The Effect of Job Insecurity on Nurses' Job Performance

Aya M. Hegazy[1], Gehan M. Diab [2], Sohair M.Allam [3]
& Shimaa E. Elshall [4]

[1]*Assistant lecturer of Nursing Administration,* [2,3]*Professor of Nursing*
Administration, [4]*Assistant Professor of Nursing Administration*
[1,2,3,4] *Faculty of Nursing, Menoufia University*

Abstract: **Background:** The performance of nurses is influenced by various dynamic factors; one of these factors is job insecurity at the workplaces. The performance is mainly affected when concerned nurses feel unsecure and thus show limited efforts towards the attainment of their work assignments and tasks. **Design**: A correlational research design. **Setting**: The study was conducted in selected units at Menoufia University Hospital. **Sample**: Staff nurses who had at least one year of experience working in the hospital and accepted to participate in the study. **Data collection Instruments**: Two instruments were used in the study: instrument one: Job Insecurity scale and instrument two: The Individual Work Performance Questionnaire. **Results**: Nearly half of the studied staff nurses at Menoufia University Hospital had low level of job insecurity. Moreover, more than half of the studied staff nurses had high level of job performance. Conclusion: There was a negative relation between job insecurity and total job performance. **Recommendations**: Healthcare organization could deliver training programs for their managers aimed at enhancing the use of fair procedures in allocating outcomes and developing their autonomy, supportive behaviors to improve nurses' job performance and reduce nurses' job insecurity.

Key words: Insecurity, Job Performance, Nurses.

Introduction:

Nursing professionals are the largest professional group in the health field. In hospitals, nurses carry out continuous and uninterrupted patient monitoring and surveillance activities, coordinating the work of other health professionals and ensuring care delivery. With job insecurity, nursing professionals are exposed to greater suffering, as nurses are unable to do everything that is best for patients. Job insecurity in public health services directly affects the population. It limits access to services and exposes hospitalized patients to risks during care provision, since poor work

conditions demand improvised actions that negatively affect patient safety (Aguiar-Quintana et al., 2021).

Job insecurity has been described as the disease of the 21st century.

Job insecurity not only reflects the potential financial risks associated with losing one's job but also implies the potential loss of key social and psychological resources such as the structure of time in daily life and social participation. Thus, it is unsurprising that job insecurity is associated with low levels of employee job satisfaction, organizational commitment, and job performance as well as poor physical and mental health and reduced optimism about the future (Mehta, 2022).

Furthermore, job insecurity which is nurses' fear that they might lose their job and become unemployed is considered one of the current major psychological workplace risks. Job insecurity is classified as a stressor and a job demand that leads to negative consequences on the health and well-being of employees by driving a reduction of resources and threatening the capability of a person to sustain job demands (Chen & Eyoun, 2021).

Job insecurity triggers feelings of failure and loss of identity in an important life domain, and as such, results in stronger negative consequences for those who identify more with work. Jobs are important to people, and provide a sense of identity and self-determination, which is threatened when employees perceive lower job security. All three of these psychological mechanisms – stress, psychological contract violations, loss of status or identity – are likely to

depend on a host of individual and cultural level moderators (Debus et al., 2020).

Job performance is the most effective phenomenon that is responsible for the success and failure of every organization including non-governmental organizations. In this regard, the non-governmental organization uses the provisional services of employees as a tool to attain greater performances from workforces. The organizations use the performance as a tool to evaluate efforts of their employees in achieving assigned tasks. Therefore, performance is considered as effective criterion in evaluating organizational productivity and success (Janati et al., 2021).

Nowadays, in the era of the rapidly changing working environment, Job performance is one of the crucial things that measure the organization's outcome and reputation. Employees need to improve their knowledge and skills consistently to become a knowledge worker and remain competitive. The employee would perform better in their tasks throughout their improvement of competency, which makes them moving forward to achieve organizations strategic and goals (Akdere & Egan, 2020).

