

Investigating the Impact of Job Safety on Job Involvement and Staff's Intention to Quit (Case Study: Branches of Tejarat Bank of Karaj)

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Abstract

One of the important subjects for most managers in recent years is how to achieve job satisfaction with job security for employees. Job quality is one of the important factors that affects employee's working outcomes, effective physical and emotional state, job satisfaction and turnover intention. In this regard, the present study was done aiming at investigating the impact of job security on job involvement and turnover intention of staff. This investigation is applied research in term of purpose and was done in descriptive - survey method. The statistical society of this study have been all employees of Tejarat bank branch in Karaj. Given the size of the statistical society, Cochran sampling formula will be used. Accordingly, the sample size is 132. Simple random sampling is also applied. Tools used in this study in order to collect the data was standard questionnaires whose stability was calculated as 0.950 by using Cronbach alpha coefficient and was approved. To analyze the collected data, smart PLS structural equation modeling software was used. The results indicate that job security has significant effect on job involvement and quit intention of staff.

Keywords: Job Security, Job Satisfaction, Turnover (Quit) Intention of Employees

Introduction

In today's competitive business environment, the most significant concern of organizations is for their survival, development and comprehensive progress. In order to achieve this goal, one of the major issues is the discussion about performance and the methods of evaluation, management and improvement both at unit level and at employees and managers level. Leaving a service is costly for an organization because there are a lot of resources spent to educate the people who leave the organization and it is costly for individuals too, because they have to devote a lot of energy to finding new jobs and acclimatizing to the new job situation. (Bowles et al., 2012). Based on the results of previous research, it seems that job security is one of the factors that has significant and negative relationship with quit intention of personnel. (Huang et al., 2015)

Job security has mental and psychological aspects and partly depends on the individual's view about the workplace. Research shows that people who forecast their job loss or in the other words feel that they lose their job are under more mental stress than when really lose their job (Thomas et al., 2006). Organizations do not succeed without job security and organizational commitment of their personnel. Security, job satisfaction and commitment to their organization are considered as determinatives of organizational effectiveness.

Job security has several consequences including job involvement which is one of the main factors of gaining competitive advantage and is closely related to organizational commitment. Today, job involvement is regarded as an important factor in the effectiveness of the organization; (Khan et al., 2011) such that higher the involvement of employees will, more the effectiveness of the organization will be. (Yasser et al., 2014) The O'yong et al (2010) stated that job involvement leads to a positive output of the working environment. In addition, it suggests that job involvement is heavily dependent on work experience and working environment (Ho, 2006) along with employee commitment (Zajnsyzk and Morel, 2009) .So managers can improve the organizational commitment of staff through creation of job involvement and even can gain the competitive advantage. (Small et al., 2013)

Statement of the problem and its necessity

Today, bank is considered as a large and complex organization and is the most important and influential organization in the social and economic development in any society. The human resources have been also noticed as a key element in the bank. Since fear of one's unemployment and job loss results in job insecurity and itself is a cause of incompatibility of the individual in assuming the assigned responsibilities and roles in organizations. All employees at every level of the organization require at least a reasonable amount of organizational support and job security t. Lack of job security is a factor for job stress and work environment that has significant effect on behavior of Staff. In addition, staff with high job involvement give more weight to the job. (Hoffer and Martin, 2006) Thus, according to the importance of leaving employees and identifying the factors influencing this factor especially job security, the need to examine this issue among bank employees trade as one of the leading banks in the banking industry in Iran was felt. Therefore, the present study sought to evaluate the effects of job security on job involvement and quit intention of employees in branches Tejarat Bank of Karaj.

Then, the main question of the present research is:

Does the job security have effect on job involvement and quit intention of employees in the branches of Tejarat Bank of Karaj?

Statement of Research Goals

This study sought to evaluate the effects job security on job involvement and quit intention of employees in the branches of Tejarat Bank of Karaj.

