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COVID-19: It's Impact on Job Security and Employees Attrition of Selected Aviation Companies in Lagos State

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ABSTRACT: *The global widespread of Covid-19 disease has led to an unparalleled unemployment disaster cum employees' market surprises and it is anticipated to bring in distinct systemic substitute and prolonged problems for global works. This study tries to investigate the impact of Covid-19 on job security and employees' attrition of selected aviation companies in Lagos State. A cross-sectional design and simple random sampling technique were employed. A questionnaire was employed as the research instrument for the study with 269 respondents adjudged usable. Multiple regression and correlation analyses were employed to determine the hypotheses of the study. The hypotheses result showed that job security ($r = 0.450$, $p < 0.05$), employees' attrition ($r = 0.275$, $p < 0.05$) and lay off and unemployment ($F = 33.237$; $p = 0.000$) were significantly impacted by Covid-19. The study recommends that National governments and various bodies such as World Health Organizations (WHO) to introduce policies and guidelines that will cushion the impacts of Covid-19 on employees' job security,' attrition and lay off and unemployment in terms of taxes reductions, improved safety measures, contingencies approaches, reductions of levies on licenses, public awareness, relaxation of aviation laws in terms pilots renewal licenses, reduction of airline fuel price, reduction of parking lots of the aircrafts, supporting the airlines with funds and adequate incentives would curb employees attrition, job security and employment and would allow the aviation sector to rise again as in the past before the final solution to eradicate the pandemic.*

Key words: *Attrition, Aviation, Covid-19, Employees, job security, Lagos State.*

1. Introduction

The global widespread of Covid-19 disease has led to an unparalleled unemployment disaster cum employees' market surprises and it is anticipated to bring in distinct systemic substitute and prolonged problems for global works (Pouliakas & Branka, 2020). Besides the swift adverse surprise encountered on the measures applied to curb or reduce the affliction of the earliest Covid-19, continual adverse consequences are anticipated as a result of lengthy impact of both mandatory and essential practices of social distancing might have on employees' work productivity and performance which will lead to employees' attrition (Pouliakas & Branka, 2020).

The ILO (2020a) accounted that about 25 million works globally might be gone throughout the epidemic. The decrease in supply and following the decrease in demand sequence globally does not only affect the situation of work but also reduce the workers' remuneration which triggers serious and average employment paucity (Belayeth, 2020). As the global sectors like aviation, manufacturing, entertainment, sports and hospitality were closed due to corona virus, people and businesses in millions all over the world especially in United States where the virus is rampaging had already registered for unemployment benefits (Kevin, 2020). Depriving people and businesses financially can sometimes be overwhelming which will have an effect on the workers' families and businesses (McKee-Ryan & Maitoza, 2018).

Aviation industry worldwide take on major position in the process of development, growth and societal benefits of an economy, these includes employment generations, prosperity, by offering assistance to tourism and businesses and provide an enabling environment and opportunities for trading and worldwide supply

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chains linkages amongst both the developed and developing nations (Niji, 2020). The International Air Transport Association (IATA) approximates terrible periods ahead for aviation companies in revenue declination to the tune of $252,000,000,000.00 (Two Hundred and Fifty-Two Billion Dollars). In respect to their assertions, revenue passenger kilometers in 2020 will be reduced to 38% in contrast to 2019 (Pearce, 2020). Virtually all the airlines worldwide have estimated liquidity for three months which is one of the heavily damaged, as passengers or customers steadily declined so do profits cease (Claussen, Essling, & Peukert, 2018).

Covid-19 has considerably affected aviation industry worldwide, as nations around the world tried to lessen the rampaging virus by enforcing stringent measures in calling off flights and passengers capacity reductions (Niji, 2020). Airlines have started to take off substantial fleets that are outdated and deteriorated so as to reduce financial obligations through the processes of downsizing and retiring, the staff of Transportation Security Administration (TSA) are also affected as a result of low inbound and outbound passengers that would be screened (Congressional Research Service, 2020). In Nigeria, all entering International bound flights were called off by the Nigerian Civil Aviation Authority (NCAA) excepts flights on essential and exigency and follows the 2020 covid-19 regulations, further restrictions and suspensions were also imposed to both the private and commercial fights by President Muhammadu Buhari (Niji, 2020).

