Original Research Article

Job Security and Organizational Citizenship Behaviour in Deposit Money Banks in Rivers State

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Abstract

This study examined the relationship between job security and organizational citizenship behaviour in Deposit Money Banks in Rivers State. The study adopted a cross-sectional research survey design. Primary source was generated through self- administered questionnaire. The population of the study was 202 employees of 21 Deposit Money Banks in Port Harcourt. The sample size of 134 was determined using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70 to be selected. Data generated was analyzed and presented using both descriptive and inferential statistical techniques. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The finding revealed that there is a significant relationship between job security and organizational citizenship behaviour in Deposit Money Banks in Rivers State. The study thus concludes that job security significantly influences organizational citizenship behaviour in Deposit Money Banks in Rivers State. The study recommends that Deposit Money Banks should strive to provide job security to their employees as it has a positive and significant impact on organizational citizenship behaviour.
Keywords: Job Security, Organizational Citizenship Behaviour, Civic Virtue, Conscientiousness, Courtesy.

INTRODUCTION

The need for employees to behave in a manner that would yield a positive impact on the organization has been a great concern for management of various business units and groups. Bateman and Organ (1983) cited in Akinyemi (2012) were the first to introduce the concept organizational citizenship behaviour (OCB) where they referred to it as an individual behaviour that is discretionary not directly or explicitly recognised by the formal reward system and in aggregate, promotes the effective functioning of the organization. The implication of the term organizational citizenship behaviour is an issue that has been well documented in the literature. Its implications manifest in forms of organizational effectiveness, efficiency and group performance (Podsakoff & Mackenzie, Moorman, & Fetter, 2010). Other effects of organizational citizenship behaviour could be manifested in higher salary and promotion, higher organizational commitment, lower turnover and intention to leave organizations. Employees are either encouraged or dissuaded from performing organizational citizenship behaviour (OCB) depending on perception of job security.

Employees are a valuable asset to an organization. A number of factors affect the performance of employees. One such factor is job security. Job insecurity refers to an employee's perception that his or her job is uncertain and may come to an abrupt end at any time (Riesel, Swee-Lim Chia, Cesar M. Maloles, & Slocum 2007). Job insecurity has been attributed to competitiveness, economic downturn/recession, technological change and the pressure to remain profitable in a fast changing business environment. Employees would want to be employed in an organization where job security is guaranteed; not where they are unsure about tomorrow. Job insecurity only leads to high turnover as employees will ever be searching for a secure job. When a worker feels their job security is threatened they will find other employment opportunities (Ashford, Lee & Bobko, 1989). An unsettled employee cannot be productive in an organization. When an opportunity presents itself,

workers will exit at the earliest opportunity. Job insecurity is associated with reduced levels of job satisfaction and organizational commitment (Ashford *et al.,* 1989). Job insecurity has also been associated with reduced organizational citizenship behaviour (Feather & Rauter, 2004). Low perception of job security reflects concerns about the continuity of future employment or the threat of losing a current job, which would bring various reactions into an employee's work, life, and health (Shoss, 2017). High levels of job security can create substantial benefits to organizations and employees (Shoss, 2017; Vuuren, Jong & Smulders, 2020).

The purpose of this study was to examine the relationship between job security and organizational citizenship behaviour in in Deposit Money Banks in Rivers State. Furthermore**,** this study was guided by the following research questions:

i. What is the relationship between job security and civic virtue in Deposit Money Banks in Rivers State?

ii. What is the relationship between job security and conscientiousness in Deposit Money Banks in Rivers State?

