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JOB SECURITY, JOB SATISFACTION AND EMPLOYEE JOB PERFORMANCE IN THE NIGERIAN BANKING SECTOR

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Abstract

This study examines the effect of job security on employee work performance using job satisfaction as a mediator. A survey was used to conduct descriptive-correlational study. The study's statistical population consisted of 965 employees from Access Bank, Guarantee Trust Bank, Fidelity Bank, First Bank, Union Bank, and Zenith Bank in Jos. The Taro Yamane formula was used to estimate a sample size of 283 employees, and a response rate of 231 was used to arrive at the study conclusions. The findings demonstrated that job security has a considerable influence on employees' job performance, whereas job happiness has a large influence on employees' job performance when job security is managed. When job satisfaction was included in the model, the strength of the relationship between job security and employee job performance was dramatically reduced, indicating that job satisfaction plays a mediating role. The study suggests continuing to implement strategies that boost job happiness through employment security, which in turn increases job performance.

Keywords: *Job Security, Job Satisfaction, Job Performance*

INTRODUCTION

Banks' operations influence a country's economic development. Globally, banking systems channel services to both surplus and deficit divisions of the economy. In Q2 2020, the financial industry increased by 28.41% in real terms, according to GDP estimates in Nigeria (Oyekanmi, 2020). Despite the sector's major contribution in recent years, large numbers of bank employees were laid off, leaving the surviving staff fearful of job loss and overburdened with work (Oyekanmi, 2020). Moreover, most qualified staff have been fired or demoted to reduce costs and maximise profit. Although damaging to bank personnel, this trend in the banking industry has long-term effects on their health. The incapacity of bank workers to retain a positive work attitude and attachment to modern work in the absence of job security has adverse impacts on job satisfaction and task performance. This study's main focus is on how people adapt to occupations with low or no job security, which is currently the norm. Employee job performance has piqued the interest of banking scholars and practitioners alike (Koc, 2005). Negative work attitudes and behaviours are connected with deteriorating employee task performance, according to research across organisations, industries, and nations (Sverke, Hellgren, & Naswall, 2002). A study by Nadeem et al.
(2011) indicated that social and economic factors influence teacher task performance. While some research shows a strong link between job security and job performance (Kim, 2014; Smith, Smith, & Brower, 2016).Despite the increased interest in the relationship between job security and employee task performance, little is known about the underlying mechanisms. So, academics should look into how job satisfaction affects this link. In addition, job stability ensures that the employee and his/her family will not be deprived of income and will live an honourable life (Güzel, 2001; Taşkent, 1992). It is a powerful tool for encouraging employees, especially during tough economic times (Suzek,

2006). Employees' conviction that they will not lose their employment or be employed for as long as they wish is a major motivator. Job security is vital for influencing work-related outcomes. Employees are expected to keep their jobs without fear of job loss (Shuck, & Wollard, 2010). Employees are more motivated to accomplish their jobs when they feel safe at work (Ahmed, Ahmad, & Joarder, 2016). Employee job security is viewed as an important factor in enhancing work performance and thus the organization's overall productivity (Islam, & Shazali, 2011). Job security also improves employee task performance and quality outputs. Job security is a significant factor in retaining employees. Job security improves employee pleasure at work (Majumder, 2012). Employees' job security expectations vary depending on the institution's level (Arrowsmith &Parker, 2013; Majumder, 2012). Because of their physical, mental, and emotional commitment to the firm, satisfied employees are predicted to be more productive. Several research (Macey et al., 2008; Anitha, 2014) have shown that job happiness improves employees' task performance. Another empirical study (Kim, Kolb, & Kim, 2012) confirms positive direct and indirect relationships between job satisfaction and task performance. The improvement of employee task performance leads to increased employee satisfaction. Similarly, organisations with happy employees achieve more through good employee task performance (Shuck, Rocco, & Albornoz, 2011; Shuck, & Wollard, 2010; Kular, Gatenby, Rees, Soane, & Truss, 2008; Harter, Schmidt, & Hayes 2002). Given the aforementioned, this study investigates the function of work satisfaction in mediating the relationship between job security and employee performance in the Nigerian banking business.

