

Managing Negative Information; Restoring Commitment In State Security Infrastructure Of Rivers State, Nigeria

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ABSTRACT:- The purpose of this study was to examine the relationship between managing negative information and commitment restoration of security sector in Port Harcourt, Rivers State. The study used a cross-sectional research design. The target population comprised of the entire senior personnel of the Nigeria Prison Service and Nigeria Immigration Service using the payroll data sheet. 510 senior officers formed the study population as gathered from the personnel and administrative units of the Nigeria Prison Service and Nigeria Immigration Service using the payroll data sheet. However, the Krejcie and Morgan sample determination table was used to derive the target sample size of 220 respondents.. Data collection was done using the structured close-ended questionnaire based on the sample of the study and retrieved for analysis. Analysis of collected data was done using the Pearson Product Moment Correlation coefficient. Findings revealed significant relationships between the tested dimensions of information analysis, information organization, adaptation and empathy as indicators for Loyalty and acceptance in the security service infrastructure in Rivers State. The study therefore recommended that these indicators should be encouraged and utilized to enhance commitment in the officers.

Keywords: *Negative Information, Information Analysis, Adaptation, Empathy, Information Organization*

I. INTRODUCTION

The security service is more of information based. And when incident happens or occurs, both employees and managers are faced with high volumes of information. Reporting on event is a crucial step that follows incident occurrence. Human being while on duty are in motion and as such, when negative information that relates to happening within and outside the organization is released, the spirit nature of workman dropped to a despicable minimum as a result of demoralization. Therefore, there is need for managers to ensure high levels of professional techniques are employed when handling negative information because when commitment is distorted, tendencies for restorations are difficult. Studies have been conducted on employee commitment and service delivery, but have not address the issues of managing negative information and commitment restoration in the security Infrastructure in Rivers State. Hence, this study tends to investigate the relationship between managing negative information and employee commitment restoration in security service in Rivers State. The security service have had a long tradition of interest in the impact of information on decision-making, relatively little effort has been devoted to examining the effect of negative information on the restoration commitment of the public as well as the personnel (employees). Today's managers (security officers) are confronted with a hostile and often uncontrollable external information environment. Negative information offered for public consumption as well as members (employees) can be traced to rebels and environmental groups, to regulatory agencies, and even to competitors. In other instances the unfavourable information takes the form of untraceable rumour. The strength and longevity of effects of these unfavourable cues on an individual's perceptions, attitudes, and behavior are of obvious potential interest and importance to both the management and practitioner. According to Kelley (1973), a more complex extension of impression formation is attribution theory where the individual is viewed as a being that perceives a situation, examines it for key elements of information, and subsequently makes an interpretation about a stimulus object. Today, attribution theory has served as an explanation for negative informational effects rather than as an empirical paradigm. Using an attributional framework Kanouse & Hanson (1971) suggested that negative information has the strong impact that it does because it stands out more than positive information and in Kelley's terminology would therefore have more

distinctiveness. This apparently results from the fact that there are more positive cues in the individual's social environment. As a result, negative cues attract more attention and are therefore more heavily attributable to the stimulus object. Lazer, (1980) viewed fear as anxiety arousal leading to a tension reducing response such as a change in one's attitudes, opinions or behaviour. Another study conducted by Capon & Hulbert (1973) found that the results of mild versus high fear messages vary with a delay in post-measurement. It has also been shown that the personal variables of self-esteem, perceived vulnerability, and coping style mediate the strength of fear appeals. However, for organization to manage negative information and restored employees or workers commitment for organizational productivity also stem from the coding methods management employed in the dissemination of information regarding situations and issues around the organization. No organization in today's competitive world can perform at peak levels unless each employee is committed to the organization objectives and work as an effective team member. It is no longer good enough to have employees who come to work faithfully every day and do their jobs independently. Employees now have to think like entrepreneurs while working in teams, and have to prove their work. However, they also want to be part of a successful organization which provides a good income and the opportunity for development and secure employment while avoiding negative information within the system. High levels of employee commitment of an individual project or to the business as a whole are considered to be indicators of an organization success. Commitment however, cannot be assumed. Rather, it requires continuing, credible and confident actions that gain employee trust and support. According to Scholl, (1981), commitment is the stabilizing force that acts to maintain behavioural direction when expectancy/equity conditions are not and do not function. A committed employee is an individual who supports the organization through good and bad time. Attend work on a regular basis, defends the organization, contributes a full day's effort and more is supportive of the organization's goals and objectives.

