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# The Mediating Role of Psychological Capital in the Relationship between Perceived Job Security with Organizational Loyalty and Extra-Role Behaviors

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The present study was conducted with the aim of investigating the mediating role of psychological capital in the relationship between perceived job security and organizational loyalty and extra-role behaviors. This research was a correlational study of the structural equation modeling type. The statistical population of this research consisted of all managers and supervisors working in the mines and mining companies of Irankooh in the year 1403 (2024-2025). From among them, 180 individuals were selected as the sample size using the available sampling method. The instruments used included Kumar and Shekhar's (2012) Organizational Loyalty Questionnaire, Luthans et al.'s (2007) Psychological Capital Questionnaire, Francis and Barling's (2005) Job Security Perception Questionnaire, and Lee and Allen's (2002) Extra-Role Behaviors Questionnaire. Data were analyzed using SPSS and Smart PLS software. The results of data analysis regarding the direct effects of variables on each other showed that perceived job security has a direct and significant



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effect on psychological capital, organizational loyalty, and extra-role behaviors. Furthermore, the direct effects of psychological capital on extra-role behaviors and organizational loyalty were significant. Moreover, the indirect effect of psychological capital in relationship between perceived job security and organizational loyalty and with extra-role behaviors was significant. based on the findings of this study, the need to pay attention to the role and impact of perceived job security should be at the core of attention for managers of the studied organization and other organizations.

***Keywords:*** psychological capital, perceived job security, organizational loyalty, extra-role behaviors.

Over the past two decades, the economy has moved in a direction where investment in human resources, information technology, and research and development is essential to maintain a competitive position and ensure the growth and advancement of organizations. With increased competition in global arenas, the capabilities of all resources, including the workforce, have changed, and considering changes in the business environment, its value has also increased. Consequently, such changes have created additional pressure to improve the quality of the workforce (Namada, 2018). Therefore, retaining skilled and trained manpower can lead to a competitive advantage for the relevant organizations (Azeem et al., 2021). Furthermore, based on Social Exchange Theory, a reciprocal relationship is established between the organization and its employees, and the creation of growth opportunities by the organization for employees leads to their organizational commitment, which in turn provides the ground for employee loyalty to the organization (Fan et al., 2021). Loyalty refers to the extent to which an employee devotes themselves to organization and believes that staying in organization is in their best interest (Ocampo et al., 2024). Loyal employees have a



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sincere interest in the organization they work for and will protect its interests as much as possible. Creating a sense of loyalty greatly reduces the likelihood of employee burnout and provides a favorable ground for their long-term cooperation with the organization (Puspita et al., 2020). Creating and maintaining an effective workforce can help companies develop, grow, and perform effectively in their industry. Employees who trust a company provides opportunities within the organization that help advance themselves and the organization. Having loyal employees can also help companies increase productivity, build their brand, and differentiate themselves from competitors (Saputra & Mahaputra, 2022). A sense of loyalty is the result of a two-way interaction, with the employee on one side and the employer on the other. A necessary condition for the formation of a sense of loyalty is that the employee feels that the organization truly needs those (Murale et al., 2017).

Another important variable that plays a prominent role in the life and continuity of organizations is extra-role behavior or Organizational Citizenship Behavior (OCB). Extra-role behavior is voluntary, intentional, and conscious behavior on the part of employees, shown without expecting any formal reward, which leads to the improvement and increase of organizational performance (Mehdad, 2023). In other words, these behaviors as organizational citizenship behavior can be in the form of employees' capacity for greater empowerment and flexibility towards organizational goals in different environmental conditions. Most of today's organizations are not citizen-oriented, and organizational citizenship behavior is rarely seen, and employees, whether willingly or unwillingly, avoid exhibiting such behaviors (Zheng et al., 2021). That is,



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employees only do what is specified in the rules, regulations, and job descriptions and do not perform behaviors beyond the expected role due to having unfavorable attitudes.

