



The impact of job insecurity on job performance

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Abstract

Globalization, technological advancements, and economic challenges have created a shift towards less secure jobs as businesses are urged to downsize in any given opportunity to reduce cost, become more competitive and profitable ^[1]. Many strategies were recommended by ^[2] to improve job security, including constant learning, improved professional network, showing value through outcomes, and continually adapting.

Thus, employees are mainly negatively influenced due to a perception and fear of losing their jobs and facing unemployment. This article aims to study the impact of job insecurity on job performance.

In this article, the researchers adopted a quantitative mono-method and analyzed data through Graphical and Tabular Representation of Data, Factor Analysis, Reliability Analysis, Elaboration of variables using Chi-Square Test, Regression Analysis using ANOVA and T-Test and Path Analysis.

The researchers found that Job performance is affected by Job Insecurity.

Keywords: Job insecurity, job performance, demographic characteristics

Introduction

1. General Introduction

This article can enhance the knowledge in management in terms of job performance, and insecurity.

The term Job Insecurity consists mainly of individuals' negative emotions when they anticipate and fear losing their work positions. Job insecurity affects both the physical and mental health of employees, as people at lower organizational levels may be replaced directly and easily according to ^[5].

Most jobs may be subject to job insecurity, and all employees can somehow be targets of this situation ^[6].

According to ^[7], job performance is the result of increased loyalty and strong sharing of organizational goals, flexibility, skills development, and a convenient social culture that promotes increasing workforce productivity. It is the result of highest levels of commitment of employees in the organization with consistent and supportive managerial practices.

2. Research Design

The researchers adopted a deductive approach, a quantitative mono-method, with the use of an adopted and adapted questionnaire.

Respondents of the questionnaire are employees from different organizational levels in companies from diverse sectors.

3. Problem statement

The research problem is Job insecurity is negatively influencing employees' job performance.

4. Purpose

The purpose of this article is to examine the impact of job insecurity on job performance. It will highlight reasons behind this issue, meaning, characteristics, as well as previous studies and the result for how this variable will affect companies' performance.

5. Research Question

The research question is: "What is the relative importance of Job insecurity and Demographic Characteristics on the job performance as perceived by the employees and managers working in different positions?"

To answer the question, the researchers will identify the relationship between these variables and examine the extent to which these variables can prevent the business from achieving its goals, and introduce the main methods and decisions adopted to improve Job Performance.

The hypotheses to be studied are the following

Hypothesis 0: The more the Job security, the less the Job Performance.

Hypothesis 1: The more the Job security, the more the Job Performance.

The output of this article will provide a clear overview of job insecurity, and job performance.

6. Significance of the study

The workforce is the most important asset in any business nowadays, and due to the fast-changing global world, globalization, advancements of technology; job uncertainty became the characteristics of the current situation.

This article was recommended by previous research as follow: ^[3], ^[4], and ^[6].

Future research must study the impact of job insecurity on job performance by measuring other variables with financial implications for the business ^[3], and more empirical studies on job insecurity and performance are recommended ^[6].

7. Definitions

Job Insecurity: According to ^[8], job insecurity is concerned about the incapacity to maintain continuity of work in the company. It is an employee's perception of possible job loss.

Job Performance: Job performance is a concept of many dimensions^[9]. Performance is composed of many behaviors performed by individuals that precise approximately the level of anticipated outcomes.

8. Job Insecurity

8.1 Overview of Job Insecurity

Job security is defined as “the perceived powerlessness to maintain the desired continuity in a job situation” according to^[8]. Job security is also related to the fear of losing one’s occupation, and different worries that will occur according to^[10].

The result of job insecurity is twofold: a cognitive understanding of losing the position, and an emotional situation of the employee^[11]. They found that the performance of employees is improved by engaging and empowering them, in addition to behaving more responsibly. People are motivated to stay educated, active in the organization, and able to adapt quickly to any change in the industry^[2].

Job insecurity is considered as the employees’ perceptions of less stability, and a break in the relationship with the organization^[12]. But other researchers like^[13] found that job insecurity is not related to less job satisfaction. Generally, the job insecurity is associated with negative results at the levels of these employees.

Job security, employment security and the confidence of being able to keep gainful employment, are terms often used interchangeably with work security and refers to the security of a continued employment in the same occupation with the same employer^[14].

Based on review of literature, one can safely say that Job Insecurity is one of the biggest managements tests a business can face. In 2023, it was estimated that 6.8 million people (21.4%) were facing job insecurity^[15].

