



**Causal Analysis of Job Insecurity and Job Performance: A Study of Faculty Members Working in Privately Owned Degree Awarding Institutes of Sindh**

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**Abstract**

*In today's competitive business scenario there are various issues faced by employees at workplace especially in private owned organizations. This research has focused on these issues. About various burning issues tackled by employees, job insecurity is one of the most stressful, problematic and threatened challenge in today's competitive business world. This study has been conducted to examine the influence of job insecurity in relation with job performance among the faculty of those specific institutions which are managed in private in Sindh. It has been observed from this study that job insecurity is hindrance construct for better job performance. Data has been collected from those academic institutions who are affiliated with Higher Education Commission of Pakistan. Results propose that there is negative significant relationship between JI and JP. This study has significant importance and scope. It has attempted to explore occupational psychology variables. This study can help management to control unpredictable behavior of employees. It may determine the situations where employees feel insecure on their job and cannot perform better. Negative consequences may occur if there is uncertain, discomfort and displeasure descriptions added in employees' job and recommend poor performance of the employees. Further, results can guide policy makers of the organizations to make employee-oriented policies.*

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**Keywords:** *Job Insecurity, Job Performance*

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**Introduction**

Human nature is complex, and people are unpredictable. They are unpredictable in their personal life and that unpredictability is also evident in their professional life. The jobs we do shape us by offering us an intellect of growth, commitment and satisfaction, or they can isolate us, creating lingering feelings of nervousness and directly affecting our health and wellbeing. The influence of work in coloring every



facet of our lives is thoughtful. Job performance has remained one of the pivotal occupational psychology construct aimed at resulting in desired outcomes on part of individual. Organizations have a close eye on performance of employees and try to mitigate the impact of those factors which adversely impact on job performance (Dayo et al. 2016). Another concern for employees in organizations is of job insecurity which badly and negatively effects on job performance creating havoc for employees and organizations. Various researchers have been trying to identify how employees behave when there is no security or less security in their job and what are their job outcomes in that situation. Further they are wishful to understand how employees emotionally feel when there is discomfort situation in their job. Management of organizations wants to deal this untoward situation to control this unpredictability of behaviour. Organizations, nowadays, are trying to find out the mechanisms to lessen the insecurity employees feel on their job and it is obviously fact that every organization wants to have best team of employees who perform best in their endeavors. So, it is concluded from various past studies that where there is sense of job insecurity exists; employees cannot perform well enough according to the expectations of organizations.

Keeping in view the importance of unpredictable behaviour of employees and past studies, this study is an empirical endeavor to measure the impact of JI on JP. Job insecurity is the perceived incapacity to sustain the anticipated continuity job (Greenhalgh & Rosenblatt, 1984). Job insecurity is state of feeling where employees are always in a threat to be unemployed (De Witte, 2005). Job performance refers to the actions people do at work (Campbell, 1990). Job performance involves the day to day activities of the organizations i.e. conversation with customers, assembling product parts, teaching graduate students etc. This concept of job performance refers to those actions that are counted or scaled (Campbell et al., 1993). Job performance means behaviors and activities that must be in addition to the objectives of the organization (Johnson & Meade, 2010). This study has been conducted to comprehend impact of job insecurity on job performance specifically in the context of Sindh and country Pakistan. The faculty members (Professors, Associate Professors, Assistant Professors and Lecturers) who work in those private institutions create the frame of population. Those institutes have been focused who are affiliated with higher education commission of Pakistan.

### **Objectives**

- To study the effects of job insecurity among the faculty members of privately-owned degree awarding institutes of Sindh.
- To study the impact of job insecurity in relation to job performance among the faculty members of privately-owned degree awarding institutes of Sindh.

### **Problem Statement**

Almost all organizations claim that there is positive and friendly working environment exists in our organization. Organizations specifically service organizations try to make slogans that we have created positive work attitude among employees. Employee oriented environment is created about gaining competitive advantage. This employee oriented environment is also responsible for attracting good performance from employees leading towards overall better outcomes for employees and organizations. But practical reality is different. There are various counter work behaviors which are always observed in private organizations. So, it can't be ignored



that ideal condition is different from practical reality. Presence of job insecurity is a potential and existential threat for performance of employees as job insecurity is a counterwork behavior (Ghumro, Dayo and Mangi, 2015). This counterwork behavior is a menu for job performance. Considering from detailed available literature it was observed that there are limited studies conducted in which job performance was tested with reference to job insecurity. Further, the nexus between variables of interest have yet to win the confidence of academic scholars. Such state of affairs constitutes the research gap for the proposed study. Patrick O'Neill (2013) also pointed this research gap to explain that there is shortage of work done in which job insecurity was researched with performance. Current study intends to fill identified research gap by ascertaining above situation in the teaching community of those private institutes.