II. LITERATURE

The activation theory of information exposure, developed by Donohewnd & Palmgreen (1980), explains individual differences in attention and continued exposure to mass and interpersonal messages. The theory treats messages as sources of stimulation and holds that their success or failure to attract and hold listeners, viewers, or readers is a function of both cognitive and biologically based individual needs. Successful messages are those possessing enough novelty, movement, colour, intensity, and other such formal features to generate a level of activation that will maintain attention but not so high as to cause distraction. Persons with lower stimulation needs may turn away from stronger messages and be attracted instead to messages with lower levels of stimulation. Messages may possess enhanced persuasive power when they are able to attract and hold attention long enough for the content to be processed. In its early form, the theory relied primarily on the cognitive attraction experienced by message receivers and their conscious decisions about what information to view or read. A fundamental assumption of the theory is that human beings have individual levels of need for activation or arousal at which they are most comfortable and that are largely biologically based. It follows then that, aside from any cognitive motivation of which the audience member might be aware, attention is a function primarily of an individual's level of need for stimulation and the level of stimulation provided by a stimulus source, (Zillmann & Bryant, 1985). We can further deduce that if individuals do not achieve or maintain this state of exposure to a message, it is very likely that they will turn away and seek another source of stimulation-which might be another message-that helps them achieve the desired state. If activation remains within some acceptable range, however, individuals are most likely to continue to expose themselves to the information. As noted by Donahew et al. (1988), the activation theory does not imply that individuals will read, watch, or listen to only those items that maintain arousal levels within desired boundaries. They add that, although arousal needs do appear to guide them in their selections, they may choose to override these affective tugs for any of a number of reasons, such as desire to learn more about a topic of importance to them in which they perceive themselves to be deficient. Farhoomand & Drury (2002). Issues such as person perception, personnel evaluation, fear appeals, rumour, affirmative disclosure, and self-denigrating information all involves some aspect of negative information that may be confronted, subsequently placed in short or long-term memory, and potentially withdrawn to be used in a current or future decision making that enhances subordinate commitment restoration. In all instances, an attempt is made to either discourage some behaviour or attitude or focus on establishing a new attitude or behavior. (Albrechtsen, & Hovden, (2010). The concept of managing negative information also has a base in meeting the requirements of the customers as well as design and development of products that needs a high level of managerial intelligence and an understanding of ways in which customer refuses different products. Security service involves considerable accounting and administrative work. While these transitions and work are automated, a large quantity of information is generated without much difficulties and intern they can be used for decision making as well as for planning purposes that may generate a lot of information which are of high-value. In many organizations decision support systems (DSS) are used as a part of management tool to reduce risk. Information management is more than a value added output. In addition to the usual functions of administration, managing negative information involves accurate data processing, automation activities, systems

analysis, information services, management services, the new skills and techniques needed by the information managers to deal with the information technology and strategies for developing a corporate information plan. Information Management is the efficient and effective co-ordination of information from internal and external sources, Herath, & Rao, (2009). Management of Information is not concerned simply with documents, message and data, but with the entire apparatus of information handling. Information management is thus a means by which a centre maximizes the efficiency with which it plans, collects, processes, controls, dissemination and uses its information and through which it ensure that the value of that information is identified and exploited to the fullest extent. Adequate management of negative information will help you achieve a better service.. Hence, you have to approach accurately reported negative information differently. Therefore, an important facet in building successful negative information management programs involves understanding the behaviours of users that lead to compliance with security policies (Proctor and Byrnes 2002). It is important for organizations to have clear and well-defined security policies (Baskerville and Siponen, 2002). Although the need for formal negative information management policies is a well-established norm in Information Security literature, their impact on security behaviour has not been promising. A number of studies show that formal codes of ethics have very little or no impact on information security behaviour and this can be attributed to the dependency of formal policies on individual-level variables and attributes such as: attitudes, knowledge of users and the communication practices used to relay polices to employees.

