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**THE RELATIONSHIP BETWEEN OUTSOURCING PRACTICE AND EMPLOYEE MOTIVATION. A STUDY OF SELECTED SECURITY OUTFITS IN SERVICE INDUSTRIES IN ENUGU STATE**

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**EZEH, SYLVESTER I. M.**

Department of Management  
Faculty of Business Administration  
University of Nigeria, Enugu Campus

**MBAH PAULINUS CHIGOZIE**

Department of Business Administration  
Faculty of Management Sciences  
Enugu State University of Science and Technology,  
Enugu, Nigeria.

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**ABSTRACT**

*The study was to examine the relationship between outsourcing practice and employee motivation in selected security outfits in the service industry in Enugu metropolis. The specific objective includes to: examine the relationship between the level of service and the salary of the employee of the security outfit and evaluate the extent of performance standard and the training of the employee of the security outfit. The study was based on the relationship between outsourcing practice and employee motivation in selected security firms (Black king Guards, Halogen guards, Diamond guards, Sonafem guards, St. Christopher guards) in service industries in Enugu state. The study used the survey approach. The primary sources were a personal interview and the administration of a questionnaire to the management and employees of the security firms and the service industries in Enugu State. A population of 225 staff was used for the study. The validity of the instrument was tested using content analysis, and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability coefficient of .74 which was also good. Data were presented using tables and percentages. The hypotheses were analyzed using the F- statistic (ANOVA) tool. The findings indicated that there is a significant positive relationship between the level of service and the salary of the employee of the security outfit  $F(95, n = 225) = 158.383, p < 0.05$  and the performance standard and the training of the employee of the security outfit is to a great extent.  $(95, n = 225) = 832.458, p < 0.05$ . It was concluded that The study concluded that the salary and training of employees affect the performance standard in the organization significantly. Outsourcing is the practice of hiring an outside company or individual to perform contracted work as an alternative to paying employees to do it. The study recommended that organizations trying to practice hiring or contract work outside the firm should endeavor to make sure that the salary of a hired employee is fair in line with their job.*

**Keywords:** Outsourcing, Employee Motivation, Security Outfits, Service Industries

## INTRODUCTION

### 1.1 Background of the study

Outsourcing practice is the process of engaging a third party individual or organization outside of your company, either locally or internationally, to handle specific business activities for you. It is a common business practice that permits companies of all sizes to grow as and when they need it, without significant risk or investment. IT outsourcing is the practice of hiring resources from outside of an organization to handle specific information technology functions. For example, companies often outsource data storage because it is cheaper to contract a third party than it is to buy and maintain their own data storage devices and facilities (Daxx,2016).A manufacturer of personal computers might purchase internal components for its machines from other companies to save on production costs. A law firm might store and back up its files using a cloud-computing service provider, thus giving it access to digital technology without investing large amounts of money actually to own the technology. A small firm may decide to outsource bookkeeping duties to an accounting firm, as doing so may be cheaper than retaining an in-house accountant. Other companies find outsourcing the functions of human resource departments, such as payroll and health insurance, as beneficial. When appropriately used, outsourcing is an effective strategy to reduce expenses, and can even provide a business with a competitive advantage over rivals (Investopedia,2013). Outsourcing tends to cut costs. You get to enjoy significant cost savings when you outsource to a country with lower production costs: a lower cost of living for staff, meaning lower wages, as well as lower infrastructure and operational costs.

It is an access to a global talent pool. Outsourcing permits you to reach professionals that may be in short supply or unavailable locally. It is critical time savings. When you partner with an outsourcing vendor, you don't have to publicize for, interview, select, and train new in-house employees, all of which can be very time-consuming. It has the ability to upscale fast. You'll be able to work with new clients and take on fresh projects without having to spend much time on the processes described above. It has an uninterrupted workflow. Your market will function round the clock thanks to the time difference between the in-house team and the outsourcing vendor's team.

## **1.2 Statement of the problem**

Outsourcing is a business practice in which a firm hires another firm or an individual to perform tasks, handle operations or provide services that are either usually executed or had previously been done by the company's employees. The outside company, which is known as the service provider or a third-party provider, arranges for its workers to perform the tasks or services either on-site at the hiring company's facilities or external locations. Companies today can outsource some tasks or functions. So many service firms like banks, networking providers, private organizations and even public service in Nigeria have involved especially the security outfit personnel.