Main aims

1. Understanding the impact of job security on job involvement in the personnel of branches of Tejarat Bank of Karaj.
2. Understanding the impact of job security on quit intention of personnel in branches of Tejarat Bank of Karaj

Sub-aims

1. Understanding the mediating impact of job satisfaction on the impact of job involvement in the personnel of Tejarat Banks of Karaj.
2. Understanding the mediating impact of job satisfaction on the effect of job security on quit intention of Tejarat Banks of Karaj.

Theoretical principles and literature review

Job security

Job security is a relative feeling of danger loss or a state where satisfaction of individual's needs and desires is realized. Security feeling requires the ability to maintain what person has and to ensure the ability to earn a living in the future. In other words, job security is the right to continue the job which is usually continued to retirement and is a limit where personnel are sure that they don't lose their job. (Nazari et al., 2015) .Given the definitions, The feeling of job security is a mental phenomenon , that is, there are person's feelings and perceptions that determine his/her job security. Sometimes in the workplace, vital threats may not be existed but person feels danger or they may be existed but person doesn't feel danger. (Alexander et al., 2006)

Job satisfaction

Job satisfaction is defined as the emotional pleasure resulted from evaluation, emotional reaction and attitude of person toward job (Balvch, 2009). Job satisfaction can be regarded as a pleasant or positive emotional state derived from the jobs or job experience (Joseph, 2010). According to another definition, job satisfaction emphasizes on work environment and reflects the direct response to the clear dimensions of the work environment. (Messenger et al., 1390) The Consequences of job satisfaction are: better performance and lower turnover and lack of interactional behavior with an organization (Morrison, 2008)

The interest in this managerial concept is also justified by the fact that it is a good indicator of people's endeavors and their loyalty to the organization. Specifically, job satisfaction is related to stable labor force, efforts of employees, job performance, quality of services, and coordinated behaviors (Allen, 1977)

Job involvement

Job involvement of employees in work is a new concept that has recently introduced into the corporate websites. Researchers considered job involvement as psychological attachment of person to his/her jobs.

(Raymond, 2013). Job involvement is regarded as the extent of involvement in the job and required decision making in this respect (Shuffle, et al., 2008). Employees who are engaged in work are energetic, productive and refreshed staff. These types of employees have much desire to efforts and endeavors toward attaining the organization's objectives. (Roohollahi., et al., 2015)

Quit intention of staff

Quit intention of staff is considered as a human problem in the organizations. (Levine et al., 2010) Turnover(quit) means the voluntary departure of a person from one organization in favor of another organization. This is a challenge to which HR managers face. Because service quit is usually unpredictable and the organization should prepare staff for tenure the empty jobs through training and development programs. Scientific findings indicate that tendency toward job quit is resulted from deliberate willingness of employee to leave the organization (Tet and Mayer, 1993), meaning that employees do not leave the organization at once but tendency toward leaving the job is gradually come in the staff (Mat et al., 2010)

Domain of research

Subject area:

This study, which is in the area of strategic management studying the effects of job security on job involvement quit intention of employees in Tejarat Bank of Karaj.

Spatial domain:

The prepared questionnaire was distributed among the staff of the Tejarat Bank of Karaj.

Time domain:

This study was conducted in April 2017.

Conceptual model of research

After reviewing the valid international and domestic articles and essays related to literature, the following model was used.

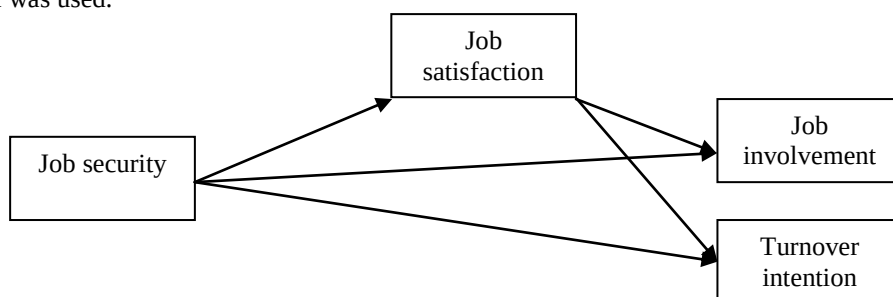


Figure 1. Conceptual Model of Research (Huang et al., 2015)

Research hypotheses

Main assumptions

- Job security has a significant effect on job involvement of staff of Karaj Tejarat Bank branches.
- Job security has a significant effect on turnover intention of staff of Karaj Tejarat Bank branches.