Information Analysis

Information analysis is the science of evaluating information content, and refining information to build portfolios. Information analysis works both for managers who use a non-quantitative process and for those who use a quantitative investment process. The only requirement is that there is a process. Information is a fuzzy concept. Information analysis begins by transforming information into something concrete: investment portfolios. Then it analyzes the performance of those portfolios to determine the value of the information. Information is the vital input into any active management strategy. Information separates active management from passive management. Information, properly applied, allows active managers to outperform their information less bench marks Hodges and Brealey, (1973). Information analysis can work with something as simple as an analyst's buy and sell recommendations. Or it can work with alpha forecasts for a broad universe of stocks. Information analysis is not concerned with the intuition or process used to generate stock recommendations, only with the recommendations themselves. Information analysis can be precise. It can determine whether information is valuable on the upside, the downside, or both. It can determine whether information is valuable over short horizons or long horizons. It can determine whether information is adding value to your safety measures. We are living now through the early decades of the information revolution, and it's a miracle of human energy and ingenuity, Pirolli and Card, (2005). Never before has so much information been available, so easily and inexpensively, about so many subjects as it relates to security. The most important thing is that information is like water. It's vital to our lives; we cannot survive without it. But if too much pours over us, we drown. To keep us from drowning in information, we must learn to use it properly, which means figuring out what the information is telling us. After all, it isn't the information itself we use to make decisions; it's the knowledge within the information that we use. This is why we must learn how to analyze information, how to determine just what information we need to make the decisions we face, how to get that information, and then the most crucial step of all is how to reach this information to grasp the knowledge it contains. We all analyse information all the time, even without realizing we are doing it. For example, we see the fuel gauge in our car pointing toward "empty," and we understand it's time to look for the nearest gas station. We arrive at the airport, glance at the departure screen and see that our flight has been cancelled, and know that we must run to the ticket counter and book another flight. Extracting the meaning of information is part of human nature; we've always done it, and we could not stop doing it even if we tried. Hence, there is greater need to subsequently analyze information to aid ones decision making in the security sector. Content analysis is a research tool used to determine the presence of certain words, themes, or concepts within some given qualitative data. Using content analysis, researchers can quantify and analyse the presence, meanings and relationships of such certain words, themes, or concepts. Typically people think of information analysis when they think of satisfied analysis, Amar, Eagan and Stasko (2005). Messages are classified according to how focused they are. Traditionally, information scientists have dealt largely with focused messages. Highly focused messages are ones in which the context for interpretation is very specific, making ambiguities difficult or impossible, Heuer (1999). Technology to be used for information analysis is often stalled due to an inability to quantify benefits, costs and risks associated with new materials. Nanotechnology is one example where benefits may be considerable both uncertain produces risk during the research and development phases as well as end user and environmental risks during the use phase can be potentially large and very uncertain. Traditionally, uncertainty is reduced through collection of data. While the simplest uncertainty reduction procedure involves dealing with the most uncertain aspects first to effectively obtain substantial reductions, this choice might not necessarily impact decisions about

selecting the safest and most economically viable information. A different approach should be pursued which prioritizes uncertainty reductions according to their uncertainty reduction effects in the decisional process.

Message Organization

Devising concepts, methods, and technologies for describing and organizing information has been an essential human activity for millennia, evolving both in response to human needs and to enable new ones. Concepts, methods, and technologies for finding and using information inherently co-evolve with those for describing, recording, and organizing it. Taken together these activities supported the development of civilization, from agriculture and commerce to government and warfare. For most of human history, the natural coupling of information and the container or medium in which it was represented made it unnecessary to distinguish “information organization” (IO) and “information retrieval” (IR) as separate tasks or concerns. When organizing information involves creating and arranging tangible artifacts, carving in stone, imprinting in clay, applying ink to paper by hand or with a printing press and then putting the artifacts into boxes, bins, cabinets, or shelves, the affordances (Hall, 2007) and the implications for information retrieval and use are immediately evident. How much effort will it take to organize some body of information? How many different entry points or access methods for finding information will this organizing effort create? The trade-off between the amount of work that goes into organizing information and the amount of work required to find it are inescapable when information is fixed in a physical artifact and can’t easily be “unfixed” for reuse in some other artifact or for some other purpose. Organizing and retrieving activities diverged and their interdependencies became less visible. Computing and storage technology enabled a scale of information management not possible when dealing with traditional, tangible information artifacts, separating the work of creating and organizing information from the work of finding it and using it. In just a few decades, a huge gulf opened up between the disciplines concerned with information organization and those concerned with information retrieval. You probably do not have labels on the cabinets and drawers in your kitchen or clothes closet, but department stores and warehouses have signs in the aisles and on the shelves because of the larger number of things a store needs to organize. As a collection of things grows, it becomes more necessary to explicitly identify each thing; to create surrogates and descriptions like bibliographic records or metadata that distinguish one thing from another; and to create additional organizational mechanisms like store directories, library card catalogs and indexes that facilitate understanding the collection and locating the things. Organization mechanisms like store directories and library card catalogs are embedded in the same physical environment as the things being organized. But when these mechanisms or surrogates are computerized, the new capabilities that they enable create new design challenges (Belcher, 2017). This is because such an Organizing System can be designed and operated according to different principles than the Organizing System for the physical things. A single physical thing can only be in one place at a time, and interactions with it are constrained by its size, location, and other properties. In contrast, digital copies and surrogates can exist in many places at once and enable searching, sorting, and other interactions with efficiency and scale impossible for tangible, physical things. When the things being organized contain or consist of information content, deciding on the unit of organization is challenging because it might be necessary to look beyond physical properties and consider conceptual or intellectual equivalence.

