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*Corresponding author: Friday Ekahe Abanyam, Department of Business Education, Faculty of Education, Ambross Alli University, Ekpoma, Edo State, Nigeria.

E-mail: fabanyam@aauekpoma.edu.ng

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

Management of Welfare and Job-Security of Employees for Sustainability of Colleges of Education in Nigeria

Anthonia Ngozi Ibelegbu¹, Friday Ekahe Abanyam^{2*}, Chinwendu Nwachukwu³, Hannatu J. Garba⁴

¹ Department of Vocational and Technology Education, Taraba State University, Jalingo, Taraba State, Nigeria. Email: ibelegbungozi@gmail.com

^{2*} Department of Business Education, Faculty of Education, Ambross Alli University, Ekpoma, Edo State, Nigeria. Email: fabanyam@aauekpoma.edu.ng

³ Department of Business Education, Federal College of Education Yola, Adamawa State, Nigeria. Email: nwendurita@gmail.com

⁴ School of Business Education, Federal College of Education (Technical) Gombe, Gombe State, Nigeria. Email: hannatugarba99@yahoo.com

Abstract: The investigation examined ways of improving management of welfare and security of human resources for sustainability of public colleges of education in South-East Nigeria. Two specific purposes and two null hypotheses were used to carry out the study. It adopted descriptive survey research design. The study involved a population of 486 senior administrators in the study area. All the 486 senior administrative officers were involved in the study; since it was of a manageable size there was no sampling in the study. A structured, 35-item questionnaire which was validated by three lecturers was used to collect data for the study. Cronbach Alpha reliability technique was used to ascertain the reliability of the instrument; and it yielded reliability coefficients of 0.76 and 0.84 respectively for the two clusters. Data collection was carried out with the help of seven research assistants. From 486 copies of the questionnaire administered, 462 copies representing 95.1% were correctly answered and returned. The collected data were analyzed with mean and analysis of variance (ANOVA) at 0.05 level of significance. From the data collected and analyzed, the study identified 16 ways of improving management of welfare and 19 ways of improving management job security of human resources for sustainability of public colleges of education in southeast Nigeria. The mean ratings of participants did not show any significant difference on ways of improving management of welfare and job security of human resources for sustainability of public colleges of education in southeast Nigeria. The study among others advanced that colleges of education's management team should establish staff welfare and job security programmes that are helpful and appropriate to emerging trends in work places.

Keywords: Human resource, Management, Welfare, Job Security, Education

JEL Classification Code: G41, H76, H83, O15

1. INTRODUCTION

Education is important for socioeconomic development of any nation. Hence, the importance of education cannot be overemphasized because no nation can achieve great economic height or technological advancement without having good established educational institutions for its citizens. Education is an instrument used to lighten up paths leading mankind to right direction to trend on. It is a fundamental economic drive that is available for the growth and progress of any society because apart from inculcating values and imparting knowledge and skill, it is responsible for building human capital (Ekoh, 2015). One of the aspects of tertiary education in Nigeria is college of education. According to Smart and Paulsen (2011), colleges of education are basically for the business of molding

future teachers into useful capacities for individual, organizational, and national development. A college of education is simply referred to an education institution established to provide training programmes designed to prepare students for a career in teaching. Proper administration and management of human resources is very vital to ensure a smooth running of colleges of education. The human resources are a group of individuals who make up the workforce in an institution, they are charged with carrying out organizational duties. Lucidchart (2017) stated that personnel involve planning for the acquisition of new talented and adequate staff to meet the organization's operational needs. The essence is to improve workers performance, which makes the overall institutions function better and achieve more. Susan (2017) pointed out that in the past, many organizations use different nomenclatures like employees, staff members, coworkers, colleagues, team members, or workers when referring to their manpower. Some institutions still maintain the terms, manpower, operators, or workmen. According to Dessler (2015), human resourcing involves a process of enabling the organization to have the right people. In the focus of this study, human resources in administration of colleges of education include all the principal officers that perform administrative/managerial functions for the benefit of the college, the individual and the society. Expectations for the success and survival of any college of education largely depend on the effectiveness of the human resource management practices implemented. Human resources management practices are vital in ensuring that effective workforce is in place to meet operational needs of institutions. Boselie, Dietz and Boon (2008) defined human resource management practices as encompassing everything related to managing and developing personnel within the organization in order to further their goals. Similarly, Armstrong (2014) opined that human resource management practices involve the development and implementation of workplace policies with the aim of increasing its effectiveness. In this context, human resource management practices are activities that college administrative officers use to ensure that they have and maintain an effective workforce to meet the set goals of the colleges. Thus, management of human resources here is only concerned with staff welfare and job security by administrators of colleges of education to achieve the overall objectives of the institution.