Companies often outsource as a means to lower costs, enhance efficiencies and gain speed but to the detriment of their employees in areas of motivation- poor compensation, salary, lack of training, lack of health care benefits, etc. Firms also could realize that they lose control over aspects of outsourced tasks or services.

A company could lose control over the quality of customer service provided when it outsources its call center function; even if the company's contract with the provider specifies particular quality measures, the company might find it's more challenging to correct an outsourced provider than it would be to fix an in-house team.

## **1.3 Objective of the study.**

The objective of the study was to evaluate the relationship between outsourcing practice and employee motivation in selected security outfits in the service industry in Enugu State. The specific goal includes to:

- i. Examine the relationship between the level of service and the salary of the employee of the security outfit.
- ii. Evaluate the extent of performance standard and the training of the employee of the security outfit.

## **1.4 Research questions**

- i. What is the relationship between the level of service and the salary of the employee of the security gear?
- ii. To what extent are the performance standard and the training of the employee of the security outfit?

## **1.5 Statement of hypotheses**

- i. There is a significant positive relationship between the level of service and the salary of the employee of the security outfit.
- ii. The performance standard and the training of the employee of the security outfit is to a great extent.

## **2.0 Literature review**

### **2.1 Conceptual framework**

#### **2.1.1 Outsourcing practice**

Outsourcing is the practice of hiring an outside firm or individual to perform contracted work as an alternative to paying employees to do it. Many companies use outsourcing based on expertise and cost-of-labor advantages. As with other ethical areas, discussing outsourcing ethics covers a lot of gray areas. Globalization contributes to the debate. Outsourcing sometimes incites controversy. Some people believe companies have a moral obligation to safeguard jobs for Americans above all else. Outsourcing often serves as a significant topic of debate during presidential elections, as both parties suggest that their candidate is more equipped to preserve American jobs and boost domestic employment. Companies sometimes use aids to point out when competitors hire a significant amount of foreign workers. The aim is to invoke pro-American sentiment and to hammer the image of the targeted business. Neil(2012)

### **2.1.2 Employee motivation**

Employee Motivation can be defined as stimulating, inspiring and inducing the employees to perform to their best capacity. Motivation is a psychological term which means it cannot be forced on employees. It comes automatically from inside the employees as it is the willingness to do the work. A conducive workplace has higher productivity, and higher productivity generates higher revenue in return. Employee productivity is a measure of employee retentivity and empowered employees with a happy workplace and work collaboration at the workplace. Employers today do come up with a variety of employee motivation ideas to motivate team spirit, social networks, and communication at work. They also encourage picnics award ceremonies, star employee appraisals and many other strategies in place but we often ignore the fact that the most straightforward approach is employee motivation. Employee Motivation can be by awards, social team outings, praise and points for high performers. Recognizing top performers and awarding them is the best tool for high employee productivity and performance.(Educba,2014).

### **2.1.3 Level of service of security personnel in the service industry**

The service industry is composed of businesses and individuals that market a wide variety of services to consumers and commercial enterprises. People employed in service industry jobs include workers in the travel industry and hospitality workers. Financial professionals, communications firm employees and various others who generate money without selling actual products all fall into this group as well. Both entry-level workers and highly skilled workers can find jobs within the industry, and the pay levels vary significantly between different roles. People employed in service industry jobs in the transportation sector include train drivers, ticket collectors, airline stewards, and pilots. These individuals are tasked with ensuring that clients travel safely one from location to another. Meanwhile, WisegEEK, (2012) explains that behind-the-scenes mechanics, engineers, and air traffic controllers are tasked with ensuring that transportation systems function efficiently and safely. Transportation firms also employ large numbers of salespeople and customer service clerks and these individuals are responsible for selling tickets and catering to passenger's needs. The security levels under the ISPS code

describe the current scenario related to the security threat to the country and its coastal region including the ships visiting that country (Shilavadra, 2016).

#### **2.1.4 Salary**

A salary is part of a compensation package that employers provide to employees in exchange for performing specified services. Generally understood as covering one year's worth of services, it's the money an employee earns at regular intervals often monthly, semi-monthly or even weekly throughout the year. Payment terms are typically agreed on between an employer and employee at the beginning of the working relationship, although the details can be changed over time. While an individual must agree to be a salaried employee, it is the employer who decides whether to offer this position to a worker. Once hired, these employees may need to work a minimum number of hours each week, but compensation is usually based on more than just the time spent at the office. To maintain their positions, employees must typically continue to meet certain performance standards. Often, a salary is part of a broader compensation package one that extends to include both retirement and health-related benefits. Some employers will use benefits as an incentive for talented workers when they can't offer them a higher base pay. Another tactic that some employers use is to provide employees with stock options, which represent the right to buy equity shares in a company at a discounted price. This has the added incentive of encouraging both productivity and loyalty since an employee who is financially invested in the company likely wants to see it succeed.(Malcolm,2013).