Adaptation

Adaptation takes its conceptual glory from the theory of evolution, an area under discussion that for a long time has been skimmed over and that poses the question “What is life?” Smit and Wandel, (2006). Aristotle dealt with “the influence of climate on animals” and “the influence of the situation on the behaviour of animals” and defended a teleological vision in which all biological development takes place within a final, pre-established perspective: The bonds between natural and living circles were limited to observing the appearances of illnesses under certain environmental conditions Moran, (2000). The arrival of the first evolution theories during the 19th century clashed with the established concept of a life that was descended from a divine creation. This generated an epistemological fracture and, from this, adaptation was born. In the second half of the 20th century, contributions were made by new sciences, such as cybernetics, and the advancements in information theories, as well as thermodynamics of open systems. First defined on an individual level, the concept was then studied on a collective human scale (Orlove, 2005). Despite all of these achievements, adaptation remains a prisoner of its etymology. This refers simultaneously to a (process) and finality (state) as a result, the terminological duality resumed by “the adaptation state” and the “adaptation process” discussed by Piaget (1967). The difficulty of interpretation resides in the human perception of time. The observed adaptations seem to be relatively stable when they are the results of constant evolution (Collins 2009). This ambivalence originates from both semantic wealth and a level of advanced reflection, as witnessed in its transdisciplinary usage. Despite intertwined roots with biology, sociology seldom uses the concept of adaptation, preferring the terms “acculturation,” “deviance” or “socialization” Nevertheless, the concept of adaptation exists in sociology by social adaptation. It is found in changes in the individual at the beginning of the development of aptitudes to

integrate and acquire the feeling of belonging to a group. Social and cultural adaptations have several aspects in common through in adaptation and psychological adaption and conform to the concepts of social integration and socialization. Adaptation is a term used to describe the ways in which staff changes over time in response to the changing demands of their environment. Staffs seem to accumulate certain physiological, behavioural, and structural traits gradually, and these traits aid them in their ability to survive and develop under existing environmental conditions. Socialization requires an individual to have interiorized and integrated the models, values and symbols of an organization to the structure of his personality in order to communicate and evolve with ease. Social adaptation, however, does not signify “conformity” as the adaptation to a situation can introduce the notion of innovation or modification. Furthermore, the sociological theories of adaptation and the sociological analysis of integration are complementary and participate in the enrichment of adaptation in a more general sense. It is quite usual that when employee finds nothing in the organization for its growth and the organization have some complex type of system where no enhance training, no empowerment and less appropriate culture. Resultantly, the employee will relinquish the charge and move further to another employer. Study reveals that an employee might resign or quit the job due to his personal reason or may be a victim of layoffs. Why companies start layoff there are many reason due to some financial crises or might be the individual are not giving the required performance within a stipulate time. No organization or company desire that their valuable employee quit.

Empathy

According to Ravenscroft, (1998), Empathy indicates an emotional rapport, or identification, with another person. It has been introduced as a central focus for ‘sensitivity trainings’ and feedback workshops in professional settings, and the relatively new Social and Emotional Learning (SEL) movement in schools. Empathy is promoted as a hallmark of social relationships that if featured in human interactions will presumably make us better at relating to one another. Empathy as advertised seems a worthy means of creating harmony within a community, or between communities, or even nations. Although empathy is the phenomenon that connects otherwise isolated individuals, knowledge concerning the nature of this phenomenon is still scarce. Empathy is essential for effective understanding, communication and relationship-building in the workplace, and is therefore a core aspect of effective leadership. It can be positively related to job performance. Managers who are more empathetic may be considered better performers in their job. Empathy helps create the strong interpersonal bonds that are important to help ensure the success of the entire team. Empathetic managers can best support distressed workers. Managers low in empathy (especially in times of uncertainty or crisis) may be seen as indifferent, uncaring and inauthentic, which can make workers less cooperative and less communicative. The terms “empathy” and “sympathy” are often used interchangeably, but there are important differences. Empathy involves sharing another person’s emotional experience and is based on an unspoken understanding: we can co-experience and relate to the emotions of another person without necessarily having to directly communicate this to them. Sympathy, on the other hand, implies supportive feelings and offerings: we offer assistance and love, for example, by telling another person how sorry we feel for them. We may feel genuinely sorry, but this does not mean we necessarily understand what they are going through. According to Chalmers and colleagues, discussions of empathy may even date back to “the beginnings of philosophical thought”.