Employees in organizations should be supported through functional welfare practice schemes. Ogbonnaya (2010) opined those issues of staff welfare practices requiring urgent attention are: staff remuneration, housing, office space and furniture, transportation, health services and provision of adequate facilities like water, electricity, telecommunications and recreational facilities. In the same vein, Srinivas (2013) noted that labour welfare includes everything that is done to enhance the comfort and improvement of employees, it includes things that are provided over and above their wages. Thite (2012) emphasized that taking care of the well-being of workers by employers by making them happy employee spurs such employees to put in their best for the growth of the organization. Staff welfare therefore, involves all the efforts put in place by the management of colleges of education in ensuring that workers are comfortable in order to work efficiently towards achieving an institution's objectives. Another important aspect of human resource management practice is job security. Job security denote a situation whereby an employee has full confidence he will be able to work as long as it pleases him without being dismissed. Job security is defined as having the feeling that you will be able to work in your current employment without being layoff as a result of economic downfalls or other factors (James, 2012). Job security is very crucial because once an employee is assured of high job security, there is every tendency that he is likely to effectively perform his task better which will reflected in the overall performance of the organization. On the other hand, an organization with low plan for workers job security breed workers with low morale and uncertainties of their future, in such organizations fear of unknown consequently affects performance of the employees. In colleges of education, an employee's job security is guaranteed by tenure system. In such a situation, an employee cannot be unjustly dismissed.

2. Literature Review

Remarkable increase in the establishment of many colleges of education in recent times emphasizes on the significance recognitions accorded to higher teacher education in Nigeria. Colleges of Education are created to successfully bring about desired goals and objectives in our nations education system.

One of the important aspects for the establishment of college of education among others is to train teachers and equip them with the skills and competencies they need to bring up students who can thrive in the 21st century; Also to contribute significantly in bridging the gaps to inadequate numbers of efficient classroom teachers for primary and secondary levels of education; bring up teacher who typify a strong tradition of excellence in teaching career and other education endeavors like research activities, scholarship, institutional organization and management, and community related services; inculcate in pupils the occupational knowledge and skills useful to the Nigerian economy as well as the ability to develop the capacities for taking of responsibility for one's own behaviour and well-being (FGN, 2013).

The colleges are made up of the following principal officers: the Provost, the Registrar, the Bursar and the Librarian. They administer and coordinate all activities in their respective colleges. The author confirmed that the Provost, the Deputy Provost, Deans and Heads of Departments are responsible for the administration and management of the colleges of education.

2.1. Staff Welfare Practices

Welfare includes the activities that are carried out for the improvement and comfort of employees and are provided over and more than the wages. Srivastava (2013) inferred that the term welfare suggests the state of well-being and implies wholesomeness of the human being. It is a desirable state of existence involving the mental, physical, moral and emotional factor of a person. According to Rao (2010), it is an effort to make life worth living for workers. Employee welfare refers to efforts put in place by an employer to make life more comfortable for the workmen through the provision of various services, benefits and facilities. Staff welfare could be described as distinctive ethos reflected in the expressed care for employees at all levels, for strengthening their work and the environment in which they are (Stewart and Brown, 2011). Also, Thite, (2012) asserted that staff welfare entails the provision of essential amenities and facilities such as staff canteens, savings schemes and other numerous benefits like dealing with pension funds and leave grants, arranging legal aid and giving advice on personal problems, providing assistance to staff transferred to other areas and providing fringe benefits such as payment during sickness, luncheon vouchers and other indirect advantages. Staff welfare facilities help workers to live more fulfilled, richer and satisfied life. Once an employee has been absorbed in an organization, for the employer to enjoy the maximum benefit from such worker, there is need for such worker to be properly taken care off so as to serve the organization better. Welfare facilities are provisions designed to cater for the comfort of the employees. The provisions are not left in the hands of the employers alone. Othe stake holders like the government, non-governmental organizations and trade unions also aid towards improving the well-being of employee. Welfare facilities are not monetarily restricted but can come through various forms like monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial relations and insurance against disease, accident and unemployment for the workers and their families (Dugguh and Dennis, 2014).

