

## **Estimating The Mediating Role Of Organizational Identification In Determining The Relationship Between Qualitative Job Insecurity And Job Performance**

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### **Abstract**

*The aim of the current research is to estimate the mediating role of organizational identification, in determining the connection between qualitative job insecurity and job performance. Multiple regression model was employed to analyze data from a sample of 325 banking sector employees from 36 commercial banks of Pakistan. Out of distributed 400 questionnaires response rate was 81.25%. Results revealed that qualitative job insecurity influences organizational identification as well as job performance negatively while, organizational identification showed positive impact on job performance. Moreover, results also proved the existence of partial mediation of organizational identification on the relationship between qualitative job insecurity and job performance among employees of the banking sector in Pakistan. Managers should provide support, proper remuneration, career opportunities and above all security regarding jobs to their employees.*

**Keywords:** Qualitative job insecurity, organizational identification, job performance

### **Introduction**

During the last few years, increased competition, technological competences and global crisis (Powell & Snellman, 2004; Kuroki, 2015) have threatened the stability of the jobs. Given the importance and sternness of jobs insecurity in the dynamic organizational setting, much of the research documented the association between HR practices and job performance resulted in positive association (Combs et al., 2006; Jiang et al., 2012; Devonish, 2013). However, there exists another stream of knowledge who claimed that HR practices may trigger stress, burnout

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and work intensification, which are the elements that negatively affect employee performance (Jackson et al., 2014; Pawar, 2016). The whole scenario resulted in towering the feelings of job insecurity related to weak HR practices. Resultantly, employees get anxious about the looming of job loss termed as quantitative job insecurity (QJI here afterwards). QJI is the disturbed condition of an employee about the blunt standard of its job. It also indicates the threats an employee faced during the continuity of his job due to working conditions, deficiency in career opportunities, shrink in payment and trainings (Callea et al., 2016).

Majority of researches have focused in establishing the ground of job insecurity with other variables e.g. organizational citizenship behavior (Bryman & Bell, 2015; Kang & Gold, 2012), work-family disagreements (Berntson et al., 2015), subjective well-being (De Witte et al., 2016) but researches on QJI is still considered as an ignored area (De Witte et al., 2012). Indeed, past scholars have claimed that frequent changes in organizational structure may likely to make employees feel high QJI (Hu & Liu, 2017). In this way, QJI influenced job performance (JP here afterwards) of the employees negatively (Chirumbolo & Areni, 2010; Callea et al., 2016).

Previous literature also explains that for any area to progress, it is insignificant to demonstrate why an effect occurs (Hayes, 2012). Therefore, in search of conducting more researches (De Witte et al., 2010; Vander Elst et al., 2014; Van den Broeck et al., 2014; Stynen et al., 2015; Callea et al., 2016), the current study examined the possible intervening impact of organizational identification (OID here afterwards) in explaining the linkage of QJI and JP. Based upon the notion that the organizations are considered important from where employees build up their identification, it is assumed that OID helps to create positivity, reduce turnover intention and enhance work performance (Ashforth et al., 2008; Riketta, 2005). Previously, few evidences are available for taking OID as a mediator (Anaza 2015; Choi et al 2014), this study would thus add to the existing literature by taking mediating role of OID between QJI and JP.

Hence, the current research aims many additions to the literature. Firstly, the study seems on how JP is affected by QJI. Existing studies documented the research settings below which quantitative job insecurity might have an effect on JP (Hayes, 2012; Vander Elst et al., 2014). So, to investigate the outcomes of QJI, it is significant to comprehend the conditions under which QJI may impact JP negatively.

Secondly, with the mediating mechanism of OID, the study also contributes how QJI might negatively influence the OID by explaining the spillover effects of QJI to OID. Thirdly, according to author awareness,

very rare evidences are available (Callea& Chirumbolo, 2016), about exploring the linkages between QJI and JP taking into consideration OID as a mediator. The present research extends the work by investigating the mediating effect of OID between QJI and JP among employees in the banking sector of Pakistan. Thus, the current research work allows to classify those group of employees who may have more susceptible to the negative shocks of QJI. Truly speaking, if the hypotheses of the study are supported, then the results may have string intentions to recognize the potential threats about QJI, particularly for employees who showed high JP.