The increase in job insecurity was mainly due to changes in organizations and labor markets^[16]. As shown in the below Fig 2, the number of temporary employees is significantly increasing. And this result is obtained after monitoring this index in the following countries: US, UK, OECD (Organization for Economic Cooperation and Development), Germany, Japan, Denmark, and Spain. Job insecurity has negative effect on job satisfaction^[16].

According to^[8], job insecurity is concerned about the incapacity to maintain continuity of work in the company. It is an employee’s perception of possible job loss.

The business world is continually facing economic issues that challenged employees, and increased uncertainty in the workplace, and globalization is the main determinant of such movements.

Job insecurity is the first concern for researchers, and the focus on technological, economic, and political factor that caused this problem. The changes in these factors have left workers with more perceptions of insecurity, and threats of losing their jobs^[17].

Job insecurity is mainly the result of low wages, and social protection and integration below the levels and standards. It is also the result of the loss of significance, and the incapacity to anticipate a future in these positions.

Many demographic variables play important roles in job insecurity with the optimism and similarities among different players. Job satisfaction will be improved when job security become higher^[18].

8.2 Reasons for Job Insecurity

Income and number of working hours are the main determinants of the choice of labor market, while other researchers have found that other job elements play key roles like job security in influencing the decisions in labor market^[20].

Due to higher levels of competition, businesses are redesigning their structures to reduce costs and survive. Thus, eliminating many layers in the hierarchy or reducing the number of employees, and altering all other constituents of this structure.

Employees became less certain about the continuity of their position within companies, their well-being, and continuity of their wages.

The negative influences of job insecurity are like those of unemployment, and thus job insecurity must be studied in terms of the different forms of its reasons.

The changing legal conditions can be also a reason of job insecurity, and researchers about different types of job insecurity are highly required in the literature. Contractual employees, part-timers, and employees who work on temporary basis are those with the highest levels of job insecurity^[5].

The employees at lower organizational levels are those who face the most job insecurity.

The change in the job design has increased the levels of insecurity in businesses^[20].

The changes at the level of jobs will impact how employees behave in the business, and in their daily life. Insecure workers are poorer^[21].

Labor market and found that the globalization and advancement of technology are one of the main reasons behind the changes in the levels of job instability and changing schedules^[22]. The organizations are moving into outsourcing the different functions to be able to deal with competition and achieve higher levels of employees’ performance and commitment. The main change in this labor market was recorded starting 1970s.

Long employment was a reason of increasing job security, and this type of employment was continually challenged by economic factors, and the movement into global competition that necessitates special considerations, and different methods of operations in all departments, and one of them is the Human resources management.

It is easy to differentiate jobs based on the length of employment^[23]. Long-term employment will lead to higher stability of employment, and this is important in the current global world. Insecure jobs are those associated with other than the full-time contracts. But usually, people choose the part-time jobs for family-related concerns, and when these people are not finding any other alternative. Researchers found that job insecurity is remaining stable^[24].

The unemployment rate of youth is continually increasing, and there are some critical situations that lead to job insecurity, like the low payment, limited recognitions by the company, as well as limited to no interest in the output of the company.

Reducing the long-term employment and job tenure in the current global world, in addition to high rates of job change. It is rare to find someone who stays in the same job for more than a decade due to the competition and increasing layoffs^[25].

9. Job Performance

Job performance is considered as a complex and multi-dimensional concept (behavioral process and outcome) that

was studied deeply by previous researchers during the last two decades^[9].

Employees must bypass their job requirements, and they are not limited to job description as they should perform in a special way to positively influence business performance.

These required behaviors consist of continuous alignment to organizational mission, setting personal goals directed towards achieving long-term targets, and crafting solutions for the most complex and difficult problems. They must be proactive, and personally take the initiative to search for solutions, and methods that can improve the status quo.

Job performance is an indicator of how employees perform their tasks, the new methods they use, and the intelligence in performing different business activities^[26].

Measuring Job performance was previously done by studying many variables like job knowledge, tests of knowledge in the job, and other measurement that will assess the current job, and the employees' performance. This information is done from different sources^[27].

Job performance differs between employees, and according to different levels of job difficulty. And the main elements that determine the level of performance and these differences are capacities, knowledge, experience, and non-cognitive traits (achieving mental tasks).

Efforts and compensation are key elements of any upward or downward work relationships in companies. Health of employees is of main importance for their performance, and whenever they are sick, they should stay at home [28]. Managers should adopt an upbeat leadership style to maintain high performance^[29].

The job performance as directly influenced by stress and burnout, and that performance must be evaluated in relation to the different working conditions, procedures, and characteristics of the environment where they operate^[30]. Performance will lead to effectiveness, higher quality, and successful transfer of knowledge.