Employee welfare measures aim to promote the physical, social, psychological and general well-being of the working populations. The purpose of welfare is to encourage economic development by escalating production and productivity. Welfare activities are aimed at ensuring proper human conditions of work and living. Generally, welfare facilities help workers to be comfortable, happy and satisfied. Facilities provided by an organization would have a direct impact on job satisfaction of workers. A contented worker would be more productive. Srinivas (2013), advocated that management should provide meaningful welfare facilities to its workforce so as to please them, in order for them to put more effort in doing their job. Satisfied employee will manifest in increased productivity as well as quality and quantity output. It leads to improved profitability and products of the organization. Upadhyay and Gupta (2012) maintained that in the present age, welfare facilities for employees are very vital for institutions to have efficient and satisfied workforce that will help them achieve their goals. Welfare facilities in any industry tend to create harmony for the workmen and their families. Looking at the vital nature of welfare, the management of colleges of education is charged with the dire task of ensuring that all staff in the institution are provided with adequate welfare packages according to their respective ranks, so as to enhance their productivity and functionality.

2.2. Job Security Practices

Secured employment is becoming more popular nowadays because of economic downfalls and other pressures being faced by organizations. Adebayo and Lucky (2012) are of the opinion that job security ranked high and absolutely necessary in employee and organizations' performance list. Globally, workers like to retain their job for quite a good number of years before quitting. This shows that job security is as important as employees' salary and healthcare. Job security describes a situation where an employee has the feels that he is able to work in his current employment for the forceable future notwithstanding the general economic conditions in a country (James, 2012). It is the situation where an employee knows that his work is secured and won't be cut, even if outside forces cause his employer to issue layoffs (Adebayo and Lucky, 2012). It deals with the fact of an employee's job being permanent and safe so that he will probably not lose it (Simon, 2011).

Job tenure is an employee's perceived probability that he will retain his job as long as it pleases him. One of the things an employee desires in his career is job security. Once a worker is sure he will keep his job with relative ease and without unnecessary worry about numerous risks that may cause him lose his job, he will definitely focus on doing better job and enhancing his career. Job tenure is the guarantee from the organization that their employees will remain with them for a reasonable period of time without being unjustly layoff (Adeboye and Lucky, 2012). According to Simon (2011) many factors such as employee's knowledge and skills, work experience, job functional area, location as well as issues like employee contract, collective bargaining agreement, labour legislation have direct impact in determining the need for an individual's service and its effects in their personal job security. Equally, on a serious note, necessary competencies and past experience demanded by the employer and when combined with current economic conditions and business environment also guarantee individual job security (Adeboye and Lucky, 2012). Employment security gives employees sense of security thereby enhances confidence that could lead to better productivity. It motivates workers to put in their best and an organizational success is achieved through hardworking and loyal employees. Boselie (2014) opined that unsecured employment often leads to inefficiency which in turn has an adverse effect on organizational performance.

Moreover, job insecurity has direct bearing to poor quality work (Abanyam & Onimawo, 2020; Salladavre, Hlaimi, & Wolff, 2011; Fatimah, Norasisnan, Nasir & Khairuddin, 2012). Workers who are not sure of their future job and know that they could be layoff at ease usually develop fear and worry about the unknown. When people are having constant worry about their job, they cannot relax and settle into doing their best work (Fatimah et al. 2012). Unsecured job could lead to sub-standard behaviour, poor performance, bad results or missed targets. Existence of employment security is likely to enhance an employee's perception of organization support which could help increase job satisfaction. In most cases the employees in colleges of education who perceive that they have uncertain futures in their jobs, felt threatened with manifested dissatisfaction, symptoms of distress such as poor general health, anxiety and hopelessness.

2.3. Related empirical studies

In addition to previous studies discussed, Ramya, Bhavani and Lakshmi (2016), conducted study on employee welfare facilities and its impact on their satisfaction on hotel industry in Mysuru district, India. Objective of the study was to verify various welfare facilities provided by the organization to make workers happy. It equally explored the impact of welfare facilities on employee satisfaction. Descriptive research method was adopted to explain the characteristics of the variables. The research was carried out using primary data collected from 50 respondents through questionnaire and secondary data through journals, company website etc. The statistical tool used for the study was correlation test and factor analysis to identify the impact of employee welfare facilities on employee satisfaction. The study discovered that workers were impressed by the approach of employee welfare procedures provided for the workers. Majority of the employees acknowledged the medical advantage and safety measures put in place by the company, but they complained that extra-time allowances were incorporated into the salary. The above study was similar to the current study because both studies were

interested in welfare of human resource in organizations. The two studies used descriptive survey research. On the other hand, they differed because the previous study dealt with an aspect of HRM practices, which is compensation. The statistical tool it used was correlation test and factor analysis. The present study on the other hand, covered a wider scope of human resource management practices and adopted Analysis of Variance for data analysis.