CONCEPTUAL REVIEW

Employee Job Performance

Employee performance is frequently regarded as one of the most critical challenges in organisational development. A survey of the literature shows that there has been substantial progress in understanding the elements that influence employee performance in businesses. Campbell, Ford, and Rumsey (1990); Hye (2014); Krishnan, Ismail, Samuel, and Kanchymalay (2013) Several academics that studied job performance regard job performance as a multidimensional notion. According to Campbell (1990), job performance is formally defined as the value of the set of employee behaviours that contribute, either favourably or negatively, to the achievement of organisational goals, including behaviours that individuals can control within themselves and goal-oriented behaviour. Borman and Motowidlo (1993) distinguished two forms of employee behaviour required for organisational effectiveness: task performance and contextual performance. Task performance was described as behaviours directly involved in the production of goods or services, as well as actions that provide indirect support for the organization's fundamental technical operations (Borman & Motowidlo, 1997; Werner, 2000). According to Carmeli et al. (2007), the work outcomes of an employee's task performance will establish the individual's career path in a company. Contextual performance, on the other hand, is characterised as individual efforts that are not immediately related to their primary task functions. Nonetheless, these behaviours are significant because they alter organisational, social, and psychological environments, acting as a vital stimulant for task activities and processes (Werner, 2000).

Job Security

Despite the fact that the overall concept of job security is having a secure, long-term employment opportunity, theorists and organisational experts describe it in many ways. According to Kraja (2015), job security is the process of developing inputs and outputs of a public employee through the

use of a developed action plan. It is a measure of how much a public administrator feels safe and protected in the event of an involuntary job loss. Furthermore, a secure job is characterised as "simple and pleasurable to do, that would provide a nice living, sufficient comfort, and leisure, one of the dominating wants and one of the primary reasons for working" (Greenhalgh & Rosenblatt, 1984). According to Hur and Perry (2016), job security is a concept that is important in both the commercial and public sectors in the United States. Another typical result is that job security is a psychological state in which individuals' expectations of future employment continuity within an organisation differ (Pearce, 1998). Others describe job precarity as employees' expectations regarding the stability and longevity of their position inside the organisation (Davy, Kinicki, & Scheck 1997; Greenhalgh & Rosenblatt, 1984; Kraimer et al., 2011; Gailmard & Patty, 2012). Perceived job security may also be defined as a set of subjective feelings about an individual's employment situation's future security (Fullerton & Wallace, 2007).

According to Clark, Knabe, and Rätzel (2010), perceived job security exists when an employee continues employed with the same organisation with no loss of seniority, compensation, pension rights, or other associated benefits. According to Van Praag and Ferrer-i-Carbonell (2008), job security arises when an organisation provides employees with consistent employment. Low perceptions of job precarity, on the other hand, "may come from factors such as anxiety associated with the prospect of losing a job, high levels of exposure to various sorts of work hazards, loss of job control, and diminished workplace social support" (Benach, Amable, Muntaner & Benavides, 2002). Some employees, on the other hand, see job stability as a safety net. As a result, they are unwilling to enhance their performance because it would threaten their job (Kraja, 2015).
Job security is defined as the certainty of an employee's job security as a result of the country's overall economic situation (James, 2012). It is concerned with an individual's competence or likelihood of retaining his or her work (Adebayo & Lucky, 2012). According to Simon (2011), job security is concerned with the likelihood of employees keeping their jobs in order to avoid being unemployed. Jobs that cannot be guaranteed for an extended period of time are called insecure.
According to De Witte (2005), job insecurity has grown in prominence in recent decades as a result of the fast changing organisational environment and is seen as one of the major worries of modern society. Studies have shown that job uncertainty has detrimental implications for both the person and the business (e.g., De Witte, 1999; Probst, 2008; Sverke et al., 2002). In terms of organisational repercussions, higher levels of job insecurity were connected with poorer levels of work satisfaction and organisational commitment (De Witte, & Näswall, 2003), as well as a desire to leave the company (Chirumbolo & Hellgren, 2003).

