lucky, 2012). In another extreme, essential or necessary skills and past experience required by the employers and subject to the current economic condition and business environment could also guarantee an individual's job security (Adebayo and Lucky, 2012).

Generally, certain types of jobs and industry jobs have been perceived to have high job security. For instance, government jobs, educational jobs, healthcare jobs, and law enforcement jobs are deemed to be very secure, while on the other hand, jobs in the private sector are widely perceived to offer lower job security, which may also be according to industry, location, occupation, and other factors (Adebayo and Lucky, 2012). However, in the final analysis, Adebayo and Lucky (2012) noted that people's job security eventually depends on whether they are employable or not and if businesses have a need for their skills. Although employment laws can offer some relief against unemployment risk, they only have a marginal contribution to the job security of individuals. The fact remains that individuals need to have the right skill set to have good job security.

Organizational Performance: Furthermore, a number of authors have pointed out the problems or difficulties in defining and conceptualizing and measuring the concept of performance in general, including some of its terms, such as organizational performance (Hashim, 2008). Hence, there has been some sort of disagreement among authors, researchers, and practitioners with regards to how best to conceptualize, define, and measure organizational performance (Lenz, 2018). According to Hashim (2008) and Lucky and Minai (2011), this problem could be linked to either too many objectives to be achieved, or too many different objectives, or a lack of clear and concise objectives in organizations. For instance, in a situation where an organization is faced with various stakeholders' objectives, such as those of directors, managers, employees, and customers, Generally, organizational performance is designed to measure how well an organization is able to achieve or attain its objectives. According to Lenz (2018), organizational performance is defined as organizational

achievement with regard to some criteria. It is a measurement or indicator for the evaluation and assessment of organizations (Lucky, 2011). It reveals the strengths and weaknesses of the organization and what we want to measure. In an organization, for example, it helps to ascertain the current situation of an organization, whether the organization is doing well or not. At a point, it reveals the efficiency and effectiveness of an organization and therefore supplies information on whether an organization is successful or will fail at a particular point in time (Lucky, 2011). In another dimension, Jermias and Setiawan (2008) and Samson et al. (2012) noted that performance measures provide information for the following: planning, investigating, coordinating, evaluating, supervising, staffing, negotiating, profitability, and organization overall performance. These indicators are well related to organizational performance and deeply related to the human resources domain. Chew and Sharma (2005) and Akinyele (2007) provided performance indicators such as efficiency, internal liquidity, strategic human resources effectiveness, profitability, and leverage.

Job Security and Organizational Performance:

According to Geoffrey James, job security has a significant effect on the overall performance of the team as well as the organization's performance (James, 2012). He noted that organizations with workers with low job security cause people to lose faith in their future, which consequently affects performance. He affirmed that the more an employee enjoys job security, the more he is likely to effectively perform his task, which is reflected in the overall performance of the organization. For example, in organizations, tasks are normally broken down into jobs, which are assigned to each employee. Individual performance is assessed for each of the jobs performed by the employees. This individual's performance is part of the overall organizational performance. The employee's individual performance in his job is directly linked with the overall performance of the organization. Therefore, it seems their performance is linked to organizational performance. Their contributions will be less effective if they feel low job security in the organization. For instance, low job security is possible in

a situation where a particular employee's ethnic group seems to dominate other ethnic groups in some organizations or industries (Bumi, 2011; Hassan, 2010).

In this case, the minority employees in that company will feel low job security and therefore may not be able to perform effectively. For example, a Chinese-owned company may be dominated by more Chinese employees than other ethnic groups (Bumi, 2011; Hassan, 2010), thereby causing fear of losing their jobs to other minority employee ethnic groups in the company and vice versa. Therefore, Malay and Indian employees working in a Chinese company may feel very low job security and thus contribute very little to the organization, while on the other hand, Chinese and Malay employees working in an Indian company will also feel low job security, which will also affect their performance. Based on the different scenarios above, an employee working in a company other than his race may definitely feel low job security and this will affect his/her performance, which is reflected in the overall performance of the organization. Based on this, it can be argued that organizations should find a way of balancing between employee job security and organizational performance, as employee job security is a key determinant of organizational performance, especially in a multiethnic environment.