Srinivas (2013) equally carried out a study on employees' welfare facilities provided at Bosch limited, Bangalore. The study identified welfare facilities and employee's level of satisfaction pertaining facilities available at Bosch limited, Bangalore. Data for the study was collected through administered questionnaire to 100 employees of the organization by random sampling technique. The result of the study showed that many respondents have knowledge of the legislative and non - legislative employee welfare facilities provided at the Company. A good number of workers are happy with provision of welfare facilities available in their work place. The two studies were similar because both engaged in human resource welfare practices. The two differed in that while the previous study was on welfare facilities in an organization, it used sampling technique to select the study population. The present study was on ways of improving major human resource management practices of administrative officers including staff welfare and it studied the entire population.

Akpan (2013) carried out an investigation on job security and job satisfaction to identify organizational commitment among university teachers in Cross River State, Nigeria. The reason for the study was to verify the level to which job security and job satisfaction determined organizational commitment of university teachers in Cross River State, Nigeria. A survey design was used and the study sampled 290 lecturers chosen from 2 universities. It used purposive sampling technique. Two hypotheses guided the study. Instrument for data collection was a structured questionnaire. Data were analyzed using multiple regression and t-test. The result of the study showed that both job security and job satisfaction had a significant effect ($F = 9.87$; $P < .05$) on organizational commitment of university teachers. There was also a significant correlation between the joint predictor variables and organizational commitment ($R = 0.593$; $P < .05$). Job satisfaction was a more potent predictor of organizational commitment ($t = 3.38$; $P < .05$) than job security ($t = 2.75$; $P < .05$). The two independent variables have significant effect on the determinacy of organizational commitment of university teachers. Based on the result of the findings, it was recommended that the government and university management should endeavor to put more effort on improving the existing motivational strategies to ensure job satisfaction of academic staff in order to enhance their commitment. Government and university authority should avoid any actions that would jeopardize job security among academic staff so as to avoid their sense of commitment. Akpan's work and the current study were similar because both had interest on employees' job security. Both adopted descriptive research design. On the other hand, the present study covered a wide range of HRM practices including staff job security. The previous study used multiple regressions and t-test for its analysis while the present study made use of Analysis of Variance for data analysis.

Following the same trend, Gholamreza, Ali and Hamid (2011) conducted study on the impact of job security on employees' commitment and job satisfaction. The purpose of the study was to investigate the impact of job security on employees' commitment and job satisfaction in some selected companies. The research was both descriptive and field study. The population was 158 employees. Data collected was analyzed with Spearman's correlation coefficient, t-test and step-by-step multivariable regression analysis test. Findings from the study showed that there was a significant difference between hired/contractual employees and organizational commitment, while no difference exists between employees' job satisfaction but quite insignificant. Also, there was a positive and direct significant correlation between job satisfaction and organizational commitment. Multivariable regression test indicated that wage satisfaction and colleagues' satisfaction have the highest impact on organizational commitment. Both studies were similar in that both talked on employees' job security. On the other hand, while the previous study covered only security, it analyzed data with Spearman's correlation coefficient, t-test and step-by-step multivariable regression analysis tests. The present study covered a broader perspective of HRM practices including security. Mean, Standard Deviation and Analysis of Variance were used to analyze its data.

Despite the numerous benefits of effective human resource management practices, colleges of education in Southeast Nigeria still encounter problems with the management in their human resources which has led to failure in many ways. In colleges of education, the administrators or managers of human resources are the Provosts and their Deputies, Registrars, Directors, Deans and Heads of Departments. Most colleges of education (COE) could not effectively accomplish their tasks because of major unprofessional administrative practices among which are non-adherent to laid down guide lines provided by National Commission for Colleges of Education (NCCE) for college administration, recruitment without due process, recruitment of unqualified workers which is sometimes due to imposition by higher authority, over recruitment of staff in some unit areas in a department at the expense of others. More importantly, inadequate attention is given to human resource welfare services and security of their jobs which have negatively impacted college operations with effects such as incessant strike action among others. Other problems emanating from inefficient human resources management practices include nonpayment of salaries, disparity in salary and allowances, poor working environment, delayed promotion among others. Adegoke (2010) pointed out that the major cause of the low performance of NCE graduates in the field of work has been traced to low administrative competencies possessed by colleges of education administrators in dealing with emerging challenges in human resource practices in their colleges.