Materials and Methods

1. Introduction

In previous chapter, the researchers introduced the topic and performed a detailed literature review to present complete set of information to help clarifying different variables of job insecurity, and job performance.

The research question is: "What is the relative importance of Job insecurity, and Demographic Characteristics on the job performance as perceived by the employees and managers working in different positions?"

The purpose of this article is to examine the impact of job insecurity on job performance. It will highlight reasons behind this issue, meaning, characteristics, as well as previous studies of each variable and the result for how all these connected variables will affect companies' performance.

This chapter will present the methodology of the article.

The hypotheses to be studied are the following:

Hypothesis 0: The more the Job security, the less the Job Performance.

Hypothesis 1: The more the Job security, the more the Job Performance.

2. Research Methods and Design

Regarding the philosophy, a choice of an objectivism ontology with a positivism epistemology will guide the article with a weak axiology and functionalist paradigm.

A Deductive approach suits this article with a quantitative choice based on an adopted and adapted questionnaire.

The research strategy adopted in this article is a survey, research choice is mono-method quantitative, time Horizon is Cross-sectional, and the research technique is a structured questionnaire composed of 13 items as follow:

- **Job performance:** This variable was measured by five items.
- **Job Insecurity:** This variable was measured by three items.

Additional five items cover demographic information and concern.

3. Participants

The population in this article is composed of workforce from all industries, and the sample is a representative group of employees chosen in a way that ensures a diversity of answers that covers major different segments of the population.

The sample size is 230 employees from the population, and the findings will be based on complete responses.

The sampling technique adopted is a simple random sampling which involves selecting the sample at random from the sampling frame.

3. Materials/Instruments

The instrument is an adopted and adapted questionnaire, covering Job performance, and Job Insecurity.

Only completed documents will be subject to statistical analysis for valid and reliable results.

4. Research Variables

In this article, the independent variable is Job Insecurity.

The dependent Variable is Job Performance.

Each variable is measured by several statements on a survey questionnaire using a likert 5-point type scale, in which 1 indicates "Strongly Disagree" and 5 indicates "Strongly Agree."

The independent variable "Job Insecurity" is measured by 3 statements taken from previous research:^[31] and^[32] The dependent variable "Job Performance" is measured by 5 statements taken from previous research:^[31] and^[33]

Results

1. Introduction

The current article addresses "the impact of job insecurity on job performance.

The purpose is to measure and analyze the impact of job insecurity on job performance as perceived by the employees and managers working in different positions.

Based on previous empirical studies, the researchers formulated the following set of hypotheses:

Hypothesis 0: The more the Job security, the less the Job Performance.

Hypothesis 1: The more the Job security, the more the Job Performance.

Moreover, based on review of literature, the researchers adopted and adapted a questionnaire for this article that consists of Likert-5point scale statements in addition to demographic characteristics.

Each statement in the questionnaire was scored using a 5-point Likert Scale ranging from strongly disagree (1-SD), disagree (2-D), undecided (3-U), agree (4-A), to strongly agree (5-SA). The survey was comprised of 230 usable questionnaires that were returned and analyzed.

The data needed for the analysis were gathered through the World’s most popular and accredited online tool known as Survey Monkey and Google Forms that allow researchers to create web browser-based surveys and contact a large sample of respondents.

2. Major characteristics of the selected sample

One hundred and fifty-three out of the two hundred and thirty respondents are males (66.5 valid per cent). The sample age is 21 – 64 years with an average median age 33 years. Fig 1 shows the graphical representation of the age for the two hundred and thirty respondents.