III. METHODS

The research instruments used is the questionnaires which were designed in four sections. The first section was designed to generate the demographic data of the respondents, the second section was structured to obtain data on the dimensions of social intelligence, third was to elicit response and generate data on the measures of workplace harmony and the last section was to generate data on the moderating variables. The questionnaire was the structured closed-ended that allows for easy interpretation of data and designed in the four points Likert scale format in the order of SA = Strongly Agreed; A = Agreed; DA = Disagree and Strongly Disagreed. The reliability test of the structured questionnaires was ascertained through Test-re-test in which a pilot administration of the questionnaire was made on a portion of the chosen sample and administered after two months and relationship between the two results determined by correlation coefficient, through SPSS version 20. Our reliability test was also anchor on the Cronbach Alpha at 0.7. Ahiauzu (2006), has also reiterated that the Cronbach’s Alpha is a good reliability coefficient that indicates how well items in a questionnaires set are positively correlated to one another. The study used a cross-sectional research design. The target population comprised of the entire senior personnel of the Nigeria Prison Service and Nigeria Immigration Service using the payroll data sheet. 510 senior officers formed the study population as gathered from the personnel and administrative units of the Nigeria Prison Service and Nigeria Immigration Service using the payroll data sheet. However, the Krejcie and Morgan sample determination table was used in derived the target sample size of 220 respondents.

Methods of Data Analysis

Based on the nature of the study, the Pearson’s product moment correlation co-efficient was used to analysed collected data at the primary, secondary and tertiary level. The secondary analysis here is the results for the test on the hypotheses. The analysis on the relationship between the variables was carried out at a 95% confidence interval and a 0.05 level of significance. The tertiary level of analysis involved the interpretation of the results of the secondary analysis which constitutes the findings with a view of making conclusions and recommendations.

Table1: Showing Descriptive statistics for Managing Negative Information

	N	Minimum	Maximum	Mean	Std. Deviation
Managing Negative Information	220	1.00	4.00	3.342	.29795
Commitment Restoration	220	1.00	4.00	3.389	.5834
Leadership	220	1.00	4.00	3.495	.7245
Valid N (list wise)	220				

Source: Research Data 2019 (SPSS output version 20.0)

The data in table 1 shows the descriptive statistics summary for the study variables which are managing negative information (independent variable), commitment restoration (dependent variable) which leadership (moderating variable).

Table 2: Response Rates and descriptive statistics for leadership

Items	Moderating	SA	A	D	SD	MEAN	Std. Deviation
1.	Leadership	115	85	10	10	3.386	.03696
2.		124	87	7	2	3.513	.45497
3.		132	80	2	6	3.536	.40343
4.		131	81	5	3	3.545	.40343

Source: Research Data 2019 (SPSS output version 20.0)

Table 2 above illustrates the response rate and descriptive statistics for leadership. From the analysis of the responses all four items carry a high mean scores ($x > 2.5$) which serve as base for moderate agreement levels. Where $x > 2.5$ represents a substantial agreement level while $x < 2.5$ represents poor or inadequate agreement levels.

Table 3: Response Rates and descriptive statistics for Managing Negative Information

Items	Independent variable	SA	A	D	SD	MEAN	Std. Deviation
1.	Managing Negative Information	108	89	16	7	3.354	.28654
2.		145	45	15	15	3.454	.62635
3.		108	95	4	3	3.309	.06155
4.		92	102	15	11	3.25	.21736

Source: Research Data 2019 (SPSS output version 20.0)

Table 3 above shows the response rate and descriptive statistics for managing negative information. From the analysis of the responses all four items carry a high mean scores ($x > 2.5$) which serve as base for moderate agreement levels. Where $x > 2.5$ represents a substantial agreement level while $x < 2.5$ represents poor or inadequate agreement levels.

Table 4: Response Rates and descriptive statistics for Commitment Restoration

Items	Dependent variable	SA	A	D	SD	MEAN	Std. Deviation
1.	Commitment Restoration	116	88	9	7	3.422	.21736
2.		135	68	6	1	3.438	.86278
3.		109	84	15	12	3.318	.87298

4.		122	75	8	15	3.381	.38048
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Source: Research Data 2019 (SPSS output version 20.0)

Table 4 illustrates the response rate and descriptive statistics for commitment restoration. From the analysis of the responses all four items carry a high mean scores ($x > 2.5$) which serve as base for moderate agreement levels. Where $x > 2.5$ represents a substantial agreement level while $x < 2.5$ represents poor or inadequate agreement levels.

Presentation of Results on the Test of Hypotheses

We had proposed nine (9) research hypotheses in chapter one of this study to seek explanation to the relationship between managing negative information and commitment restoration as well as the moderating influence of leadership in such relationship. The Pearson Moment Correlation Coefficient statistics was calculated using the SPSS version 20 to establish the relationship among the empirical referents of the predictor variable and the measures of the criterion variable. Correlation coefficients can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while +1.00 represents a perfect positive correlation. A value 0.00 represents a lack of correlation. In testing hypothesis 1 – 9, the following rules were upheld in accepting or rejecting the null hypotheses. All the coefficient values that indicate levels of significance (* or **) as calculated using SPSS were accepted and therefore, our null hypotheses rejected; when no significance is indicated in the coefficient (r) value, we accept our null hypotheses. Our confidence interval was set at the 0.05 (two tailed) level of significance to test the statistical significance of the data in this study.