Almost 90% of the global Nationals are hindered from returning back to their respective countries or travelling out either for tourisms or businesses due to the pandemic which invariably affects the aviation industry, these led to about approximately 25 million to 100 million to both aviation and tourism jobs losses (Siyan, Adegoriola, & Agunbiade, 2020). The rapid growth and development achieved in the aviation sector during the past seven years ago would be affected due to the pandemic (IATA, 2020).

Due to the above, this present paper seeks to examine if Covid -19 has an impact on job security and employees' attrition. It will also ascertain on how to curb or eradicate the pandemic and to suggest ways or policies or measures that can be put in place by the government and aviation companies in order to improve job security and reduce or eradicate employees' attrition.

1.1. Statement of the Problem

A lot of studies have been done worldwide on the impact of Covid-19 and its impact on job security and employees' attrition of which the developed countries are at the forefronts but less developed countries like Nigeria are still lagging which this present study tends to fill the gap.

The Airline industry plays a major in developing and growing the economy of a country and facilitates countless social and economic interests which includes employment, wealth, worldwide business supports, tourisms generations and linking of chains of businesses universally. However, the global pandemic has hindered all these economic growth and development of countries worldwide despite all the palliatives that has been put in place to cushion the effect of the global pandemic on economies. The problems of prices of oil reduction and lack of demand and supply to the exporting countries like Nigeria, closures of global businesses, the lack of remittances from other countries and other major sources of funds have been shut down, dwindling incomes, growing unemployment which has left the global economy and growth in comatose. So far, developed countries such as Nigeria has put in place some packages with an average GDP of 0.8% where their counterparts in developed countries has put in 8% (Okonjo-Iweala et al., 2020).

It is on this premise that this study is conducted to examine the impact of Covid-19 on employees' attrition and job security in relation to some Aviation companies in Lagos State, the global responses, the stimulus packages that are put in place by developed and developing countries, to proffer some solutions and to add to the existing literatures.

2. Literature Review

2.1. Covid-19

In Wuhan, China, an undisclosed virus was detected and announced on December 31st, 2019 to the World Health Organization office in China. This Virus was afterwards called Corona Virus Disease 2019 (COVID-19) and was later proclaimed as General Health Crisis of global concerns on January 30th, 2020 (Niji, 2020). One of the Covid-19 features is the fast global increase of the virus (Lai, Shih, Ko, Tang, & Hsueh, 2020). In Nigeria, Covid-19 was reported on February 27th, 2020 and the country was short down in March 31st, 2020 due to widespread and to curb the virus. The aftermath of the pandemic has led to some human challenges

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globally in terms of unemployment, political, economic, social, technology, legal, demographic (World Health Organization, 2020a; World Health Organization, 2020b).

As at March 31st, 2021, the total recorded cases of Covid-19 globally stood at one hundred and twenty-eight million nine hundred and forty-one thousand four hundred and eighty-nine (128,941,489), the recorded deaths stood at two million eight hundred and eighteen thousand eight hundred and thirty-three (2,818,833) while the recovered stood at one hundred and four million thirty-four thousand eight hundred and sixteen (104,034,816) (WorldoMeter, 2021).

In Nigeria, the total recorded cases stood at one hundred and sixty-two thousand six hundred and forty-one (162,641), the total recorded deaths stood at two thousand and forty-nine (2,049) while the total recovered stood at one hundred and fifty thousand four hundred and sixty-six (150,466) (The Nigeria Centre for Disease Control, 2021). Meanwhile, Lagos State still remain the epic centre with a total recorded cases of fifty-seven thousand five hundred and ninety-four (57,594), the total death cases stood at four hundred and thirty-nine (439) while the recoveries recorded stood at fifty-six thousand nine hundred and ninety (56,990) (The Nigeria Centre for Disease Control, 2021).

2.2. Aviation Industry

As other industries of the economy are at risks to external factors, so do airlines, in terms of natural disasters, economic downturn, oil downturn, pandemics, terrorisms (Pere, Voltes-Dorta, & Cugueró-Escofet, 2020). All these factors have dire influence on airlines which has resulted into cancellations of flights, grounding of aircrafts, closure of borders, travel embargo (Voltes-Dorta & Pagliari, 2012). The IATA (2020) approximated terrible periods in the future for the global Airlines due to the global pandemic (Jingxuan et al., 2020). In it (IATA) reports, it posited that there would be 38% downward Revenue Passengers Kilometers (RPK) in 2021 as opposed to 2020 (Pearce, 2020).