According to Anwar, Aslim, and Tariq (2011), job uncertainty causes a stressful occurrence in which the employee is unable to function adequately. According to Ritcher (2011), perceived job uncertainty leads to greater anxiety and decreased well-being for employees. According to Chirumbolo and Hellgren (2003), as well as De Witte and Näswall (2003), there is a strong but negative association between significant sentiments of job insecurity and work-related attitudes such as job satisfaction and organisational commitment. It may also result in a desire to leave the group (Chirumbolo et al, 2003; Probst, 2002). Cheng and Chan (2008) reported in their study that two meta-analyses on job insecurity discovered relationships between job insecurity and aspects such as decreased job satisfaction, organisational commitment, trust, performance, job involvement, mental and physical health, which fosters absenteeism and increased turnover intention.

Kronhauser (1965) identified deteriorating job security as a factor to be examined in the changing work environment. There are global and multidimensional conceptual explanations of job security levels in the extant literature. The global perspective supports the premise that job security can be defined as overall concern about one's job's future (Hartley, Jacobson, Klandermans, and Van Vuuren 1991). This notion has been used in the context of transition or crisis, such as political change, mergers, or reorganisations, according to the literature. In these instances, job instability is commonly seen as the stage before unemployment (Dooley 2003). Multidimensional conceptualization, on the other hand, maintains that job security is a more complicated phenomenon than simply the dread of losing a job and includes dimensions such as the fear of losing employment qualities, such as job stability, favourable performance assessments, and promotions (Greenhalgh and Ojedokun 2008; Jacobson 1991). According to McCarthy (1993), deteriorating job security levels demonstrate a significant association between organisational change and worker performance. Losing one's job, paradoxically, has catastrophic side consequences that make most people vulnerable to suicidal ideation. A retrenched worker in Nigeria demonstrates a plethora of psycho-social circumstances. He loses authority as the family's viable leader, suffers financial emaciation, his social prestige is lowered, his self-worth deteriorates, and a desire to take his own and another person's life grows.

Job Satisfaction

Job satisfaction is described by Locke (1969) and Fu and Deshpande (2013) as a pleasurable emotional state arising from an assessment of one's job or employment experiences as attaining or aiding the attainment of one's job values. According to Wicker (2011), the concept of job satisfaction can be interpreted in a variety of ways. It relies on the organization's character and the attitudes of its personnel. Job satisfaction can be defined as an employee's level of happiness with the job that he or she is doing, as well as the numerous characteristics and dimensions of the employment that encourage an employee to like or detest his job, such as supervision or the nature of the task performed. According to the research, when assessing an employee's affinity for their profession, the multidimensional psychological characteristics of the person and the job must also be considered. Aziri (2011) contributed to the background by adding that there are essentially three elements that cause a person to decide whether or not he is content with his employment. Environmental (organisational environment), physiological, and psychological influences are among them. Even while various external elements influence job satisfaction, according to this definition, it is something internal in the employees that influences how they feel about their jobs.

After evaluating job satisfaction elements such as income, work itself, promotion, supervision, and co-workers, Ahmad et al. (2014) discovered that strong compensation systems will boost performance to a high level and retain people in the firm for a long period. As a result, it is critical to place a greater emphasis on pay schemes in order to improve human resource practitioners. Work satisfaction is an important goal for firms to achieve, according to Lai Wan (2007), because it has been demonstrated that profitability, productivity, employee retention, and customer satisfaction are all linked to employee job happiness.

Mediating Role of Job Satisfaction

Job satisfaction has been associated with a variety of aspects of job performance (Tabassum et al., 2016). Iaffaldano and Muchinsky (1985) summarised the impact of job satisfaction on job