Table 5: Reliability Coefficients of variable measures

S/N	Dimensions/Measures of study variable	Numbers of items	Numbers of cases	Cronbach Alpha
1.	Information Analysis	4	220	.988
2.	Organization	4	220	.988
3.	Adaptation	4	220	.989
4.	Empathy	4	220	.988
5.	Acceptance	4	220	.987
6.	Loyalty	4	220	.990
7.	Leadership	4	220	.991

Source: SPSS Result Output 2019

Table 6: Correlation Matrix for Information Analysis and Commitment Restoration

		Information Analysis	Acceptance	Loyalty
Information Analysis	Pearson Correlation	1	.988**	.951**
	Sig. (2-tailed)		.000	.000
	N	220	220	220
Acceptance	Pearson Correlation	.988**	1	.966**
	Sig. (2-tailed)	.000		.000
	N	220	220	220
Loyalty	Pearson Correlation	.951**	.966**	1
	Sig. (2-tailed)	.000	.000	
	N	220	220	220

**. Correlation is significant at the 0.01 level (2-tailed).

The table 6 above shows correlation of hypotheses one and two; the hypothesis one shows a significant correlation at $r = .988^{**}$ where $P\text{-value} = .000$ ($P < 0.001$). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis ($H_0:1$), and restated, thus, there is a significance relationship between information analysis and acceptance in the security sector in Rivers State. The hypothesis two shows a significant correlation at $r = .951^{**}$ where $P\text{-value} = .000$ ($P < 0.001$). This implies a strong and significant relationship between both variables at 95% level of confidence. We

therefore reject the null hypothesis (Ho:2), and restated, thus, there is a significance relationship between information analysis and loyalty in the security sector in Rivers State.

Table 7: Correlation Matrix for organization and Commitment Restoration

		Organization	Acceptance	Loyalty
Organization	Pearson Correlation	1	.975**	.945**
	Sig. (2-tailed)		.000	.000
	N	220	220	220
Acceptance	Pearson Correlation	.975**	1	.966**
	Sig. (2-tailed)	.000		.000
	N	220	220	220
Loyalty	Pearson Correlation	.945**	.966**	1
	Sig. (2-tailed)	.000	.000	
	N	220	220	220

****.** Correlation is significant at the 0.01 level (2-tailed).

The table 7 shows the correlation of hypotheses three and four; the hypothesis three shows a significant correlation at $r = .975^{**}$ where $P\text{-value} = .000$ ($P < 0.001$). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis (Ho:3), and restated, thus, there is a significance relationship between organization and acceptance in the security sector in Rivers State. The hypothesis four shows a significant correlation at $r = .945^{**}$ where $P\text{-value} = .000$ ($P < 0.001$). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis (Ho:4), and restated, thus, there is a significance relationship between organization and loyalty in the security sector in Rivers State.

Table 8: Correlation Matrix for adaptation and Commitment Restoration

		Adaptation	Acceptance	Loyalty
Adaptation	Pearson Correlation	1	.941**	.909**
	Sig. (2-tailed)		.000	.000
	N	220	220	220
Acceptance	Pearson Correlation	.941**	1	.966**
	Sig. (2-tailed)	.000		.000
	N	220	220	220
Loyalty	Pearson Correlation	.909**	.966**	1
	Sig. (2-tailed)	.000	.000	
	N	220	220	220

****.** Correlation is significant at the 0.01 level (2-tailed).

The table 8 above shows correlation of hypotheses five and six; the hypothesis five shows a significant correlation at $r = .941^{**}$ where $P\text{-value} = .000$ ($P < 0.001$). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis (Ho:5), and restated, thus, there is a significance relationship between adaptation and acceptance in the security sector in Rivers State. The hypothesis six shows a significant correlation at $r = .909^{**}$ where $P\text{-value} = .000$ ($P < 0.001$). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis (Ho:5), and restated, thus, there is a significance relationship between adaptation and loyalty in the security sector in Rivers State.

Table 9: Correlation Matrix for Empathy and Commitment Restoration

		Empathy	Acceptance	Loyalty
Empathy	Pearson Correlation	1	.948**	.930**
	Sig. (2-tailed)		.000	.000
	N	220	220	220
Acceptance	Pearson Correlation	.948**	1	.966**
	Sig. (2-tailed)	.000		.000
	N	220	220	220
Loyalty	Pearson Correlation	.930**	.966**	1
	Sig. (2-tailed)	.000	.000	
	N	220	220	220
**. Correlation is significant at the 0.01 level (2-tailed).				