In essence, if the problems associated to college administration are not properly addressed, smooth college operations and achievement of the stated institutions goals and objectives may become impossible. Hence, this study was carried out to investigate ways of improving management of welfare and security of human resources for sustainability of public colleges of education in Southeast Nigeria. hence, the motive for this study was to identify ways of improving management of welfare and security of human resources for sustainability of public colleges of education in South-East Nigeria. The study specifically answered the following questions: what are the ways of improving management of welfare and job security of human resources for sustainability of public colleges of education in southeast Nigeria? On the basis of this, we hypothesized as follows:

- H1: There is no significant difference in the mean ratings of Registrars, Deans and HODs on ways of improving management of welfare of human resources for sustainability of public colleges of education in southeast Nigeria.
- H2: There is no significant difference in the mean ratings of Registrars, Deans and HODs on ways of improving management of job security of human resources for sustainability of public colleges of education in southeast Nigeria.

3. Research Method and Materials

The study investigated ways of improving management of welfare and security tasks of human resources for sustainability of public colleges of education in South-East Nigeria. Two specific purposes and two null hypotheses were developed to guide the study. Descriptive survey research was used in carrying out the study. The population of the study was 486 senior administrative officers of all public colleges of education in south east Nigeria. This includes 247 Registrars (registrar cadre – registrars, deputy registrars, principal assistant registrar, senior assistant registrars, and assistant registrars), 38 Deans of Schools, and 201 Heads of Academic Departments in all the federal and state colleges of education in the zone (Registry Department of respective institutions, 2017). The entire population of 486 senior administrative officers was involved in the study; since it was of a manageable size. Hence, there was no sampling in the study.

The instrument for data collection was a structured, 35-item questionnaire. The questionnaire was divided into two parts: I and II. Part I of the questionnaire elicited personal information about the respondents. Part II, which was further divided into two clusters in line with the specific purposes of the study. The instrument was face-validated by three experts; two from Department of Business Education, and one from measurement and evaluation unit, Department of Science Education, University of Nigeria Nsukka. To ensure the reliability of the instrument, Cronbach Alpha reliability technique was used which yielded reliability coefficients of 0.76 and 0.84 for the respective two clusters

The data for the study were collected by administering the 486 copies of the questionnaire to the respondents on face-to-face basis by the researcher with the help of seven research assistants who are staff of the colleges of education studied. The researchers found it challenging to obtain responses from some of the strategic administrative officers who out rightly decline the request to provide information for this research, despite repeated attempts and persuasion. Also, many respondents were persuaded to participate in the study because they had no interest in answering the questionnaire and allowing themselves to be used for the study. Where the participants were willing to be involved in the study, some of them complained of the large number of questionnaire items. These discouraged them from responding to the questionnaire. The apathy to responding to the questionnaire by some respondents as well as the inability of the researchers to obtain qualitative information from the respondents would affect the efficacy of the generalization and validity of the study. However, the researchers partially dealt with these shortcomings by reducing the number of the questions in the item statements to an acceptable size before pacifying some of the participants with incentives, which actually motivated them to comply accordingly. Therefore, out of the 486 copies of the questionnaire administered, 462 copies representing 95.1% were completely filled and returned. The data generated from the retrieved 462 copies of the questionnaire were analyzed and used for answering the research questions and testing the hypotheses.

The data collected were analyzed with mean and standard deviation for answering the research questions while the null hypotheses were tested using analysis of variance (ANOVA) using version 21 of Statistical Package for Social Sciences (SPSS). The real limit of the mean values was used to take decision on each of the items and the entire items in each cluster as follows:

Table 1: Real Limit of Numbers for Interpreting the Analyzed Data

(s/n)	Response Categories	Values	Point Boundary Limit
1	Strongly Agreed (SA)	4	3.0 – 4.0
2	Agreed (A)	3	2.0 – 2.9
3	Disagreed (D)	2	1.0 – 1.9
4	Strongly Disagreed (SD)	1	0.0 – 0.9

Based on the computation in Table 1, items whose mean values fell within 3.50 – 4.00 were regarded as Strongly Agreed; those with mean values within 2.50 – 3.49 were regarded as Agreed; those with mean values within 1.50 – 2.49 were regarded as Disagreed while those with mean values within 1.00 – 1.49 were interpreted as Strongly Disagreed. The hypothesis of no significant difference was not rejected for items whose p-values (sig.) were greater than or equal to 0.05. On the other hand, the hypothesis of no significant difference was rejected for items whose p-values (sig.) were less than 0.05.

4. Results and Discussion

4.1. Research Question One

What are the ways of improving management of welfare of human resources for sustainability of public colleges of education in southeast Nigeria? The data for answering research question one were presented in Table 2.