The performance of an employee is extremely important to the success of every organization and profitability in this dynamic and ever changing business world. In todays, work environments, it is only employee with the capacity to contribute more than the organization's expectations and goals that are valued. Nurse's job performance has been defined as

productivity in terms of quantity and quality expected from each nurse (Hackney et al., 2022). With the ever increasing competition and competitiveness in today's world, all organizations have tended to recognize the fact that they can only remain afloat and prosper when their employees perform to optimum level and identify factors affecting their performance such as organizational identification and job insecurity (Adekunle & Adegoroye, 2021).

Significance of the study

Nowadays, managerial practices in the healthcare sector are facing considerable challenges to improve the performance of medical staff in the ever-growing hospital market conditions. Nurses, among all healthcare practitioners, are the front-line care of patients in providing timely, quality health services in hospitals. Nurses also make up the largest human resource in healthcare organizations, and nursing performance remains a long-standing determinate of the quality of patient care. Therefore, the assessment of factors influencing the performance of nurses became essential for scholars and hospital management executives (Faradila et al., 2020).

Job insecurity is a work stressor that adversely impacts workers' job performance and career, as well as basic economic and social needs, thus causing dissatisfaction toward life. This dissatisfaction has a negative spill-over effect on work performance, work quality, productivity, employee participation and work engagement (Yu et al., 2020). Job insecurity affects the functions of organizations and the health of employees. Distrust of organization has an unfavorable effect on organizational commitment, loss of morale, anxiety and depression which in turn has an unfavorable effect on actual job as well as organizational performance (Saif & Khan, 2018).

Based on literature review such as Mabrouk and Gab Allah (2020) and Sun et al. (2022) in their study revealed that there were significant negative correlations between job insecurity with job performance. There are few studies about the effect of job insecurity on nurses' job performance so the present study aims to explore the effect of job insecurity on nurses' job performance.

Purpose of the study

Explore the effect of job insecurity on nurses' job performance at Menoufia University Hospital.

Research Questions

- What is the level of job insecurity as perceived by staff nurses?
- What is the staff nurses' perception of their levels of job performance?
- What is the effect of job insecurity on staff nurses' job performance?

Methods

Study design

A correlational research design was used in conducting this study.

Study Sample:

The sample size was determined by using Thompson (2012) formula to assess the sample size of staff nurses.

$$n = \frac{N \times p(1-P)}{[N-1 \times (d^2 \div z^2) + p(1-p)]}$$

N = is the total number of population. **n** = is the sample size. **d** is coefficient factor (significance level) = 0.05. **z** is power = 1.96. **P** is probability = 0.5 (Thompson, 2012).

$$427 = \frac{1200 \times 0.5(1-0.5)}{[1200-1 \times (0.05^2 \div 1.96^2) + 0.5(1-0.5)]}$$

Sample size = 427 staff nurses.

The sampling technique:

A simple random sampling technique was used to select staff nurses who were working at Menoufia University Hospital.

Study Setting:

This study was conducted in selected units at Menoufia University Hospital that established in 1993 with bed capacity is 1000 beds. This hospital is divided into four building. Three of these buildings are interlinked (General Hospital, Emergency Hospital and Specialized Hospital) and one separate building namely Oncology.

Instruments of data collection

Two instruments were used for data collection:

First instrument: Job Insecurity scale :

Job insecurity scale was developed by De Witte (2000) and modified by the researcher. It was divided into two parts as follows:

▪ **Part one :** Personal characteristics: It included self-reported information form was designed to collect nurses' personal characteristics such as: age, sex, marital status, qualification, work unit, and years of nursing experience in the hospital.

▪ **Part two:** It consisted of 9 items. It divided into two parts: - part one (Quantitative job insecurity) which contained 5 items and part two (Qualitative job insecurity) which contained 4 items.

Scoring system:

The scoring system of each subscale was assessed by using 5 points likert scale with 1- strongly disagree, 2- disagree, 3- neutral, 4- agree and 5- strongly agree (De Witte, 2000). By statistical analysis the nurses' level of job insecurity considered high if the score was 35-45 score, moderate if the score was 27-34 score and low if the score was 9-26 score.