Therefore, one of the main problems of organizations in today's changing and highly variable world is identifying factors that can influence the emergence of employees' extra-role behaviors and their loyalty as emerging phenomena in the field of organizational behavior. In this regard, one of the most important variables whose relationship with organizational loyalty and extra-role behaviors has been proven in various studies is perceived job security. The results of studies by Liu et al. (2017), Mousavi Naeini et al. (2023), Mehrabi & Golnari (2015) confirm the relationship between perceived job security and employees' extra-role behaviors. Also, the relationship between this variable and organizational loyalty has been proven in the studies of Platis & Zimeras (2023) and Yu et al. (2017). Job security is the feeling of security that individuals have about their position and are sure they will not lose it or be transferred to a lower position. This feeling of security has a subjective and psychological aspect and is highly dependent on the individual's perception of their position in the organization. In other words, job security is a relative feeling of security from a state or danger that fulfills the individual's needs. Sometimes there may be no danger, but the individual feels threatened, or there may be a threat or danger, and the individual does not feel threatened (Bernhardt & Krause, 2014). In other words, if an individual feels they have a suitable job and is confident that they will continue in that job until the end of their service period or for a long time, and is not threatened by any person or factors to perform their job roles and duties appropriately, they have job



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security; otherwise, a state of job insecurity exists. In fact, job insecurity is the perceived threat of job loss (Geçdoğan Yılmaz & Aydın, 2023). In contrast, job security also refers to a person's expectations of a favorable job future, such as promotion opportunities in the career path in the long term. Therefore, perceived job insecurity is defined as a subjective feeling of the potential risk of losing the current job (Falatah et al., 2021).

In the present study, psychological capital is examined as a mediating variable. In other words, in addition to investigating the direct relationships between perceived job security with organizational loyalty and extra-role behaviors, the present study also explores these relationships indirectly through the mediating role of psychological capital.

Psychological capital is one of the indicators of positive psychology, defined by characteristics such as an individual's belief in their abilities to achieve success, having perseverance in pursuing goals, making positive attributions about one self and tolerating problem (Nolzen, 2018). Hope, optimism, self-efficacy, and resilience are components of psychological capital (Dóci et al., 2023). Research conducted by Rezazadeh (2019), Giancaspro et al. (2022), Mahadewi & Muchtadin (2024), indicates a relationship between the extra-role behavior and psychological capital. Also, the relationship between psychological capital and organizational loyalty has been confirmed in the studies of Soltaninejad et al. (2017), Mateen et al. (2022), and Tanjung, (2021). Psychological variables such as hope, resilience, optimism, and self-efficacy collectively form a new latent resource that is evident in each of these variables and consequently can be considered as an effective resource for employees, which, while providing mental peace for them, can



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cause their resilience in the face of workplace problems; therefore, the likelihood of extra-role behavior increases with the increase of psychological capital in employees (Bogler & Somech, 2021). Also, having psychological capital enables individuals to better cope with stressful situations, experience less tension, have high ability in the face of problems, reach a clear view of themselves, and be less affected by daily events. Therefore, such individuals also have higher psychological well-being (Kotze & Massyn, 2019).

Therefore, based on the review of the presented theoretical and research foundations, the present study seeks to answer the question: Does psychological capital play a mediating role in the relationship between perceived job security and organizational loyalty and extra-role behaviors?

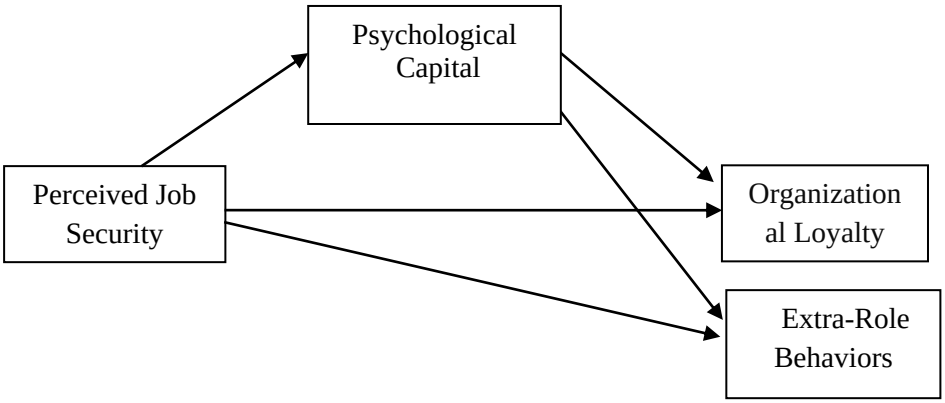



**Figure 1. The Conceptual Model of the Research**

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## Method

In terms of purpose, the present research is among applied research, and in terms of data collection method, it is a quantitative research based on a correlational approach of the structural equation modeling type. The statistical population included all managers and supervisors working in the mines and mining companies of the Irankooh mountain range in Isfahan in the year 1403 (2024-2025), from whom 180 individuals were selected as a sample using the available sampling method. To analyze the data, in addition to descriptive statistics, the structural equation modeling pattern was used, and data were analyzed using SPSS23 and Smart PLS version 22 software. The demographic characteristics of the participants indicated that the average age and work experience of employees were 38.22 and 11.71, respectively. Also, in terms of education level; 7.6% had a diploma, 12.6% had an associate degree, 61% of employees had a bachelor's degree, and nearly 18% of employees had a master's degree.