Table 2: Mean Ratings of Respondents on Ways of Improving Management of Welfare of Human Resources for Sustainability of Public Colleges of Education

s/n	Ways of improving human resource welfare practices	X _R	X _D	X _H	X _G	SD	Rmk
1	Ensure that colleges of education have well committed welfare officers	3.48	3.36	3.49	3.45	0.57	A
2	Separate welfare activities from institutional management	3.50	3.41	3.47	3.46	0.69	A
3	Involve the employees in development of the welfare policies and practices	3.74	3.43	3.46	3.53	0.61	SA

s/n	Ways of improving human resource welfare practices	X _R	X _D	X _H	X _G	SD	Rmk
4	Develop welfare facilities which are employee friendly	3.37	3.40	3.35	3.37	0.52	A
5	Take insurance policies for staff	3.68	3.40	3.40	3.49	0.58	A
6	Ensure that institutions focus on investments which improve employee welfare	3.70	3.63	3.67	3.67	0.47	SA
7	Ensure that all categories of staff are involved in all decisions concerning the institutional implementation of welfare scheme	3.46	3.39	3.49	3.45	0.56	A
8	Review the regulations concerning staff welfare regularly	3.53	3.39	3.49	3.47	0.59	A
9	Provide a support system to help employees communicate their concerns, needs and frustrating matters	3.50	3.39	3.42	3.43	0.76	A
10	Provide an attractive welfare package which both attracts and retains high quality employees	3.58	3.45	3.46	3.49	0.64	A
11	Care for employees' well-being to increase their commitment to duty.	3.52	3.52	3.53	3.52	0.58	SA
12	Avoid work related factors such as role ambiguity, frustration, conflict, poor job design and harassment.	3.58	3.53	3.47	3.51	0.54	SA
13	Eliminate unfair conditions in institutional management by employers	3.40	3.47	3.42	3.43	0.58	A
14	Ensure that the working environment of the employee is safe, secure and good	3.58	3.46	3.50	3.51	0.64	SA
15	Ensure equal treatment for all employees without fear, favoritism and contempt.	3.34	3.35	3.36	3.35	0.48	A
16	Allow for employees' unions to address and resolve employee related issues in the institution.	3.11	3.25	3.30	3.24	0.80	A
	Cluster Summary	3.50	3.43	3.45	3.46	0.55	A

Note: XR = Mean of Registrar Cadre; XD = Mean of Deans; XH = Mean of HODs, XG = Grand Mean; SD = Standard Deviation; SA = Strongly Agreed, A = Agreed. (n= Registrar Cadre = 231; Deans = 36; H.O.Ds = 195).

From the data presented in Table 2 above, it was revealed that the grand mean values of items 3, 6, 11, 12 and 14 were 3.53, 3.67, 3.52, 3.51 and 3.51 respectively which all fell between the boundary limit of 3.50 – 4.00 on a 4-point rating scale. This indicated that the respondents “strongly agreed” that the 5 items are ways of improving management of welfare of human resources for sustainability of colleges of education in South-East Nigeria. On the other hand, the grand mean values of the remaining 11 items in the Table ranged from 3.24 to 3.49 which all fell within the boundary limit of 2.50 – 3.49 on a 4-point rating scale. This indicated that the respondents “agreed” that the remaining 11 items in table 5 are ways of improving management of welfare of human resources for sustainability of colleges of education in South-East Nigeria. The data in Table 1 further revealed that the grand mean of the cluster summary was 3.46 which fell within the boundary limit of 2.50 – 3.49 on a 4-point rating scale. This implied that the respondents “agreed” that the cluster items are ways of improving management of welfare of human resources for sustainability of colleges of education in South-East Nigeria. The standard deviation values of the 16 items in the Table as well as that of the cluster mean ranged between 0.47 to 0.80 which indicated that the responses of the respondents were close to one another and to the mean.

4.2. Hypothesis One

There is no significant difference in the mean ratings of Registrars, Deans and HODs on ways of improving management of welfare of human resources for sustainability of public colleges of education in southeast Nigeria. The data for testing hypothesis one were presented in Table 3.

Table 3: Analysis of Variance (ANOVA) of The Responses of Registrars, Deans and Hods on Ways of Improving Management of Welfare of Human Resources for Sustainability of Colleges of Education

Sources of Variance	Sum of Squares	DF	Mean Square	F-Cal	p-value	Level of Sig	Decision
Between Groups	1.984	2	0.331	1.651	0.193	0.05	NS (Accept H ₀₁)
Within Groups	142.282	457	0.328				
Total	144.266	459					

Note: Level of Sig. = 0.05; NS = Not Significant

The result of analysis of variance (ANOVA) in Table 3 revealed that the p-value of 0.193 was greater than 0.05 level of significance. This indicated that there was no significant ($p < 0.05$) difference in the mean ratings of the responses of Registrars, Deans and HODs on ways of improving management of welfare of human resources for sustainability of public colleges of education in southeast Nigeria. This indicates that administrative status of the respondents as Registrars, Deans and HODs is not a significant source of difference in their responses. Therefore, the null hypothesis of no significant ($p < 0.05$) difference in the mean responses of the three groups of respondents is accepted on hypothesis one.