### Literature Review

For individuals and organizations, QJI operates as a strong job aggravation which produces negative results (Vander Elst et al., 2014; De Witte et al., 2010). It causes stress, fatigue and dissatisfaction that make reasons to concentrate on the consequences of work-related behavior affected by QJI (Callea et al., 2016). In previous studies, it has been found that QJI worsens JP (Chirumbolo & Areni, 2010; Richter et al., 2014). QJI interrupts in achieving job goals and lessens the positivity towards employees and organizations, which claims QJI as a hindrance stressor (Stynen et al., 2015). Considering QJI causes de-motivation in employees, following hypothesis is proposed:

*H<sub>1</sub>: Qualitative job insecurity influences Job performance negatively*

The employment relationship is the exchange relationship (Rousseau, 1995) which is explained by SET (Hu et al., 2017). It is assumed that in employment relationship, an employee returned the favors he receives, which is given by the organization (Masterson et al., 2000; Muneer et al., 2017). If an employee is receiving much from an organization, his OID level would be high. Conversely, if the benefits obtained from organization are low, his level of OID would be low. Previously, Callea et al., (2016), and Hu et al., (2017), investigated the liaison involving QJI and OID however, potential spillover effects on organizational identification of qualitative job insecurity are rarely explored. So, it is assumed that probable loss in significant job characteristics would impact negative feelings of the employee, which reduces the OID. Hence, following hypothesis is proposed:

*H<sub>2</sub>: Qualitative job insecurity influences organizational identification negatively.*

The impacts of OID on working behavior of employees is under discussion from two decades ago (Zhao et al., 2012; He & Brown, 2013; Ziegler & Schlett, 2016; Hu & Liu, 2017), and is explained through Social Identity Theory (Tajfel and Turner, 1979). With the theory of SIT,

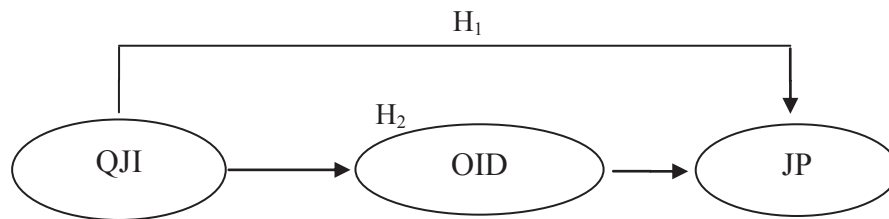
OID is a strategy in which employees feel personal attachments and identity with their organizations. The more an employee feels personal belonging with the organization, the more he is devoting himself towards it (Baruch & Cohen, 2007; Hu & Liu, 2017). As soon as the level of OID within the employees become high, they act more as per the specifications of the organization (Gautam et al., 2004). Employees work with positive attitude for better results, which ultimately increases their job performance and organizational citizenship behavior (Astakhova & Porter, 2015; Ashforth et al., 2008; Walumbwa et al., 2008; Hu et al., 2018). Keeping in view the above arguments, it is assumed that employees with high OID have positive attitude towards JP. Hence, following hypothesis is proposed:

*H<sub>3</sub>: Organizational identification positively influences job performance.*

The influence of QJI on behavioral outcomes in the course of OID has also been documented by SIT. There are few studies in work persona that explained the role of OID as a mediator (Liu et al., 2016; Zhang & Chen, 2013; Hu et al., 2018). With respect to job insecurity, very few studies inspected the role of OID as a mediator with some behavioral variables explaining that high level of QJI cause employees to amend their work attitude and regain their identification. So, the assumption for QJI with behavioral outcomes could be the same (Callea et al., 2016). High level of QJI may reduce OID, which ultimately leads to reduced JP. Hence, it is important to study organizational identification as an intervening variable between QJI and JP relation. In the view of above, following hypothesis is formulated:

*H<sub>4</sub>: Organizational identification mediates the effect of qualitative job insecurity on Job performance*

Keeping in view the above discussions, following theoretical model is framed:



**Fig-1: Theoretical Framework**

### Methodology

Data for the current study was collected using convenience sampling technique from employees of 36 commercial banks of Lahore. 400 questionnaires were distributed out of which 375 were returned. 50 questionnaires were incomplete so being excluded from the final analysis. Final data consist of 325 questionnaires leading to a return rate of 81.25%.