### Instruments

#### Organizational Loyalty Questionnaire

To measure organizational loyalty, the 33-item questionnaire by Kumar & Shekhar (2012) was used. The aforementioned authors confirmed the construct validity of this questionnaire using factor analysis by the principal components method and varimax rotation. This questionnaire was first used in Iran by Khoshnamy & Mahdad (2015) after a two-stage process of translation and back-translation, and its content validity was confirmed and used by three industrial/organizational psychology specialists. Khoshnamy & Mahdad (2015) in their study reported the reliability of this questionnaire using



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Cronbach's alpha as .95. The reliability of this questionnaire in the present study was calculated using Cronbach's alpha coefficient as .75.

**Psychological Capital Questionnaire**

To measure psychological capital, the Psychological Capital Questionnaire by Luthans et al. (2008) was used. This questionnaire includes 24 items and four subscales named self-efficacy, resilience, optimism, and hope. This questionnaire has been used in numerous foreign and domestic studies, all of which indicate the high validity and reliability of this questionnaire. For example, in a study conducted by Abdoulmatlab Jasem et al. (2025), the reliability of this scale was obtained using Cronbach's alpha coefficient as .91, and its validity was confirmed. Cronbach's alpha for this questionnaire in the present study was 0.86.

**Perceived Job Security Questionnaire**

To measure perceived job security, the 7-item questionnaire by Francis and Barling (2005), which was translated and administered in Iran by Nik Andish & Mehdad (2012, cited in Mehdad & Khalaveh, 2016), was used. According to the report of the developers, the Cronbach's alpha of this questionnaire is .81. In the research of Nik Andish & Mehdad (2012), while confirming the content validity of the questionnaire by specialists, it was used, and Cronbach's alpha of the questionnaire was reported by the aforementioned as .72. The reliability of this questionnaire in the present study was obtained using Cronbach's alpha coefficient as .75.



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**Extra-Role Behaviors Questionnaire**

To measure extra-role behaviors, Lee & Allen's (2002) Organizational Citizenship Behavior Questionnaire was used. This questionnaire has 16 items with a 7-point Likert scale (never to always). This questionnaire has been used in numerous domestic and foreign studies, all of which indicate its high validity and reliability. It was first translated into Persian in Iran by Mehdad, & Arifn (2009), and its reliability was reported through Cronbach's alpha as .93. The reliability of this questionnaire in the present study was obtained using Cronbach's alpha coefficient as .73.

## Results

Out of the total sample of 180 individuals, the mean of participants' age is 38.22, mean of tenure is 11.71, 7.16% are single, 92.84% are married, 26.2% had high school diploma, 66.1% bachelor's degree and 6.7% master degree. Table 1 presents the descriptive statistics of the research variables.

**Table 1**
**Results of Descriptive Statistics of Research Variables**

| variables | N | M | SD | Min | Max | Skewness | Kurtosis |
|---|---|---|---|---|---|---|---|
| Psychological Capital | 180 | 81/37 | 10/66 | 52 | 120 | -0/072 | 0/195 |
| Perceived Job Security | 180 | 17/74 | 3/45 | 11 | 27 | 0/202 | -0/154 |
| Organizational Loyalty | 180 | 89/95 | 8/76 | 70 | 110 | 0/01 | 0/252 |
| Extra-Role Behaviors | 180 | 45/88 | 7/47 | 32 | 56 | -0/185 | -1/19 |

As Table 1 shows, the mean scores of employees' psychological capital, perceived job security, organizational loyalty, and extra-



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role behaviors are 81.37, 17.74, 89.95, and 45.88, respectively. Also, given that the kurtosis and skewness of the distribution of scores for all research variables (employees' psychological capital, perceived job security, organizational loyalty, and extra-role behaviors) were between -1.96 and 1.96, it can be said that the normality of the distribution of scores of the research variables is observed, and the distribution of scores does not have skewness or kurtosis.