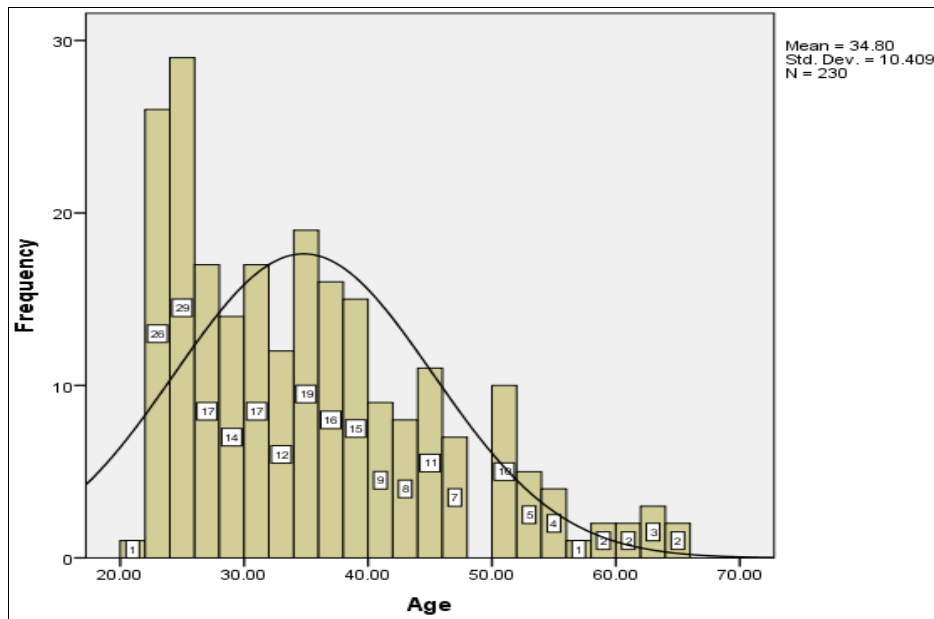


Fig 1: The Graphical Representation of the Age of the Selected Sample

Table 1 shows that two thirds of the sample are front line managers and above

Table 1: The Tabular Representation of Occupation of the Selected Sample

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Non-Managerial	72	31.3	31.3	31.3
	First-line Manager	37	16.1	16.1	47.4
	Middle Manager	73	31.7	31.7	79.1
	Top Manager	48	20.9	20.9	100.0
	Total	230	100.0	100.0	

Fig 2 shows the graphical representation of the experience distribution for the two hundred and thirty respondents. As shown in Fig 2, the experience variable is skewed to the right with an average age close to 6 years with a range of experience between 0.50 years to 25 years. The average year of education is a little bit above 11 years.

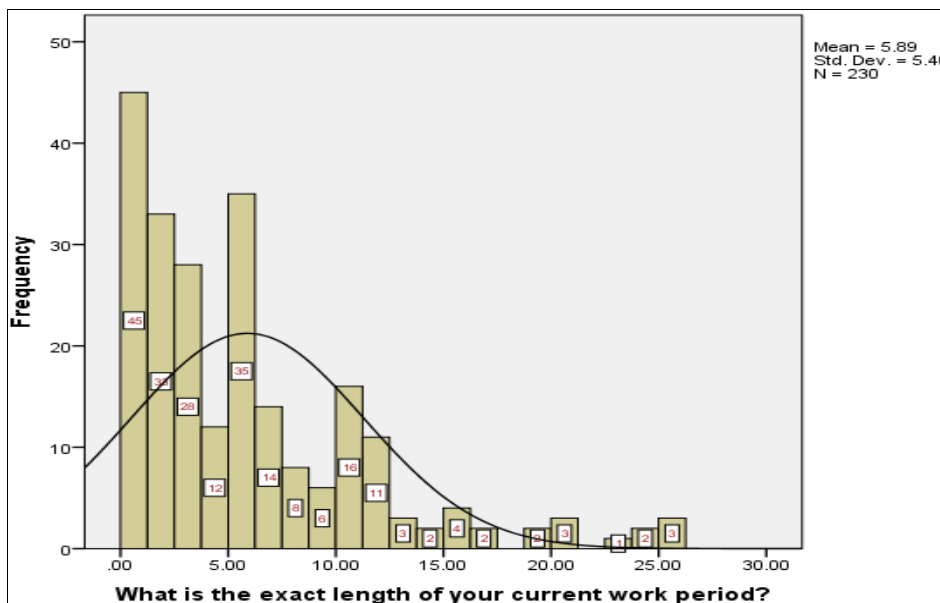


Fig 2: The graphical experience representation of the selected sample

3. Factor Analysis and Construct Validation

3.1. Introduction to factor analysis and construct validation

Factor analysis was carried out as a data reduction technique and test of the Construct Validity of the questionnaire (instrument). Two statistical tests were conducted to determine the suitability of factor analysis.

First, the Kaisers-Meyer-Olkin (KMO) measure of sampling adequacy score of 0.789 was well above the recommended level of 0.50. Second, the Bartlett test of sphericity was significant (Chi Square = 2817.951, P= 0.00), indicating that there are adequate inter-correlations between the valid items which allow the use of factor analysis.

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.789
Bartlett's Test of Sphericity	Approx. Chi-Square	2817.951
	df	300
	Sig.	.000

Items (Questionnaire Statements) having high factor loadings on more than one dimension (items measuring more than one unique concept) were deleted from the analysis.

Principal axis factoring was used as an extraction method and oblique rotation was used as a rotation method.

Table 3: Reliability Analysis

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Job Performance	.848	.851	5
Job Insecurity	.750	.749	3

3.2. Factor loading and Reliability

The first factor accounts for 13.300 percent of total variance and is defined by five items with factor loadings ranging from 0.701 to 0.854.