The table 9 shows the correlation of hypotheses seven and eight; the hypothesis seven shows a significant correlation at $r = .948^{**}$ where $P\text{-value} = .000$ ($P < 0.001$). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis ($H_0:7$), and restated, thus, there is a significance relationship between empathy and acceptance in the security sector in Rivers State.

The hypothesis eight shows a significant correlation at $r = .930^{**}$ where $P\text{-value} = .000$ ($P < 0.001$). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis ($H_0:8$), and restated, thus, there is a significance relationship between empathy and loyalty in the security sector in Rivers State.

Table 10: Partial correlation for the moderating role of Leadership

Control Variables			Managing Negative Information	Commitment Restoration	Leadership
-none ^a	Managing Negative Information	Correlation	1.000	.958	.934
		Significance (2-tailed)	.	.000	.000
		Df	0	218	218
	CR	Correlation	.958	1.000	.984
		Significance (2-tailed)	.000	.	.000
		Df	218	0	218
	Leadership	Correlation	.934	.984	1.000
		Significance (2-tailed)	.000	.000	.
		Df	218	218	0
Leadership	Managing Negative Information	Correlation	1.000	.617	
		Significance (2-tailed)	.	.014	
		Df	0	217	
	Commitment Restoration	Correlation	.617	1.000	
		Significance (2-tailed)	.014	.	
		Df	217	0	

a. Cells contain zero-order (Pearson) correlations.

In table 10 above, the zero-order partial correlation between managing negative information and commitment restoration shows the correlation coefficient where leadership is not moderating the relationship; and this is, indeed, both very high (.934) and statistically significant ($p\text{-value} (=0.000) < 0.05$). The partial correlation controlling for leadership however is (.617) and statistically significant ($p\text{-value} (=0.000) < 0.05$).

The observed positive "relationship" between managing negative information and commitment restoration is due to underlying relationships between each of those variables and leadership. Looking at the zero correlation, we find that both managing negative information and commitment restoration are highly positively correlated with leadership, the control variable. Removing the effect of this control variable reduces the correlation between the other two variables to be .617 and it is significant at $\alpha = 0.05$, therefore we reject the null hypothesis and conclude that: leadership significantly moderates the relationship between managing negative information and commitment of security sector in Port Harcourt, Rivers State.

IV. FINDINGS

This study uses cross sectional survey design and inferential statistical methods in investigating the demographic characteristics of the respondents, while Pearson Moment Correlation Coefficient was used in investigating the relationship between managing negative information of and commitment restoration of security sector in Port Harcourt, Rivers State as well as the moderating role of leadership. The findings revealed a positive and significant relationship between managing negative information and commitment restoration using the Pearson Moment Correlation Coefficient tool at a 95% confidence interval, using statistical package for social science (SPSS) version 20. The findings support the idea of Farhoomand & Drury (2002), when they asserted that negative information explains about situations, people, products, issues or organizations represent the presentation of input which somehow denigrates the object of the message. Issues such as person perception, personnel evaluation, fear appeals, rumour, affirmative disclosure, and self-denigrating information all involves some aspect of negative information that may be confronted, subsequently placed in short or long-term memory, and potentially withdrawn to be used in a current or future decision making that enhances subordinate commitment restoration. In all instances, an attempt is made to either discourage some behaviour or attitude or focus on establishing a new attitude or behaviour. The first and second hypotheses showed that there is a strong positive relationship between information analysis and the measures of commitment restoration of acceptance and loyalty in the sample of selected security sector in Port Harcourt, Rivers State. The finding support the conclusion of Pirolli and Card, (2005), when they asserted that, we are living now through the early decades of the information revolution, and it's a miracle of human energy and ingenuity. Never before has so much information been available, so easily and inexpensively, about so many subjects as it relates to security. The most important thing is that information is like water. It's vital to our lives; we cannot survive without it. But if too much pours over us, we drown. To keep from drowning in information we must learn to use it properly, which means figuring out what the information is telling us. After all, it isn't the information itself we use to make decisions; it's the knowledge within the information that we use. This is why we must learn how to analyze information, how to determine just what information we need to make the decisions we face, how to get that information, and then the most crucial step of all is how to reach inside this information to grasp the knowledge it contains. The third and fourth hypotheses revealed that there is a strong positive relationship between organization and the measures of commitment restoration of acceptance and loyalty in the sample of selected security sector in Port Harcourt, Rivers State. The finding support the ideology that when information is properly organized and presented to the public regards issues pertaining the sustainability of the organization and its personnel, the tone of the information will ascertain the response of the receiver leading to commitment restoration through acceptance and loyalty. The fifth and sixth hypotheses show that there is a strong positive relationship between adaptation and the measures of commitment restoration of acceptance and loyalty in the sample of selected security outfit in Port Harcourt, Rivers State. The finding support the study conducted by Rocher, (1992), who asserted that, adaptation is a term used to describe the ways in which staff changes over time in response to the changing demands of their environment. Staffs seem to accumulate certain physiological, behavioural, and structural traits gradually, and these traits aid them in their ability to survive and develop under existing environmental conditions. Socialization requires an individual to have interiorized and integrated the models, values and symbols of an organization to the structure of his personality in order to communicate and evolve with ease. Social adaptation, however, does not signify "conformity" as the adaptation to a situation can introduce the notion of innovation or modification. Furthermore, the sociological theories of adaptation and the sociological analysis of integration are complementary and participate in the enrichment of adaptation in a more general sense. It is quite usual that when employee finds nothing in the organization for its growth and the organization have some complex type of system where no enhance training, no empowerment and less appropriate culture. The seventh and eighth hypotheses showed that there is a strong positive relationship between empathy and the measures of commitment restoration of acceptance and loyalty in the sample of selected security outfit in Port Harcourt, Rivers State. Our finding supports the findings of Kumar, (2001), who stated that empathy is essential for effective understanding, communication and relationship-building in the workplace, and is therefore a core aspect of effective leadership. It can be positively related to job performance. Managers who are more empathetic may be considered better performers in their job. Empathy helps create the strong interpersonal bonds that are important to help ensure the success of the entire team. Empathetic managers