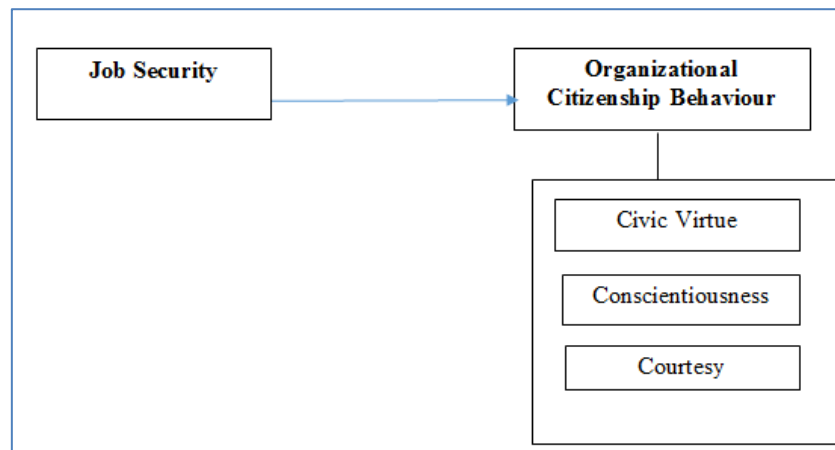iii. What is the relationship between job security and courtesy in Deposit Money Banks in Rivers State?

Fig-1: Conceptual Framework for the relationship between job security and organizational citizenship behaviour
Source: Desk Research (2021)

LITERATURE REVIEW
Theoretical Foundation

Social Exchange Theory
Social Exchange Theory (SET) identifies the conditions under which people feel obligated to reciprocate when they benefit from some person's or some organisations actions. The theory was used to understand the quality of the relationship between workers and employers and in promoting performance through pro social behaviour, organisational citizenship behaviour and extra role performance (Lambert & Waxman, 2005). SET explains how successful relationships can be modelled using attraction, communication, expectation formation and norm development, to induce and maintain commitment (Gundlach, Achrol & Mentzer, 1995). Specifically, the influence of QWL on the organisation versus employee social exchange is most likely to be evidenced in their aggregate use, perceived availability and value. These efforts provide fresh evidence that the basic tenets of SET hold in the workplace that positive beneficial actions directed at employees by the organisation or its representatives contribute to the establishment of high quality exchange relationships that create obligations for employees to reciprocate in positive beneficial ways

(Cropanzano & Mitchell, 2005). Further, positive relationships between the employee and the organization can help generate favourable outcomes such as organisational commitment, faster career progression, job satisfaction and organisational citizenship behaviours.

Job Security
Job security is the assurance of continuity in one's job in his or her present organization. Just as jobs are increasingly becoming harder and harder to come by, employees are seeking for security and stability of their jobs in their present employment (Evren, 2003). Evren, further states that employee's job security is currently even more relevant in economies where jobs are being slashed and hiring new employees has slowed down due to the weak economy. Bull (2005) postulates that many people experience satisfactions when they belief that the future of their job is good and secured. Job security refers to one's expectation about continuity in a job situation (Akpan, 2013). Singh and Jain (2013) define job security as an employee's assurance or confidence that employees will keep their current job. Similarly, Clark and Postel-Vinay (2009); Erlinghagen (2008) refer to job security as a situation where employees perceive the continuance of their

employment not to be under any threat. This suggests that, employees will be more comfortable and satisfied when there is no threat of dismissal or lay off of their job in their workplace.

Job security according to Pearce and Mawsons (2009) is a mind state in which the employee sees his job stability with the firm in the near future. It is the result of the firm's own practices and policies with the employee which make them more secure or insecure towards the job. Employment security as a term is often used interchangeably with work security and job security, job security is the security of a continued employment in the same occupation with the same employer. Conceptually, work security and employment security are broader concepts, including, among other things: self-employment, employment security, the confidence of being able to keep, find or create gainful employment, now and in the future, based on the development of your own human capital and in well-functioning institutions.(Dekker, 2010). Job security plays an important role in both social and working life because it help individuals not to worry about their future, and it contributes to maintaining labour peace, increasing organizations productivity and protecting social balance and values for this employee should not be dismissed from his organization without reasonable grounds, because job security has political and social dimensions (Senol, 2011).

Furthermore, job insecurity refers to the worry and anxiety experienced by an employee in relation to the continuation of the present job (Sverke & Hellgren, 2002). The burden of worry and anxiety about job threats provoke employees and decreases job satisfaction which ultimately represent distractions that negatively affect performance and organizational productivity (Greenhalgh & Rossenblatt, 1984). Thus, Jandaghi, Mokhles and Bahrami, 2011) conclude that job insecurity reduces job satisfaction of employees in the work place. Generally, job security is positively associated with job satisfaction. A considerable amount of studies showed that job security is related to employees' job satisfaction (Khan, Nawaz, Aleem & Hamed, 2012; SHRM, 2003). These findings are supported by Abdullah and Ramay (2012) who in their study reported a positive relationship between job security and job satisfaction of employees. This certifies that job security induces employee satisfaction in any work situation. According to an industrial and organizational psychologists Thomas, Tam and Ohara, (2006) job security is one of the creators of job satisfaction and work related attitudes.

