



Employee's Pilferage and Security in Beverage Manufacturing Companies in Lagos State, Nigeria

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Abstract

The purpose of this paper is to examine the relationship between employee pilferage of pilferage and security in beverage manufacturing companies in Lagos State. The study is anchored on the rational choice theory in order to understand the connection between pilferage and security in beverage manufacturing companies in Lagos State. The researcher adopted a mixed research method involving survey research and historical research designs. The population of this study is 8,595 staff. This comprises all employees of Promasidor Nigeria Ltd, Nigeria Bottling Company (Coca Cola), Cadbury Nigeria Plc, and Guinness Nigeria Plc. The sample size of the study was 400 determined using Rakesh Sample size formula. Data were collected from primary and secondary sources. Primary data were collected using questionnaires, while secondary data were collected from related works on pilferage and security in beverage manufacturing companies. Data collected from questionnaire were analyzed using absolute frequencies and simple percentages, while data from secondary sources were analyzed using relational-content analysis. Among other things, it was found that the higher the level of pilferage, the lower the level of security of employees in beverage manufacturing companies in Lagos State. Among other things, it was recommended that given that there is relationship between pilferage and security in beverage manufacturing companies in Lagos State, beverage manufacturing companies in the state should ensure that stealing is drastically reduced in their various organizations through employment, training and proper motivation of staff who must be full-time staff. This would largely make the employees committed to work and shun pilferage.

Key words: Pilferage, employee, security, manufacturing companies.

Citation of article: Edwin, O. A; Abdullahi, N. L, & Usman Y. A. (2024). Employee's Pilferage and Security in Beverage Manufacturing Companies in Lagos State, Nigeria, *African Journal of Politics and Administrative Studies AJPAS*, 17(1):324-340

Date Submitted: 14/04/2024 **Date Accepted:** 30/04/2024 **Date Published:** June, 2024



Introduction

One of the problems facing manufacturing companies today is employee theft. Companies that produce small items which can be easily concealed and taken out of the company's premises without permission are mostly affected by this employee's dishonest act. Pilferage, the habit of stealing small items or petty theft in small quantities of variable items is a predatory crime in which a person deliberately takes someone else property in a clever way on a continuous basis with a view of making the owner unsuspecting of the loss.

Employee theft or pilferage is widespread than it appears. Employee theft is one of the most harmful crimes committed against small businesses (Kennedy, 2017). According to Shulman (2013), most employees are not stealing because they are professional thieves or dishonest people but slip into it a little at a time, mostly out of a combination of disgruntlement and compulsion. This submission suggests that some employee's involvement in pilferage might be linked to working condition and pressure from colleagues, friends, or a partner. The nature of working relationship can provoke some employee to take to stealing through deception. Many employees believed they're being underpaid by their employers and the only way to even the score is to pilfer goods or assets of the company.

Employee theft is one of the more costly and pervasive crimes impacting on global economy each year, there has been very little research in Nigeria. A plethora of studies has investigated theft in the workplace in various industries. A number of studies were done outside Nigeria. Some of these studies are Goh and Kong (2018), Kennedy (2017), and Ruankaew (2019). In Nigeria, Iboro (2011) examined employees' perception of Shell, Mobil, Altec, NBC, Peacock and Safeway Ventures in the south-south and southeastern parts of Nigeria. Yekini, et al. (2017) also investigated employee fraud within small enterprises in the Nigerian mobile phone sector. The foregoing studies pointed towards increase in the level of pilferage in diverse companies around the world. Promasidor, one of the beverage manufacturing companies in Nigeria was founded in 1979 by Robert Rose, who left the United Kingdom in 1957 for Zimbabwe to pursue his African dream. As Chairman of Allied Lyons Africa for over 20 years, he travelled extensively across Africa and gained a unique and thorough knowledge of the food industry throughout the continent. In particular, he noticed a lack of availability of the one highly nutritious product that the developed world takes for granted milk. He realized that with technology in the manufacture of milk powders advancing



rapidly, there was an exciting opportunity to provide milk powder in small portions that could be packaged in flexible sachets. Nevertheless, the introduction of sachet milk appears to have increased the level of pilferage in manufacturing companies in beverage companies, but studies has not linked the foregoing to manufacturing companies in Nigeria (Yekini, et al., 2017).