2.1 Empirical Review

James (2012) examined the effect of job security on performance. The study revealed that job security has a significant effect on the overall performance of the team as well as the organization's performance. The study shows that organizations with workers with low job security cause people to lose faith in their future, which consequently affects performance. He affirmed that the more an employee enjoys job security, the more he is likely to effectively perform his task, which is reflected in the overall performance of the organization. For example, in organizations, tasks are normally broken down into jobs, which are assigned to each employee. Individual performance is assessed for each of the jobs performed by the employees. This individual's performance is part of the overall organizational

performance. The employee's individual performance in his job is directly linked with the overall performance of the organization. Therefore, it seems their performance is linked to organizational performance. Their contributions will be less effective if they feel low job security in the organization.

Bumi (2011) examined job security in minority employees' companies. It was revealed that low job security is possible in a situation where a particular employee's ethnic group seems to dominate other ethnic groups in some organizations or industries. In this case, the minority employees in that company will feel low job security and therefore may not be able to perform effectively. A Chinese-owned company may be dominated by more Chinese employees than other ethnic groups.

Another study conducted by Subramaniam et al. (2011) on the linkage between human practices and organizational performance of small and medium firms (SMEs) in Malaysia provided a different result. Although job security was considered as a dimension or sub variable, it was found that job security is not significantly related to organizational performance. However, the study noted that SMEs seem to not consider job security as a viable strategy due to the fact that employees tend to give less attention to job security when searching for a job.

Hassan (2010) examined job security and performance in Chinese companies. It was revealed that Chinese companies feel very low job security and thus contribute very little to the organization, while on the other hand, Chinese and Malay workers working in Indian companies will also feel low job security, which will affect their performance. Based on the different scenarios above, an employee working in a company other than his race may definitely feel low job security and this will affect his/her performance, which is reflected in the overall performance of the organization. Based on this, it can be argued that organizations should find a way of balancing employee job security and organizational performance, as employee job security is a key determinant of

organizational performance, especially in a multiethnic environment.

2.2 Theoretical Framework

For the purpose of this study, Abraham Maslow's Maslow's Hierarchy of Needs Theory was adopted as the theoretical framework.

According to Abraham Maslow in his Maslow's Hierarchy of Needs Theory, he says that five universal needs motivate a person. He arranges them as: Physiological or basic needs are the basic needs of a person. It includes a driving force. This is also called "felt need." This need causes physiological tension, which is shown by any body's behavior. This can be reduced by eating something. Chintaloo and Mahadeo (2013) also explain physiological needs. According to them, physiological needs are basically satisfied, which is the basic need of humans. Physiological needs or basic needs, also called biological needs, Maslow said when a person fulfils the basic, physiological or biological needs, they move up the next level, for example, food, shelter, clothes, sleeping, breathing, etc. Safety needs Safety needs are the needs for shelter and protection. In this situation, a person needs security, stability, and dependency. A human being needs freedom from anxiety, law and order, and structure. This need is also called "security needs." For example, the employee's or the worker's in a private organization demands that the organization or company must provide their job security, health security, and promote safety. Furthermore, private organizations now offer promoting safety and health plans, as well as emergency and accident cover benefits. Belongings needs these needs are also known as social needs. It includes love and belongings. Usually, men need love and care. These needs can be fulfilled by interaction with co-workers and colleagues. For example, the feelings of friendship, feelings of love, caring for family or relatives etc. At work, having a good relationship with colleagues to promote teamwork and achieve the organizational goal, the managers could force the workers to work in groups or in a team.

Esteem needs Esteem needs are also known as egoistic needs. In this, a man needs self-respect and the esteem of others. Man needs reputation, prestige, status, fame, glory, dominance, recognition, etc. Esteem needs are difficult to satisfy in some industries. In an organization, a manager should be able to treat their employees accordingly. And the workers should also respect the policies or the law of the organization. The workers also respect each other. An example of these needs is achievement and confidence. Self-actualization needs. This is the greatest need. A man wants self-realization and self-development and the desire to be able to do something. Acceptance of facts, lack of prejudice, creativity, spontaneity, and problem solving are all examples of self-actualization needs.