The proposed research model in the standard coefficients mode is presented in Figure 1. In this model, psychological capital plays the role of mediator, perception of job security plays the role of independent variables, and two variables of organizational loyalty and extra-role behaviors play the role of dependent variables.

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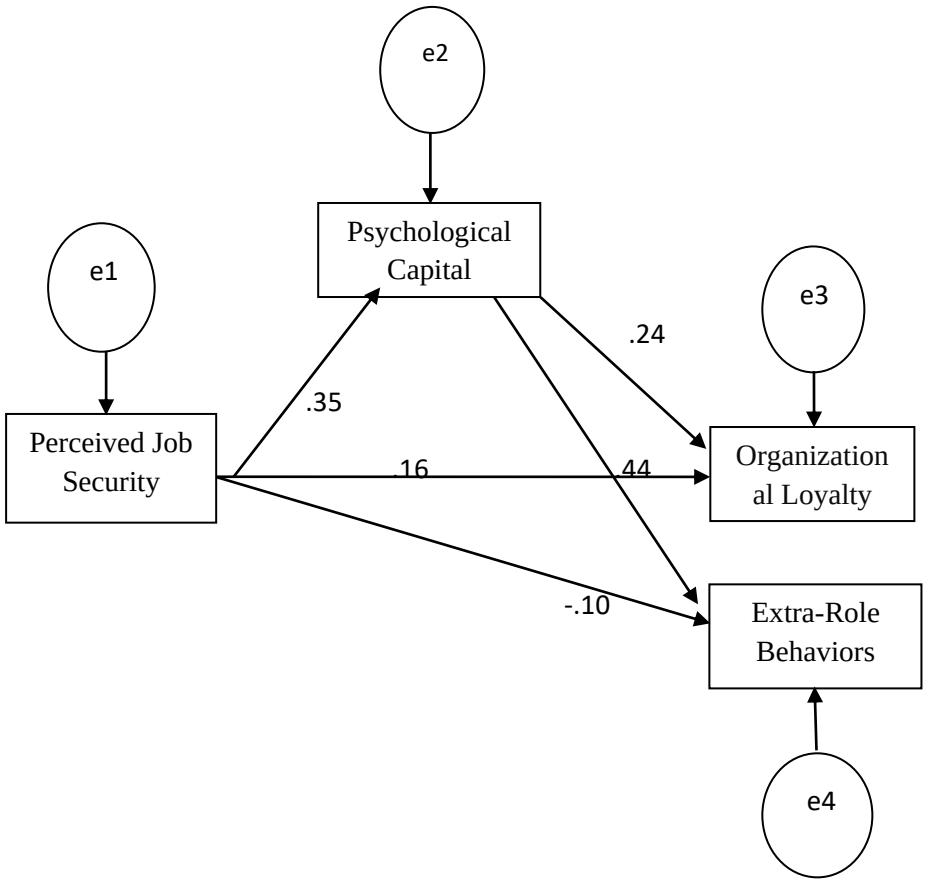



**Figure 1. The fitted model of the mediating role of psychological capital in relationship between perceived job security, organizational loyalty and extra-role behaviors in the standard coefficients mode**

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To determine the adequacy of the fit of the modified model with the data, a combination of fit indices including the Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), Incremental Fit Index (IFI), Goodness of Fit Index (GFI), Normed Fit Index (NFI), Adjusted Goodness of Fit Index (AGFI), Root Mean Square Error of Approximation (RMSEA), and the ratio of chi-square to degrees of freedom index were used, the results of which are presented in Table 2.

**Table 2**
**Fit Indices of the Measurement Model of the Proposed Model**

| Fit Indices of the Measurement Model | GFI | AGFI | TLI | IFI | NFI | CFI | RMSEA |
|---|---|---|---|---|---|---|---|
| Calculated Values | 0/99 | 0/93 | 0/90 | 0/98 | 0/97 | 0/98 | 0/086 |
| Status | Good | Acceptable | Good | Good | Good | Good | Good |

According to Table 2, the fit indices of the assumed model are at a desirable and good level, which indicates the good fit of the model. The normalized chi-square value (CMIN/DF) is equal to 2.31, and since it is less than 5, it indicates the desirability of the proposed model. Next, to examine the direct and indirect relationships of the research variables, the coefficients of direct, indirect, and total effects of the research variables on each other in the standardized state are presented in Table 3.