In Nigeria, Lagos State is generally described as the economic hub of the country which is the most populous country in Africa. The State boasts of many local and foreign manufacturing companies. Four manufacturing companies within Lagos State (Promasidor Nigeria Limited, Cadbury Nig Plc, Guinness Nig Plc and Nigeria Bottling Company plc) were chosen as case study. These companies were chosen because they produce small items, that is, goods that can be easily concealed. Also, the four companies produce consumable goods which people use every day and can be easily pilfered. The origins of Cadbury Nigeria Plc. date back to the 1950s when the business was founded as an operation to source cocoa beans from Nigeria and as a precursor to enable the company's founders to tap opportunities for serving the local consumer-market with world famous, Cadbury-branded products. In the early 1960s, an initial operation was established to re-pack imported bulk products. This packing operation grew rapidly into a fully-fledged manufacturing operation and resulted in the incorporation of Cadbury Nigeria Limited in January 1965. In 1976, the firm became a publicly listed company with shares traded locally on the Nigerian Stock Exchange. Cadbury Nigeria has grown to become a household name providing consumers with much-loved brands and revenue of N35.7b in 2013.

Guinness Stout was first exported to Sierra Leone in 1827 and soon became popular across West Africa. In 1963, Ikeja in Lagos Nigeria was chosen as the first location outside the British Isles to brew the iconic dark beer. Two years later, in 1965, Guinness Nigeria was listed on the Nigerian Stock Exchange. Steady growth in markets for Guinness Stout and Harp Lager during the next 30 years prompted the building of three more major breweries in Nigeria. In 1974, the company built a second brewery in Benin, where it produced Harp lager beer. This facility was later expanded to accommodate a second stout brewery, commissioned in 1978. In 1982, a 35 fourth Guinness brewery was built in Ogba, Lagos to brew Harp Premium Lager beer. This site too, was expanded to include Guinness Stout. Several years later, in 2004, Guinness Nigeria commissioned a new brewery at Aba, Abia State. In 2011,



the Benin and Ogba breweries were expanded to further increase capacity and meet the growing demand for Guinness Nigeria products which include the acclaimed brands: Guinness Foreign Extra Stout, Guinness Extra Smooth, Malta Guinness, and Harp Lager beer. Other brands include Gordon's Spark, Smirnoff Ice, Armstrong Dark Ale, Satzenbrau Pilsner, Top Malt, Harp Lime, Dubic Extra Lager and most recently, Malta Guinness Low Sugar (Yekini, et al., 2017).

Nigerian Bottling Company Plc. was incorporated in 1951, as a subsidiary of the A.G. Leventis Group with the franchise to bottle and sell products of The Coca-Cola Company in Nigeria. The production of Coca-Cola commenced at a bottling facility in Nigeria (Lagos state) in 1953. Coca-Cola was introduced into the Nigerian market in 1951 and has since become the country's premium beverage brand. With eight manufacturing plants in across the six geopolitical zone of Nigeria, Coca-Cola serves more than 40 million consumers across Nigeria. Coca Cola drink was first produced by Dr. John S. P. In May 1886, Dr. John S. Pemberton, a pharmacist in Atlanta, Georgia, created the syrup for Coca-Cola. He carried a jug of the new product down the street to Jacobs' Pharmacy in Atlanta now it's the common and liked soft drink globally (Kennedy, 2017).

Promasidor Nigeria has achieved tremendous growth since 1993 when it commenced operations, and presently employs about 1,015 people across the country. Today, Promasidor holds a leading position in the Nigerian powdered milk market with its COWBELL MILK brand, which has found its way into the hearts and homes of thousands of consumers. Promasidor Nigeria also sells its products in many neighboring countries, including Benin, Niger, Ghana, Chad and the Central African Republic. However, pilferage has remained one of the major factors hampering the security of Promasidor Nigeria. Therefore, this study is geared towards the examination of the relationship between phenomenon of pilferage and security in manufacturing companies in Nigeria with particular reference to Lagos State.