3. Methodology

The researcher used descriptive research survey design for the study. The choice of this research design was considered appropriate because of its advantages of identifying attributes of a large population from a group of individuals. The design was suitable for the study as the study sought impact of job satisfaction on worker performance in public service.

The population of this study is the staff of the Federal Inland Revenue Service (FIRS) Headquarters, Abuja. The researcher is interested in getting information effect of job security on employee's performance in Federal Inland Revenue Service (FIRS) Headquarters, Abuja. This population includes; top, middle and junior staff the total staff population in FIRS Abuja Headquarter is 552.

The study adopts the probability sampling technique to be precise, the random sampling technique. This is because it gives all elements equal opportunities to be included in the sample, hence the sample of 235 respondents.

The researcher used simple percentages in the presentation the data collected. After the preliminary presentation and analysis chi-square statistic was used to test the hypotheses formulated for this study. The

procedure for using chi-square (X^2) analytical method is as show below.

$$X^2 (oi - ei)$$

Ei

Where oi = observed frequency; ei = expected frequency

O = ei = N = total frequency

Degree of freedom (D.f) = (Number of rows - 1 x number of column - 1).

Decision Rule

If $X^2_C > X^2_t$, reject Null Hypothesis accept Alternate Hypothesis

4. Presentation and Discussion of Results

Table 1: show the relationship between job security-related feelings and employee's dedication

Job security	Job security-related feelings and employee's dedication				
		Productive	Satisfied	Committed	Total
	Satisfactory	90	40	50	180
	Unsatisfactory	15	26	14	55
	Total	105	66	64	235

Source: Field survey, 2022

Response on whether job security enhanced employee's dedication to work in the Federal Inland Revenue Service (FIRS) Headquarter, Abuja revealed 90 indicating satisfactory productive, 15 indicating unsatisfactory productive while 40 indicate satisfactory satisfied, 26 indicating unsatisfactory satisfied and 50 indicating satisfactory committed, 14 unsatisfactory committed.

Table 2: Computation of expected frequency

Expected frequency		<u>Row total x Column total</u> Grand total
<u>Cell1</u> = E1 235	180 x 105	80
<u>Cell2</u> = E2 235	180 x 66	60
<u>Cell 3</u> = E3 235	180 x 64	49
<u>Cell 4</u> = E4 235	55 x 105	25
<u>Cell 5</u> = E5 235	55 x 66	15
<u>Cell 6</u> = E6 235	55 x 64	15

Source: Authors' computation, 2022

Hence of the respondents 180 respondents were satisfactory and 55 respondents unsatisfactory

Test of Hypothesis

H0₁ There is no significant relationship between job security and an employee's dedication to work in the Federal Inland Revenue Service (FIRS) Headquarters, Abuja.

Table 3: Chi-square (X^2) calculation

O	E	O- E	O- E ²	O- E ² E
90	80	10	100	1
40	50	10	100	2
50	49	-1	1	0
15	25	10	100	4
26	15	11	121	8
14	15	1	1	0
				15

Source: Authors' Computation 2022

Degree of freedom

$$df = (m - 1)(n - 1)$$

$$df = (3 - 1)(2 - 1)$$

$$df = 2 \times 1 = 2$$

$$df = 2$$

Test at 95% (0.05) significance level

Calculated chi-square = $x^2_c = 15$ Tabulated chi-square = $x^2_t = 5.991$

Since x^2_c is 15 and x^2_t is 5.991. It follows that $x^2_c > x^2_t$ and therefore we reject the null hypothesis which states that There is no significant relationship between job security and an employee's dedication to work in the Federal Inland Revenue Service (FIRS) Headquarters, Abuja and accept the alternative hypothesis which shows that There is significant relationship between job security and an employee's dedication to work in the Federal Inland Revenue Service (FIRS) Headquarters, Abuja.. This proves that there is relationship between job security-related feelings and employee's dedication.