performance in their meta-analysis. According to Motowidlo (2003), job performance is the sum of all the required behaviours that individuals bring to their workplace and contribute to the organization's value. Every organization's success is founded on the performance of its employees' jobs (Pushpakumari, 2008), and the higher the performance of employees, the greater the likelihood of achieving maximum production (Sonnentag and Frese, 2002). Several research, however, have discovered a mediating influence of job satisfaction between job security and its implications (i.e., organisational commitment, employee job performance, organisational performance, organisational citizenship behaviour, service quality, and so on) (e.g., Liao et al., 2004; Barzoki & Ghujali, 2013, Kanyurhi, 2016). According to the findings of empirical studies, employees' perceptions of the job security procedures of the organisation in which they work improved their job satisfaction (Wu et al., 2013) and thus their task performance (Shabbir & Salaria, 2014). It is believed that when employees acquire job continuity assurance, they become a part of the wider organisation and match their goals with those of the organisation. In addition to this proposal, Kanyurhi (2016) established a positive association between job security and employee work satisfaction, as well as a job satisfaction-mediated relationship between job security and perceived employees' task performance. The impacts of job security on employee work satisfaction and motivation were validated by Ruzic et al. (2015). To summarise, when employees are content with their employment and organisations, they will be driven and devoted to the organisation, and they will contribute to the organization's goals. As a result, people who are deemed to work in an organisation that facilitates job continuity are likely to feel job satisfaction and perform better for the clients and the organisation.

THEORETICAL FRAMEWORK

The purpose of this study is to investigate the relationship between job security and employee task performance, as well as the function of job satisfaction in mediating that relationship. Theoretical underpinnings of this work include social exchange theory (Blau, 1964; Emerson, 1962; Homans, 1958; and Michael, 1964) and signalling theory (Spence, 1974).

Social Exchange Theory

The relationship between job security and employee task performance can be explained by the social exchange theory. Early social behaviour theories saw social ties between individuals as a type of resource exchange. The theory assumes that people establish and sustain social relationships expecting to be rewarded (respect, honour, companionship, consideration, etc). (Lambe et al., 2001; Gefen & Ridings, 2002).

Blau (1964), Emerson (1962), Michael (1964), and Homans (1964) are among the social psychologists who contributed to theory development (1958). Homans (1958) created the first systematic theory of social behaviour as a process of exchange, and Blau (1964) coined the phrase social exchange theory to define the concept. Theoretically, people work together with others (individuals, groups, or organisations) to attain goals. Emerson (1962) made a theoretical contribution on power and loyalty in trading relations. According to the author, power imbalances have made social relations fragile, and interdependence is essential for social trade (Lambe et al., 2001). While Michael (1964) pertains to the social side of social exchange theory, the economic aspect is centred on money and goods. In this view, employees have an exchange relationship with the business and return in kind what they receive (Conway & Briner, 2005).

Social exchange theory, like interpersonal and commercial interaction, looks at cost-benefit. Individuals will be participating in social exchange as in economic exchange, but they will expect a payoff for their social costs. The primary distinction between social and economic transaction is that there is no guarantee that the cost of the exchange is always taken. While the return date is not mentioned, all parties are required to comply (Holmes, 1981). Moreover, persons in high-quality exchange relationships are anticipated to reciprocate (Murphy et al., 2003). Exchange processes have been studied in several research (e.g., Hofmann et al., 1999; Masterson et al., 2000; Chow et al., 2015). So the idea can be used to analyse job security, job happiness, and task performance. Employees form an exchange relationship with their employer when they receive job-related information, performance feedback, positive treatment, empowerment, communication, training, and promotion opportunities (e.g., Shore & Martin, 1989; Donavan et al., 2004; Shiu & Yu, 2010; Iliopoulos & Priporas, 2011; Ruzic et al., 2015; Muterera et al., 2018). Employees who feel secure in their jobs are more likely to be cooperative, helpful, and considerate to coworkers and customers (Alan & Frimpong, 2004; Chow et al., 2015).
Employees will want to respond to the organization's satisfaction through efficient job performance, according to this notion (Shore & Wayne, 1993).

Signalling Theory

Individual and organisational behaviour are described by signalling theory. It elaborates that one side sends the signal (information) while the other receives it and tries to interpret it (Connelly, Certo, Ireland, & Reutzel, 2010). A job security signal that is perceived as fair, just, and right by employees leads to increased job satisfaction, job fulfilment and maximum job performance according to this hypothesis. Employees will try to respond to the organisational incentive through efficient and excellent job performance, according to this notion.