Sub-assumptions

- Job satisfaction plays a mediating role on job involvement of staff of Karaj Tejarat Bank branches.
- Job satisfaction plays a mediating role on turnover intention of staff of Karaj Tejarat Bank branches.

Research questions

The main questions

- Does job security have significant effect on job involvement of staff of Karaj Tejarat Bank branches?
- Does job security have significant effect on turnover intention of staff of Karaj Tejarat Bank branches?

Sub-assumptions

- Does job satisfaction play a mediating role in the effect of job security on job involvement of staff of Karaj Tejarat Bank branches?
- Does job satisfaction play a mediating role in the effect of job security on turnover intention of staff of Karaj Tejarat Bank branches?

Theoretical principles and research history

Internal literature

- Keihan et al (2016) in their study investigated the relationship between management of current performance and future performance earnings by increasing job security of CEO in the companies listed in Tehran Stock. In this study, earnings management is measured by using the modified Jones model. And general director's tenure has been extracted from corporate financial statements. The statistical society of this study is the companies listed in Tehran Stock Exchange. Using the deletion sampling method, 134 companies listed in the Tehran Stock Exchange were selected. To test the hypotheses of the research, the combined data regression test was used. The results of the research indicate that there is a significant relationship between earnings management and tenure period of CEO. There is also a meaningful relationship between earnings management and current and future performance of the companies. As a result, the main hypothesis of the research that there is a relationship between earnings management and increase in job security of CEO is affirmed.
- Nazari et al (2015) predicted the organizational commitment through job security and its components among physical education teachers of Organization of Education of Kermanshah province. The research method is descriptive and correlational. The statistical society included all physical education teachers in Kermanshah province whose number was 1230 in academic year 2011-2012 out of them 320 individuals were selected through cluster random sampling method based on Morgan table. Nissi's questionnaire about job security (2000) and Organizational Commitment Questionnaire (Moody's, Steers and Porter) were used to collect research data whose stability was obtained as 0.90 and 0.80 by using Cronbach's alpha coefficient, respectively. To analyze the data, descriptive and inferential statistics (mean, standard deviation, alpha Cronbach coefficient, Pearson correlation coefficient, Kolmogorov-Smirnov test, multivariable regression and t-test) were used. The results of the research showed that there is a positive correlation between job security and organizational commitment of physical education teachers ($P=0.01$)
- Conclusion and discussion: The results showed that in order to achieve its real goals as well as to prevent wasting the physical and spiritual capitals resulted from lack of commitment of teachers, it is

necessary for Organization of Education to have committed teachers and care about the job security of teachers.

- Taheri et al (2013) conducted a study to evaluate the effect of enrichment and job security on organizational commitment, job satisfaction and performance in Organization of Education of Mamasani city on statistical society comprised of 100 employees (teachers) in Nurabad city. The method of sampling in this research was random and in order to study the hypotheses, inferential-survey method was conducted. Due to the apparent complexity of the relationship between job satisfaction and organizational commitment, the continuation of various researches in this field is significant. This will be especially more apparent when the common effects of these phenomena on output variables are considered. Results of research on the effects of job satisfaction and organizational commitment on organizational performance are weak and even contradictory.

