



**Job Security and Organizational Justice as Correlates of Job
Involvement Among Private School Teachers in Uyo, Akwa Ibom
State, Nigeria.**

by

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Abstract

This research aimed at examining the influence of Job security and Organizational Justice on Job Involvement among Private School Teachers. The participants consisted of One hundred and ninety-eight participants, both males and females, with a mean age of 38.7 years, who were selected using purposive sampling technique from five selected Private Secondary Schools in Uyo metropolis, namely; Monef High School, Nigerian Christian Institute, Graceland Secondary School, King Solomon Secondary School and Bright Star Secondary School. The instruments used in the study were; Organizational Justice Scale, Job Security Scale and Job Involvement Scale. The design used for this study was a cross sectional descriptive survey design and a two-way Analysis Of Variance (ANOVA) was used for data analysis. Results showed that Job Security exerted a significant influence on Job Involvement of Private School Teachers . Results also indicated that employees high in Organizational Justice were involved in their job more than employees low in organizational justice. Further results showed that there was no joint interactive influence of job security on Private School Teachers job involvement. Implications were made for industry, management practice, government and the society at large, limitations in the study were duly noted and recommendations were made based on the facts recovered from the findings.

1. Introduction

Job involvement, as defined by Singh and Gupta (2015), pertains to an individual's psychological connection with their job. It emerges when employees recognize the potential within their roles to fulfill crucial psychological needs like career advancement, achievement, recognition, and job security. Importantly, job involvement isn't solely influenced by demographic factors such as age, gender, education, or work experience; it also hinges on the employee's personality traits. For example, individuals'

intrinsically motivated and possessing high self-esteem are likely to exhibit greater work involvement. Furthermore, work involvement encompasses the extent to which an individual is mentally engrossed, engaged, and concerned with their current job (Hogan, Lambert, and Griffin, 2013). It entails the internalization of values regarding the significance of work in one's life or the individual's worth. Hence, individuals demonstrating high job involvement view their work as an important aspect of their existence, with their self-esteem closely tied to their job performance (Feinstein and Vondrasek, 2010). Essentially, for those highly involved in their jobs, excelling at work is important for maintaining their self-esteem. Consequently, highly involved individuals genuinely care about and are deeply invested in their work (Singh and Gupta, 2015). This aligns with the notion that job involvement shares similarities with organizational commitment, as both concepts revolve around an employee's identification with their work experience.

Defined by various scholars, job involvement reflects how well an individual's characteristics align with their work environment (Shar, 2016), their stable attribute that interacts with the organizational context, and the importance of the job to their self-image (Sowmya, 2011). Essentially, when employees perceive their work as a means to fulfill their life's objectives, they become deeply involved in their tasks. According to Kanungo (1982), job involvement is defined as "the degree to which an employee identifies psychologically with his or her job and considers his or her perceived performance level important to self-worth." This definition underscores the psychological connection employees have with their work, emphasizing its impact on their self-concept and esteem. Being deeply involved in one's job entails finding it meaningful and challenging. Such individuals are inclined towards complex tasks, exhibit innovative skills, and set high performance standards (Fabr, 2011). Moreover, they maintain positive relationships with supervisors, colleagues, and family members, which not only foster a supportive work environment but also provide valuable performance feedback.

Job involvement plays a crucial role in organizational effectiveness, productivity, and morale by deeply engaging employees in their work (Shrestha, 2017). This engagement renders the job more meaningful for employees. According to Brown (1996), employees become involved in their jobs when they perceive the potential for satisfying significant psychological needs, such as those for growth, achievement, meaning, recognition, and security. Rogelberg (2007) further asserts that job involvement enhances individuals' work performance by motivating them to exert greater effort and utilize their creativity to solve problems and work intelligently.

Job security is positively correlated with job involvement, indicating that employees tend to perform better when they feel assured about their job continuity. In today's economic landscape, job security has emerged as a paramount concern for employees (Rahman, 2013). Research underscores the significant impact of human resources on organizational performance, emphasizing the importance of motivated, committed, and contented employees for survival in the competitive market (Rahman, 2013).

Organizations strive for a workforce fully committed to their objectives, recognizing that enhancing job satisfaction and fair treatment are instrumental in achieving this goal (Imran, 2015). Job security, defined by businessdictionary.com as an employee's confidence in retaining their current position over an extended period, plays an important role in shaping employee satisfaction. A study conducted in public and private sector in Punjab sheds light on this correlation, indicating that employees in the public sector exhibit high motivation and job satisfaction levels attributed to job security. Conversely, dissatisfaction among employees in private organizations stems from the lack of job security, leading to increased stress and diminished job satisfaction (Khana, 2015).