#### **2.1.5 Performance standard of a security organization**

Security is the prevention of and protection against assault, damage, fire, fraud, invasion of privacy, theft, unlawful entry, and other such occurrences caused by deliberate action. Information Security management is a process of defining the security controls to protect the information assets. Security standard is valuable, objective indicators of an organization's security performance, especially when you're looking to mitigate third-party risk, assess the cyber security posture of a potential acquisition, or benchmark performance against industry peers and competitors. Thousands of organizations across the globe have turned to Bit Sight Security standard as a tool to understand cyber risk in their business ecosystem better. Security ratings don't rely on traditional techniques like penetration testing, questionnaires, or on-site

visits. Instead, they often leverage externally observable data from sources across the world and then map this data to individual organizations. BitSight collects terabytes of information in categories including compromised systems, security diligence, user behavior, and data breaches. This data is weighted according to the risk it presented to organizations and used to calculate a rating (Bryana, 2016).

### **2.1.6 Training**

The word "training" came to us from the English language, where it meant "educate, educate." Training is a unique form of exercise, which is aimed at developing the necessary skills, knowledge, skills and social attitudes. Often in training, there is not only a theoretical part but also a practical one. Training is mainly distributed in various companies that care about training their employees with new skills and knowledge. This exercise can be both physical, and psychological. Hardening can also be attributed to a particular type of training. Training is considered as training, training or a form of active learning. This word arose a long time ago, but practice began to be actively used since 1912 by Dale Carnegie, who founded a unique center for teaching oratory and social interaction. This center exists to this day. Since that moment, various training has started to appear, and special educators have looked who conducted these training for a fee in multiple companies. Even today, new methods of preparation are emerging (Kagouletheband,2014).

### **2.1.7 Security personnel**

Security Personnel is a system of policies and procedures that seek to manage the risk of people Exploiting, or having the intention to utilize, their legitimate access to an organization's assets for unlawful purposes. Those who seek to use their authorized access are termed 'insiders.' For this guidance the person who causes harm to your organization could be given access to assets for one day a month or every working day, maybe a permanent member of staff or a contractor and their access may be in a traditional office or site setting or via a remote means of working. As you work through the risk assessment the term 'individual(s) and 'personal' are used to cover all people who are given legitimate access to your organization's assets and premises. This may include but is not limited to permanent employees, individuals on attachment or secondment,



contractors, consultants, agency staff and temporary staff. It is also a person employed by a public or private party to protect the employing party's assets (property, people, equipment, money, etc.) from a variety of hazards (such as waste, damaged property, unsafe worker behavior, criminal activity such as theft, etc.) by enforcing preventative measures (Annex,2011).

## **2.2 Theoretical review**

### **Relational Theory**

The Relational Theory provides explanations on how enterprises may acquire and maintain a competitive advantage about their relationships with other organizations (McIvor, 2005). This model has been used to study the phases of transition, relationship management, and reconsideration. Therefore, the Relational Theory is the only approach that may be applied to the investigation of all aspects of the outsourcing process. Willcocks and Choi (1995) explored the possibilities of laying the groundwork, through proper planning, for turning the outsourcing process from a simple partnership into a strategic alliance. Using the Relational Theory, they examined the factors that may be used to make decisions at the phases of preparation and relationship maintenance, aiming to make choices that will contribute to the creation of strategic alliances. Espino-Rodríguez and Rodríguez- Díaz (2008) proposed a relational model aiming to analyze the effects of an organization's ability to develop a relationship with the vendor at the phases of vendor selection and relationship maintenance for the development of competitive advantage, based on technology (Sakas, Vlachos, Nasiopoulos, 2014). Yahnghong (2011) described an outsourcing model based on the Relational Theory, aiming to interpret the phases of Preparation, Vendor Selection, and Relationship Maintenance. The research reached the conclusion that the benefits of the outsourcing process are determined by the quality of the relationship at its establishment and by the care given by contracting parties to the development of the relationship.