Nazirul, Syeda and Zuby (2014) argue that job security is one of the major components of job satisfaction in any work place because of its relationship with work behaviours. When a job is not secured an employee tends to look for opportunity elsewhere and that makes him /her less committed and when he/she gets the opportunity, he/she quits easily for a better organization. They also went on to say that employees with a high level of job security have a low probability of losing their job in the near future subsequently becomes a source of employees' job satisfaction. On the contrary, Guest (2004) in his study maintains that low job security and working conditions have adverse effect on employee job satisfaction. However, Abdullah and Ramay (2012) stress that secured job is an employee's requirement and wish. Hence, job insecurity tends to affect workers negatively in their organization (Akpan, 2013). Accordingly, Tannenbaum (1992) reports that developing economies have dare need for job security as a top priority in their work place as it increases employees' job satisfaction and loyalty.

Organizational Citizenship Behaviour

Every employee is expected to perform certain duties or tasks according to job specification, terms of employment and supervisors expectations. However, some individuals perform certain duties far beyond the expected outputs (Okediji, Esin, Sanni & Umoh, 2009). Some deliberately contribute to the progress and efficiency of the organization, while others go out of their way to motivate and assist their colleagues to complete their assigned tasks. These extra role behaviours beyond the call of duty do not attract any personal benefits and are not provided for in the organization's reward system (Onyishi, 2007). Such extra role behaviour is described as Organizational citizenship behaviour (Organizational Citizenship Behaviour).

Organ (1988) defined Organizational Citizenship Behaviour as Individuals' behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization. He explains further that engagement in Organizational Citizenship Behaviour is generally a personal choice, and omission is not generally seen as punishable (Uhiara, Njoku, Ngozi & Jimogu, 2011).

Measures of Organizational Citizenship Behaviour

Civic Virtue

Civic virtue is defined as the behavior which exhibits how well a person represents an organization with which they are associated, and how well that person supports their organization outside of an official capacity. According to Borman *et al.*, (2001) civic virtue is to involve oneself responsibly in and of being concerned about the life of the company. Civic virtue is behaviour which exhibits how well a person represents an organization with which they are associated, and how well that person supports their organization outside of an official capacity. For example, how well someone

represents their business and how they may support that business are all examples of someone's civic virtue.

When an employee is concerned about the life of the organization, shows interest, gets involved in activities, keeps up to date with happenings and generally stands up to defend the policies and practices of the organization, such employee is said to exhibit Civic Virtue (Organ, Podsakoff & Mackenzie, 2006). It is the commitment to the organization. This also includes exhibiting a behaviour that reflects a person's recognition of the fact that he is an integral part of the organization, such as engaging in the governance of the organization, attending its meetings, getting involved in debates and expressing opinion about the administration of the organization.

Conscientiousness

Conscientiousness refers to a personality trait of being obedient, dutiful and self-disciplined. At the workplace, it may refer to an employee who is efficient and diligent. A person is said to be conscientious when he is efficient and organized. According to Redman & Snape (2005), conscientiousness is a discretionary behaviour that goes beyond the basic requirements of the job in terms of obeying work rules, attendance and job performance. This is contrary to a person who is disorderly and irrational or who pretends to be dutiful when he is under supervision. Conscientiousness may be an important predictor of workplace behaviours because it provides the organization and direction that are necessary to produce targeted behaviours (Gore, Kiefner, & Combs, 2012). Conscientious persons are likely to be thorough and articulate. More conscientious employees will stay informed with up-to-date knowledge about products or services offered (DeYoung, & Peterson, 2007).