The scale for the measurement of OID taken from (Demir, 2015; Callea et al., 2016) was consisted of 6 items. The scales for the measurement of QJI and JP taken from Chirumbolo & Areni (2010) were consisted of 5 and 11 items respectively. Item responses 5-point Likert scale has been employed, where 1 represents strongly disagree to 5 meant for strongly agree. Data set was evaluated using AMOS 22.0 and SPSS 20.0. Alliances between QJI and JP were tested using following model:

$$JP = \alpha_0 + \beta_1 QJI + \beta_2 OID + \epsilon_i \dots \dots \dots \text{eq. 1}$$

$$JP = \alpha_0 + \beta_1 CO + \beta_2 PD + \beta_3 ED + \beta_4 COID + \beta_5 AOID + \beta_6 EOID + \beta_7 BOID + \epsilon_i \dots \dots \dots \text{eq. 2}$$

### Data Analysis

The discriminant validity and the measurement quality of concepts has been evaluated by Confirmatory Factor Analysis (CFA) using AMOS 22.0. According to the descriptive statistics, approximately 60.9% respondents were male while rests of the respondents were females (39.1%). The age of the majority of the respondents ranges from 20-30 years having experience 2-5 years.

Table 1 shows the values of validity and reliability statistics. The results from table-1 confirms the reliability concerns. Mean of QJI was 2.63 with 2.56 SD; Cronbach's  $\alpha$  was 0.86. While, OID has a mean of 3.48 with 2.47 SD and Cronbach's  $\alpha$  0.83. Mean value of JP was 3.78, with 2.32 SD and Cronbach's  $\alpha$  0.79. Scales of variables were found to be reliable, as the values of alpha were found to be  $> 0.70$  (Zikmund et al., 2010). Data set of the study has a content reliability (CR) assorted from 0.802-0.874, which was  $> 0.60$ , the AVE series ranges from 0.515-0.705, which was  $> 0.50$  (Fornell & Larcker, 1994). Consequently, measurements employed in the present study were up to standard which hold up the validity and reliability concerns.

Table-1: Validity and Reliability Statistics

S.N	Variables	Mean	SD	Cronbach's $\alpha$	No. of Items	Items Removed
1	Qualitative job	2.63	2.56	0.86	5	2

	insecurity					
2	Organizational identification	3.48	2.47	0.83	6	2
3	Job performance	3.78	2.32	0.79	11	5

Table-2 shows the validity statistics of the employed data. Structural Equation Modelling (SEM) was the structure model that has been exercised to further investigate the linkages. Bootstrapping practice was applied to the suggested model (Meyers et al., 2006). The promulgate model was assessed considering numerous fit indices like Chi-square, RMSEA, GFI, CMIN/df and NFI. Outcomes manifested that present model is a first-class fit with CFI=0.961, GFI=0.897, AGFI=0.834, TLI=0.929, NFI=0.936, DF=2.39 and RMSEA=0.062.

Table-2: *Validity Statistics*

Variables	CR	AVE	MSV	ASV	QJI	OID	JP
QJI	0.874	0.705	0.101	0.783	0.840		
OID	0.846	0.586	0.091	0.804	-0.098	0.766	
JP	0.802	0.515	0.869	0.101	-0.318	0.302	0.718

Table-3 unveiled correlations among variables. Results exhibited that QJI was negatively correlated with JP with  $r=-0.283$ , and OID with value  $r=-0.195$ . While, OID and JP were positively correlated with each other  $r=0.555$ . All correlations were significant at 0.01 levels.

Table-3: *Correlation Statistics*

Sr.	Variables	QJI	OID	JP
1	QJI	1		
2	OID	-0.195**	1	
3	JP	-0.283**	0.555**	1

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

### *Hypotheses Testing*

From the table-4, outcomes predicted a negative significant impact of QJI on JP with an estimate of -0.197 ( $p=0.000$ ), while OID with an estimate value of -0.078 ( $p=0.000$ ), satisfied the statement of the first and second hypotheses of the study.