### **Literature Review**

Job insecurity and job performance has remained concerned and attractive constructs for organizational management and employees as they wish to mitigate the impact of job insecurity in order to maintain or improve job performance (Maiké E. Debus 2020). In this modern era, most of the organizations loose monopolistic situations towards their competitors. They are in a state of working hard to survive in a globe. In this competitive scenario, the main ultimate step for most of the organizations is profitability. Profitability is highly considered in most of the organizations. According to Grobler et al. (2002), these organizations need to investigate major sources of cost-savings. Such sources involve technology, raw- materials, economies of scale and wages and salaries (Marais, et al., 1996). Further, it adds to this that if permanent layoffs have been downsized and early retirement has been offered, it will become useful strategy for improving competitive ability and efficiency (Mishra et al., 1991). In 1990's the practice of job insecurity had become widespread and it was seen that there is huge increase in outsourcing, frequent mergers and downsizing the companies that affected the practice of job insecurity. Downsizing can be said as, "Lessen the staff, cut off positions and jobs (Balazs et al., 1997). Now a days, this strategy has commonly been used and considered as useful strategy since 1980's. Before 80's this downsizing strategy was considered as survival strategy by organizations and used when companies face declining period but this time it has been considered as ideal strategy for business as profitable companies make great dismissals (Cascio & Young, 2003).

According to Jacobson et al. (1991), unemployment may have become tip of an iceberg. Organizations attempt to have pressure on employees, welcome alternative employment, relocate, hiring and firing formula and demote, all are the states of job insecurity. Organizations enjoy these practices of job insecurity where there is unemployment is at peak, people rush to get the job. There is always alternate option of replacement of employee present in the market. It leads employees to work hard and hard in order to get secure position in the job (Bussing, 1990).

### **Job Insecurity**

At present, job insecurity has been explained and conceptualized by researchers in diverse ways. Some scholars have defined narrow explanation of job insecurity as, "concern about future presence of an individual's job" (Rosenblatt & Ruvio, 1996). Job insecurity is a state or position of a job where employees don't feel secure or comfort on the job and reluctant that what will happen in future. It is said that job insecurity is the threatened feeling for employees regarding continuity on work



(Heaney et al., 1994). It is the state of mind for employees to think for the future security of current job.

The study of Staufenbiel (2006) concluded that job insecurity is a hindrance and stressor for employees especially its effects on performance of employees resulting poor performance. The study of O'Neill (2013) revealed that job insecurity is the condition at job where dissatisfaction feeling always underpinning the employees.

Concept of job insecurity has further been categorized in four dimensions, Marginalization Insecurity, Job Changes Insecurity, Organizational Survival Insecurity and Job Loss Insecurity. **Marginalization Insecurity** is a position where perception by management is to ignore the employees. Management of the organization intends to make employees far away from social events and social gatherings. It is condition of job insecurity where employees are excluded from social tasks within the organization (Goffman, 1970). **Job loss Insecurity** is a state where employees perceive uncertain situation about the continuance of job. They have threat given by management of the organization for losing the job in near future. It can simply be said as Likelihood of job loss (Mohr et al., 2000). **Job Changes insecurity** is a state where employees loose favorable tasks in job description (Lee et al., 1989). It is the type of job insecurity where employees are accommodated in those activities which are not according to the interest of employees. **Organizational survival insecurity** is a state where organizational economic conditions are not in position to contribute the survival in the marketplace (Lahey et al., 1984).

### **Job Performance**

Job performance means employees' activities and behaviors on job that remain in the control of employees and add to the organizational objectives (Johnson & Meade, 2010). For individuals and organizations alike, there is high relevance of job performance. It can be said that there is high job performance when tasks are accomplished and results are satisfactory, mastery and self efficiency is shown clear (Bandura, 1997; Kanfer et al., 2005). Individuals who perform better in line with expectations of the organization get promotions, honored and bestowed. There are career opportunities for those employees who perform better than low performers or moderate performers. (Van Scotter et al., 2000)

Job performance is further segmented in three categories, Contextual performance, Adaptive Performance and Task performance.

**Task Performance** is the system which addresses technical core requirements specified in job entails (William and Karau, 1991). Task performance means those activities which remain the part of job description. These tasks must be accomplished in order to get salaries and continuance of employment (Borman et al., 1993). In general, it can be said that task performance concerns with those activities in which there is conversion of resources into goods and services by the organization. Therefore, task performance is the contentment of all the requirements mentioned in the contract between company and worker (Motowidlo et al., 1997). Task performance is explained as the ability of an individual who work in any organization to fulfill all responsibilities mentioned in the job description (Griffin et al., 2007).