4.3. Research Question Two

What are the ways of improving management of job security of human resources for sustainability of public colleges of education in southeast Nigeria? The data for answering research question two were presented in Table 4.

Table 4. Mean Ratings of Respondents on Ways of Improving Management of Job Security of Human Resources for Sustainability of Colleges of Education

SN	Ways of improving human resource job security practices	X _R	X _D	X _H	X _G	SD	Rmk
1	Being actively involved in handling staff safety complaints	3.41	3.42	3.40	3.41	0.64	A
2	Ensure that complaints of work place violence are investigated by college management adequately	3.58	3.66	3.61	3.62	0.53	SA
3	Make available clear instructions for occupational health and safety for college of education workers	3.41	3.37	3.39	3.39	0.50	A
4	Provide a clear system of compensation for work-related injuries	3.41	3.34	3.37	3.37	0.49	A
5	Ensure that government and college authority do not engage in actions that could jeopardize job security among staff.	3.53	3.46	3.51	3.50	0.63	SA
6	Give adequate orientation to staff about the school rules and regulations to avoid violation that may threaten their jobs	3.71	3.63	3.68	3.67	0.56	SA
7	Ensure that procedures for hiring and firing of staff should be clear to everybody	3.34	3.35	3.36	3.35	0.78	A
8	Ensure that a committee of enquiry and investigation is set in case of conflict.	3.35	3.30	3.29	3.30	0.50	A

SN	Ways of improving human resource job security practices	X _R	X _D	X _H	X _G	SD	Rmk
9	Organize workshop on guiding personnel against any form of gross misconduct in the school	3.48	3.36	3.49	3.45	0.57	A
10	Ensure that standing disciplinary committees are instituted	3.59	3.46	3.47	3.50	0.62	SA
11	Ensure that personnel certificates are well scrutinized before individuals are offered jobs	3.65	3.30	3.25	3.40	0.48	A
12	Make copies of the institutions rules and regulation available to all staff to be accustom with.	3.54	3.56	3.55	3.55	0.52	SA
13	Create room for tolerance and peaceful coexistence between employees and school administration to avoid unnecessary job threat	3.63	3.69	3.59	3.62	0.50	SA
14	Monitor and ensure that staff awaiting confirmation are confirmed as at when due.	3.57	3.57	3.51	3.54	0.49	SA
15	Ensure that the documentation of personnel on transfer of service are well perfected	3.75	3.77	3.71	3.74	0.73	SA
16	Ensure effective communication between school administration and personnel to avoid dangerous delay	3.75	3.75	3.65	3.70	0.47	SA
17	Avoid work related factors such as role laziness, frustration, conflict and sexual harassment in school.	3.52	3.46	3.45	3.47	0.58	A
18	Eliminate unfair conditions in institutional management of employers' condition of service	3.54	3.46	3.48	3.49	0.52	A
19	Seek professional help in handling disciplinary cases involving personnel	3.58	3.66	3.61	3.62	0.53	SA
	Cluster Summary	3.54	3.50	3.49	3.51	0.68	SA

The data presented in Table 4 showed that the grand mean values of 10 out of the 19 items in table 6 ranged from 3.50 to 3.74 which were within the boundary limit of 3.50 – 4.00 on a 4-point rating scale. This indicated that the respondents “strongly agreed” that the 10 items are ways of improving management of job security of human resources for sustainability of public colleges of education in southeast Nigeria. The grand mean values of the remaining 9 items in the Table ranged from 3.30 to 3.49 which were within the boundary limit of 2.50 – 3.49 on a 4-point rating scale. This indicated that the respondents “agreed” that the remaining 9 items in table 6 are ways of improving management of job security of human resources for sustainability of public colleges of education in southeast Nigeria.

The data in Table 4 further showed that the grand mean of the cluster summary was 3.51 which fell within the boundary limit of 3.50 – 4.00 on a 4-point rating scale, indicating that the respondents “strongly agreed” that the cluster items are ways of management of job security of human resources for sustainability of public colleges of education in southeast Nigeria. The standard deviation values of the 19 items in the Table as well as that of the cluster mean ranged between 0.48 to 0.78 which indicated that the responses of the respondents were close to one another and to the mean.