Foreign literature

- Zhang et al (2016) in their study examined the effect significance of job on the commitment of employees with job involvement as mediator. Data was collected from personnel of family restaurants and five-star hotels in South Korea. In general, 352 employees participated in this research. The results show the effect of significance of job on staff involvement and commitment. The results showed the influence of centrality of work, interpersonal relations, economic orientation, normative commitment and job involvement.
- Huang et al. (2015) in their study evaluated the effect of job security on employee satisfaction, job involvement and turnover intention. Data was collected from 6207 truck drivers from two US shipping companies. The results indicate the impact of job security on employees' satisfaction, job involvement, and turnover intention. Also, the satisfaction plays the mediating role between the impact of job safety on job involvement and turnover intention.
- Yuan et al. (2015) in their study examined the mediating role of job involvement on the relationship between job characteristics and job security. The results show the mediating role of job involvement in the relationship between job characteristics and job security.

Research methodology

The research is applied in terms of purpose, and descriptive-survey in terms of method. The statistical society of this study were all employees of the branches of Tejarat Bank in the city of Karaj. Given the size of the statistical society which was 200, Cochran sampling formula will be used. Thus, the sample size is 132. Sampling method is also simple random. Library and field studies have been used to collect required data. The tool for collecting data in this research is a standard questionnaire. The first part of the questionnaire included demographic variables (gender, age, marital status, educational level, job experience) and the second part contains 23 questions related to the variables of the study which was prepared based on Likert scale. Also, in order to increase the reliability of instrument, the researchers measured its validity by using Cronbach's alpha coefficient. Distribution the questions of their

questionnaires has been presented in the following table. In order to analyze the data, Smart PLS structural equation modeling techniques have been applied.

Table 1: Relationship between independent variables and questionnaire questions

Variable	questions	Source
Job security	1-10	Huang et al., 2013
Job involvement	1-15	Moliwan et al., 2009
Job Satisfaction	16-18	Jang et al., 2016
Turnover intention	19-23	Moliwan et al., 2009

In order to assess the reliability of the questionnaire, the criteria of the least square method were used. In this method, reliability is measured by two criteria: 1) Cronbach's alpha, 2) Reliability. Cronbach's alpha coefficient indicates the ability of questions to appropriately explain the combinational dimensions (CR) related to themselves. Composite reliability coefficient also determines the correlation of questions of a dimension to each other for adequate fitting the calibration model. Although Cronbach's alpha and composite reliability coefficient should be higher than 0.7, but in the case of low number of questions as well as the subjects of statistical sample, 0.6 is also acceptable (Moss et al., 1998). Results about the reliability of questionnaire have been provided in table 2 by two criteria and acceptable reliability of dimensions is obvious. Also Convergent validity refers to the principle that the indices of each structure have a moderate correlation with each other. According to Magner et al. (1996), criterion of convergent validity is that mean of extracted variances(AVE) is more than 0.4.

Table 2: Convergence feasibility and reliability

Variables	Mean extracted variance	Composite reliability coefficient	Cronbach Alpha Reliability Index
Job security	0.771	0.971	0.966
Job involvement	0.779	0.946	0.929
Job satisfaction	0.803	0.924	0.877
Turnover intention	0.756	0.939	0.919

Combined reliability coefficient	
0.971	0.966
0.946	0.929

As you can see, the model is in a very good level in terms of all above three criteria.

The study of divergent validity by comparing the correlation of a structure with its indices versus the correlation of those indices with other structures (the Fornel and Larker method) whose results are shown in Table 3 shows the divergent validity of the second method. The main diagonal of the matrix contains the square root of the AVE values of research structures. If the square root of AVE values of each

structure is greater than the correlation between structures and other structures, then it has divergent validity in the opinion of Fornell and Larker.

Table 3: Correlation Matrix and Divergent Validation Analysis by Fornell & Larker method (1981)

Turnover intention	Job satisfaction	Job involvement	Job security	
0.000	0.000	0.000	0.8780	Job security
0.000	0.000	0.8826	0.867	Job involvement
0.000	0.8961	0.786	0.850	Job satisfaction
0.8694	0.845	0.801	0.866	Turnover intention

This holds true for all research structures, confirming the divergent validity.

