



The Role of Organizational Identity in Improving Job Performance and Organizational Citizenship Behavior

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Abstract:

The purpose of our study is to examine the impact of job insecurity on organizational citizenship behavior (OCB) and job performance. Job insecurity triumph an individual psychologically due to which a person is unable to handle the situation. It also analyses that organizational identity being a moderator eradicates the intensity of job insecurity. Data were collected from the Hospitals of Pakistan (Lahore). Doctors and nurses filled the questionnaires such that predictor (job insecurity) and moderator (organizational identity) were collected from nurses while outcome variables that are job performance and OCB of nurses were collected from doctors. Two hundred and ten (210) questionnaires were finalized and the response rate was 80.9%. This research study has been divided into three phases, in the first phase the relationship between job insecurity and job performance was analyzed. This analysis depicted highly correlated and significant relation among nurses. Second phase deal with relationship between job insecurity and OCB. Furthermore, in the third phase it was investigated that either organizational identity moderates the associations of job insecurity with job performance and OCB or not. The result depicted that it strengthens their relation.

Introduction:

In recent decades research has considerably enriched our knowledge about the determinants of job insecurity and its consequences for employee well-being (Cheng and Chan, 2008; Keim et al., 2014; Sverke et al., 2006). Our study includes 3 variables job insecurity, job performance, and organizational citizenship behavior (JI, JP and OCB) and a moderator organizational identity (OID). These all are defined as, job insecurity is as a subjectively experienced stressor which may be divided into different dimensions (Sverke & Hellren, 2002). Job performance assesses whether a person performs a job well. Job performance, studied academically as part of industrial and organizational psychology, also forms a part of human resources management. Performance is an important criterion for organizational outcomes and success. John P. Campbell describes job performance as an individual-level variable, or something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance, which are higher-level variables (Campbell et al., 1990). OCB is defined as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization (Organ 1988). "the appropriation of identity, either (1) by the individual or collective in question or (2) by others. Identification includes "the development and maintenance of an individual's or group's 'sameness' or 'substance' against a backdrop of change and 'outside' elements." (Cheney and Tompkins 1987). Our study examines about the fear of employees regarding job loss and job status. We studied job insecurity as an independent variable which influences dependent variables (job performance and organizational behavior). Job insecurity leads to psychological distress due to which employees become unable to continue their work in healthy manner. Our study is empirical and, in this article, we are discussing the relationship between job outcomes (OCB and Job performance) and job insecurity through organizational identity.

We have collected our data from hospitals because that is the place which every bureaucrat, human resource and layman visits and it can indirectly affect the chain of economy in the country. The data is driven mostly from the nurses because their OCB is an important variable. If the nurses have polite behavior towards their patients than definitely the patients will likely to get well soon. It is for sure that no one can recover physically or mentally with unhealthy behavior of his care taker and job insecurity can be the cause of all of this. The reported effects of job insecurity on work and life satisfaction are less conclusive. Life satisfaction is a cognitive aspect of subjective well-being (Diener et al., 2013) which has been

linked to a number of important outcomes, including in the domains of health (as summarized in Erdogan et al., 2012).

To overcome this hurdle in workplace OID (organizational identity) is the moderator which will drive effective results. OCB and job performances enhance with high rate of OID and it reduces job insecurity. The purpose of this study is to enlighten the positive effects of OID on organization's human resources and it will help HRM to manage the roles and duties of the workers.

Literature Review:

Our research is to about the relationship between Qualitative Job Insecurity and Organizational Citizenship Behavior, and we have come to know that these variables may have a negative relation between them. In exchange to our hypothesis, other theories show that employees who experience job satisfaction are likely to reciprocate through behaviors that contribute to the organization (Barnard, 1938; Mount, Ilies, and Johnson, 2006; Rousseau, 1995), and by contrast, perform behaviors that detract from the organization when they are dissatisfied (Dalal, 2005).

We have selected OCB as a variable because it is an essential psychological state which is voluntarily used in workplace, it states that it is a person's commitment towards the organization which is not a part of his/her job or a contractual task and in voluntary behaviors, the individual does not receive any reward or penalty for doing or not doing certain actions as it is considered personal preference to exhibit such behaviors (Organ, 1997). In a study conducted in Australia among both permanent teachers and contract teachers, OCBs were more strongly related to job insecurity among contract teachers than among permanent teachers (Feather and Rauter, 2004). This example shows that the insecurity among contract teachers might be due to the fact that they are not permanent and can be fired at any time. This awareness of job position leads to a negative impact on the behavior of the person towards the workplace.