## **2.3 Empirical Review**

Yamoah, (2013) conducted a study on the relationship Between Compensation And Employee Productivity in Accra, Ghana. This study seeks to examine the relationship between compensation and productivity in the banking industry in Ghana. Using a case study approach,



descriptive survey was carried out to collect data from employees of Ghana Commercial Bank in the Greater Accra Region of Ghana. Labor unrest in the form of strike actions in both public and private corporate organizations underscore the importance employees attach to the issue of compensation. As a result, the human resource functions of many corporate organizations are challenged to develop and implement effective compensation schemes which will lead to the achievement of organizational goals. Data were analyzed regarding descriptive statistics. Pearson chi-square was used to test the significance of the relationship between employee compensation and productivity. The results indicated a significant correlation between salary and productivity.

Akbar, Hossein, Saeed, Asgar, Hashem, Amir, and Javad, (2013) conducted a study on an investigation of the relationship between motivational factors and performance of education staff in Miyandoab. The study examined the relationship between motivational factors and the production of education staff in Miyandoab. The study population was all employees of the education department in Miyandoab in 2012-13 including 90 people and farmers which according to Morgan table 74 employees of the society were selected. Simple random sampling was used to select the sample. The study was descriptive- correlation. The research instrument was a questionnaire that included five components derived from the theoretical and empirical literature and comparative studies set on the Likert scale. Reliability of the survey was calculated 0/8 3 using Cronbach's alpha. The results showed a significant direct relationship between moderate elements of authority, participation and decision-making systems, salary system and employee performance and a weak significant relationship between job satisfaction and performance evaluation of employee education in Miyandoab. Generally, motivational factors predict employees' performance by 59 percent.

Adesola, Oyeniya, and Adeyemi,(2013) conducted a study on the Empirical Study of the Relationship between Staff Training and Job Satisfaction among Nigerian Banks Employees. The research work examined the relationship between staff training and job satisfaction among Nigerian banks employees with particular reference to the selected banks in Osogbo metropolis. A structured questionnaire was used to collect data from eighty (80) respondents through simple random sampling method. Pearson product moment correlation coefficient was employed to know the relationship between staff training and job satisfaction, while multiple regression was

used to determine the effect. The result showed that staff training has a significant positive correlation with job satisfaction. The study also revealed that the combined influence of age, working experience, and qualification have a strong association with job satisfaction of Nigerian banks' employees. Subsequently, recommendations were made that Management should increase the budget for staff training, and also staff training must be in line with organizational objectives.

Ahmad, Mohamad, Mohd, Ahamad and Abang (2012) conducted a study on the relationship between Job Satisfaction and Turnover Intention in Malaysia. The objective of the study was to determine the effect of job satisfaction on turnover intentions among the employees in XYZ Sdn. Bhd, Malaysia. Approach: A total of 32 set of complete questionnaires gathered from executives and non-executives of a local printing company were involved in the study and 32 completed the questionnaires. Using structured questionnaires in a controlled environment, the results manage to extract both intrinsic and extrinsic job satisfaction that influences the turnover intention. Results: The statistical results obtained in this study showed that both forms of job satisfaction (intrinsic and extrinsic satisfaction) have an inverse relationship on employees' turnover intentions. Conclusion: Even though Intrinsic Job Satisfaction has a stronger influence on Turnover Intention. The existence of Extrinsic Job Satisfaction also must be considered in measuring the intention.

Akhila,Ravi,Sunitha, and Danaiah,(2011) conducted a study on the analysis and evaluation of Training Effectiveness in India. The purpose of the study is to provide information to evaluate and enhance the effectiveness of training. One new model was found namely Back planning model. Adequate training is considered an essential factor in determining the efficiency of an organization which depends upon the ability of its employees. For training evaluation to be truly effective, the training and development itself must be appropriate for the person and the situation. Even though assessment is listed at the last phase, evaluation happens during all the phases. It is used during the training process to investigate the training process itself. Evaluation is not just for the trainer or organization it is vital for the learner too. Which is the same as Kirkpatrick's model but the process occurs in the reverse order and continues in a cyclic process.

Muhammad, (2013) conducted a study on the role of Performance Appraisal System on Employees Motivation. We examine how performance appraisals affect the employee's future performance. The predictions of our model are constant with various empirical findings. These comprise (i) the observation that managers tend to give positive appraisals, (ii) the result that on positive average estimates motivate more than negative evaluations, and (iii) the observation that the effects of assessments depend on the employee's perception of the manager's ability to assess performance accurately. In many organizations, reward decisions depend on subjective performance evaluations. However, evaluating an employee's performance is often difficult. In this paper, we create a model in which the employee is uncertain about his performance and about the manager's capability to assess him. The manager gives an employee a performance appraisal with a view of affecting the employee's self-perception, and the employee's perception of the manager's ability to assess performance.