ACI (2020) estimated that the global pandemic can expunge half of airline incomes and reduce the passengers to two-fifth. The ICAO (2020) approximated that there will be a downward of 47% - 58% of reservations, 503-607 million passengers' losses and 112-135 billion Dollars of operating gross incomes. In Nigeria, International Air Transport Association (IATA) estimated 3.5 million passengers' losses which is approximately $760 million in revenue lost due to the global pandemic. This effect can be seen on the grounding of Airlines which has resulted into recurring expenses in maintenance, staff remunerations, parking lots Rilwan (2020). This enormous lost can be ascribed to inadequate activities in aviation industry whose revenue is determined by operations of flights (Sirika, 2020).

2.3. Job Security

Job security can be seen as the notion of getting a perfect job and the future continuous assurance as well as lack of intimidating elements (Arabi, 2000). This stipulates that if employee A have the notion that his/her employment will continue till he/she retires or resigned from the job without been intimidated by employee B, that employees enjoys job security (Arabi, 2000). One of the security implications is job security and work changes, work missing and perfect works that are not achievable are some of the issues that affects job security (Gholamreza, Ali, & Hamid, 2011). As noted by organizational and industrial psychologists, job security leads to job commitment and satisfaction (Thomas, Tram, & O'hara, 2006). Salaries and wages, promotion, job, superior and colleagues' satisfactions are the major attributes of job security (Hosseinzadeh & Saemian, 2002).

2.4. Employees Attrition

The most valuable assets of any organization are the employees, keeping them has become a huge obstacle to organizations due to humongous costs they incurred on them (Negassa, 2016). However, these humongous costs could be minimal if organizations provide an enabling environment for the employees to thrive (Negassa, 2016). The major causes of employees' attrition include demographic factors such as age, gender, income, job position, the controllable factors include organizational commitment, supervision, pay, nature of job while the unctrollable factors are the factors beyond the organization which includes Covid-19 pandemic, job offers, war, earthquake, hurricanes, wild fire (Khatri, Fern, & Budhwar, 2001).

Employees attrition could be both positive and negative to an organization. However, the negative impacts affect the organization more than the positive impacts. The positive impact could be as a result of laying off

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employees because of inefficiency or insubordination which would lead to reduction of unserious employees (Negassa, 2016). In view of this, the organization would have to inject new employees with fresh ideas, knowledge and attitudes (Staw, 1980). Employees attrition usually have a major adverse impacts on organizational performance, growth, profitability and productivity (Negassa, 2016). Other adverse impacts include productivity lost, salaries and wages lost, administrative costs, training cost, recruitment and selection costs, loss of best employees, customers dissatisfaction (Aman, 2015).

2.5. Layoffs and Unemployment

The global pandemic has made all the industries especially the aviation industry to be shut down partially or completely, this has affected many people around the world in one way or the other in terms of loss of jobs, loss of incomes (Kevin, 2020). In view of these, people may suffer emotional stress, depression, psychological trauma, mental and physical issues (Wanberg, 2012). Some of the adverse impacts of loss of jobs on peoples' psychological welfare includes social status, social contacts, social activity which can be attributed to latent (Jahoda, 1982). Deprivation of financial can be disastrous that can have a greater negativity impacts on the employees' families (McKee-Ryan & Maitoza, 2018).

3. Theoretical Framework

The concept of Covid-19 and its impact on job security and employees' attrition are universal issue which has gained attention of some scholars worldwide and have therefore propounded some theories so as to have a better understanding on the current study. The theory of latent deprivation theory was propounded by Jahoda in 1982, the theory postulated the unemployment negative effects of psychological well-being by admitting that employment presents both manifest i.e revenue and latent i.e social contact, status, activity common goal sharing and time structure. Talcott Parson's structural functionalism theory posited that there are some variables that works very well with social structure or society. He established the variables to comprise economic, political and social-cultural subsystems. The economic subsystems deal with members' survival, political subsystem tries to make and enforce laws and processes regulations in order to maintain order while social-cultural is concerned with morals regulations via practices and beliefs.