The researchers in this article will call factor two "Job Performance". The second dimension has high reliability, as the computed Cronbach's α for "Job Performance" is $\alpha=0.848$.

The second factor accounts for 7.100 percent of total variance and is defined by three items with factor loadings ranging from 0.768 to 0.820.

The researchers in this article will call factor four "Job Insecurity". The fourth dimension has good reliability, as the computed Cronbach's α for "Job Insecurity" is $\alpha = 0.750$.

3.3 Elaboration of the Variables

To study the simple relation between the variables, all variables in this article were changed into dichotomous (two-point scale) variables.

3.4 Testing the Relative Importance of the Independent Variables to the Explained Variation in the Dependent Variable

Testing the construct validity of the instrument (questionnaire) showed that items in this instrument (questionnaire) are highly reliable and valid. The researchers conclude that it is safe and recommended to use the collected data for statistical analysis.

In regressing the dependent variable "Job Performance" on the following independent variable: Job Insecurity, it is found that the regression equation is highly significant (F= 5.988, p=.000) and the R² is 0.215. Tables 4, 5, and 6 show that variation in "Job Performance" is determined by "Job Insecurity".

Table 4: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.463 ^a	.215	.179	.58592

Table 5. Anova

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.556	10	2.056	5.988	.000 ^b
	Residual	75.183	219	.343		
	Total	95.738	229			

a. Dependent Variable: JobPerformance

Table 6: Coefficients

Coefficients^a						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.074	.497		4.172	.000
	What is the exact length of your current work period?	.003	.008	.024	.355	.723
	Years of education?	.002	.006	.029	.451	.653
	Gender	.034	.091	.025	.379	.705
	JobInsecurity	-.110	.051	-.153	-2.172	.031

a. Dependent Variable: JobPerformance

3.5. Path Analysis

Table 7 contains the results of multiple regression; it shows that the true direct effect that is shown between parentheses is less than the total direct and indirect effect that is shown by the zero-order relation.

Table 7: Correlations

		JobPerformance	Age	JobStress	TimeManagement	JobInsecurity	JobSatisfaction
Pearson Correlation	JobPerformance	1.000	.181	-.098	.378	-.236	.195
	JobInsecurity	-.236	-.074	.421	-.339	1.000	-.287

Sig. (1-tailed)	JobPerformance	.	.003	.069	.000	.000	.001
	JobInsecurity	.000	.132	.000	.000	.	.000
N	JobPerformance	230	230	230	230	230	230
	JobInsecurity	230	230	230	230	230	230

Job Insecurity negatively and significantly affect job performance.

Path analysis in this article shows that job insecurity and job performance have a strong, significant, and negative direct relationship.

Sarmiento and his associates noted that “A thorough literature review reveals that studies of the variables that influence job performance within a manufacturing setting are basically lacking”^[34].

Discussion

Findings of this article show that one hundred and fifty-three out of the two hundred and thirty respondents are males (66.5 valid per cent). The sample age is 21 - 64 years with an average median age 33 years. Two thirds of the sample are front line managers and above.

The experience variable is skewed to the right with an average age close to 6 years with a range of experience between 0.50 years to 25 years. The average years of education are a little bit above 11 years.

To answer this research question, the researchers in this article used multivariate analysis. After establishing the Construct Validity and reliability, the researchers regressed “Job Performance” on the other explanatory variable “Job Insecurity” in this article.

It is found that the regression equation is highly significant (F= 5.988, p=.000) and the R² is 0.215.

The regression multiple analysis shows that "Job Performance" is determined by the dimension: “Job Insecurity”.

Based on review of literature, one can safely say that Job Insecurity is one of the biggest managements issues a business can face.

Findings of this article agree with previous empirical research that people should work smarter and not work harder. According to (To *et al.*, 2012), companies implementing multiple management systems can have better corporate performance.

Callea and his colleagues report that “employees need to feel secure to perform their job effectively, therefore job insecurity influences organizational citizenship behavior (OCB) and job performance; however, some organizational attitudes may reduce these negative effects (Callea *et al.*, 2016).

The recommendation here for decision makers are to make improved job security a priority and to improve it as soon as possible because it is considered critical and highly important for companies.

The recommendation here for future researchers is to use this instrument and to modify it to include more items related to the measured concept.

Conclusions

The overall aim of this article is to measure the impact of job security on the job performance as perceived by the employees and managers working in different positions at the companies.

Findings of this article show that the following hypothesis is supported by the multiple regression analysis:

Hypothesis 1: The more the Job security, the more the Job Performance.

The researchers can conclude that Job performance is negatively influenced by Job Insecurity.

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