

Job insecurity and organizational identification in the organizations: An empirical study

Ahmet Hakan Özkan¹, Ahmet Erkasap²

¹International Trade and Finance Department, İstanbul Gedik University, TR

²Management Information Systems Department, İstanbul Gedik University, TR

E-mail: hakan.ozkan@gedik.edu.tr

Abstract. Job insecurity and organizational identification are significant constructs in an organization. This study aims to survey the relationship between these constructs. The researchers reached 233 employees and they could collect 220 usable questionnaires. SPSS V27 software was used to analyze the data. Factor analysis, reliability analysis, ANOVA test, and linear regression analysis are applied to the data. The results suggested that job insecurity is a significant antecedent of organizational identification and they have a negative relationship between each other. These results are useful for the scholars who study job insecurity and organizational identification. Moreover, the human resources departments and managers can use the results of this study to determine efficient organizational policies.

Keywords: *4-8 Job insecurity, organizational identification, organizational policy, organization.*

Introduction

The organizations aim to prepare the best teams for the best performance. But better employees request higher wages and higher wages mean higher expectations. Among the other motivations, higher wages are the leading ones (Morris et al., 2016), but higher wages do not always provide job security.

Job insecurity affects the performance of employees. This variable also increases the anxiety and it causes a dilemma. This dilemma is about the decision between taking the risk for self-actualization and avoiding the risk of making mistakes.

Organizational identification is a significant construct for the employees. Organizational identification is tendency of accepting the performance and the success of the organization as his/her own performance and success. This study aims survey the relationship between job insecurity and organizational identification.

1. Concepts and their Relationships

Job insecurity is the perceiving that the job of an employee is at risk (Sverke et al., 2002). Job insecurity is the difference between expected and actualized levels of employment security (Bentzen et al., 2020). The fear of losing the job increases the job insecurity. Uncertainty of the future and job increases anxiety (Emberland, & Rundmo, 2010).

Organizational identification refers to accepting the norms of an organization and feeling as a part of that organization. Employees working with high organizational identification identify themselves together with the organization. They accept the objectives of their organization as their own objectives.

The researches showed that job insecurity has a significant impact on organizational identification (Chirumbolo, 2016; Chirumbolo et al., 2017). Job insecurity is an antecedent of organizational identification (Piccoli et al., 2017), meta-analysis of Jiang and Lavaysse (2018) confirmed this finding.

H1: Job insecurity has a significant effect on organizational identification.

The research design is prepared according to these conceptual relationships. It is shown in figure 1. Kim (2019) related job insecurity, organizational trust, and organizational identification with each other by suggesting that job insecurity is an antecedent of organizational trust, and organizational identification is an outcome of organizational trust. The research model of this study improved the research design of Kim (2019) according to the results of other studies suggesting the direct effect of job insecurity on organizational identification (Asif et al., 2019; Piccoli et al., 2017; Chirumbolo et al., 2017).

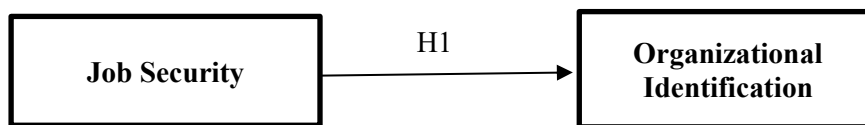


Figure 1. Research Model

2. Methodology

2.1. Sample and Measuring

The authors used snow-ball sampling method to collect the data of this study from various organizations. The author could reach the e-mails of 233 employees. All these employees did not answer, and all the ones who sent a reply did not provide usable answers. 220 of the collected questionnaires were usable and these 220 interviews formed the data of this study.

5 item scale of job insecurity was used to measure job insecurity (Hellgren et al., 1999). This scale was translated into Turkish by Seker (2011). 6-item scale of Mael and Ashforth (1992) measured the organizational identification. It was translated into Turkish by Tüzün (2006). Each scale used 5 point Likert scale. The title is set 17 point Times Bold, flush left, unjustified. The first letter of the title should be capitalized with the rest in lower case. It should not be indented. Leave 28 mm of space above the title and 10 mm after the title.

2.2. Measurement Assessment

The analyses of this study were performed by using SPSS v27. According to the results of KMO analysis, the items were appropriate for confirmatory factor analysis. After the confirmatory factor analysis, two items of job insecurity are removed to determine the dimensionality of each construct. The factor loadings are indicated in table 1. The factor loading of each question was over 0.6, which is the recommended threshold value (Hair et al., 2006).

Table 1. Factor Loadings of Constructs

	Component	
	1	2
JIS1		0.771
JIS2		0.732
JIS3		0.647
JIS4		0.711
JIS5		0.714
OID1	0.601	
OID2	0.745	
OID3	0.848	
OID4	0.854	
OID5	0.809	
OID6	0.718	

JIS: Job insecurity

OID: Organizational identification

2.3. Findings

Table 2 indicates the reliability analysis results, standard deviation and mean values of the chosen constructs. The threshold for Cronbach Alpha values is 0.70, and they are over this threshold (Nunnaly, 1967).

Table 2. Reliability Analysis Results

		MEAN	SD	CR
1	JIS	2.0472	0.7607	0.904
2	OID	3.4347	0.8014	0.813

SD: Standard deviation

CR: Cronbach Alpha

Table 3 indicated the descriptive statistics: age and term of contract. The effect of age and term of contract on the scores of job insecurity and organizational identification is analysed by using one way ANOVA technique. ANOVA test results showed that age and term of contract has no significant effect on these constructs at the level of .05.