Second instrument: The Individual Work Performance Questionnaire:

The Individual Work Performance Questionnaire (IWPQ) developed by Koopmans (2015) and modified by the researcher. It consisted of 18 items. It divided into three parts: - part one (Task performance) which contained 5 items, part two (Contextual performance) which contained 8 items and part three (Counterproductive

work behavior) which contained 5 items.

Scoring system:

The scoring system of self-report answers was assessed by using 5 points likert scale with 1-seldom, 2-sometimes, 3-frequently, 4-often, and 5-always (Koopmans, 2015). By statistical analysis the level of nurses' job performance considered high if the score was 68-90 score, moderate if the score was 54-67 score and low if the score was 18-53 score.

Validity and Reliability of instruments:

Validity

The questionnaires tested for its validity through a bilingual group of five experts was selected to test the content and face validity of the instruments. The panel included two professors and one assistant professor from Nursing Administration department, Faculty of Nursing, Menoufia University and one professor and one assistant professor from Nursing Administration department, Faculty of Nursing, Banha University. Necessary modifications were made. The instruments were considered valid from the experts' perspective.

Reliability

These instruments were tested for reliability to estimate the consistency of measurement performed using Chronbach alpha coefficient test.
Internal consistency of the first instrument (Job Insecurity Scale) was 0.79 and the second instrument (The Individual Work Performance Questionnaire) was 0.80 these values

indicated that the research instruments were highly reliable.

Pilot study:

After reviewing of the instruments by the experts, the researcher conducted a pilot study before administering the final questionnaire. The purpose of the pilot study was to ascertain clarity, relevance, feasibility and applicability of the study instruments and to determine obstacles that may be encountered during data collection. It also helped to estimate the time needed to fill the questionnaire. The pilot study was carried on 43 staff nurses which presented (10%) of sample size and included in the main sample size since there was no required modifications done.

Ethical considerations:

The study was conducted with careful attention to ethical standards of research and rights of the participants and represented to Ethical and research committee N (846);
Before any attempt to collect data, an official approval letter was submitted to the Dean of the Nursing College to collect data from the pr-mentioned study setting, also a written approval letters were submitted to the director of Menoufia University Hospital to collect data from the pr-mentioned study sample. The letter contained the title, aim of the study and methods of data collection. Data collection procedures, analysis and reporting of the findings were undertaken in a manner designed to protect confidentiality of sample.
The respondents' rights was protected by ensuring voluntary participation; so

that informed consent was obtained by explaining the purpose, nature, time of conducting the study, potential benefits of the study and how data was collected. The respondents were assured that the data was treated as strictly confidential; furthermore, the respondents' anonymity was maintained as they weren't required to mention their names.

Data collection procedure:

Data was collected in the morning; afternoon and night shifts and staff nurses fill in the questionnaire in the presence of the researcher to ascertain all questions were answered. The researcher was available for help to avoid any misinterpretation of questions. The researcher collected the data from staff nurses who were working at closed units in cold days to avoid work overload and ensure their full concentration during filling the questionnaire also collecting the data from staff nurses who were working at general units according to type of work and workload of each departments. The time required for each staff nurse to fill the questionnaire was estimated to be 30-45 minutes. Data was collected upon 2 months started from the beginning of April 2022 to the end of June 2022 so approximately total number of staff nurses who filled questionnaire per day was 6 staff nurses.

Data Analysis:

The collected data were organized, tabulated and statistically analyzed using SPSS software statistical computer package version 21. For quantitative data, mean and standard deviation were calculated. For qualitative data number and percent were calculated. Comparison was done using t test and linear regression. Correlation between variables was evaluated using Pearson correlation coefficient r. A significance was adopted at $P<0.05$ for interpretation of results of tests of significance (*). Also, a highly significance was adopted at $P<0.001$ for interpretation of results of tests of significance (**).