Courtesy

Courtesy is defined as discretionary behaviors that aim at preventing work-related conflicts with others (Law *et al.,* 2005). This dimension is a form of helping behavior, but one that works to prevent problems from arising. It is a behavior which is polite and considerate towards other people. Courtesy outside of a workplace setting includes behavior such as asking how someone's morning has been or asking after the welfare of a neighbour's child. In a business context, courtesy is usually exhibited through behaviors such as inquiring about personal subjects that a co-worker has previously brought up, asking if a co-worker is having any trouble with a certain work related project, and informing co-workers about prior commitments or any other problems that might cause them to reduce their workload or be absent from work.

Courtesy not only encourages positive social interactions between employees, which improve the work environment, but they can reduce any potential stress that might occur from employees who do not have the courtesy to inform their co-workers about issues such as upcoming absences from work—and so on. It refers to the gestures that help others to prevent interpersonal problems from occurring, such as giving prior notice of the work schedule to someone who is in need, consulting others before taking any actions that would affect them (Organ, 1990).

Job Security and Organizational Citizenship Behaviour

According to the social exchange theory, the norm of reciprocity indicates that when organizations treat employees in a positive manner, employees should respond favourably by engaging in positive behaviors, such as OCBs (Lam, Liang, Ashford and Lee, 2015). Thus, in our research, we assumed that job security is positively related with OCB. Employees usually consider a secured employment as part of their implied contract with the employer, and expect that the organization will reciprocate by offering them rewards in terms of job security when they work hard (De Witte, & Reisel, 2017). Whereas, employees under the threat of a job loss may perceive the unbalanced exchange relationship between their investment and outcomes they received, which would weaken their motivation to reciprocate the organization in terms of OCBs. The imbalanced exchange relationship resulting from a low job security damages the reciprocity principle of social exchange theory, and employees may restore the balance of the exchange relationship with the organization by reducing their OCBs. However, employees with a high job security tend to view it as a benefit from the organization; they are more likely to establish trust and mutual care relationships with the organization, thus, performing more OCBs in return for concerns and helps from colleagues. There are also numerous empirical researches that demonstrate job security is positively related to OCB. For example, research used a multiple-group path analysis of age groups to show that qualitative job insecurity can frustrates people's intrinsically motivated OCB (Stynen, Forrier, Sels, & De Witte, 2013). Ma, Liu, Liu and Wang, (2015) also demonstrated that job insecurity is negatively related with OCB in the Chinese context (Ma *et al.*, 2015).

The study postulates the following hypotheses to be tested:

Ho$_4$: There is no significant relationship between job security and civic virtue in Deposit Money Banks in Rivers State.

Ho$_5$: There is no significant relationship between job security and conscientiousness in Deposit Money Banks in Rivers State.

Ho$_6$: There is no significant relationship between job security and courtesy in Deposit Money Banks in Rivers State.

METHODOLOGY

The study adopted a cross-sectional research survey design. Primary source was generated through self- administered questionnaire. The population of the study was 202 employees of 21 Deposit Money Banks in Port Harcourt. The sample size of 134 was determined using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70 to be selected. Data generated was analyzed and presented using both descriptive and inferential statistical techniques. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics.

DATA ANALYSIS AND RESULTS
Bivariate Analysis

Table-1: Correlation Matrix for Job Security and Organizational Citizenship Behaviour

			Job security	Civic virtue	Conscientiousness	courtesy
Spearman's rho	Job security	Correlation Coefficient	1.000	.932[**]	.806[**]	.739[**]
		Sig. (2-tailed)	.	.000	.000	.000
		N	150	150	150	150
	Civic virtue	Correlation Coefficient	.932[**]	1.000	.761[**]	.760[**]
		Sig. (2-tailed)	.000	.	.000	.000
		N	150	150	150	150
	conscientiousness	Correlation Coefficient	.806[**]	.761[**]	1.000	.844[**]
		Sig. (2-tailed)	.000	.000	.	.000
		N	150	150	150	150
	courtesy	Correlation Coefficient	.739[**]	.760[**]	.844[**]	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	150	150	150	150
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: SPSS output

H_{o1}: There is no significant relationship between job security and civic virtue in Deposit Money Banks in Rivers State.

The correlation coefficient (r) shows that there is a significant and positive relationship between job security and civic virtue. The *rho* value 0.932 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a very strong relationship. Therefore, based on the results, the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between job security and civic virtue in Deposit Money Banks in Rivers State.

