

## **JOB SECURITY, ORGANIZATIONAL JUSTICE, AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE MODERATING ROLE OF ORGANIZATIONAL IDENTIFICATION.**

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### **Abstract**

This study sought to investigate the effect of job security and organizational justice on organizational citizenship behavior (OCB). It further investigated the moderation role of organizational identification concerning job security, organizational justice, and OCB. The study adopted the social exchange theory, organizational identification theory, and organizational justice theory to investigate the phenomenon. The explanatory sequential mixed-method approach was used employing both quantitative and qualitative methods. The results showed that job security had a positive effect on OCB. Organizational justice was not found to have a significant effect on OCB. Organizational identification was found to significantly moderate the effect of job security on OCB but had no significant effect on organizational justice and OCB. The results bring to the attention of managers some specific factors that are worth considering as employees are expected to engage in the performance of OCBs for the successful implementation of projects. The study implicates that while there is no conclusive result on the effect of job security and OCB, due to some factors such as competition in the job market, global and economic turbulence, employee value proposition, and others, managers should pay attention to the measures taken to give their employees a feeling of security in their job. The study recommends that organizational justice must be implemented by managers with caution. They must ensure that fairness must prevail and policies must be developed to give employees a sense of job security.

**Keywords:** Job security; organizational justice; organizational citizenship behavior; organizational identification; project-based organizations.