EMPIRICAL REVIEW

Significant empirical attention has been paid to the concept of job security and how it can significantly influence employee outcomes and behaviours. Research studies, in particular, have revealed a beneficial association between job stability and job performance. According to Wise (1975), job security is a critical organisational component that highlights the significant imparity toward work results. As a result, Rhoades and Eisenberger (2002) referred to job security as a mature organisational support feature that unquestionably improves job performance in their metaanalysis report. Similarly, Probst, Stewart, Gruys, and Tierney (2007) discovered that job security reduces the impact of unproductive behaviours, hence improving job performance. Similarly, Loi, Ngo, Zhang, and Lau (2011) found that job security positively influenced job performance among fulltime employees. The outcomes of the aforementioned empirical investigations underline the premise that when employees believe their business provides job security, they are more willing to perform well on the job. The data also highlight that job security is an important organisational support aspect, highlighting its focus and relevance in the perspective of senior management. This is reinforced by more recent work (Bakker & Demerouti, 2018; Gallie, Felstead, Green, & Inanc, 2017; Lu, Du, Xu, & Zhang, 2017; Shoss, 2017).
On the contrary, empirical evidence highlights an insignificant association between job security and work performance. For example, Staufenbiel and König (2010) discovered an insignificant impact of job security on 136 German employees. Similarly, Sverke and Hellgren (2002) and Ashford et al. (1989) found no correlation between the two factors. This contradiction in empirical research

suggests that more attention be paid to varied work environments. Along with this, it is crucial to highlight that several organisational scientists have argued for explanations for these inconsistencies in outcomes. For example, Jex (1998) indicates that one possible explanation for these disparities may be the general conception of performance words and their links with various performance categories.

Finally, it can be stated that job security plays a significant role in employee outcomes, including work performance. However, it has to be shown to what degree the factor of job stability can be robust in improving it. Furthermore, Loi et al. (2011) experimentally advocated that more empirical attention be paid to this link. Given the contradictory findings (Ashford et al., 1989; Jex, 1998; Loi et al., 2011; Probst et al., 2007; Rhoades & Eisenberger, 2002; Staufenbiel & König, 2010; Sverke & Hellgren, 2002; Wise, 1975), we propose that job security will significantly predict employees' job performance in the Nigerian banking sector.

METHODOLOGY

For this investigation, a positivistic (quantitative) methodology is deemed adequate (Sarantakos, 2005). In addition, a survey design was used in this investigation. The study used a descriptive and cross-sectional approach, with data collected from respondents at a certain point in time.
The study's population consists of 965 employees from Access Bank, Guarantee Trust Bank, Fidelity Bank, First Bank, Union Bank, and Zenith Bank (HRM Dept., 2021).
Using Taro Yamane formulas, the sample size for this study was determined to be two hundred and eighty-three (283) employees.

The convenience sampling strategy was used in the study, and samples were gathered from personnel working in all of the main branches of the six listed commercial banks in Jos Metropolis.

MEASURES

Scale of Job Security

Employee impression of job security was measured using 9 items from Oldham, Kulik, Stepina, and Ambrose (1986). The nine items were averaged to get a single scale score indicating job stability (.956).

Job Satisfaction Index

Other components of satisfaction are included in the scale, and items related to the employment were considered in this study. For job satisfaction, the research used and modified Vandenabeele's (2009) questionnaire, which included six items on a five-point Likert scale ranging from strongly disagree to strongly agree. "In general, I am content with my employment," and "I find my job quite interesting," are two examples.

Scale of Job Performance

Managers were asked to evaluate workers' job performance using six items adapted from Liao et al (2012). To assess employee work performance, a five-point Likert scale ranging from strongly disagree to strongly agree was utilised, with a Cronbach Alpha of 0.861. "I grasp my organization's performance assessment criteria" and "I understand my work and how to carry it out" are two examples.

DATA ANALYSIS TECHNIQUE

The collected data was analysed using descriptive and inferential statistics. Initially, all variables were examined for normality in the data analysis, and after passing the Kolmogorov-Smirnov and Shapiro statistical tests and establishing the normality of the variables, multiple regression analysis was performed by Andrew Hayes using Process Macro.