Results:

Table (1): represents frequency distribution of the studied staff nurses regarding their personal characteristics. Nearly half of the studied staff nurses (44.7%) was between (30-<40) years old and nearly three quarters of them (72.4%) were female nurses. Also more than half of the studied staff nurses (53.2%) had associate degree in nursing and more than one third (37.5%) had (5-<10) years of nursing experience. Regarding marital status, more than three quarters of the studied staff nurses (78%) were married and more than half of the studied staff nurses (60%) were working at critical units.

Table (2): reflects mean score and standard deviation regarding total job insecurity as perceived by staff nurses. According to job insecurity sub dimensions, the highest mean percent (62.4%) was qualitative job insecurity dimension, while the lowest mean percent (53.9%) was quantitative job insecurity dimension.

Table (3): reflects mean score and standard deviation of total job performance as perceived by staff nurses. According to job performance

sub dimensions, the highest mean percent (76.2%) was task performance dimension, while the lowest mean percent (68.5%) was counterproductive work behavior dimension.

Table (4): reflects liner regression of total job insecurity on job performance. There was a highly statistically significant negative correlation between total perception of job insecurity on total job performance as P-value (<0.001).

Figure (1): illustrates total levels of job insecurity as perceived by staff nurses. It indicated that nearly half (43.3%) of the studied staff nurses had

low level of job insecurity, more than one third (31.9%) of the studied staff nurses had moderate level of job insecurity and (24.8%) of the studied staff nurses had high level of job insecurity.

Figure (2): demonstrates total levels of job performance as perceived by staff nurses. It indicated that more than half (58.5%) of the studied staff nurses had high level of job performance, less than one quarter (21.1%) of the studied staff nurses had moderate level of job performance and less than one quarter (20.4%) of the studied staff nurses had low level of job performance.

Table (1): Frequency distribution of the studied staff nurses regarding their personal characteristics (n=427).

Personal characteristics	No	%
Age		
<30	180	42.2
30-<40	191	**44.7**
40+	56	13.1
Min –max	22-51	
Mean ±SD	31.75±6.34	
Sex		
Male	118	27.6
Female	309	**72.4**
Educational qualifications		
Technical Diploma in nursing	90	21.1
Associate Degree in nursing	227	**53.2**
Bachelor degree in nursing	104	24.4
Post studies	6	1.3
Marital status		
Married	333	**78.0**
Unmarried	94	22.0
Years of nursing experience		
<5	79	18.5
5-<10	160	**37.5**
10-<15	82	19.2
15+	106	24.8
Min –max	1-32	
Mean ±SD	10.19±6.51	
Work unit		
General departments	171	40.0
Critical units	256	**60.0**

Table (2): Mean score and standard deviation regarding total job insecurity as perceived by staff nurses (n=427).

Items	Minimum score	Maximum score	Mean ± SD	Mean percentage%	Ranking for sub items
Quantitative job insecurity	5	25	13.48±3.72	**53.9**	2
Qualitative job insecurity	4	20	12.47±3.65	**62.4**	1
Total job insecurity	9	45	25.96±3.96	57.7	

Figure (1): Total levels of job insecurity as perceived by staff nurses (n=427).

- High (35-45 score)
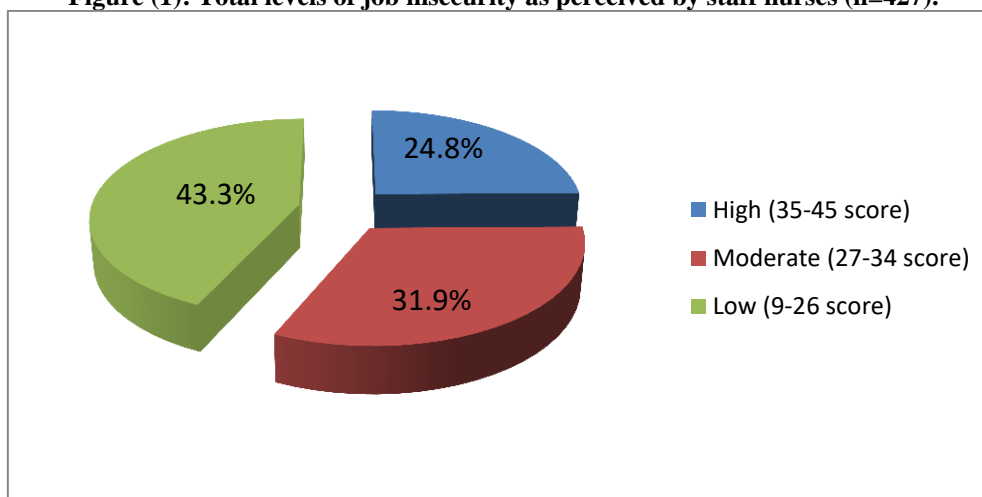- Moderate (27-34 score)
- Low (9-26 score)