Based on the research problem, the following two research questions are on focus for the seminar papers.

- i. What is the relationship between pilferage and security in beverage manufacturing companies in Lagos State?



ii. What is the impact of pilferage on security of employees in beverage manufacturing companies in Lagos State. Also, with the above, the following two objectives of the study are used for the paper

i. Identify the relationship between pilferage and security in beverage manufacturing companies in Lagos State;

ii. Examine the impact of pilferage on security of employees in beverage manufacturing companies in Lagos State. The paper has the proposition as stated below.

i. The higher the level of pilferage, the lower the level of security in beverage manufacturing companies in Lagos State.

ii. The higher the level of pilferage, the poorer the level of security of employees in beverage manufacturing companies in Lagos State. The following research prepositions are considered.

Conceptual Elucidation

Employee

The concept of employee has been defined by many scholars in diverse ways depending on the context and their academic orientation. According to Kavi (2022), employee is defined as someone who is hired to work for an employer for a wage, salary, free or for payment. Kavi further stated that any person who carries out work for an organization is termed an employee provided that the organization where the person works controls what the person does and how it will be done, but this did not cover. Employee can equally be defined as a worker hired by an organization to do a specific job. It is instructive to note those employers' control of how employees are paid, when employees work, and how they work. In exchange for the work performed by employees, they get benefits that contractors do not get. It is equally posited that an employee is a type of worker that an employer can hire to perform a specific job. The employee is hired by an employer after an application and interview process led to their selection as employees. The selection process takes place after the applicant is found by the employer to be the most qualified to do the job being applied for. When hired, employees barter their skills, knowledge, and experience in exchange for compensation paid by the employer. Employee is equally defined as someone who has agreed to work for a company for a payment reached after a contract of employment. The employment status of an employee stipulates his or her rights and responsibilities at workplace (Labour Relations Agency (2023).



Expatriating of the foregoing, Okoli (2023) defined an employee as someone that another person or company hires to perform a service. Employers compensate employees for their work in growing and maintaining their companies. Employees typically have a specified pay rate as well as a written or implied employment contract agreement with the party they work for. The agreement usually stipulate that employees work for an agreed-upon number of hours or shifts as well as perform the during their employer's outline for them. Depending on the type of employee they are, they may have different obligations for completing their assigned work.

HireQuotient (2022) contributed to the definition of employee by looking at their role in organisations. According to HireQuotient, employees are the lifeblood of any organization given that they bring their skills, expertise and dedication in order to fulfil specific roles within a company. The dynamics between employees and employers play a vital role in shaping workplace culture as well as productivity. Employees can be categorized into full-time, part-time, and contract employees. In this paper, employee is defined as someone hired by beverage manufacturing companies in Lagos State for pay either on a full-time or part-time basis.

Pilferage

According to Claudia and Bainsou (2016), pilferage has been defined as stealing, especially in small quantities or in small values. Pilfering poses huge challenges to productivity in small businesses. Pilferage in the warehouse reduces productivity to about 2 percent. Pilferage is defined as the unauthorized taking of work property or the means of production on a relatively small scale. Pilferage is extremely costly to organization (Harris & He, 2019), but the foregoing did not cover the motivation for pilferage which is important in this paper.

Nawawi, Ishak, Musa, Kamal and Ghani (2015) define employee pilferage as one of the causes of problems in organizations. This is because employees have the greatest opportunities to steal because they can access companies' assets. Factors that increase the probability of pilferage include lack of effective supervision and motivation, which largely make employees feel demotivated. Younger employees can contribute to pilferage problem due to low morale and ethical standards. However, the foregoing did not show the cost of pilfering. Pilfering results in high cost of security, quitting production activities and reduction



in productivity or output (Gbigbi, 2021). Though the definition of pilferage by Gbigbi covers the cost of the crime, it did not extend to other aspects of pilferage needed in this paper.