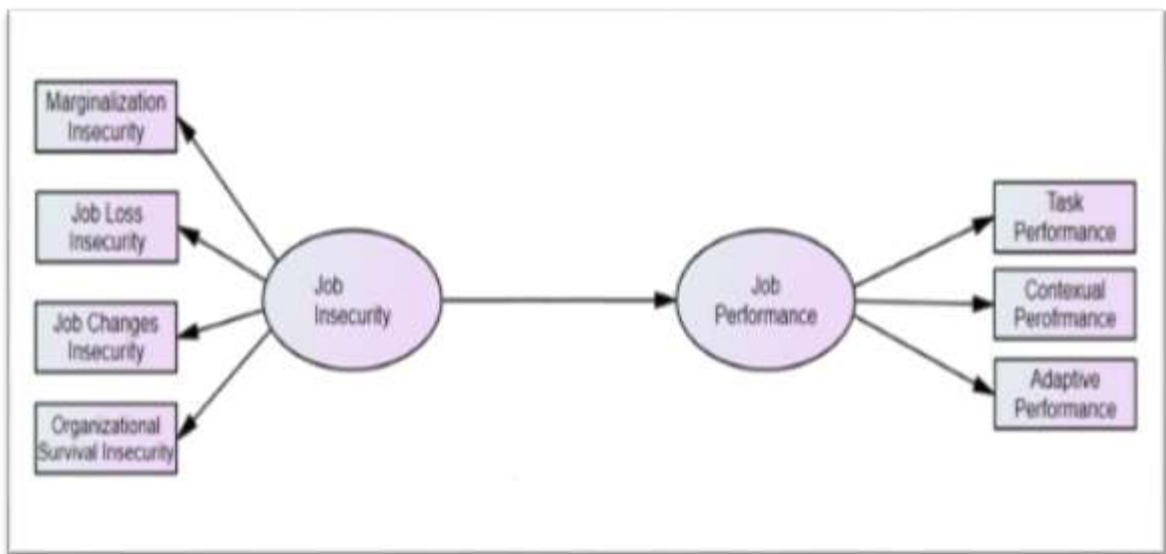
**Contextual Performance** refers to activities which involve psychological and social context. Often individuals in organizations go beyond from formal requirements. They think that it is not enough to deal with only major tasks of organization (Sonnetag and Frese, 2002; Parker et al., 2006). Contextual performance involves the activities which are performed on volunteer basis. These activities are not the part of job entails formally but are performed to help and cooperate others in order to get



the organizational tasks accomplished (Borman et al., 1993). Contextual performance refers to employees' effort that stimulate tasks which shape the social, psychological and organizational environment, which have no direct relation to basic job responsibilities. This type of performance engages employees in quality of relations with seniors, juniors and customers. Contextual performance is the ability of an individual which is discretionary and can be said as extra role behavior. It is predicted by personality and motivation. There are various activities designed in contextual performance such as enthusiasm, helping others, follow procedures in inconvenient environment and defending organizational objectives openly (Borman & Motowidlo, 1993).

**Adaptive Performance** consists of employee's ability to change the performance in addition to the enactment of change behaviors in the organization (Pulakos et al., 2000). Adaptive performance was not initially included in taxonomy of work performance by Campbell et al., (1993). Later, adaptive performance became important due to change in dynamics of working environment (Pulakos et al., 2000; Smith et al., 1997). Name Adaptability used by numerous authors differently, Flexibility role by Murphy & Jackson (1999), and Adaptability performance by Neal (1999). As the result of factor analyses and extensive literature, Pulakos et al., (2000) gave taxonomy of adaptive performance.

### Conceptual Framework



**Figure 01: Model**

This model has been conceptually framed based on past studies available in the shape of literature. Above model indicates that job insecurity (JI) is exogenous variable and other construct titled job performance (JP) is endogenous construct.

### Hypothesis of Study

*H<sub>1</sub>: There is negative significant impact of Job insecurity on Job performance.*

### Research Methodology and design

The Research design of this study is causal because it shows impact of Job Insecurity on Job performance. The Primary and Quantitative data has been collected through



questionnaires. The population of the study is comprised of faculty members working in an organizational set up of private management in Sindh. This population was taken from those private sector institutes of Sindh and recognized by higher education commission. According to higher education commission of Pakistan, there are 31 institutes in an organizational set up of private management in Sindh under the shadow affiliation of Higher Education Commission of Pakistan. Faculty members employed in an organizational set up of private management in Sindh constitute the frame of population for research endeavor having population size of 800. Male and female faculty members employed in an organizational set up of private management in Sindh were the sample with sample size of 260 projected based on Saunders et al., (2009). Sample was chosen using cluster sampling technique has been used. JI and JP have been measured using questionnaires. For Job Insecurity, adopted and modified questionnaire of O'Neill (2011) has been used. For Job Performance, adopted and modified questionnaires of Coole (2003), Borman (1993), and Plamondon (2000) have been used. Above mentioned questionnaires were modified in terms of slight change in the language as to make it convenient in our context and for better understanding.