24.8%
43.3%
31.9%

Table (3): Mean score and standard deviation of total job performance as perceived by staff nurses (n=427).

Items	Minimum score	Maximum score	Mean ± SD	Mean percentage%	Ranking for sub items
Task performance	5	25	19.06±4.10	**76.2**	1
Contextual performance	8	40	28.65±6.74	71.6	2
Counterproductive work behavior	5	25	17.12±5.65	**68.5**	3
Total job performance	18	90	64.83±9.95	72	

Figure (2): Total levels of job performance as perceived by staff nurses (n=427).

- High (68-90 score)
- Moderate (54-67 score)
- Low (18-53 score)

20.4%
21.1%
58.5%
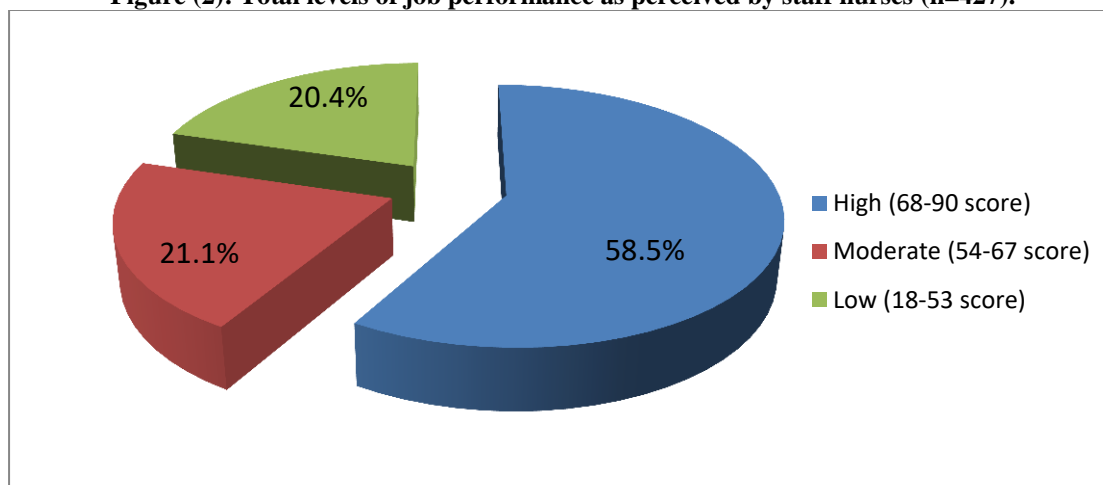
Table (4): Liner regression of total job insecurity on job performance (n=427).

Model	Total job performance		
	T test	Standardized Coefficients Beta	P value
Total perception of job insecurity	5.643	-.264	**.000****

a. Dependent Variable: total job performance

 ** Highly statistically significance p<0.001

Discussion

Nurses' experiences in healthcare organization largely determine their attitudes and behaviors. These experiences can lead to positive outcomes such as perceived organizational support, organizational identification, work engagement and job satisfaction, as well as negative outcomes such as cynicism, job insecurity and stress at work (Koçak & Kerse 2022). Therefore the present study was conducted to explore the effect of job insecurity on nurses' job performance at Menoufia University Hospital.