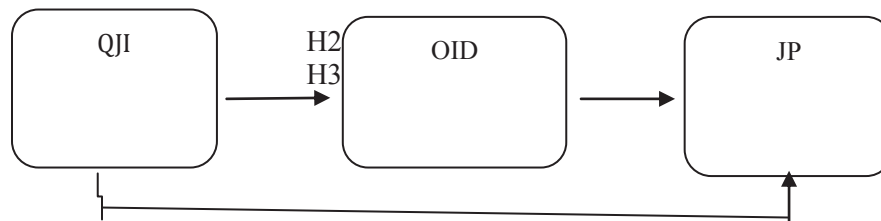
Table-4: *Standardized Path Coefficients*

S.N.	Variables Effects	Estimate	S.E.	C.R.	P	Result
1	H <sub>1</sub> : Qualitative job insecurity--->Job performance	-0.197	0.051	-3.875	***	Accepted
2	H <sub>2</sub> : Qualitative job insecurity--->Organizational identification	-0.078	0.041	-2.012	***	Accepted
3	H <sub>3</sub> : Organizational identification --->Job performance	0.224	0.062	3.619	***	Accepted

Note. All values are significant at \*p = 0.05, \*\*p = 0.01, \*\*\*p = 0.001, p < 0.001.

Moreover, a positive significant effect of OID on JP of banking employees was found with an estimate of 0.224 (p=0.000), supported the third hypothesis.

#### Analysis the influence of mediator



**Figure-2: Decision model**

Figure-2 explains the model for determination of influence of mediator variable in determining the relation between QJI and JP. The results for the effects of mediation is explained in table-5.

Table-5: Mediation Analysis

Sr.	Relationships	Direct Effects	Indirect Effects	Total Effects
1	Organizational identification--->Job performance	0.246***		0.000
2	Qualitative job insecurity--->Organizational identification	-0.101***		0.000
3	Qualitative job insecurity--->Job Performance	-0.280***		0.000

4	Qualitative job insecurity---> Organizational identification -- -> Job Performance	-0.025*
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*Note.* All values are significant at \*p = 0.05, \*\*p = 0.01, \*\*\*p = 0.001, p < 0.001.

From the table-5, results of direct & indirect effects of variables are illustrated to see the occurrence of OIDmediation between QJI and JP through boot strapping. Outcomes predicted significant direct values of the variables (OID on JP was found to be 0.246, QJIon OID was -0.101, and QJI on JP was -0.280). The significant indirect value of QJI --->OID--->JP was -0.025 suggested that OID partially mediates between QJI and JP of banking employees of Pakistan supporting the H<sub>4</sub> of the study.

### **Discussion**

As in the middle of 1980s, the meaning of job insecurity changes from motivator to stressor (Greenhalgh & Rosenblatt, 1984). Negative outcomes were confirmed when job insecurity exercised on different variables. The present study concentrated on one type of job insecurity i.e. QJI and examines its impact on JP. The results revealed that QJI negatively influence JP of employees, as both variables were significant negatively correlated with each other. The outcome is similar to previous studies (Chirumbolo &Areni, 2005; Chirumbolo &Areni, 2010; Callea et al., 2016; Hu & Liu, 2017; Hu et al., 2018). Second objective of the study stated thatQJI negatively influences OID of employees. Results confirmed the presence of a negative relation between QJI and OID (Cheng & Chan, 2008, Hu & Liu, 2017). Third hypothesis described that OID increases JP. End results showed significant positive correlation between OID and JP(Kumar &Jauhari, 2016).The final objective of the study was to explore the mediating impact of OIDon the relationship of QJI and JP of the employees. Outcomes confirmed that OID partially mediates the relationship between QJI and JP.

Self-reported data considered to be a limitation of the study as workers may not judge themselves properly. The convenience sampling technique was used and sample was taken from banking employees of Lahore only due to limited time and finance. Although, bootstrapping was used to generalize the results, still advanced research is needed where sample size is taken from multiple cities on a large scale to find more accurate results.It is recommended that employers should provide their staff with support, comfort, and security along with career opportunities in term ofenhanced salaries and compensations which will



ultimately results in increased employees' OID. In this way, their sense of belonging towards organization will be increased that will result into reduced QJI and ultimately increased their JP. Future research may imitate the present study in other countries, with other potential mediators like perceived support may find fruitful results.

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