According to James (2012), job security stands as a crucial determinant of organizational performance. His research highlights that organizations with low levels of job security tend to exhibit poorer performance. Specifically, in the case of the Civil Aviation Authority, a semi-governmental entity, the workforce comprises qualified professionals who receive competitive salaries compared to other governmental bodies. James' findings indicate that when employees are content with their current positions, they are less inclined to seek better opportunities elsewhere. Satisfied employees tend to demonstrate higher levels of commitment to their organization, resulting in improved organizational performance over time.

In general, certain types of jobs and industries are commonly associated with high job security. Government positions, educational roles, healthcare professions, and law enforcement careers are often perceived as highly secure. Conversely, jobs within the private sector are often viewed as offering lower job security, influenced by factors such as industry, location, occupation, and other variables (Adebayo & Lucky, 2012). However, as highlighted by Adebayo & Lucky (2012), the ultimate determinant of job security lies in an individual's employability and the demand for their skills in the job market. While employment laws can provide some protection against unemployment, their impact on job security is relatively limited. Ultimately, individuals must possess the requisite skill set to secure stable employment and maintain job security.

In the USA, job security is heavily influenced by economic and business conditions, shaped by the capitalist system that fosters entrepreneurship and limits government intervention in business operations (Adebayo & Lucky, 2012). While job security fluctuates due to economic factors, a robust economy typically leads to increased job opportunities, bolstering national job security. However, during economic downturns like recessions, the situation can worsen, as companies often resort to cost-cutting measures, including layoffs, which diminish job security (Lucky, 2012; Minai and Lucky, 2012).

According to a recent survey conducted by Klynveld Peat Marwick Goerdeler (KPMG) in 2010, job security emerged as the top priority for over 75% of participants amidst an uncertain economic landscape. Interestingly, 67% of respondents indicated a preference for employment in public or non-profit organizations over corporate businesses, a trend likely influenced by the prevailing recession. Similarly, a study by the University of Michigan's Center for the Education of Women in 2010 highlighted that educators, particularly professors, placed significant value on job security. The study

emphasized that job security not only enables teachers to strike a better balance between work and personal life but also reduces stress levels. Despite acknowledging the trade-off with certain job freedoms, participants viewed job security as a crucial aspect of their professional satisfaction and well-being.

Similarly, the information provided by the University of Wisconsin-Madison 2000 on staff job security showed that about 22% of the academic staff only enjoy a high level of job security, which is defined as multiple-year, renewable appointments. More than 40% of experienced staff (employees) with above seven years of service at the university have little job security beyond renewable appointments, while only 4% of the academic staff are sure of their job security. The bank recapitalization in Nigeria, as outlined by Adebayo & Lucky (2012), exacerbated the situation, leading to abrupt job terminations without proper notification for many workers. This phenomenon was widespread across various banks in the country. For instance, Diamond Bank PLC downsized its staff by 500, First Bank relieved 500 employees of their positions, and Intercontinental Bank prepared to terminate 200 staff in December. At Bank PHB, employees lived in fear as lists of those to be let go were compiled (Adigun, 2009). Consequently, many workers were taken by surprise when they received termination letters at work without any prior indication. This lack of due process highlights the precarious job security situation in Nigeria, further compounded by declining economic activities.

Organizational justice is crucial in fostering employee satisfaction and retention by encompassing how employees perceive fairness in the rewards and treatments they receive from the organization (Greenberg and Baron, 2003; Cropanzano *et al.*, 2007; Gibson *et al.*, 2012; Robbins and Timothy, 2015). Procedural justice, which pertains to the perceived fairness of procedures or processes in determining outcomes, significantly impacts employee satisfaction and commitment. When procedural justice is evident, employees are more inclined to demonstrate loyalty, commitment, and dedication, leading to reduced turnover rates and enhanced performance and productivity (Aryee *et al.*, 2017). Conversely, interactional justice focuses on the implementation of procedures and the treatment of employees within the organization (Makboob & Khan, 2017). Overall, organizational justice fosters a positive work environment and contributes to organizational performance. Therefore, the paper aims to examine the influence of job security and organizational justice as correlates of Job involvement among Private School Teachers in Uyo.

2. Materials and Methods

Research design and area

The study adopted a cross-sectional survey design. This study was conducted in Uyo Local Government Area by enrolling Private School Teachers within Uyo Metropolis in Uyo which is the capital city of Akwa Ibom state in South-South region of Nigeria. Data collection occurred during the teachers' working hours at their respective school premises. Schools in Uyo Metropolis are situated across various areas including Aka Itiam, Aka Road, Oron Road, Itam, and Nwaniba Road.