Employee pilferage is defined as unauthorized appropriation of company property by employees either for one's own use or for sale to another person. The motive of employee pilferage ranges from revenge, animosity, resentment as well as personal perceptions of unfairness. There is increasing evidence that shows a high percentage of employee pilferage is initiated as a means to compensate for perceived unfairness among the employees (Langer, 2010).

Greenberg and Barling (2018) noted that employee pilferage means unauthorized taking, control or transfer of money and or property of the formal work organization by an employee during the course of occupational activity. Behaviors such as sick leave, using of alcohol or drugs in workplaces, industrial espionage, releasing confidential information of embezzlement of money are totally different from pilferage in an organization. Therefore, the definitions of pilferage by Greenberg and Barladopted in this paper.

Security

With respect to the meaning of security from the perspective of securitisation scholars, security is a highly-contested concept because the concept is both subject and context specific. This shows that from the perspective of securitisation theorists, security has both positive and negative values depending on whether one is a recipient or giver of security. Given the foregoing, security brings about unequal relationships in a state. Within this premise, security is categorized into societal, environmental, political, and military security, but each category has specific threats and referent objects (Eroukmanoff, 2018). However, the definition of security by the Eroukmanoff did not extend to the realist and idealist perspectives to security, which is vital in this study.

According to the Akbar (2015), the realist perspective to security is focused on protection of the territorial integrity of a state from external attacks, with the state as the reference object of security. This corresponds with the meaning of security from the angle of Treaty of Westphalia of 1648, which placed the issue of security on the state as the concept then was narrowed-down to border protection with a view to deterring incursion of external aggressors



into a state. For realist scholars, security corresponds with national security and it is measured in terms of military capability of a state. With the insight created by the United Nations Development Programme (UNDP) in 1994, the focus of security moved from the state as its referent object to individual as its referent object. According to the Akbar, security for idealist scholars means protection of individuals from harm arising from disease, poverty, illiteracy, post-war economy, conflict, injustice, environmental degradation, broken family syndrome, among others. With idealist perspective to security, aspects of security such as individual security, environmental security, economic security, food security, technological security, among others, emerged and became security issues. The definition by the Akbar is important to this study because it helps our understanding of the nexus between pilferage and need for security in beverage manufacturing companies, but this did not cover legal and collective aspects of security which are vital in deterring employees from indulging in pilferage. Therefore, security is defined, in this study, as the protection of individuals and company products to mitigate pilferage in beverage manufacturing companies in Lagos State.

Manufacturing Companies

Before reviewing the general concept of manufacturing company, it is important to review the concept of manufacturing. According to Huang, Wang and Liang (2020), manufacturing is defined as a value-adding procedure that converts raw materials, components or parts into pre-designed goods, products or merchandise that satisfies a customer's expectations or specifications. Manufactured goods or products can be sold to customers in marketplaces including to wholesalers and retailers, who eventually sell to the end-users, but this did not cover other aspects of production where pilferage occurs. Manufacturing means more than production because it encompasses managerial function. Manufacturing is part of the supply chain between suppliers and customers of a manufacturing company. This includes value-adding processes such as process planning and production planning as well as control (Sergreto & Teti, 2019).

Manufacturing has changed tremendously through the innovations of technology, process, materials, communication and transportation (Muhammed, 2022), but this did not cover the physical, technological, chemical and economic aspects of pilferage. Manufacturing can equally be defined from economic and technological perspective. Technologically, manufacturing means the application of physical and chemical processes to alter the



properties and appearances of a given material to make parts or products. Manufacturing also comprises assembly of multiple parts to make products. Economically, manufacturing means the transformation of materials into items of greater value by means of one or more processes and or assembly operatives (Wiley, 2021), but this did not cover manufacturing companies engaged in beverage manufacturing.