### **3.0 Methodology**

The study was based on the relationship between outsourcing practice and employee motivation in selected security firms (Black king Guards, Halogen guards, Diamond guards, Sonafem guards, St. Christopher guards) in service industries in Enugu state. The study used the survey approach. The primary sources were a personal interview and the administration of a questionnaire to the management and employees of the security firms and the service industries in Enugu State. A population of 225 staff was used for the study. The validity of the instrument was tested using content analysis, and the result was good. The reliability was tested using the Pearson correlation coefficient ( $r$ ). It gave a reliability coefficient of .74 which was also good. Data were presented using tables and percentages. The hypotheses were analyzed using the F-statistic (ANOVA) tool.

#### 4.0 Data presentation and analyses

Table 4.1 Response on the statement there is a relationship between the level of service and the salary of the employee of the security outfit.

|                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------|-----------|---------|---------------|--------------------|
| Strongly disagree | 20        | 8.9     | 8.9           | 8.9                |
| Agree             | 111       | 49.3    | 49.3          | 58.2               |
| Neutral           | 24        | 10.7    | 10.7          | 68.9               |
| Disagree          | 46        | 20.4    | 20.4          | 89.3               |
| Strongly disagree | 24        | 10.7    | 10.7          | 100.0              |
| Total             | 225       | 100.0   | 100.0         |                    |

Source: Field Source 2016.

Table 4.1 shows that 20 respondents out of two hundred and twenty-five representing 8.9 percent strongly agree, 111 respondents (49.3percent) agree that there is a relationship between the level of service and the salary of the employee of the security outfit while 24 respondents (10.7 percent) were neutral, 46 respondents (20.4 percent) disagree and 24 respondents (10.7 percent) strongly disagree that there is a relationship between the level of service and the salary of the employee of the security outfit.

Table 4.2 Response on the statement there is the extent of performance standard and the training of the employee of the security outfit.

|                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------|-----------|---------|---------------|--------------------|
| Strongly disagree | 45        | 20.0    | 20.0          | 20.0               |
| Agree             | 86        | 38.2    | 38.2          | 58.2               |
| Neutral           | 24        | 10.7    | 10.7          | 68.9               |
| Disagree          | 29        | 12.9    | 12.9          | 81.8               |
| Strongly disagree | 41        | 18.2    | 18.2          | 100.0              |
| Total             | 225       | 100.0   | 100.0         |                    |

Source: Field survey 2016

Table 4.2 shows that 45 respondents out of two hundred and twenty-five representing 20.0 percent strongly agree, 86 respondents (38.2 percent) agree that there is the extent of

performance standard and the training of the employee of the security outfit while 24 respondents (10.7 percent) were neutral, 29 respondents (12.9 percent) disagree and 41 respondents (18.2 percent) strongly disagree that there is the extent of performance standard and the training of the employee of the security outfit.

## 4.2 Test of hypotheses

**4.2.1 Hypothesis One: There is a positive effect relationship between the level of service and salary of the employee of the security outfit.**

### Model Summary

| Model | R                 | R Square | Adjusted R Square | Std. The error of the Estimate |
|-------|-------------------|----------|-------------------|--------------------------------|
| 1     | .798 <sup>a</sup> | .887     | .876              | .07971                         |

a. Predictors: (Constant), IMO, HBA, MOH, BAA.

### ANOVA<sup>a</sup>

| Model |            | Sum of Squares | df  | Mean Square | F       | Sig.              |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1     | Regression | 402.542        | 4   | 100.636     | 158.383 | .000 <sup>b</sup> |
|       | Residual   | 1.398          | 220 | .006        |         |                   |
|       | Total      | 403.940        | 224 |             |         |                   |

a. Dependent Variable: TRLS

b. Predictors: (Constant), IMO, HBA, MOH, BAA

Where:

TRLS = The relationship between the level of service and the salary of the employee of the security outfit.