Talcott warned that these subsystems orderliness could be threatened if malfunctioned. Charles Darwin and his cohorts propounded human race theory where they posited that selection of natural, grappling for existence and animals and human beings' survival. The Malthus theory of population argued that production of food and growth and the grappling for existence are still evolving. He buttressed that famines, wars, natural disasters, moral control, death could reduce human populations while plants and animals may be impartially steady in quantities. Robert K. Merton postulated a theory by putting together an analysis where he used symbols similar to mathematics. He used this to analyze the challenges individual goes through on a daily basis, their reactions and different methods adopted to solve those challenges.

In view of the above, the five theories are imperative to this study because they focused on the issue at hand.

4. Empirical Review of Literature

Aizerman (2004) in his research study posited that aviation industry is an important industry in every country's economy in the sense that it is reliable and faster to handle universal volatility demands since airlines uses hours instead of weeks for domestic and international businesses. Aun (2013) in his study argued that there is a relationship between a country's socio-economic development and aviation infrastructural development. Furthermore, he asserted that government must do more in formulating good policies and regulations that will enhance the aviation growth.

In the working paper of Konstantinos and Jiri (2020), they asserted that Covid-19 has led to unequaled unemployment adversity and labor market upset which is expected to lead to structural changes prolong interference in the short and medium terms for skills and works. In addition, they posited that countries that has solved the rates of unemployment in prior years by boosting low skilled jobs would be confronted with negative effects of the newly labor market and social facts spawn by the global pandemic.

Nwaogbe, Wokili, Omoke, and Asiegbu (2013), in their analyses opined that both the universe and Nigeria aviation industries has greatly contributed to the economy development in terms of taxes remitted, employment generations and improved technology systems that are used for their maintenance and operations.

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In the study of Niji (2020), he asserted that aviation industry plays a major role in enhancing economic development and growth and offers a lot of social and economic well-being in terms of job opportunities, wealth creation. He however, pointed out that the pandemic has considerably affected the aviation industry due to the cancellations of flights all around the world with Nigeria not exceptional in order to curb the pandemic spread.

Further to the study of Bamidele (2020), it was revealed that from the 1,950 respondents sampled households, 42% that were working initially working prior to the pandemic lost their jobs due to Covid-19. He went further that 79% of respondents reported decrease in their incomes, 85% of the respondents reported low incomes on farming businesses while 58% of the respondents reported decrease in wages employment.

According to the study of Akindare (2020), he pointed out that small and medium organizations are accountable for most employment in Nigeria but has been hit by the global pandemic. He buttressed his assertion that they are responsible for 96% and 84% of both businesses and jobs when compared with 53% in the USA, 60% in South Africa and 65% in Europe, they have also contributed immensely to the economic growth and development of Nigeria but this has changed drastically due to the pandemic because they are not equipped to handle a pandemic of this magnitude. He posited that Federal Government of Nigeria has envisaged 39.4 million job losses as result of the global pandemic which means that more citizens particularly in the lower and middle classes would be living below poverty line.

Lastly, in the study of Rilwan (2020), he opined that aviation industry is the hardest hit by covid-19 because of flight bans, restrictions that has hindered the industry to generate revenue. He affirmed that continued shutdown of airlines would make them to lose revenue, incurring costs on aircrafts maintenance and employees' salaries and wages which could be seen in the press statement of Arik's airline CEO that aviation industry has suffered a reduction of 98% revenue due to the pandemic.

From the foregoing review, below hypotheses were formulated for the study:

H_1: Covid-19 has significant effect on job security.

H_2: Covid-19 has significant effect on employees' attritions.

H_3: Covid-19 has significant effect on lay off and unemployment.

5. Methods

The current study employed cross-sectional survey of 588 employees of Aero Contractors (195), Arik Air (196) and Air Peace (197) in Lagos state that made the study population. Applying Yamane (1967), a sample size of 229 was initiated. However, 269 employees constituted the study sample size. To ascertain reliable results for this study, the questionnaires were distributed amongst middle and lower management staff through simple random sampling technique.

The first section of the questionnaire was for socio-demographic facts of the respondents while the questionnaire components based on the research questions made the second part. The questionnaire components were gotten from the literature review, a study pilot of 35 employees without replacement was conducted to determine validity of the study. Covid-19 has a reliability value of 0.81, employees' attritions has 0.86, lay off and unemployment has 0.83 and aviation industry 0.86 that were more than the threshold standard. Descriptive statistics were used to analyze the social demographic variables while inferential statistics of correlation and multiple regression analysis were used for the study hypotheses.