Based on the above mentioned matters and the results obtained from the software Smart PLS in the above tables, it is indicated that the measurement models have proper validity (convergent and divergent) and reliability (load factor, composite reliability and Cronbach's alpha coefficient).

Statistical analysis

structural equation modeling

Statistical method employed in this study is the "structural equation" method. Structural equations modeling has been a common research tool in management science, medicine and social sciences in the last three decades. With regarding to the facts mentioned in this part, effectiveness or non-effectiveness of the mentioned factors is studied by using the SMART-PLS and then, indices and coefficients of determination of the factors are examined.

To examine the fitness of the structural model of the research, several criteria are used, the first and most fundamental criterion is the significant coefficients or T-value (Davari and Reza Zadeh, 2014: 48). Fitness of structural model by using T-coefficients is such that these coefficients should be more than 1.96 to affirm their significance at confidence level 95%.

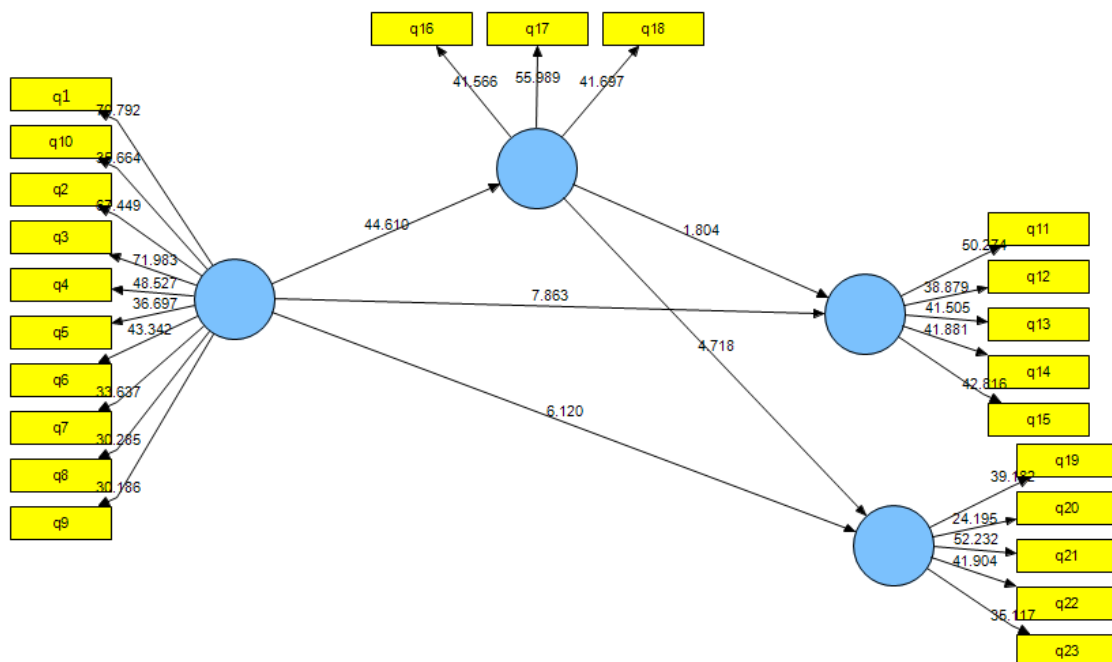


Figure (2) model in meaningful numbers

The second criterion is to examine the fitness of structural model in an investigation on coefficients R^2 is related to of latent endogenous variables (dependent) of model. R^2 is a criterion that shows the impact of exogenous variables on an endogenous variable and three values 19/0, 33/0 and 67/0 for weak, medium and strong values of R^2 respectively. And if in a model, an endogenous structure is influenced by two exogenous structures, then R^2 more than 0.33 shows the strength of relationship between that structure and endogenous structure (Davari and Rezazadeh 2014:51).