Hypothesis 1: QJI has negative effect on OCB.

Psychologists have ranked job insecurity a major stressor for employees in organization. Due to thoughts of how I will survive in the organization because of its organizational identity, the worry of whether I will be laid off, whether I will be able to pay my bills etc. This stressful state of mind leads to low level of job performance and high level of job insecurity. High levels of job insecurity are generally assumed to result in impaired performance and an inclination to leave the

organization. There is some support for moderate negative relation between job insecurity and job performance (Abramis, 1994). A major reason firms adopt guaranteed security programs is the boost such programs give to employees' job performance (Bolt, 1983; Rosow & Zager, 1985). Such programs increase performance by giving employees a sure sense of employment continuity. Conversely, organizational leaders implementing major changes often complain about declines in performance during periods of change, when employees perceive job insecurity as high and focus narrowly on personal concerns (Ackerman, 1982).

Hypothesis 2: QJI has negative effect on job performance.

The moderating role of OID:

OID means the propensity to which the member of the workplace identifies its organization. For more than two decades, research on OID are substantially increasing and investigating its effects on employees' work behavior (He and Brown, 2013). The relationship between OID and work-related behaviors can be explained from the social identity theory (SIT) (Tajfel, 1978; Tajfel and Turner, 1979) SIT is based on the assumption that individuals tend to have a positive self-concept and that their identity is based, in part, on membership in one or more social groups, including membership in a team or work group (Gautam et al., 2004). As it can be said that increase in the OID leads to the increase in Job Performance and OCB. The same concept is also recognized by SIT that OID plays a strategic role because the more the employees identify with their working organization, the more they will be ready to devote their efforts to, and be involved in, the organization (Baruch and Cohen, 2007).

Hypothesis 3: OID is positively related to job performance.

According to Gautam et al., (2004), the employees who strongly identify with their organizations will think and act according to the norms and values of their group and because they have incorporated these standards into their self-concept.

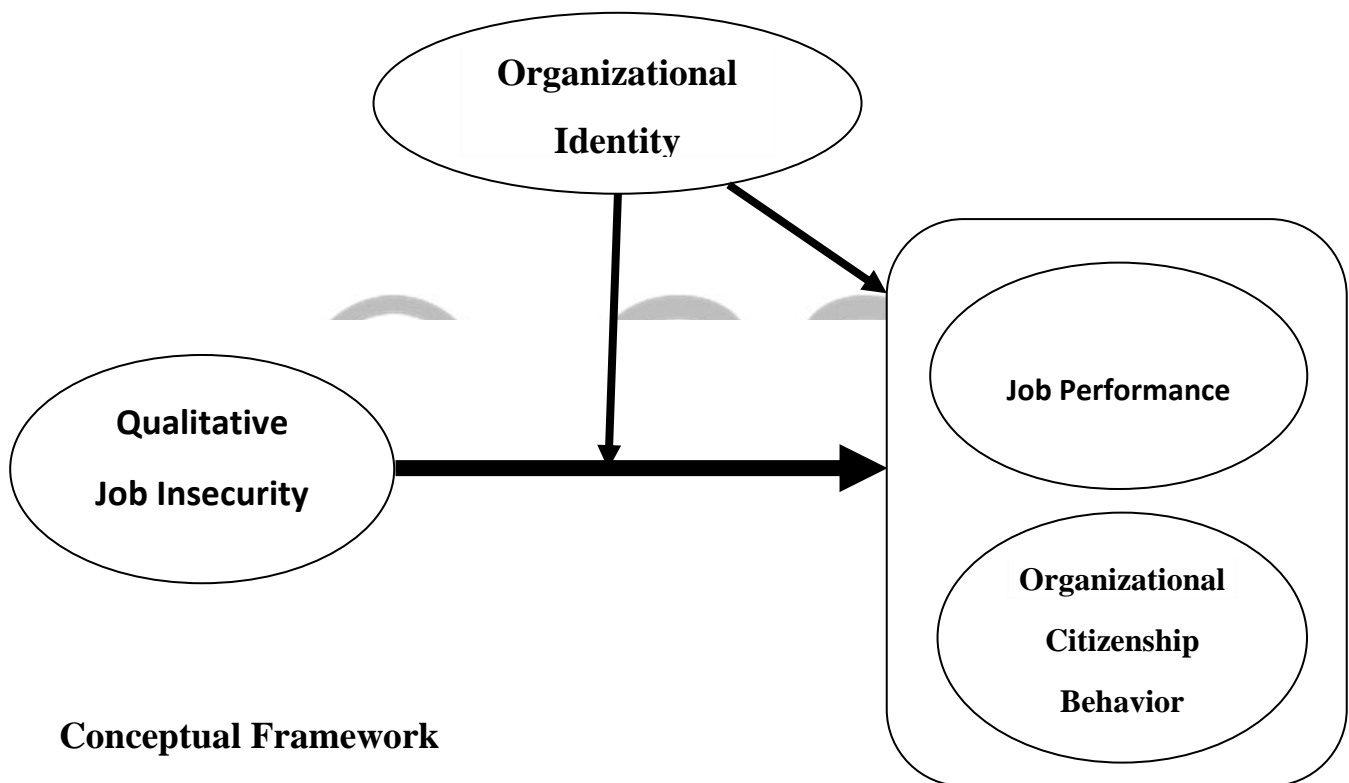
Hypothesis 4: OID is positively related to OCB.