Table 1. Regression result of Covid-19 and job security.

Variable	Coefficient	t-value
Covid-19	0.646	7.929*
Constant	0.845	2.984
R= 0.450	R^2 = 0.202	
F = 62.870		
Prob (F-Statistic) =0.000		

Note: Std. Error = (0.283) (0.082); *$p < 0.05$.

5.1. Hypothesis One

Table 1 presents that Covid-19 has a significant effect on employee job security. The result revealed that the calculated t-statistics (7.929) for the Covid-19 parameter at 0.05 level of significance. The coefficient of

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Covid-19 in the estimated regression model is 0.646 which implies that 64.6% of that decrease in employee job security was accounted for by the Covid-19.

The coefficient of determination (R^2) is 0.202, indicating that 20.2% of the variation in employee job security is caused by Covid-19. The remaining 79.8% unexplained variable is largely due to other variables outside the regression model which are included in the stochastic error term. The relationship between Covid-19 and job security is moderate and statistically significant at 0.005 level ($r = 0.450$, $p < 0.05$. The overall regression model is statistically significant, and the hypothesis accepted that the Covid-19 pandemic has significant effect on employee job security.

Table 2. Regression result of Covid-19 and employee attrition.

Variable	Coefficient	t-value
Covid-19	0.336	4.510*
Constant	2.124	8.217
R= 0.275	$R^2 = 0.076$	
F = 20.343		
Prob (F-Statistic) =0.000		

Note: Std. Error = (0.258) (0.074); *$p < 0.05$.

5.2. Hypothesis Two

Table 2 presents that Covid-19 has a significant effect on employee job security. The result revealed that the calculated t-statistics (4.510) for the Covid-19 parameter at 0.05 level of significance. The coefficient of Covid-19 in the estimated regression model is 0.336 which implies that 33.6% of that decrease in employee job security was accounted for by the Covid-19. The coefficient of determination (R^2) is .076, indicating that 7.6% of the variation in employee attrition is caused by Covid-19.

The remaining 92.4% unexplained variable is largely due to other variables outside the regression model which are included in the stochastic error term. The relationship between Covid-19 and job security is low, but statistically significant at 0.005 level ($r = 0.275$, $p < 0.05$). The overall regression model is statistically significant, and the hypothesis accepted that the Covid-19 pandemic has significant effect on employee attrition.

Table 3. Regression result of Covid-19 and employee lay off.

Variable	Coefficient	t-value
Covid-19	0.324	5.765*
Constant	2.224	11.410
R= 0.344	$R^2 = 0.118$	
F = 33.237		
Prob (F-Statistic) =0.000		

Note: Std. Error = (0.195) (0.056); *$p < 0.05$.

5.3. Hypothesis Three

Table 3 presents that Covid-19 has a significant effect on lay off and unemployment. The result revealed that the calculated t-statistics (5.765) for the Covid-19 parameter at 0.05 level of significance. The coefficient of Covid-19 in the estimated regression model is 0.324 which implies that 32.4% of that decrease in employee job security was accounted for by the Covid-19. The coefficient of determination (R^2) is .118, indicating that 11.8% of the variation in employee job security is caused by Covid-19.

The remaining 88.2% unexplained variable is largely due to other variables outside the regression model which are included in the stochastic error term. The relationship between Covid-19 and lay off and unemployment is low, but statistically significant at 0.005 level ($r = 0.344$, $p < 0.05$. The overall regression model is statistically significant ($F = 33.237$; $p = 0.000$), and the hypothesis accepted that the Covid-19 pandemic has significant effect on lay off and unemployment.