IMO = In my organization, there is a good working environment and pay

HBA = Health benefits are attached to our work in my organization

MOH = My organization, has vacation time and sick leave

BAA = Bonuses are attached to our work and retirement plans

The  $R^2$  {R-Squared} which measures the overall goodness of fit of the complete regression, shows the value as .887 and adjusted to .886. This means that  $R^2$  accounts for 88.7 percent approximately 89 percent. This indicates that the independent variables account for about 89 percent of the variation in the dependent variable. Which shows the goodness of fit? From the result, f-calculated {158.383} is greater than the f-tabulated {2.7858}, that is,  $f_{cal} > f_{tab}$ . Hence, we reject the null hypothesis  $\{H_0\}$  and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now concluded from the analysis that there is a positive effect relationship between the level of service and salary of the employee of the security outfit.

#### 4.2.2 Hypothesis two: Training of employees of the securityoutfit affects the performance standard in the organization significantly to a great extent.

##### Model Summary

| Model | R                 | R Square | Adjusted R Square | Std. The error of the Estimate |
|-------|-------------------|----------|-------------------|--------------------------------|
| 1     | .797 <sup>a</sup> | .793     | .793              | .10985                         |

a. Predictors: (Constant), TIC, TBA,MYA ,NEA.

##### ANOVA<sup>a</sup>

| Model |            | Sum of Squares | Df  | Mean Square | F       | Sig.              |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1     | Regression | 401.794        | 4   | 100.449     | 832.458 | .000 <sup>b</sup> |
|       | Residual   | 2.655          | 220 | .012        |         |                   |
|       | Total      | 404.449        | 224 |             |         |                   |

a. Dependent Variable: TEOP

b. Predictors: (Constant) TIC, TBA,MYA ,NEA,

**Where:**

- TEOP = The extent of performance standard and training of the security employees
- TIC = There is consistent morning training in my organization which results in effective communication.
- TBA = Team building activities in my organization are strong that result in higher productivity
- MYA = My organization, allows policy and legal training which help to maintain an ethical standard
- NEA = New employees are trained in my organization for months before resuming on duty

The  $R^2$  {R-Squared} which measures the overall goodness of fit of the complete regression, shows the value as .793 and adjusted to .793. This means that  $R^2$  accounts for 79.3 percent approximately 79 percent. This indicates that the independent variables account for about 79 percent of the variation in the dependent variable. Which shows the goodness of fit? From the result, f-calculated {832.458} is greater than the f-tabulated {2.7858}, that is,  $f_{cal} > f_{tab}$ . Hence, we reject the null hypothesis  $\{H_0\}$  and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now concluded from the analysis of that training of security personnel affects the performance standard in the organization significantly to a great extent.

**4.3 Discussion of findings**

In the literature review, Akhila, Ravi, Sunitha, and Danaiah,(2011) Effective training is considered as an essential factor in determining the efficiency of an organization which depends on the capability of its employees. For training examination to be truly effective, the training and development itself must be appropriate for the person and the situation. Akbar, Hossein, Saeed, Asgar, Hashem, Amir and Javad (2013) observed that there is a significant direct relationship between moderate elements of authority, participation and decision-making systems, reward system and employee performance. This was supported by the result, f-calculated {158.383} is greater than the f-tabulated {2.7858}, that is,  $f_{cal} > f_{tab}$ . The study concluded from the analysis that there is a positive effect on the relationship between the level of service and salary of the employee of the security outfit.



From the result of the hypotheses two,  $f$ -calculated {832.458} is greater than the  $f$ -tabulated {2.7858}, that is,  $f$ -cal >  $f$ -tab. The study indicated that the training of employees of security outfits affects the performance standard in the organization significantly to a great extent. Security standard is valuable, objective indicators of an organization's security performance, especially when you're looking to mitigate third-party risk, assess the cybersecurity posture of a potential acquisition, or benchmark performance against industry peers and competitors. Training is mainly distributed in various companies that care about training their employees with new skills and knowledge. This training can be both physical, and psychological. Hardening can also be attributed to a particular type of training (Kagouletheband, 2014).

## 5.0 Conclusion

The study concluded that salary and training of employees affect the performance standard in the organization significantly. Outsourcing is the practice of hiring an outside company or individual to perform contracted work as an alternative to paying employees to do it. Many firms use outsourcing based on expertise and cost-of-labor advantages. Employee Motivation can be defined as stimulating, inspiring and inducing the employees to perform to their best ability. Motivation is a psychological term which means it cannot be forced on employees. It comes automatically from inside the employees as it is the willingness to do the work.

## 5.1 Recommendation

- i. Organizations trying to practice hiring or contract work outside the firm should endeavor to make sure that the salary of a hired employee is fair in line with their job.
- ii. Training becomes a sine qua non for any organization that wants to move forward regarding capacity building and growth of the organization.

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