Collected data has been analyzed with descriptive statistics and relation among variables has been testified with correlation analysis. Proposed hypotheses have been examined with regression analysis.

## Results and Hypotheses Testing

### Reliability Static

**Table 01: Reliability Value**

| Variable        | Reliability Value |
|-----------------|-------------------|
| Job Insecurity  | .83               |
| Job Performance | .85               |

Above reliability coefficients are well within range of  $\geq .70$  as suggested by (Nunnally, 1978)

Nunnally (1978) considered Cronbach Alpha Value of .70 or greater as acceptable reliability coefficient.

**Table 02: Demographic Profile**

| S.NO           | Category              | Frequency | Ratio | Sample Size |
|----------------|-----------------------|-----------|-------|-------------|
| <b>Faculty</b> |                       |           |       |             |
| 01             | Lecturers             | 400       | 50%   | 130         |
| 02             | Assistant Professors  | 200       | 25%   | 65          |
| 03             | Associate Professors  | 100       | 12.5% | 32          |
| 04             | Professors            | 100       | 12.5% | 33          |
|                | Total Population Size | 800       | 100%  | 260         |

Given table indicates categories and their ratio of participation in suggested sample size. Total sample size of faculty is 260 with ratio of Lecturers 50%, Assistant Professors 25%, Associate Professors 12.5% and Professors 12.5%.



**Descriptive and Correlation Analysis**

**Table 03 Mean, Slandered Deviation and Correlation Static**

| Variable   | Mean | Standard Deviation | JI  | JP     |
|--|------|--------------------|-----|--------|
| Job Insecurity (JI)                              | 3.6  | 0.60               | 1.0 | -.65** |
| Job Performance (JP)                             | 3.7  | 0.79               |     | 1.0    |
| *Correlation is significant at the 0.05 level.   |      |                    |     |        |
| ** Correlation is significant at the 0.01 level. |      |                    |     |        |

JI has negative relation with Job performance ( $r = -.65, p < .01$ )

**Hypothesis testing**

Proposed hypotheses examined using regression analysis

*H: There is negative significant impact of Job insecurity (JI) on Job performance (JP).*

**Table 04: Dependent Variable: Job Performance**

| Variable       | R   | R <sup>2</sup> | Adjusted R <sup>2</sup> | B    | Sig  |
|----------------|-----|----------------|-------------------------|------|------|
|                | .76 | .57            | ..48                    |      |      |
| Job Insecurity |     |                |                         | -.47 | .000 |

Findings show the strong relationship between Job Insecurity and Job Performance ( $r = .76$ ) and 76% of variation in Job Performance is caused by Job Insecurity ( $R^2 = .57$ ). Results further confirm that Job Insecurity is negatively related to Job Performance ( $\beta = -.47, p < .01$ ) fulfilling and accepting the hypothesis.

**Conclusion and Recommendation**

Current study is an attempt to comprehend job insecurity in relation with job related performance of people functioning in an organizational set up of privet management in Sindh. It was proposed that job insecurity is negatively and significantly impacting on job performance (Mohammad Ashraf, 2015; Wasim, 2014; O’Neill, 2011; Antonio, 2005) and the outcomes of study suggested the significant result. Results of this study have confirmed that insecurity has negative and significant affiliation with performance and are in line with previous results of (Shiakh, Mangi & Amar 2017). The study concluded that Job insecurity brings stress, discomfort and displeasure state of feeling in employees at workplace. It makes employees to be in the position of threat. Job insecurity directly influences the negative consequences in performance of employees. This study further concludes that faculty members working in private institutions/ universities are overloaded with classes, extra assignments and extra time killer activities. This causes negative impact on performance of faculty members. In the result, there is always threat for termination of faculty members from these private institutions. So, this is the fact that most of the faculty members try to get jobs in public sector universities in order to get secure position in their job. Moreover, it is also not beneficial for private institutions/ universities that the faculty members leave these institutions frequently. In this regard, these private institutions/ universities must work on these burning issues in order to retain faculty members on their positions. Policy makers and management of privately degree awarding institutions can use outcomes of this study to develop such mechanism in which intensity of job insecurity



can be decreased and performance of employees can be improved. Future researchers are recommended to include more sector and constructs in study to generalize the research conclusions.

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