It has been found to be positively associated with performance and organizational citizenship behaviors, and negatively correlated to turnover (Knippenberg, 2000). It has also been argued that OID fosters a sense of meaning and belonging at work, and positively affects employees' job attitudes and perceptions of their work environment (Ashforth, 2001, Kreiner and Ashforth,

2004). The perceived organizational support and ‘valuing’ that he/she experiences will, in turn, provide increased feelings of self-worth. Feelings of self-worth and esteem tend to increase self-enhancement, wherein the individual’s identity is enhanced (Sluss, Klimchak, & Holmes, 2008).

Hypothesis 5: OID moderates the effects of qualitative job insecurity and job performance positively.

Hypothesis 6: OID moderates the effects of qualitative job insecurity and OCB positively.



Conceptual Framework

Qualitative Job Insecurity (QJI)
Organizational Identity (OID)
Job Performance (JP)
Organizational Citizenship Behavior (OCB)

Methodology

Procedure and Participants:

Data were collected from few hospitals of Lahore (Pakistan.) Hospitals were requested in written form to favor in study conduction where employees were volunteered with a temporary or a permanent contract and volunteers were assured of being anonymous. So, to gather information regarding this research the most important and knowledgeable thing was to involve running hospitals and hand over them the questionnaires which help this study to get the information for analytical view. Some hospitals were involved and 210 questionnaires of OCB and Job performance were filled by Doctors and OID + Job insecurity questionnaires were filled by Nurses out of which 170 questionnaires were received. Employees were asked about this study and give response about it. The response rate of this study was 80.9%.

Measures:

Qualitative Job Insecurity:

Qualitative job insecurity was measured with the scale by De Witte (2000) through 4 items valve employee's Perception of threats to the continuity of job (i.e. I will soon lose my job) one additional item was also added by De Witte (2000) that "I am sure I can keep my job". Its measuring the future threats and future prospects task stimulation. The volunteers were requested to exhibit their opinions based on Likert Scale of agreement or disagreement with 1-Strongly Disagree to 5-Strongly Agree. High scores show higher level of Qualitative Job Insecurity.

Organizational Identification:

Smidt, Pruyn and Van Riel scale was used to assess the organizational identification that was based on five items. It was used to measure that what participants think of themselves about being a member of the hospital. (i.e. I feel proud to work with my hospital). The participants were requested to exhibit their opinions based on Likert Scale of agreement or disagreement with 1-Strongly Disagree to 5- Strongly Agree. High scores would show higher level of Organizational Identification.

Organizational Citizenship Behavior:

A sample item of OCB is ‘I help those who are absent’ where the volunteers were addressed to elicit their opinions with Likert Scale of agreement or disagreement with 1-Strongly Disagree to 5-Strongly Agree. High scores showed higher level of OCB.