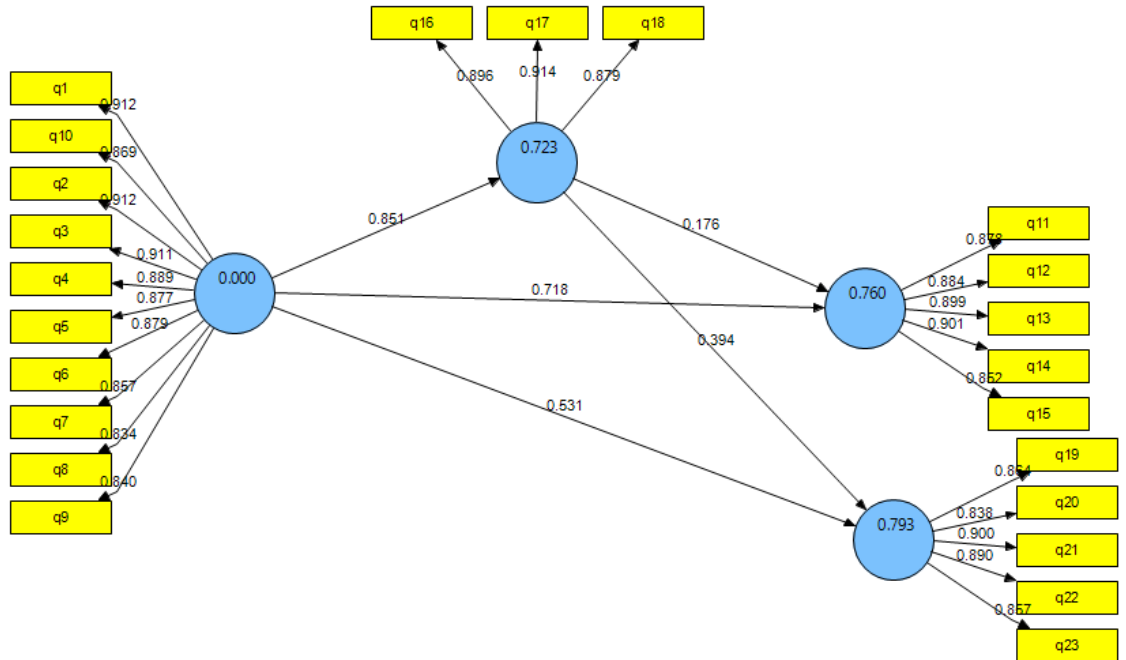


Figure (3) of the model in the mode of standardized coefficients of factorized load

Testing the assumptions

The t-value or significance shows the effect of variables on each other. If it is more than 1.96, then there is a positive and significant effect. If it is +1.9 to -1.96, then there isn't any significant effect and if it is less than -1.96, it means that it has negative but meaningful effect. Also if path coefficients are more than 0.6, it means that there is a strong relationship between these two variables. If it is 0.3 to 0.6, the relationship is medium and if is less than 0.3, relationship is weak (Chin 2003). Data obtained from the survey was conducted in software SMART-PLS and according to Figure 2 and 3, the results were obtained. Analysis of the relations that really reflect the hypothesis of the research is summarized in Table 4.

Table 4: path coefficient and significant number of main assumption

Path between the variables	Standard coefficient	Significance numbers	Test result
Job security-job involvement	0/718	7/863	Confirmation
Job security-turnover intention	0/531	6/120	Confirmation

Job security-job satisfaction-involvement	0/149	—	Confirmation
Job security-job satisfaction-turnover intention	0/335	—	Confirmation

According to the statistic T (7.863) which is greater than 1.96, at 95% confidence level, job security has significant effect on job involvement. Also according to the path coefficient (0. 718) it can be said that job security has medium effect on turnover intention of personnel.

According to the statistic T (6.120) which is greater than 1.96, at 95 percent confidence level, job security has significant effect on turnover intention of personnel. Also according to the path coefficient (0. 531) it can be said job security has medium effect on turnover intention of personnel.