Participants:

In this study, purposive sampling was employed to meticulously select participants possessing specific characteristics relevant to the research objectives. The aim was to gather a targeted sample of one hundred and ninety-eight workers from selected Private Schools that adequately represent the workforce of these institutions. Participants were deliberately chosen based on their availability and consent, which was obtained through the respective School Directors or Principals. The rationale behind utilizing purposive sampling was to ensure that selected participants could offer meaningful perspectives and experiences aligned with the study's objectives. This method facilitated the inclusion of individuals likely to provide rich and pertinent information, thereby enhancing the depth and quality of research findings. Additionally, ethical considerations were maintained, and permission was obtained from School management, with the purpose of the research clearly explained. By employing purposive sampling, the study identified and included participants capable of significantly contributing to the research goals. This approach enabled the researcher to draw robust statistical inferences about the entire population of interest. The participants' ages ranged from 25 to 60, with a mean age of 40 years.

Measures:

The data collection in this study involved the utilization of the following instruments:

Job Security Scale

Adapted from Michel Goretzki's work (2016), this scale comprises nine items designed to assess four domains related to job security: the importance of job features, likelihood of job loss, perceived powerlessness, and threat from instability. Respondents rate their agreement with each item on a four-point Likert scale, ranging from "strongly disagree" to "strongly agree." A score below 0.65 indicates a low propensity towards job security, while a score above 0.65 indicates a high propensity. Goretzki (2016) reported a high internal consistency coefficient alpha of 0.82, while in the pilot study conducted for this research, a coefficient alpha of 0.76 was obtained.

Organizational Justice Scale

In this study, the researchers utilized the Organizational Justice Scale developed by Colquitt (2001) to assess the phenomenon of organizational justice. This scale consists of three subscales—distributive justice, procedural justice, and interpersonal justice—and comprises a total of 33 items. Participants rated their agreement with each item on a 4-point Likert scale, ranging from 1 (Strongly Disagree) to 4 (Strongly Agree). Sample items from the scale include questions like: "Does your (outcome) reflect the effort you have put into your work?" and "Have you been able to express your views and feelings during those procedures?" The scale's norm is set at 0.65, indicating that scores below this threshold suggest a low propensity of organizational justice, while scores higher than 0.65 indicate a high propensity. Colquitt (2001) reported a high internal

consistency coefficient alpha of 0.91 for this scale, indicating its reliability in measuring organizational justice.

Job Involvement Scale

The researchers employed the Job Involvement Scale (JIS) developed by Lodahl (1965) to gauge the extent to which employees identify with their work, actively participate in it, and derive a sense of self-worth from it. This scale comprises 20 items and is rated on a 5-point Likert format, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

The scale's scoring system indicates that scores falling within the range of 1 to 60 suggest low job involvement, while scores of 61 and above indicate high job involvement. Lodahl and Keiner (1965) reported a Chronbach Alpha Coefficient of 0.81 when JIS was correlated with the Job Satisfaction Scale, indicating a reasonably high level of internal consistency. In the pilot study conducted for this research, the researcher obtained a coefficient alpha of 0.82, further affirming a high level of reliability and construct validity for the scale.

Procedures and ethical considerations

The study took place within the premises of four different schools as previously outlined. Each participant received an informed consent letter along with the survey instruments. With the assistance of two research assistants, the questionnaires were personally distributed to the participants over a period of five working days. Participants were instructed to thoroughly review the instruments before completing them. Subsequently, the questionnaires were collected, and the properly filled ones were scored and analyzed. Out of the 200 distributed copies, 198 questionnaires were retrieved, collated, and subjected to statistical analysis, resulting in an impressive response rate of 89.6%. Ethical considerations were paramount, guided by principles such as justice, respect for persons, beneficence, confidentiality, and the non-invasion of privacy, as outlined in the Belmont Report.

Statistical analyses

To address the research problems and test the hypotheses, the study employed a 2-way ANOVA for unequal sample sizes for data analysis. The F-test was employed to determine the significance level. According to Bevins (2022), a 2-way ANOVA is suitable for estimating how the mean of a quantitative variable changes concerning two levels of two categorical variables. In this study, the independent variables were job security and organizational justice, while the dependent variable was job involvement. Each hypothesis was evaluated using SPSS (Software Package for Social Sciences), specifically IBM SPSS Statistics version 23.

3. Results and Discussion

Table I: Table of mean and Job security and Organizational Justice on Job

	Job Involvement					
	High			Low		
	N	Mean	SD	N	Mean	SD
Job Security	49	29.184	3.24	24	22.708	2.71
Organizational Justice	9	23.333	3.16	116	21.250	3.57

Table 1 shows a significant mean effect of Job security on Job involvement. The table showed that participants high in job security obtained a mean score of 29.18, SD=3.24, while participants low in job security obtained a mean score of 22.70, SD=2.71. The table also shows a significant mean effect of organizational justice on job involvement. Table showed that Teachers who are high in organizational justice, obtained a mean score of 24.33, SD=3.16, while their counterparts in low organizational justice obtained a mean score 21.25, SD=3.57.