4.4. Hypothesis Two

There is no significant difference in the mean ratings of Registrars, Deans and HODs on ways of improving management of job security of human resources for sustainability of public colleges of education in southeast Nigeria. The data for testing hypothesis two were presented in Table 5.

The result of analysis of variance (ANOVA) in Table 5 showed that the p-value of 0.146 was greater than 0.05 level of significance. This implied that there was no significant ($p < 0.05$) difference in the mean ratings of the responses of Registrars, Deans and HODs on ways of improving management of job security of human resources for sustainability of public colleges of education in southeast Nigeria. This indicates that administrative status of the respondents as Registrars, Deans and HODs is not a significant source of difference in their responses. Therefore, the null hypothesis of no significant

($p < 0.05$) difference in the mean responses of the three groups of respondents is accepted on hypothesis two.

Table 5. Analysis of variance (anova) of the responses of registrars, deans and hods on ways of improving management of job security of human resources for sustainability of Colleges of Education

Sources of Variance	Sum of Squares	DF	Mean Square	F-Cal	p-value	Level of Sig	Decision
Between Groups	0.178	2	0.073	1.930	0.146	0.05	NS (Accept H ₀₁)
Within Groups	114.391	457	0.068				
Total	114.569	459					

4.5. Discussion

In this study, research question one identified 16 ways of improving management of welfare of human resources for sustainability of public colleges of education in southeast Nigeria, some of which include: ensure that colleges of education have well committed welfare officers, separating welfare activities from institutional management, involving the employees in development of the welfare policies and practices, developing welfare facilities which are employee friendly, taking insurance policies for staff, ensure that institutions focus on investments which improve employee welfare and ensure that all categories of staff are involved in all decisions concerning the institutional implementation of welfare scheme among others. Kulshrestha (2011) opined that employee welfare practices than enhances performance include among others, the establishment of medical facilities like programmes for physical fitness and efficiency, family planning and maternity benefits. The author also enumerated other vital amenities that could be of immense benefits to the employees; these include social insurance measures like gratuity, pension, rehabilitation fund, benevolent funds, and child welfare, adult education and housing schemes. Dessler (2011) identified employee welfare practices as comprehensive term including various services, facilities and amenities provided to employees for their better living; the basic purpose of employee welfare is to develop the lot of the working class and thereby developing a sense of belongingness. The findings of this study corroborated that of Okeowo (2017) who identified acceptable practices for employee welfare management to include: involving the employees in development of the welfare policies and practices, taking insurance policies for staff, ensuring that institutions focus on investments which improve employee welfare, providing support system to help employees communicate their concerns and providing an attractive welfare package. In respect to research question two, identified 19 ways of improving management of job security of human resources for sustainability of public colleges of education in southeast Nigeria, some of which include: being actively involved in handling staff safety complaints, ensuring that complaints of work place violence are investigated by college management adequately and make available clear instructions for occupational health and safety for college of education workers among others. Nuna (2016) reported that distinguished four elements of security on which the EU flexicurity is based include job tenure of a specific job; employment security/employability security as the expectation regarding remaining in work (not necessarily with the same employer); income security and the degree of income protection in the event that paid work ceases and combination security as the ability/inability to combine paid work with other private or social activities. The findings of this study supported the report of European Commission (2010) that advocated need for a difference in all relevant labour market systems through adopting proactive employment protection, working time, social protection and health and safety and modifying them to work situation that will be organized differently, where concept of security for workers should be updated, laying more emphasis on security based on employability in labour market.

5. Conclusion

There have been unprofessional administrative practices among administrative officers in Colleges of Education in South-East Nigeria. This problem has diminished the quality of operations of most

colleges of education which had resulted to staff inefficiency. The study therefore investigated ways of improving management of welfare and security tasks of human resources for sustainability of public colleges of education in South-East Nigeria. Based on data collected and analyzed, the study identified 16 ways of improving management of welfare and 19 ways of improving management job security of human resources for sustainability of public colleges of education in southeast Nigeria. In conclusion, the identified ways of improving welfare and job security of human resources, if appropriately implemented by management of colleges of education will have a tremendous positive effect in improving professionalism of administrators in the management of human resources that will increase stability and motivation of employee in Colleges of Education in Southeast Nigeria. From the findings made, the followings were recommended: (1) Management of colleges of education should establish staff welfare programmes that are conducive and relevant to emerging employee's needs. (2) Employees should be involved when formulating policies regarding staff welfare, also transparency should be encouraged when committee in charge of welfare activities are formed. (3) There should be effective mechanisms put in place by management or administrators to guarantee employees' job security in colleges of education as assurance will also enhance motivation and service delivery of the employees.

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