can best support distressed workers. Managers low in empathy (especially in times of uncertainty or crisis) may be seen as indifferent, uncaring and inauthentic, which can make workers less cooperative and less communicative. The partial correlation coefficient result indicated that the leadership of organizations significantly moderate the relationship between managing negative information and commitment restoration of security sector in Port Harcourt, Rivers State. The moderation support the study of Mullins (2004) when in his opinion asserted that, today's organizations need effective leaders who understand the complexities of the rapidly changing global environment. If the task is highly structured and the leader has good relationship with the employees, effectiveness will be high on the part of the employees. The study further revealed that democratic leaders take great care to involve all members of the team in discussion and can work with a small but highly motivated team. This current findings support the study conducted by Barchiesi et al (2007) when they measured the leadership effectiveness and leadership role and its influence on performance, leadership behaviours, and attitudes. They found that high leadership indexes are not related to past performance records but associated both to higher potentiality of enhanced performance and to higher reputation of organizations, pointing in the direction of a meaningful influence of behavioural complexity and dynamics on the leadership perceived level.

V. CONCLUSION

Information is the life wire of every organization especially the security service sector. The ability to manage information is a critical skill that enhances effective workplace commitment restoration. Negative information occurred as a result of sudden occurrences that result in accidental happening within the work environment that is capable of causing panic and tensions. Therefore, the ability to manage the information to please the mind of the receiver is the core responsibility of organizational leadership. Understanding effective negative information management enable subordinate to get along properly with the organization and get them to cooperate with you is one significant success of information management at work. Because the workplace comprises of so many people with different behaviour, understanding this differences enhances effective workplace commitment restoration through acceptance and loyalty at the workplace. However, information might come in different form, and with different content. It might occur as a result of individual differences and goals incompatibility. Therefore, the ability to manage these situations with the dimensions of managing negative information of information analysis, organization, adaptation and empathy enhances the measures of commitment restoration of acceptance and loyalty. This study examined the relationship between managing negative information and commitment restoration of the Nigeria Prison Service and the Nigeria Immigration Service in Port Harcourt, Rivers State. Accordingly, the study strategy and methodology were designed in a way that points towards the achievement of the study objectives. The study concludes that managing negative information through the use of information analysis, organization, adaptation and empathy significantly influences acceptance and loyalty.

VI. RECOMMENDATIONS

Based on the discussions and conclusions above, the following recommendations are hereby made:

- [1]. There is a significant relationship between information analysis and the measures of commitment restoration of acceptance and loyalty. Therefore, leaders of organization should ensure proper analysis of information before such information is allow to go out of the organization, because it enhances the impressions people holds on others and the implications for how others perceive, evaluate, and as well as the commitment of others to the organization.
- [2]. That there is a significant relationship between information organization and the measures of commitment restoration of acceptance and loyalty. Therefore, management of organization should apply information organization while relating with the public as well as the employee at the workplace, because effective information organization enhances commitment restoration.
- [3]. That there is a significant relationship between information adaptation and the measures of commitment restoration of acceptance and loyalty. Therefore, management of organization should encouraged social adaptation at the workplace as it enhances team participation, and effective individual commitment to the organization.
- [4]. That there is a significant relationship between empathy and the measures of commitment restoration of acceptance and loyalty. Therefore, management of organization are advised to properly managed information at the workplace as they ensure effective organizational commitment through acceptance and loyalty by showing positive feelings when individual in the feel hurt.

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