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**Table 3**
**Standardized Coefficients of the Total Mediating Role of Psychological Capital in the Relationship between Perceived Job Security and Organizational Loyalty and Extra-Role Behaviors**

| Regression Paths | Total Effect | Direct Effect | Indirect Effect |
|---|---|---|---|
| Perceived Job Security -> Psychological Capital | 0/35** | 0/35** | --- |
| Perceived Job Security -> Organizational Loyalty | 0/24** | 0/16* | 0/08 |
| Perceived Job Security -> Extra-Role Behaviors | 0/05 | -0/10 | 0/15 |
| Psychological Capital -> Organizational Loyalty | 0/24** | 0/24** | --- |
| Psychological Capital -> Extra-Role Behaviors | 0/44** | 0/44** | --- |

**Table 4**
**Bootstrap Results for Examining the Significance of Indirect Path Effects**

| Paths | Bootstrap | Std. Error | Lower Bound | Upper Bound | Significance |
|---|---|---|---|---|---|
| Perceived Job Security -> Organizational Loyalty | 0/08 | 0/03 | 0/02 | 0/17 | 0/001 |
| Perceived Job Security -> Extra-Role Behaviors | 0/15 | 0/04 | 0/08 | 0/24 | 0/003 |

According to Table 3, the direct paths from perceived job security to psychological capital ($\beta$=.35, $p \leq .01$) and from perceived job security to organizational loyalty ($\beta$=0.16, $p \leq 0.05$) are positive and significant. Also, both paths from psychological capital to the two criterion variables of organizational loyalty



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(β=0.24, p≤0.01) and extra-role behaviors (β=0.44, p≤0.01) are positive and significant at the 0.01 level. Next, to examine the significance of the obtained indirect coefficients, the Bootstrap method was used, the results of which are presented in Table 4.

The confidence level for the lower and upper bounds is 95%, and the number of Bootstrap re sampling is 2000. According to the results of Table 3, the indirect paths from perceived job security to organizational loyalty (β=.08, p≤.01) and from perceived job security to extra-role behaviors (β=.15, p≤.05) are positive and significant. This means that employees' psychological capital can play a mediating or intermediary role in the relationship between perceived job security and organizational loyalty and extra-role behaviors. In other words, when employees have perceived job security, this feeling, through increasing "psychological capital," leads to increased loyalty to the organization and behaviors beyond formal duties (extra-role behaviors).

## Discussion

The present study was conducted with the aim of investigating the impact of perceived job security on organizational loyalty and extra-role behaviors, considering the mediating role of psychological capital. Main result of the study indicated that the mediating role of psychological capital in the relationship between perceived job security and organizational loyalty and extra-role behavior was significant and confirmed. Based on searches conducted in reputable databases, so far no studies have been found that have examined the relationship of these variables within a single model, and based on this, commenting on the alignment or non-alignment of the findings of the present



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study with other research is not possible. Now, in explaining the findings of this research, it can be stated that employees who have higher perceived job security are satisfied with their job, are optimistic about their work environment, and hopeful about their future, all of which contribute to the emergence of psychological capital among them. In general, employees who have higher perceived job security reach self-confidence; these individuals are optimistic about their work environment and hopeful about their future. This factor increases employee performance, makes the work environment pleasant, and ultimately improves their psychological capital. Therefore, when employees perceive security in their workplace and see the environment, organization, and managers as supportive and feel secure, this security leads to the growth of psychological capital. They will face work and life challenges with a positive and optimistic attitude, with the belief that they have the ability to cope with problems and are confident about the future, and this type of trust and hope is an important part of psychological capital. A very important point regarding job security as a perceptual variable is that employees perceive that it is the organization and management that have provided the secure condition for their job security, and based on Blau's (1964) Social Exchange Theory, under such conditions, employees feel obliged to give an appropriate and suitable response to the organization, and this response will be organizational loyalty and extra-role behavior in employees. In other words, organizational loyalty and extra-role behaviors are responses from employees in return to the organization in exchange for the perception they have of their job security.



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This study, like other studies, had limitations that should be considered in generalizing and interpreting the results. These limitations include the fact that this study was conducted on an industry setting in Isfahan using a convenience sampling method, so caution should be exercised in generalizing the results to other statistical populations, such as industries in different cities in Iran. To overcome these limitations, it is necessary to conduct this study on other industries by using a random sampling method and taking into account the role of moderators, so that the generalizability of the results can be fully determined.

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