Ho_2: There is no significant relationship between job security and conscientiousness in in Deposit Money Banks in Rivers State.

The correlation coefficient (r) shows that there is a significant and positive relationship between job security and conscientiousness. The *rho* value 0.806 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a high correlation indicating a strong relationship.

Therefore, based on the results, the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between job security and conscientiousness in Deposit Money Banks in Rivers State.

Ho_3: There is no significant relationship between job security and courtesy in Deposit Money Banks in Rivers State.

The correlation coefficient (r) shows that there is a significant and positive relationship between job security and courtesy. The *rho* value 0.739 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a strong correlation indicating. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between job security and courtesy in Deposit Money Banks in Rivers State.

DISCUSSION OF FINDINGS

The results from the test of hypotheses revealed that there is a significant positive relationship between job security and organizational citizenship

behaviour in Deposit Money Banks in Rivers State. This implies that when job security is used in an organization the employees of a firm tend to increases in their organizational citizenship behaviour. This finding agrees with Evren, 2003 who stated that employee's job security is currently even more relevant in economies where jobs are being slashed and hiring new employees has slowed down due to the weak economy. Bull (2005) postulates that many people experience satisfactions when they belief that the future of their job is good and secured. Job security refers to one's expectation about continuity in a job situation (Akpan, 2013). Singh and Jain (2013) define job security as an employee's assurance or confidence that employees will keep their current job. Similarly, Clark and Postel-Vinay (2009); Erlinghagen (2008) refer to job security as a situation where employees perceive the continuance of their employment not to be under any threat. This suggests that, employees will be more comfortable and satisfied when there is no threat of dismissal or lay off of their job in their workplace.

Also, our study corroborates with the findings of Pearce and Mawsons (2009) who opined that job security is a mind state in which the employee sees his job stability with the firm in the near future. It is the result of the firm's own practices and policies with the employee which make them more secure or insecure towards the job. Employment security as a term is often used interchangeably with work security and job security, job security is the security of a continued employment in the same occupation with the same employer. Conceptually, work security and employment security are broader concepts, including, among other things: self-employment, employment security, the confidence of being able to keep, find or create gainful employment, now and in the future, based on the development of your own human capital and in well-functioning institutions.(Dekker, 2010). Job security plays an important role in both social and working life because it help individuals not to worry about their future, and it contributes to maintaining labor peace, increasing organizations productivity and protecting social balance and values for this employee should not be dismissed from his organization without reasonable grounds, because job security has political and social dimensions (Senol, 2011).

Nazirul, Syeda and Zuby (2014) suggest that job security is one of the major components of job satisfaction in any work place because of its relationship with work behaviours. When a job is not secured an employee tends to look for opportunity elsewhere and that makes him /her less committed and when he/she gets the opportunity, he/she quits easily for a better organization. They also went on to say that employees with a high level of job security have a low probability of losing their job in the near future subsequently becomes a source of employees' job satisfaction. On the contrary, Guest (2004) in his study maintains that low job security and working conditions have adverse effect on employee job satisfaction. However, Abdullah and Ramay (2012) stress that secured job is an employee's requirement and wish. Hence, job insecurity tends to affect workers negatively in their organization (Akpan, 2013). Accordingly, Tannenbaum (1992) reports that developing economies have dare need for job security as a top priority in their work place as it increases employees' job satisfaction and loyalty.

CONCLUSION AND RECOMMENDATIONS

Job security creates a climate of confidence among employees which cultivates their commitment on the company's workforce. Job security requires a certain degree of reciprocity: firstly, a company must signal a clear message that jobs are secure; then, employees believing that this is true, feel confident and commit themselves to expend extra effort for the company's benefit; finally, a company that has learnt that job security contributes to its performance, invests again in job security (Pfeffer, 2006). This study thus concludes that job security significantly influences organizational citizenship behaviour in Deposit Money Banks in Rivers State.

The study recommends that
  i.   Deposit Money Banks should strive to provide job security to their employees as it has a positive and significant impact on organizational citizenship behaviour.
  ii.   Deposit Money Banks should factor components of job security job description as it will go a long way in sustaining confidence in the course of discharging their duties and also in exhibiting citizenship behaviours.

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