Manufacturing companies are defined as those establishments that engage in the transformation of goods, materials or substances into new products. The transformational process can be physical, chemical or medical. Manufacturers usually have plants, mills or factories that produce equipment are typically used in the process of manufacturing. The manufacturing sector is the backbone of development (Tezpuronline, 2018), which is needed in this paper. Manufacturing companies comprise establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. This equally includes establishments engaged in assembling components parts of manufactured products for the purpose other than construction (Levinson, 2017). Therefore, the definition of pilferage by Levinson is adopted in this paper. With respect to the nexus between employee employment years and pilferage in manufacturing companies, Kankpang,

Nkiri and Ewa (2018) studied the relationship between employee dishonesty or fraud and profitability of manufacturing firms in Nigeria. The purpose of the study is to determine the extent to which dishonesty or fraud is related to profitability of manufacturing companies in Nigeria. The study is anchored on rational choice, fraud triangle and employee theft theories. Data for the study were collected using primary data from 70 manufacturing companies in the three geo-political regions of South-South, South-East and South-West. Data collected were analysed using the Ordinary Least Square (OLS) regression and correlation coefficient. Findings showed that kickbacks received by employees have a significant relationship with earnings per share of manufacturing companies in Nigeria. It was recommended, among other things, that there should be effective protection of staff (whistle blowers) who report fraudulent activities in the work place, but this did not extend to the nexus between pilferage and security in beverage manufacturing companies in Lagos State, which is the focus of this study.

Similarly, Ekurayeke, Konya and Ejo-Orusa (2019) examined employee dissatisfaction and workplace theft of retail firms in Port Harcourt, Nigeria. The purpose of the study is to



examine the relationship between an inadequate reward system and workplace pilferage. The study is anchored on Hertzberg, Two Factor theory. Data for the study were collected through cross-sectional survey involving 445 target population and 10 supermarkets in Port Harcourt. Data collected were analysed using Pearson's Product Moment Correlation Coefficient supported by Statistical Package for Social Sciences. Findings showed that there is a relationship between inadequate reward system and pilferage, embezzlement as well as vendor fraud in retail firms in Port Harcourt. It is recommended that disgruntled employees should be disengaged from their jobs to avoid pilferage, but this did not cover the relationship between pilferage and security in beverage manufacturing companies in Lagos State.

In addition, Enyina, Okurebia and Uwa (2023) investigated employee's work behaviour focusing on absenteeism, embezzlement and organizational performance. The purpose of the study was to assess the relationship between employees' work behaviour and organizational performance in selected Local Government Areas in Akwa Ibom State. Data from the study was collected from a population of 497 respondents using questionnaire from three senatorial districts covering Uyo, Eket and Ikot Ekpene. Data collected were analysed using Pearsons Products Moment Correlation. Among other things, findings showed that theft has significant relationship with organizational performance in the selected local government areas in Akwa Ibom State. It is recommended, among other things, that external auditors should be introduced in the local government areas in order to checkmate embezzlement of funds in the selected local government areas. However, the foregoing did not show the relationship between pilferage and security in beverage manufacturing companies in Lagos State, which is the focus of this study.

Mardika and Simon (2020) studied internal theft crime as an integral threat to national economic resilience in small and medium manufacturing industry sectors. Data for the study were collected from primary and secondary sources of data. Data collected were analysed using both qualitative and quantitative methods. Findings showed that crime prevention still hampered by its application related to personal skills and costs. It is recommended that internal theft should be overcome through an embodiment of efforts aimed at strengthening manufacturing companies. Nevertheless, the findings did not identify the relationship between pilferage and security in beverage manufacturing companies in Lagos State.