RESULTS

Normality Test

Table 1: Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	**Df**	**Sig.**	**Statistic**	**df**	**Sig.**
EMP_JOBP	.222	231	.000	.786	231	.000
JOB_SEC	.176	231	.000	.859	231	.000
PER_JOBS	.203	231	.000	.709	231	.000

a. Lilliefors Significance Correction

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The 4-step process outlined by Frazier et al. (2004) was employed to establish mediation in this investigation. The first step is to investigate the link between employee work performance and job security (the predictor) (the outcome). The second stage is to demonstrate that job security (the predictor) improves job happiness (the mediator). The third stage is to demonstrate a link between job happiness (the mediator) and job performance (the outcome). In Figure 1, Path b is calculated to control for the predictor's influence on the outcome. The next stage is to demonstrate that when work satisfaction (the mediator) is included in the model (c'c), the relationship between job security (the predictor) and employee job performance (the outcome) becomes much weaker.

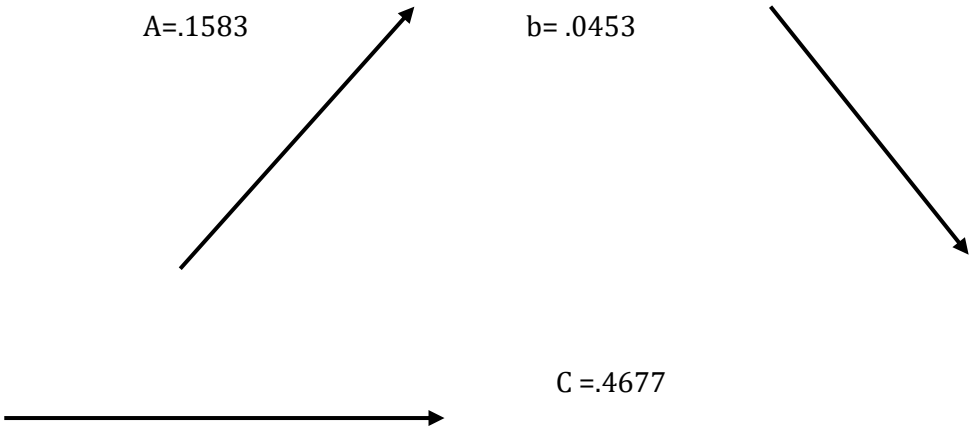


Figure 1: Conceptual Model Showing the Regression Coefficient Paths (2022)

Step 1: Job security has no significant influence on employee job performance in the banking industry.

Job Satisfaction

Table 2: Model Summary for Effect of Job Security on Employee Job Performance

R	R-sq	MSE	F	df1	df2	P	
.5861	.3435	7.4360	119.8041	1.0000	229.0000	.0000	

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Job Security

Table 3: Total effect of job security on employees' job performance

Employee Job Performance

	coeff	**se**	**t**	**p**	**LLCI**	**ULCI**	
constant	8.5494	1.5105	5.6600	.0000	5.5732	11.5256	
JOB_SEC	.4677	.0427	10.9455	.0000	.3835	.5519	

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Step 2: Job security does not significantly predict employee job satisfaction in the banking industry.

Table 4: Model Summary for the effect of job security on employees' job satisfaction

R	R-sq	MSE	F	df1	df2	p	
.1632	.1266	16.2810	6.2694	1.0000	229.0000	.0130	

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Table 5: Effect of job security on employees' job satisfaction

	coeff	se	t	p	LLCI	ULCI	
constant	15.0191	2.2350	6.7198	.0000	10.6152	19.4230	
JOB_SEC	.1583	.0632	2.5039	.0130	.0337	.2829	

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The effect of job security on job satisfaction was significant: p=0.000. More perception of job security would enhance job satisfaction. Job security explains 12.6% of the variation in job satisfaction (Table 4). Job security has significantly predicted job satisfaction (p = 0.00) with regression coefficient a = 0.1583 (Table 4.6). Therefore, the hypothesis that job security does not significantly predict employee job satisfaction is not supported. Therefore, job security has significantly predicted job satisfaction in the banking sector.

Step 3: Job satisfaction does not significantly stimulate employee job performance when job security is controlled.