Table 2: Summary table of a 2x2 ANOVA, showing the main and interaction effects of job security and organizational on job involvement among private school teachers in Uyo.

Source	SOS	DF	Mean square	F-Ratio	P. Value
Job security	502.557	1	502.557	15.089	<.05
Organizational justice	218.90	1	218.90	6.572	<.05
Job security/ organizational justice	63.285	1	63.285	1.900	>.05
Error	6462.055	194	33.319		
Total	7246.797	197	818.061		
Critical value	3.8				

From the table 2, the results shows that job security exerted a significant influence on Job Involvement of Private School Teachers [$F(1,194) = 15.09$; $P < .05$]. Thus the first hypothesis which states that participants high in job security will be more job involved than the participants low in job security, meaning the more an employee feels secured in the job, the more he/she will be involved in the job. Thus, the first hypothesis was confirmed and accepted.

Hypothesis two that employees high in organizational justice will be more involved in their job than employees low in organizational justice [$F(1,194) = 6.57$; $P < .05$]. Thus the hypothesis was accepted. Result further showed that there was no interaction influence of job security and organizational justice on Teachers' job involvement [$F(1,194)$] this means that job security did not interact with organizational justice at any level to influence Teachers' job involvement.

From the results obtained in this study, the first hypothesis which stated that Teachers with high levels of job security will be more involved in their jobs compared to

Teachers with low levels of job security was accepted. It was revealed that job security influences the job involvement of Teachers in Uyo. Findings of the study by Dienhart and Gregoire (2016) is consistent with results found in this work which indicates that job involvement of employees contingent on Job Security and Organizational Justice enhances and significantly improves and promotes involvement of workers in general.

Similarly, this study finding is in line with Strestha (2022) on the importance of employee job security for workplace job involvement. Strestha (2022) revealed that one most important thing employees desire in a career is job security. He contended that when employees are sure that they will keep the job with relative ease, and do not have to worry about various risks that may make them lose their job, they can be really focused and more involved, doing a better job. Prakash (2019) in his study agreed with the result of this study by stressing that job security is an assurance that an employee can keep their Job in the foreseeable future with minimal influence from outside factors. That job security results in better employee job involvement, and the more the employee is satisfied, the more job satisfaction and the more reduction in employee turnover. The present study confirms the study conducted by Barry and James (2021) which revealed that perception of job security by job holders increases the propensity towards effective employees' job involvement. They found that affective and emotional involvement, where an employee is committed to the job because he/she is assured of employment security, was positively associated with organizational success due to employee's involvement.

The second hypothesis that organizational justice is a significant factor in employees' job involvement. This was in line with the findings of Kim and Park (2021) on the influence of organizational justice on job involvement of nurses in Nepal, which was undergone to identify the effects of organizational justice (distributive and procedural justices) on job involvement. Furthermore, the study findings is in concordance with Strestha (2022), who examined employees' perception of job involvement as an outcome of organizational justice in Nepalese context, wherein results also proved that organizational justice is positively associated with job involvement. Also, all three dimensions such as distributive, procedural and interactional justices play key roles in making employees more involved in their jobs in Nepalese Organizations. The study result added, if employees perceive any kind of justice, in the organization in terms of rewards, outcomes, rules, communication, and interactions, they will be fully involved in their jobs and organizational activities.

3. Conclusion and Recommendations

The research aimed to explore how job security and organizational justice impact job involvement among Private School Teachers, involving 198 participants, comprising 108 males and 90 females. The findings revealed significant influences of job security [$F(1,194) = 15.09$; $p < .05$] and organizational justice [$F(1,194) = 6.57$; $p < .05$] on job involvement, confirming the respective hypotheses. However, there was no significant interaction effect between job security and organizational justice [$F(1,194) = 190$; $p > .05$], indicating that they do not jointly influence job involvement among Private School Teachers.

To enhance productivity, Private Schools Management in Uyo should prioritize understanding and addressing factors affecting job involvement among staff. This includes fostering open communication channels, providing feedback mechanisms, and establishing supportive organizational facilities like suggestion boxes and open-door policies. Adoption of more positive strategies aligned with best practices is encouraged. Furthermore, the government should implement employment policies and conditions in the Private Education Sector to improve job security and organizational justice, ultimately enhancing job involvement among workers.

Recommendations include increased management involvement in employee welfare to boost organizational effectiveness, productivity, and morale. Balancing job involvement with job security is crucial, necessitating collaboration among stakeholders. Both management and workers should uphold job contracts to ensure job security and commitment. Overall, prioritizing employee welfare, maintaining a balance between job involvement and job security, and honoring job contracts are vital for fostering a conducive work environment and achieving organizational success.

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