Gbigbi (2021) investigated the nexus between pilfering menace and crop farmers' income shock focusing on evidence from Nigeria. The purpose of the study is to investigate the factors influencing pilferage and its effects on farmers income in Delta State. Data for the study were collected using multi-stage sampling involving 135 farmers carefully selected. Data collected were analyzed using descriptive statistics, binary logic regression, linear regression and one-way ANOVA. Findings showed that pilfering on farms was significantly influenced by age, farming experience, educational status, household size, farm size, security, attractiveness of farms, and employee with large number of dependents and distance or farm locations. Findings also showed that pilferage is related to high cost of security quitting farms activities, withdrawal from growing certain crops and reduction in output. It is recommended, among other things, that tackling pilferage on the farms should involve synergy among government, community and the farmers. Nonetheless, the findings did not cover the relationship between pilferage and security in beverage manufacturing companies in Lagos State, which is the purpose of this study. The foregoing did not cover the relationship between pilferage and security in beverage manufacturing companies in Lagos State, which created gaps in the extant literature requiring further investigation and analysis.

Theoretical Framework: Rational Choice Theory

In this paper, rational choice theory is adopted. As stated by Ogu (2013), Gary Becker's 1992 papers served as the inspiration for the idea. The idea is applied to both modeling and behavioral analysis. The idea was born out of the behavioral revolution in American political science during the 1950s and 60s, which was primarily concerned with using empirical techniques of inquiry to examine individual behaviors. The premise of rational choice theory is based on the idea that people interact with one another in social groupings or organizations. According to Adanali (2016), one of the essential tenets of rational choice theory is that intricate social phenomena may be understood in terms of the simple individual behaviors that make them up. The individual action is the fundamental unit of social existence, and it is through these acts that social institutions and social development may be understood. People behave in certain ways in response to the obstacles they face and based on the knowledge at their disposal, which serves as the foundation for their behavior. According to the thesis, people are rational beings as they have to weigh their options and foresee how each would affect them in the long run (Burns & Roszkowska, 2016).



This demonstrates that logical people choose the options that can result in the greatest degree of enjoyment for them. The foundation of rational choice theory is the idea that people may freely select their actions, most of which are motivated by the desire to avoid suffering and pursue pleasure. Decisions made by individuals are assessed based on their potential to bring about advantage, happiness, and enjoyment. This demonstrates that the theory offers a micro viewpoint on why people commit crimes due to their lucrative nature, relative ease of commission, and sense of fulfillment that comes with them. People are seen to be reasonable creatures whose actions may be altered or controlled by fear of punishment. Given the aforementioned, it is anticipated that fear of punishment will dissuade criminals from committing crimes. The amount of punishment for crimes must to be limited to what is required to dissuade criminals from perpetrating the same offense (Ministry of Children, Community and Social Sciences, 2020).

The rational choice theory is important for understanding the driving forces pilferage in manufacturing companies in Lagos State and how enforcing strict penalties for such offenses might increase productivity in manufacturing companies in Nigeria. However, the theory is inadequate in the understanding of how marginalization, injustice, poverty, and exploitation, among other factors, lead people to engage in pilferage in manufacturing companies.

Methodology

A mixed research method involving survey research and historical research designs are adopted in this study. The population of this study is 8,595 staff. This comprises all employees of Pramasidor Nigeria Ltd, Nigeria Bottling Company (Coca Cola), Cadbury Nigeria Plc, and Guinness Nigeria Plc. The sample size of the study was 400 determined using Rakesh Sample size formula. Data were collected from primary and secondary sources. Primary data were collected using questionnaires and in-depth interviews, while secondary data were collected from related works on pilferage and security in beverage manufacturing companies. Data collected from the questionnaire were analyzed using absolute frequencies and simple percentages, while data from secondary sources were analyzed using relational-content analysis.

Results and Discussions



Findings on the relationship between pilferage and security in beverage manufacturing companies in Lagos State show that majority, 119 (33.3%) of the respondents strongly agree that stealing of companies' products by employees is largely responsible for loss of jobs in beverage manufacturing companies in Lagos State, while majority, that 134 (37.5%) of the respondents agree that stealing of companies' products by employees is largely responsible for low level of productivity in beverage manufacturing companies in Lagos State. Findings equally show that 176(49.3%) of the respondents strongly agree that stealing of companies' funds by employees is largely responsible for loss of revenue to beverage manufacturing companies in Lagos State. Also, the majority, 129(36.1%) of the respondents agree that the higher the level of pilferage, the lower the level of security of employees in beverage manufacturing companies in Lagos State.