Job Performance:

5 items were used to assess self-narrated job performance (Bobbin and boles 1998). Using a scale from 1-Very badly to 5-Very well, employees were requested to self-rate their job performance quality on a set of few job features (Cuyper and Witte 2007). Job features were, 1. Perform job without mistakes, 2. Making decisions, 3. Task time frame, 4. Devotion to work, 5. Objective Achievements, 6. Initiatives, 7. Co-operation with colleagues, 8. Sense of responsibility, 9. Co-operation with seniors, 10. Innovation proposals, two added items tapped job performance, i.e. I did achieve all of my objectives of the past months (1-strongly disagree to 5-strongly agree) and in the previous months. (Job performance was”1=low to 5=high”). High scores indicated higher self-rated job performance level.

Data analysis

The current study consisted of a sample of 210 hospital employees. The majority of study respondents were female employees (n=184) (see Table 1). Our sample data was largely composed of bachelors/B.Sc (Nursing) (68), Masters/BS (Nursing) (53), Intermediate (52), Matriculation (30) and a few M.phil/MBBS (7), suggesting that our research respondents were educated enough to understand the terminology used in survey instrument (see Table 2).

Table 1. Respondent Characteristics.

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
Male	26	12.4	12.4	12.4
Female	184	87.6	87.6	100.0
Total	210	100.0	100.0	

Table 2. Respondent Characteristics.

Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Matriculation	30	14.3	14.3	14.3
Intermediate	52	24.8	24.8	39.0
Bachelor/BSc (Nursing)	68	32.4	32.4	71.4
Master/BS (Nursing)	53	25.2	25.2	96.7
M.Phil./MBBS	7	3.3	3.3	100.0
Total	210	100.0	100.0	

Table 3. Respondent Characteristics.

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
20-24	71	33.8	33.8	33.8
25-29	75	35.7	35.7	69.5
30-34	37	17.6	17.6	87.1
35-39	12	5.7	5.7	92.9
40-45	10	4.8	4.8	97.6
46-49	1	0.5	0.5	100.0
50-55	3	1.4	1.4	99.5
56-60	1	0.5	0.5	100.0
Total	210	100.0	100.0	

We had respondents with vast age variation starting from age 25-29 (75), 20-24 (71). 30-34 (37), 35-39 (12), 40-45 (10) and few frequencies of 50-55 (3), 46-49 (1), 56-60 (1). It means that we had maximum response of young blood (see Table 3). Our research consists of both public and private hospitals. Government hospitals quantity is of 118 out of 210 and private are 92 out of 210. Figure shows that there is a slight difference in the frequency of hospitals which lead to the conclusion that we can consider both the hospitals. If private hospitals had a frequency less than

50 than it is obvious that the main focus would have been on government hospitals because of the majority of data collection from there. (See Table 4).

Table 4. Hospital Type

Hospital Type	Frequency	Percent	Valid Percent	Cumulative Percent
Government	118	56.2	56.2	56.2
Private	92	43.8	43.8	100.0
Total	210	100.0	100.0	

Table 5. Reliability analysis.

Variables	Items	Cronbach's Alpha	Source
Job Insecurity	4	0.757	De Witte (2000)
Organizational Identity	5	0.876	Smidt, Pruyn, Van Riel
Organizational Citizenship Behavior	24	0.756	
Job Performance	5	0.688	Bobbin and boles (1998)

Reliabilities of all scales were checked using Cronbach's Alpha. The highest reliability was of Organizational Identity (0.876), Job Insecurity and OCB are falling near the same line. Job Performance (0.688) has the lowest reliability in the list but it is enough to be considered and for proceeding further research (see table 5)

Table 6. Correlation matrix.

		1	2	3	4
M_JI	Pearson Correlation	1			
M_OID	Pearson Correlation	-0.209*	1		
M_OCB	Pearson Correlation	-0.079**	0.028**	1	
M_JP	Pearson Correlation	-0.174**	-0.216**	-0.030*	1

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

*. Correlation is significant at the 0.05 level (2-tailed).