Decision Rule

We reject the Null Hypothesis and accept Alternate Hypothesis

Conclusion

Table 4: Table showing job security facilitating greater work engagement and productivity among employees

	Job security facilitating greater work engagement and productivity among the employees				
Job Security		Committed	Satisfied	Productive	Total
	High	85	40	50	175
	Low	20	26	14	60
	Total	105	66	64	235

Source; field survey, 2022

Responses on whether Job security facilitating greater work engagement and productivity among the employees revealed 85 indicates committed, 40 indicates satisfied, 50 indicates productive from the higher aspect while 20 indicates committed, 26 indicates satisfied and 14 indicates productive from the lower perspective. In all 175 of the respondents indicates job security facilitating greater work engagement and productivity among the

employees of FIRS from the higher perspective while 60 respondents indicates from the lower perspectives.

H0₂: There is no significant relationship between job security facilitating greater work engagement and productivity among the employees in the Federal Inland Revenue Service (FIRS) Headquarters, Abuja

Table 5: Calculated expected frequency

Expected frequency		Row total x Column total Grand total
Cell1 = E1	175 x 105	78

235		
<u>Cell 2 =</u> E2 235	175 x 66	49
<u>Cell 3 =</u> E3 235	175 x 64	47
<u>Cell 4 =</u> E4 235	60 x 105	17
<u>Cell 5 =</u> E5 235	60 x 66	17
<u>Cell 6 =</u> E6 235	60 x 64	16

Source: Authors' computation, 2022

Table 6: Chi – square (X^2) calculation

O	E	O-E	O-E ²	O-E ²
				E
85	78	7	49	1
40	49	9	81	2
50	47	3	9	6
20	27	7	49	1
26	17	9	81	5
14	16	2	4	0
				9

Source: Authors' computation, 2022

Degree of freedom

$$df = (m - 1)(n - 1)$$

$$df = (3 - 1)(2 - 1)$$

$$df = 2 \times 1 = 2$$

Test at 95% (0.05) significance

$$\text{Calculated chi-square} = x^2_c = 9$$

$$\text{Tabulated chi-square} = x^2_t = 5.991$$

Decision Rule

We reject the H_0 and accept H_1

Since x^2_c is 9 and x^2_t is 5.991. It follows that $x^2_c > x^2_t$ and therefore we reject the null hypothesis which state there is no significant relationship between job security facilitating greater work engagement and productivity among the employees in the Federal Inland Revenue Service (FIRS) Headquarters, Abuja and accept the alternative hypothesis which shows that there is significant relationship between job security facilitating greater work engagement and productivity among the employees in the Federal Inland Revenue Service (FIRS) Headquarters, Abuja. This proves that job security facilitate greater work engagement and productivity

among the employees in the Federal Inland Revenue Service (FIRS) Headquarter, Abuja

5. Conclusion and Recommendations

This study explored the connection between job security and employee performance. It looked into how employee's job security contributes to the employees' performance. It was observed that the economic pressure has pushed job security to the top priority list of the employees, making it a significant and crucial factor to be considered by the employees when making decision about the organization they want to work with. The multiethnic composition of an organization also can have a strong impact on job security. Despite the inconsistent result of the previous studies, it is argued here that job security has a significant effect on the overall performance of a team as well as on the organizational performance. The study further argued that the more an employee enjoys a high job security the more he is likely to effectively perform his task which is reflected in the overall performance of the organization.

The study conclude that job security according to the findings is positively related to employee motivation therefore managers should ensure to always draft employee contracts for newly recruited employees.

On the bases of the research finding, it was recommended that:

- i. Federal Inland Revenue Service, (FIRS) should encourage the employees of job security in order to improve greater employee participation in decision making.

- ii. Federal Inland Revenue Service, (FIRS) should encourage the employees of job security in order to enhanced more employee's dedication to work
- iii. Federal Inland Revenue Service, (FIRS) should encourage the employees job security in order to create perceptions of fairness among the employee's in Federal Inland Revenue Service, (FIRS)

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