Table 6: Model Summary for the effect of job satisfaction on job performance when job security is controlled.z

R	R-sq	MSE	F	df1	df2	p	
.5886	.3464	7.4350	60.4257	2.0000	228.0000	.0000	

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Considering the linear regression model (Table 6**)** with the output variable as job performance combined with such predictive factors as job security and job satisfaction, the results shows that the model is statistically significant with F (2.500) = 60.4257, R2 = 0.3464, p = 0.000 (<0.05) (Table 6). This value is higher R2 of the impact of job security on job performance (R2 = 0.3435). It means that job satisfaction and job security explain job performance better than job security alone. In other words, job performance can be improved much better with job satisfaction than with just job security. Thus, job satisfaction has significantly stimulated job performance when job security is controlled.

Table 7: Effect of job satisfaction and job security on job performance

	coeff	se	t	p	LLCI	ULCI	
constant	7.8684	1.6526	4.7612	.0000	4.6120	11.1247	
JOB_SEC	.4605	.0433	10.6337	.0000	.3752	.5459	
JOB_SAT	.0453	.0447	1.0154	.0110	.0426	.1333	

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Table 7 shows a positive and significant correlation of job satisfaction with job performance (p = 0.0110). Job satisfaction's regression coefficient in a linear regression model with output variable as

job performance after controlling the effect of the job security is 0.4605 (b = 0.4605).

Step 4: The strength of the relation between job security and job performance is significantly increased when job satisfaction is added to the model

Table 8: Indirect effect(s) of X on Y:

	Effect	SE	LLCI	ULCI	P
PER_JOBS	.0072	.0099	.0179	.0309	.0110

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The direct effect of job security on job performance when having job satisfaction (Table 8) shows that job security has a significant correlation with job performance (p = 0.0110) with regression coefficient c '= 0.4605. This direct regression coefficient is smaller than the total regression coefficient (c'= 0.4605 smaller than c = 0.4677) (Figure 1). So, job satisfaction mediates the relation between job security and job performance.

Testing the effect size of indirect effect using the Hayes Process Macro test showed that the indirect effect of job satisfaction was significant: t=0.007, p=0.00. The indirect effect accounted for 0.07% of the variance of job performance. So, the Hayes process macro test results also establish the mediating effect of job satisfaction. In other words, job security increases job satisfaction, which in turn increases employees' job performance. The stronger an employee perceived the security of his job, the more satisfied he is with his job, and the better he performs in his tasks. Job satisfaction mediates the relation.

DISCUSSION

This study looked into the relationship between job security beliefs and employee performance, as well as the role of job happiness in this relationship. Work-related satisfaction mediated the effect of job security on employee performance. Job security affects job happiness, which in turn affects output. The need-fulfilment perspective could explain the mediation effect. Job security addresses employees' fear of job loss and sense of continuity in the firm. While job satisfaction pertains to immediate necessities including working environment, pay, connections with co-workers and bosses, and promotion chances. Immediate needs are more important than gradual needs in high-stress, insecure occupations. As a result, the influence of job security on employee performance is realised through job satisfaction. This study also indicated that job security promotes job satisfaction, confirming the link between job security and job satisfaction (Porter et al., 1974; Bateman & Strasser, 1984; Meyer et al., 2002; Pool & Pool, 2007).

Hence, Employees with excellent job security often believe they can handle more work. Employees who are more committed to their jobs do better than those who are less committed. This study's findings matched prior research on the impact of job security on job performance.

RECOMMENDATIONS

The study proposes that management provide job continuity to promote a positive working environment for employees by allowing them to share ideas, opinions, and opportunities for growth. More importantly, senior executives should guarantee staff are happy with their positions because happiness, morale, and motivation affect productivity. Staff career development interventions that help organizations and their employees work together to improve knowledge, skills, and

competencies should be implemented. Finally, this study suggests that management should implement rules that help employees feel safe and satisfied at work, so enhancing job performance and thus overall organizational performance.

DIRECTIONS FOR FURTHER STUDIES

The study focused on employees' job performance in Plateau State's banking sector. The sample consisted of bank employees and managers in Jos, Plateau State, Nigeria. Similar research can be done in other fields to see if the findings are transferable. It is also possible to add other variables to gain a more thorough assessment of employees' job performance, as well as demographic implications.

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