6. Discussions

The current study seeks to investigate how Covid-19 could have an impact on job security and employees' attrition of selected aviation companies in Lagos state. Discoveries showed that more male participated than

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female employees in the study, most of the participants had first degrees, there were more single than married respondents, the ages of the employees were between 31-50 years and most of the respondents had 5-15 years' experiences that cut across the selected Aviation companies. There were three hypotheses formulated for the research study and the outcome of hypothesis one was corroborated by the findings of Bamidele (2020), where he asserted that out of the 1,950 respondents sampled households, 42% that were working initially working prior to the pandemic lost their jobs due to Covid-19. These findings were also supported by the study of Rilwan (2020) where he opined that aviation industry is the hardest hit by covid-19 because of flight bans, restrictions that has hindered the industry to generate revenue. He affirmed that continued shutdown of airlines and economies would make them to lose revenue, incurring costs on aircrafts maintenance and employees' salaries and wages. However, in hypothesis two the result shows that Covid-19 pandemic has significant effect on employee attrition which could be seen in the study of Nwaogbe et al. (2013) where they analysed that both the universe and Nigeria aviation industries has greatly contributed to the economy development in terms of taxes remitted, employment generations and improved technology systems that are used for their maintenance and operations and all these could be lost as a result of the pandemic and causes employees attrition. This result was also corroborated the study of Niji (2020) where he maintained that aviation industry plays a major role in enhancing economic development and growth and offers a lot of social and economic well-being in terms of job opportunities, wealth creation. He however, pointed out that covid-19 has considerably affected the aviation industry due to the cancellations of flights all around the world with Nigeria not exceptional in order to curb the pandemic spread but has greatly led to employees' attrition.

Lastly, hypothesis three revealed that Covid-19 pandemic has significant effect on lay off and unemployment which supports the study of Konstantinos and Jiri (2020) where they posited that Covid-19 has led to unequalled unemployment adversity and labour market upset which is expected to lead to structural changes prolong interference in the short and medium terms for skills and works. In addition, they posited that countries that has solved the rates of unemployment in prior years by boosting low skilled jobs would be confronted with negative effects of the newly labour market and social facts spawn by the global pandemic.

7. Conclusions

The Airline industry plays a major in developing and growing the economy of a country and facilitates countless social and economic interests which includes employment, wealth, worldwide business supports, tourisms generations and linking of chains of businesses universally. However, the global pandemic has hindered all these economic growth and development of countries worldwide despite all the palliatives that has been put in place to cushion the effect of the global pandemic on economies. This was what brought about the current study by contributing to other studies on the impact of Covid-19 job security and employees' attrition of selected aviation companies in Lagos State. Based on the tested hypotheses, it was revealed that Covid-19 pandemic has significant effect on employee job security, Covid-19 pandemic has significant effect on employee attrition and Covid-19 pandemic has significant effect on lay off and unemployment. This shows that 39.4 million job has been lost as result of the global pandemic which means that more citizens particularly in the lower and middle classes would be living below poverty line and would remained unemployed. It also means that aviation industry has been the hardest hit by covid-19 because of flight bans, restrictions that has hindered the industry to generate revenue.

It must be noted that continued shutdown of airlines would make them to lose revenue, incurring costs on aircrafts maintenance and employees' salaries and wages because aviation industry has suffered a reduction of 98% revenue due to the pandemic. It therefore becomes sacrosanct for organizations, governments and employers of labor to put in policies that will cushion the impacts of Covid-19 pandemic on employees' job security, employees' attrition and employees lay off and unemployment.

8. Recommendations

This present study contributes to the body of existing studies on the subject matter by ensuring that National governments and various bodies such as World Health Organizations (WHO), International Air Transport Association (IATA), The Nigerian Civil Aviation Authority and some other notable bodies around the globe to introduce policies and guidelines that will cushion the impacts of Covid-19 pandemic on employees' job security, employees' attrition and employees lay off and unemployment in terms of taxes reductions, improved safety measures, contingencies approaches, reductions of levies on licenses, public

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awareness on the pandemic, relaxation of aviation laws in terms pilots renewal licenses and medical certificates due to expirations, reduction of airline fuel price, reduction of parking lots of the aircrafts, supporting the airlines with funds, proper initiatives, management and adequate incentives would curb employees attrition, job security and employment and would allow the aviation sector to rise again as in the past before the final solution to eradicate the pandemic.

8.1. Suggestion for Further Research

This research was conducted in three aviation airlines in Lagos State of which the results and respondents may not be generalized to other aviation airlines in other parts of Nigeria or the world at large. It was against this backdrop that other subsequent researchers would might want to conduct a similar study should endeavor to conduct an astute study of this importance to fill the gaps noticed. The researchers should conduct interviews through recording for the purposes of record keeping and finally more airlines should be covered in the future studies by researchers.

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