Regarding personal characteristics of the studied staff nurses, the result of the present study showed that nearly half of the studied sample were between (30-<40) years old and most of them were female nurses. From the researchers point of view, this may be due to the nursing profession is a women's work and men are recruited in nursing profession recently. Also more than half of the studied staff nurses had associate degree in nursing and more than one third had (5-<10) years of nursing experience. Regarding marital status, more than two third of the studied staff nurses were married and more than half of the studied staff nurses were working at critical units.

Concerning studied staff nurses perception of job insecurity dimensions of at Menoufia University Hospital, the present study findings showed that; the highest perception level regarding job insecurity dimensions was qualitative job insecurity then quantitative job insecurity. From the researchers point of view, the high perception level of qualitative job insecurity among staff nurses at Menoufia University Hospital was because they perceive fear of loss of valuable job benefits such as deterioration of salary development, career progress, resources, and working conditions because there are low opportunities for promotion as most of staff nurses became at the same position until retirement with no salary increase only for improvement in job grade which take 7 years to change to a high level. After COVID 19 Scholarship of the Ministry of Health for full-time studies was canceled this made more stress and challenge over nurses' burdens to complete their post graduate study for development. Furthermore, in today's turbulent and largely unpredictable labour market, it has become an increasingly salient workplace stressor which creating a highly change-

oriented work environment for its nurses like what happened after COVID 19 which change the healthcare conditions ranged from fear of losing themselves to the stress and work overload which made working condition unsecure.

The result of the present study was consistent with Long et al. (2021) study showed that the highest perception level regarding job insecurity dimensions was qualitative job insecurity then quantitative job insecurity. In addition, Urbanaviciute et al. (2021) study showed that qualitative job insecurity was the highest and quantitative job insecurity was the lowest. In agreement with the present study findings, Chirumbolo et al. (2020) study showed that qualitative job insecurity was the highest and quantitative job insecurity was the lowest.

In contrast with the findings of the present study, Risgiyanti and Hidayah (2020) who found that quantitative job insecurity was the highest and qualitative job insecurity was the lowest. Also, the result of the current study is contradicted with a study conducted by Van Dam et al. (2020) who revealed that quantitative job insecurity was the highest and qualitative job insecurity was the lowest.

Concerning studied staff nurses total perception of job insecurity at Menoufia University Hospital, the present study findings revealed that; it indicated that nearly half of the studied staff nurses had low perception level of job insecurity, more than one third of the studied staff nurses had moderate perception level of job insecurity and nearly one third of the studied staff nurses had high perception level of job insecurity.

From the researchers point of view, staff nurses working at Menoufia University Hospital seem to have low job insecurity level may be due to they feel that they have an appropriate permanent governmental job which secure their life and make them to have one easy going life without doing much hard work later. Job security is more available in government jobs because the superiors in these jobs are more talented, experienced and qualified persons. Therefore the pressures for unnecessary things are not done in this type of jobs. Salaries and allowances are always in secure range in permanent governmental job. Therefore the labor turnover for this purpose is completely eliminated. Termination from this job is that corruption of employees or the expiry of contract of employees only. Furthermore, they feel with job security because they believe that they are qualified enough to perform continuous and uninterrupted patient monitoring and surveillance activities, coordinating the work of other health professionals and ensuring care delivery satisfactorily.

These finding of the present study are in the same line with the results reported by Saquib et al. (2020) in their study found that staff nurses ' perception of job insecurity was low. Also, Habib et al. (2020) who reported that more than half of the studied staff nurses had low job insecurity level. In agreement with the present study results, Sulaiman et al. (2021) study found that nurses' job insecurity level

was low. In contrast with the findings of the present study, Diao and Chen (2019) who found that employees had high job insecurity. Furthermore, Saif et al. (2020) who reported that there was increase in perception of job insecurity. Also, Zalat and Sheta (2019) study revealed that there was high level of job insecurity.

According studied staff nurses level of job performance dimensions at Menoufia University Hospital, the present study findings stated that; task performance was the highest level followed by contextual performance then counterproductive work behavior. From the researchers point of view, the highest level of task performance dimension among staff nurses at Menoufia University Hospital because task performance has a direct relationship with the organizational technical core such as patient feeding, direct patient contact as these examples are part of staff nurses professional role which nurses perform them daily during their work.