From the correlation table (see Table 6) we can see that there is a negative but significant impact of job insecurity on job performance ($r=-0.174^{**}$, $p<0.01$). Further, the correlation between job insecurity and organizational citizenship behavior is also negative but significant ($r=-0.079^{**}$, $p<0.01$). Thus, the negative correlation reveals that if job security of nurses in hospital sector will increase then both the job performance and OCB of nurses will decrease.

To further check the unit, change in the dependent variables from the predictor, we applied regression analysis in this regard. Linear regression (Table 7), i.e., model 1, where job insecurity is the predictor and job performance is the outcome, revealed that one unit change in job insecurity brings a 0.493 unit change in job performance and the model is significant ($\beta=0.493$, $F=66.65$, $p<0.01$, $R^2=0.243$). Further, linear regression in model 2 (see Table 8), where job insecurity is the predictor and OCB is the outcome, revealed that one unit change in job insecurity brings about a 0.531 change in OCB, and this model is significant as well ($\beta=0.531$, $F=81.88$, $p<0.01$, $R^2=0.282$).

Table 7: Linear Regressions

Variable	R ²	β	F	F-sig
Job Insecurity	0.243	0.493**	66.65	0.000
Organizational Identity	0.142	0.77**	34.537	0.000

Dependent Variable: Job Performance, ** $p<0.01$

Table 8: Linear Regressions

Variable	R ²	β	F	F-sig
Job Insecurity	0.282	0.531**	81.884	0.000
Organizational Identity	0.150	0.80**	40.500	0.000

Dependent Variable: Organizational Citizenship Behavior, ** $p<0.01$

Moderation analysis was deployed with regression analysis to test hypotheses *H3a* and *H3b*. Significant interaction rarely obtained especially in cross level cases (McClelland and Judd, 1993), However, the interaction is significant in our case (see table 9). Since job insecurity is not

only significant with job performance directly but also has significant influence in the presence of moderator i.e. organizational identity ($\beta= 0.011$, $p<0.05$). The model is significant in the presence which demonstrates organizational identity with the change in coefficient of determination ($\Delta R^2 =0.014$) as 1.4% overall change in job performance when organizational identity moderated the association of job insecurity and job performance. Thereby, our hypothesis H3a is supported i.e. organizational identity strengthens the relationship between job insecurity and job performance?

Table 9: Moderation Analysis with Job Insecurity

Variables	Outcome			
	Job Performance			
	B	R ²	F-sig	ΔR^2
Independent				
Job Insecurity	0.327*			
Moderator				
Organizational Identity	0.118	0.257	0.000	0.014
Interaction				
Job Insecurity × Organizational Identity	0.011*			

Similarly, to check either organizational identity moderates the association of Job Insecurity and OCB, linear regression was used which depicts, organizational identity acts as significant moderator between job insecurity and OCB ($\beta= -0.311$, $p<0.05$). The overall change of 5.1% in job performance occurs in the presence of moderator organizational identity. Thus, hypothesis H3b is accepted as well.

Table 10: Moderation Analysis with Job Insecurity

Variables	Outcome
	Organizational Citizenship Behavior

	B	R ²	F-sig	ΔR ²
Independent				
Job Insecurity	1.589			
Moderator				
Organizational Identity	0.801	0.333	0.000	0.051
Interaction				
Job Insecurity × Organizational Identity	-0.311*			

Furthermore, from table no. 10, the interaction term i.e. job insecurity × organizational identity is significant which revealed that organizational identity has moderating impact on the association of job insecurity and OCB.

Conclusion

This research study has been divided into three phases, in the first phase the relationship between job insecurity and job performance was investigated. This investigation depicted highly correlated and significant relation among Health Care Sector employees. It showed that the job performance highly depends upon Health Care Sector and employee social interactions with their co-workers. Second phase deal with moderating role of organizational identity which depict surprising results than previous studies. In Hospitals, employee OCB to the Health Care Sector is not a process of organizational identity; other factors may have an impact which may be conducted for the future research. Hence, moderating variables other than organizational identity would impact to signify the relations of job insecurity and organizational citizenship behavior. Furthermore, in the third phase it was investigated that whether organizational identity has a mediating influence with job insecurity, job performance and OCB.

The result depicted that it strengthens their relation. Hence overall, Government of Pakistan should consider factors for such as promotion, incentive, working conditions and co-worker relations (Khan *et al.*, 2012) which have a significant impact on organizational identity level and individually may moderate in this study.