Due to the change of the path coefficients between job security and job involvement from 0.718 to 0.149, we can say that job satisfaction plays a mediating role in effect of job security on job involvement of employees in Karaj Tejarat Banks.

Due to the change of the path coefficients between job security and turnover intention from 0.531 to 0.335, we can say that job satisfaction plays a mediating role in effect of job security on turnover intention of employees in Karaj Tejarat Banks.

Conclusion

Today, organizations are considered as one of the most important social units which play the fundamental functions in social system. This diversity of these functions and consequences of organizational performance have led to special attention to this category from various fields and areas. Meanwhile, sociology pays special attention to this category with regarding to effects and consequences of organizational performance. Also, everyone has realized the importance of the human role in the organization and treated it as intellectual capital and productivity of other organizational capitals depends on expertise and knowledge of human resource. The proper use of human capital requires attention to psychological, mental conditions, and complexities of human existence and providing appropriate opportunities for their talent development. (Nazari et al., 2015). This study was done aiming at investigating the effect of job security on job involvement and turnover intention of employees. In this part, results obtained from testing the hypotheses are presented:

The results of main hypothesis I: The results indicated that according to the T statistic (7.863) which is greater than 1.96, at 95% confidence level, job security has significant effect on job involvement. Also according to the path coefficient (0.718) we can say that job security has strong effect on job involvement.

The results of main hypothesis II: The results indicated that according to the T statistic (6.120) which is greater than 1.96, at 95% confidence level, job security has significant effect on turnover intention. Also according to the path coefficient (0.531) we can say that job security has strong effect on turnover intention.

Results of secondary assumption I: The results indicate that due to the change of the path coefficients between job security and job involvement from 0.718 to 0.149, it can be said that job satisfaction plays a mediating role in the effect of job security on job involvement of staff of Karat Tejarat Banks.

Results of secondary assumption II: The results indicate that due to the change of the path coefficients between job security and turnover intention from 0.531 to 0.335, it can be said that job satisfaction plays a mediating role in the effect of job security on turnover intention of staff of Karat Tejarat Banks.

Based on the results, we can say job security is an issue concerned to personnel of organizations in the organizational life. If the staff are partly assured of this issue, they can willingly make their mental and physical energy available for the organizations and consequently, organization less face the human challenges. When job security is discussed, formalizing and ensuring the rights and advantages are brought into one's mind. While in today world job security isn't depended on formalization and continual employment, but enabling the personnel is the pivot of job security. Comparing the results of present study to internal and foreign literature, it can be said that results of this investigation implying the effect of job security on job involvement and turnover intention of personnel are consistent with those of Nazari et al. (2015), Taheri et al. (2015), Zhang et al. (2016), Huang et al. (2015) and yuan et al. (2015).

The directors of the companies are recommended to investigate and identify the factors strengthening job security in order to reduce the turnover intention in their personnel:

- Managers pay special attention to the importance of human relations in organizations and make cooperative relation friendly, pleasant, motivational and with confidence and responsibility.
- Through appropriate and fair payment, satisfaction and job security and job involvement are created in order to increase job involvement among the employees.
- Enhance the capabilities of professional staff through in-service programs
- Enhance the thinking skills and expand the thought through educational programs.
- Creating a favorable emotional atmosphere among members and staff
- Anticipating the programs of work commitment, work system, quality work, assertiveness and experts of personnel
- Development and improvement of committed and caring human resources
- Attention to issues of employee motivation

Limitations of this study for investigators and research work are as the following:

- Impatience of some questionnaire respondents during completing the questionnaire
- Lack of proper understanding of the behavior of some examinees and lack of appropriate communication
- Unwillingness of respondents to completing the questionnaire

According to statement of problem and presented analyzes, the following suggestions are provided for conducting the future research are discussed in relation to the subject:

1. Study the issue between the two different banks and performing comparative study
2. Study the effect of physical agents of work environment on job security

3. Study the effect of demographic factors of customers on job security
4. Study the subject of present investigation in other statistical societies.

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