In agreement with the present study results, Walpita and Arambepola (2020) study revealed that the highest level regarding job performance dimensions was task performance followed by contextual performance then counterproductive work behavior. Furthermore, Word et al. (2022) study showed that the highest dimension was task Performance followed by contextual performance then counterproductive work behavior. Conversely, the result of the present study was disagreed with Küçük and Taştan (2020) who reported that counterproductive work behavior was the highest dimension. In the opposite

line with the current study findings, Bhardwaj and Kalia (2021) who displayed in their study that there was a high level of counterproductive work behavior.

Regarding studied staff nurses level of job performance at Menoufia University Hospital, the present study findings indicated that; majority of the studied staff nurses had high level of job performance. From the researchers point of view, the high level of job performance among staff nurses at Menoufia University Hospital due to the stronger aspects of interpersonal relationship and effective communication which are the clinical nurse's nature of work in communicating with other staff as nursing is a caring profession, and the caring encompasses empathy for and connection with people.

In agreement with the present study results, Pourteimour et al. (2021) study found that of the nurses had high job performance level. In the same line with this study findings studies conducted by Dyrbye et al. (2019) study found that more than half of nurses had high level of job performance. Conversely, the result of the present study was disagreed with Hashemi (2023) who revealed that the majority of nurses had lower level of job performance. Also, Huang et al. (2021) who reported that the nurses had poor job performance.

Regarding the effect of job insecurity on studied staff nurses job performance at Menoufia University Hospital, the present study findings revealed that; there was a highly statistically significant correlation between total perception of job

insecurity and total job performance as P-value (<0.001). While there was a negative relation between job insecurity and total job performance. These findings can be explained by job insecurity led to reduced work attitudes and this causes a reduction in performance and an increase in absenteeism and turnover intentions. Also, there were lack of opportunities for promotion in workplace and no promising opportunities to increase salary.

This result is confirmed to Mabrouk and Gab Allah (2020) in their study revealed that there were significant negative correlations between overall job insecurity with overall work performance. Also in the same line of the current study findings Sun et al. (2022) who revealed that job insecurity negatively significantly influence job performance. Inconsistent with the findings of this study, Aguiar-Quintana et al. (2021) who revealed that nurses' job performance was not affected by their job insecurity.

Conclusion

In the light of the present study results, it can be concluded that nearly half of the studied staff nurses at Menoufia University Hospital had low level of job insecurity. Moreover, more than half of the studied staff nurses at Menoufia University Hospital had high level of job performance. Furthermore, there was a highly statistically significant correlation between total perception of job insecurity and total job performance. While there was a negative relation between job insecurity and total job performance.

Recommendations

Based on the findings of this study, the following recommendations are proposed:

❖ Nurse managers should
- Offer secured positions to their workforces to attain the desired positions in the competitive environment to prevent the job insecurity among nurses.
- Introduce other ways to increase nurses' satisfaction and commitment in preventing job insecurity from resulting in reduced performance through providing clear organizational communication or by allowing for nurses' participation.
- Communicate with staff nurses about major changes that may or may not happen: the aim is to reduce perceptions of threat, insecurity and feelings of loss of control related to the unknown.
- Adopt a strategy that facilitates the workforce performance to reduce the levels of job insecurity to increase organizational outcomes and effectiveness. Positive work climate, organizational support and leadership styles are factors that fostering nurses job performance and job security.
- Implement interventions or offering positive consequences (e.g., monetary and nonmonetary compensation, outplacement service) contingent on performance will prompt employees to maintain or even improve organizational outcomes.
- Provide flexibility in scheduling, balance between work and family

and provide frequent feedback for nurses.

❖ Healthcare organization could deliver training programs for their managers aimed at enhancing the use of fair procedures in allocating outcomes and developing their autonomy, supportive behaviors to improve nurses' job performance and reduce nurses' job insecurity.

❖ Replication of the study with a larger sample of nurses from different hospitals in different regions of the country to ascertain generalizability of the findings.

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