Appendix

Data Transparency Table.
Variables in the data set

Survey Questionnaire:

Job Insecurity

1	I will soon lose my job	1	2	3	4	5
2	I am sure I can keep my job	1	2	3	4	5
3	I feel insecure about the future of my job	1	2	3	4	5
4	I think I might lose my job in the near future	1	2	3	4	5

Organizational Identification

1	I feel strong ties with my company.	1	2	3	4	5
2	I experience a strong sense of belonging to my company.	1	2	3	4	5
3	I feel proud to work with my company.	1	2	3	4	5
4	I am sufficiently acknowledge in my company.	1	2	3	4	5
5	I am proud to work for my company	1	2	3	4	5

Organizational Citizenship Behavior

<i>This person</i>						
1	Adequately completes assigned duties.	1	2	3	4	5
2	Fulfills responsibilities specified in job description.	1	2	3	4	5
3	Performs task that are expected of him/her.	1	2	3	4	5
4	Meets formal performance requirements of the job.	1	2	3	4	5
5	Engages in activities that will directly affect his/her performance evaluation.	1	2	3	4	5
6	Neglects aspects of the job he/she is obligated to perform.	1	2	3	4	5
7	Fails to perform essential duties.	1	2	3	4	5
8	Helps others who have been absent.	1	2	3	4	5
9	Helps others who have workloads.	1	2	3	4	5
10	Assists supervisor with his/her work (when not asked).	1	2	3	4	5
11	Takes time to listen to co-workers' problems and worries.	1	2	3	4	5
12	Goes out of way to help new employees.	1	2	3	4	5
13	Takes a personal interest in other employees.	1	2	3	4	5
14	Passes along information to co-workers.	1	2	3	4	5
15	Attendance at work is above the norm.	1	2	3	4	5
16	Gives advance notice when unable to come to work.	1	2	3	4	5
17	Takes undeserved work breaks.	1	2	3	4	5

18	Great deal of time spent with personal phone conversation.	1	2	3	4	5
19	Complains about insignificant things at work.	1	2	3	4	5
20	Conserves and protects organizational property.	1	2	3	4	5
21	Adheres to informal rules devised to maintain order.	1	2	3	4	5

22. How ORIGINAL and PRACTICAL is this person's work? Original and practical work refers to developing ideas, methods, or products that are both totally unique and especially useful to the organization?

1	2	3	4	5
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23. How ADAPTIVE and PRACTICAL is this person's work? Adaptive and practical work refers to using existing information or materials to develop ideas, methods, or products that are useful to the organization?

1	2	3	4	5
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24. How CREATIVE is this person's work? Creativity refers to the extent to which the employee develops ideas, methods, or products that are both original and useful to the organization?

1	2	3	4	5
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Job Performance

1	This employee is a top performer	1	2	3	4	5
2	This employee is in the top 10 percent of frontline employee here	1	2	3	4	5
3	This employee get along better with customer than do other	1	2	3	4	5
4	This employee knows more about services delivered to customers than other	1	2	3	4	5
5	This employee knows what his/ her customers expect better than others	1	2	3	4	5

Limitations and Future Directions

This study is limited, in that the checking of dimension wise relations was not the concern of this study, and thus future studies could investigate dimensions. Furthermore, a moderating role of organizational identity has been verified from the significance of the interaction term, but it would be better if the moderating role could be empirically verified through structural equation

modeling (SEM). Thus, future studies could apply SEM while working with the same model in other domains, context, or units of analysis (sample). Therefore, what happens next in Pakistan Health Care Sector, when employees (operating staff) get committed to their organization, could be an area of interest for future researchers.

Future studies should also try to collect data by means other than a self-reported survey because self-reported surveys cause common method biases. This study is cross-sectional in nature; it considered specifically targeted employees (operating staff) of Hospitals while results may be different for other employees of Hospitals. Thus, future studies could check the conceptual model of this study on employees other than operating staff. Furthermore, future studies may adopt a longitudinal method for dealing with such issues. This study is not exhaustive and that is why it could be considered as incomplete. The possibility of other mediator and moderator variables, such as psychological empowerment, challenging stressors and job characteristics, may overwhelm this limitation.

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