Findings from in-depth interviews are broader than findings from questionnaires in terms of depth of issues covered. Findings show that stealing is responsible for job loss among employees in their organization. Also, stealing brings about sacking of workers or increase in workers turnover in their organization, while pilferage is the major cause of low productivity in their organizations. There is a relationship between pilferage and security in beverage manufacturing companies in Lagos State.

Findings from previous studies by Kankpang, Nkiri and Nwa (2018), Ekwurayeke, Konya and Ejo-Orusa (2019), Enyina, Okurebia and Uwa (2023), Mardika and Simon (2020) as well as Gbigbi (2021) are slightly related to the findings of this study. Findings by Kankpang, Nkiri and Nwa (2018) showed that kickbacks rewards by employees have a significant relationship with earnings per share of manufacturing companies, which is slightly related to the findings of this study. Ekwurayeke, Konya and Ejo-Orusa (2019) identified a relationship between inadequate reward system and pilferage in retail firms in Port Harcourt, which is slightly related to the findings of this study in terms of focus but differ remarkably from its in terms of depth of issues covered. Similarly, Enyina, Okurebia and Uwa (2023) found out that employee theft has significant relationship with organizational performance in selected local government areas in Akwa Ibom State, while Gbigbi (2021) found that pilferage is related to high cost of security in organizations, which is slightly related to the findings of this study. However, study by Mardika and Simon (2020) did not relate largely to the findings of this study. Therefore, with findings from questionnaire, in-depth interview and previous studies,



we accept that the higher the level of pilferage, the lower the level of security in beverage manufacturing companies in Lagos State.

Findings on the relationship between pilferage and security in beverage manufacturing companies in Lagos State show that stealing of companies' products by employees is largely responsible for loss of jobs in beverage manufacturing companies in Lagos State. Also, stealing of companies' products by employees is largely responsible for low level of productivity in beverage manufacturing companies in Lagos State, while stealing of companies' funds by employees is largely responsible for loss of revenue to beverage manufacturing companies in Lagos State. Therefore, the higher the level of pilferage, the lower the level of security of employees in beverage manufacturing companies in Lagos State. The foregoing findings are in line with the tenets of deterrence theory that punishment for offences such as pilferage in beverage manufacturing companies must be swift and commensurate with the offence of pilferage in order to discourage potential employees from stealing companies' products.

Conclusion

This paper focused on the examination of the relationship between pilferage and security in beverage manufacturing companies in Lagos State. The paper raised the questions; what is the relationship between pilferage and security in beverage manufacturing companies in Lagos State? Answer to the foregoing question led to the acceptance of the statement that the higher the level of pilferage, the lower the level of security in beverage manufacturing companies in Lagos State. In view of the foregoing, it is concluded that unless pilferage is adequately mitigated through adequate punishment of offenders, beverage manufacturing companies in Lagos State will continue to suffer from low productivity and loss of revenue.

Recommendations

In view of the findings and conclusion of this paper, it is recommended that:

- i. Given that there is relationship between pilferage and security in beverage manufacturing companies in Lagos State, beverage manufacturing companies in the state should ensure that stealing is drastically reduced in their various



organisations through employment process and proper motivation of staff who must be full-time staff. This would largely make the employees committed to work and shun pilferage.

- ii. Beverage manufacturing companies in Lagos State should ensure that adequate punishment is meted out on all pilferage offenders in their various companies. This would discourage potential pilferage offenders from indulging in the act in the future, while at the same time improving security in beverage manufacturing companies.
- iii. The companies should also adopt the strategy of motivation of their employees to minimize their indulgence in pilferage, while at the time maximize security in the companies.
- iv. To curb pilferage of products in beverage manufacturing companies in Lagos State, the beverage manufacturing companies should install a modern security equipment like CCTV, proper lighting, and a good Access control measure with Turnstile to control throughput at both entry and exit gates.

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