Table 3. Comparison of the Constructs According to Descriptive Statistics

Variable	Groups	n	JIS	OID
			Mean-Standard Deviation	Mean-Standard Deviation
Age	18-22	70	2.01-0.78	2.92-0.89
	23-27	64	2.07-0.61	3.31-0.77
	28-32	63	2.08-0.70	3.41-1.01
	32-36	23	2.03-0.61	3.40-0.72
Term of contract	6 months or less	56	2.01-0.70	3.02-0.84

Variable	Groups	n	JIS	OID
			Mean-Standard Deviation	Mean-Standard Deviation
	1 year	64	2.04-0.75	3.08-0.91
	2 year	87	2.18-0.71	3.22-0.77
	3 or more	13	1.88-0.91	3.31-1.03

The regression analysis results of the relationships between job insecurity and organizational identification are indicated in table 4. Job insecurity has a positive and significant effect on the organizational identification at a .01 level of significance. H1 is supported.

Table 4. Regression Analysis Results of the Relationship between Job Insecurity and Organizational Identification

Independent Variable	Dependent Variable	Beta	t	R ²	F	Sig
Job Insecurity	Organizational Identification	-0.502	-9.017	0.301	81.089	0.000

3. Discussion and Conclusions

3.1. Discussion

The surveyed relationship of this study is rarely studied. The results shows that job insecurity is an antecedent of organizational identification, and there is a negative significant relationship between these constructs. The hypothesis of this study is confirmed.

The results of this study is in line with the results of previous studies (Piccoli et al., 2017; Chirumbolo et al., 2017). Such studies provided a scientific and theoretical base to this study. The confirmed model of this study has no contradiction with the existing literature.

3.2. Theoretical and Practical Implications

The literature lacks the results of the surveyed relationships. There is a limited number of such studies and the results of this study can guide the academicians who study these constructs. Furthermore, the results of this study can be used by the managers who determine policies regarding job insecurity.

3.3. Conclusion and Future Research

The results of this study has various contributions to the literature. First, this study showed that job insecurity of employees has significant effect on their organizational identification. Second, the findings showed that job insecurity of the employees has a negative effect on organizational identification.

The number of the studies surveying the relationship between job insecurity and organizational identification can be increased in time. The increasing number of such studies will provide an ability to make a review or meta-analysis by using the aforementioned variables.

References

- [1] Asif, R. Fiaz, M. Khaliq, Z. Nisar, S. (2019). Estimating the mediating role of organizational identification in determining the relationship between qualitative job insecurity and job performance. *Journal of Managerial Sciences*, 13(13), 175-187.
- [2] Bentzen, M., Kentta, G., Richter, A., & Lemyre, P. (2020). Impact of job insecurity on psychological well and ill-being among high performance coaches. *International Journal of Environmental Research and Public Health*, 17, 15 pages. DOI:10.3390/ijerph17196939

- [3] Chirumbolo, A.C.F.U.A. (2016). The mediating role of organizational identification in the relationship between qualitative job insecurity, OCB and job performance. *Journal of Management Development*, 35(6), 735-746.
- [4] Chirumbolo, A., Urbini, F., Callea, A., & Talamo, A. (2017). The impact of qualitative job insecurity on identification with the organization: The moderating role of overall organizational justice. *Swiss Journal of Psychology*, 76 (3), 117–123. DOI:10.1024/1421-0185/a000197
- [5] Emberland, J.S., & Rundmo, T. (2010). Implications of job insecurity perceptions and job insecurity responses for psychological well-being, turnover intention and reported risk behavior. *Safety Science*, 48, 452-459. DOI:10.1016/j.ssci.2009.12.002
- [6] Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate data analysis* (Vol. 6). Upper Saddle River, NJ: Pearson Prentice Hall.
- [7] Hellgren, J., Sverke, M., & Isaksson, K. (1999). A two-dimensional approach to job insecurity: Consequences for employee attitudes and well-being. *European Journal of Work and Organizational Psychology*, 8, 179–195. DOI:10.1080/135943299398311
- [8] Jiang L, Lavaysse LM. (2018). Cognitive and affective job insecurity: A meta-analysis and a primary study. *Journal of Management*. 44(6), 2307-2342. DOI:10.1177/0149206318773853
- [9] Kim, B. (2019). Unstable jobs cannot cultivate good organizational citizens: The sequential mediating role of organizational trust and identification. *International Journal of Environmental Research and Public Health*, 16, 1102, 14 pages. DOI:10.3390/ijerph16071102
- [10] Mael, F. A., & Ashforth, B.E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior*, 13, 103–123. DOI:10.1002/job.4030130202
- [11] Morris, R., Tod, D., & Eubank, M. (2016). From youth team to first team: An investigation into the transition experiences of young professional athletes in soccer. *International Journal of Sport and Exercise Psychology*, 15(5), 523-539. DOI:10.1080/1612197X.2016.1152992
- [12] Nunnally, J. C. (1967). *Psychometric Theory*. New York: McGraw-Hill.
- [13] Piccoli, B., Callea, A., Urbini, F., Chirumbolo, A., Ingusci, E., & De Witte, H. (2017). Job insecurity and performance: the mediating role of organizational identification. *Personnel Review*, 46(8), 1508-1522. DOI:10.1108/PR-05-2016-0120
- [14] Seker, S. (2011). *Calisanlarda is güvencesizliđi ve tükenmislik iliskisi: Tıbbi tanıtım sorumlularına yönelik bir alan calismasi*. [The correlation of job insecurity and burnout on employees: A field research for pharmaceutical sales representatives]. Master's thesis. Dokuz Eylul University: Turkey.
- [15] Tüzün, İ.K. (2006), *Örgütsel Güven, Örgütsel Kimlik ve Örgütsel Özdeşleşme İlişkisi; Uygulamalı Bir Çalışma* [The relationship among organizational trust, organizational identity, and organizational identification.] Doctoral Dissertation, Gazi University: Turkey.