

To cite this article: Dr. Manoranjan Biswas (2025). QUALITATIVE JOB INSECURITY AND IN-ROLE PERFORMANCE: ROLE OF INTRINSIC MOTIVATION AND EMPLOYEE OPTIMISM, International Journal of Research in Commerce and Management Studies (IJRCMS) 7 (2): 488-502 Article No. 377 Sub Id 704

QUALITATIVE JOB INSECURITY AND IN-ROLE PERFORMANCE: ROLE OF INTRINSIC MOTIVATION AND EMPLOYEE OPTIMISM

Dr. Manoranjan Biswas

Executive Director, MECON Limited, Nagarnar, Chhattisgarh, Pin-494001

Email id- biswas_manoranjan@rediffmail.com

Phone no.- 9431708350

DOI : <https://doi.org/10.38193/IJRCMS.2025.7235>

ABSTRACT

The study attempts to explore the mediating mechanism of intrinsic motivation in the relationship between qualitative job insecurity and employee in-role performance. It also examines the moderating role played by employee optimism in the relationship between qualitative job insecurity and intrinsic motivation. Data from 403 employees working in information technology organizations operating in India sampled using convenience sampling technique were collected through a structured questionnaire survey and subjected to analysis using structural equation modelling (SEM). The study employs a descriptive research design for testing the proposed relational hypotheses. Results of SEM indicate that there is a significantly positive relationship between qualitative job insecurity and employee in-role performance, which is mediated by intrinsic motivation partially. The moderating role of employee optimism in the relationship between qualitative job insecurity and intrinsic motivation has been established. The study contributes to qualitative job insecurity research and establishes the importance of employee optimism and intrinsic motivation in reinforcing employees' attention towards job and organizational goals.

KEYWORDS: Employee optimism, in-role performance, intrinsic motivation, qualitative job insecurity.

INTRODUCTION

Nowadays, employees are facing challenges as organizations are unable to assure them with a secure job because of various internal and external organizational factors (Jena and Nayak, 2024; Pattnaik and Sahoo, 2020; Lee et al., 2018) leading to quantitative and qualitative job insecurities (Hellgren et al., 1999). Extant literature supports that most of the studies have paid attention to quantitative job insecurity, whereas very little attention has been given to qualitative job insecurity (QLJIS) (Adekiya, 2023; Fischmann et al., 2018; Lee et al., 2018). QLJIS is associated with the treats that arise due to the absence of valuable job aspects.

Therefore, the study recognizes QLJIS as a challenge stressor that enhances activeness, thus fulfilling the need to study the beneficial impact of QLJIS on employee in role performance (IP) (Muñoz Medina et al., 2023). It identifies the immediate reaction of employees to handle the negative impact of QLJIS by fulfilling the job requirements initially through IP (Hunter and Thatcher, 2007), thus adding firm knowledge to the core concepts of employee performance (Pattnaik and Sahoo, 2023). IP is defined as the behavior of employees directed towards fulfilling job roles (MacKenzie et al., 1998).

Irrespective of presence or otherwise of mediators, the impact of employee motivation in the relationship between job insecurity and employee work performance has received very little attention (Pattnaik and Sahoo, 2021; Long et al., 2022; Shin et al., 2019). Therefore, the study adopts intrinsic motivation (IM) as a mediating variable in the relationship between QLJIS and IP as the impact of job stressor on employees' performance is generally mediated by work attitudes (Podsakoff et al., 2007). IM is considered as a vital personal resource for predicting employee performance (Wang et al., 2019). The study helps understanding how QLJIS prompts employee performance in adverse situations. The study hinges on internal motivators such as IM and EO for fortifying valuable job features through stress and coping and job preservation and motivation theories.

DEVELOPMENT OF HYPOTHESES

QUALITATIVE JOB INSECURITY AND IN-ROLE PERFORMANCE

The association between QLJIS and IP can be supported by job preservation motivation theory (Shoss, 2017). According to the theory, employees adopt strategies to perform the work efficiently for displaying their credentials in an organization when confronted with the risk of losing any valuable job features. Such performance helps build up a beneficial workplace image for the employees and aids in securing job features. Work challenges, such as QLJIS makes employees show persistence through IP (Seibert et al., 2011). QLJIS fosters corrective actions on the part of employees and execution of job-related tasks, which helps retain control in the work and enhances satisfaction (Sonnentag and Frese, 2002). IP shows immediate reaction to job stressor where employees try to exceed others by fulfilling the job roles to embrace the valuable job features (Fischmann et al., 2018). The positive impact of job insecurity on IP has been well-documented in the literature (Borg and Elizur, 1992; Fischer et al., 2005; Probst et al., 2007, 2013; Repenning, 2000). So, QLJIS can serve as the function of eustress by acting as a challenge stressor, leading to positive employee work-related behavior, such as IP (Selenko et al., 2013; Staufenbiel and König, 2010; Dahiya, 2022). Hence, it can be hypothesized that:

H1: There is a positive association between QLJIS and IP.

QUALITATIVE JOB INSECURITY AND INTRINSIC MOTIVATION

The association between QLJIS and IM can be established on Lazarus and Folkman's (1984) stress

and coping framework, where employees get motivated to handle any adverse situation for overcoming the negative impact of job stressors (Lam et al., 2015). IM is associated with challenges (Ghosh et al., 2020), where employees display coping attitudes rather than getting affected by job stressors (Lazarus and Folkman, 1984; Selenko et al., 2013). When employees get confronted with job challenges such as QLJIS, it makes them highly active and excels their work level to confront with such professional hazards. The stress and coping framework support coping as a form of adjustment in stressful situations. Based on the above literature support, the following hypothesis has been framed:

H2: There is a positive association between QLJIS and IM.

INTRINSIC MOTIVATION AND IN-ROLE PERFORMANCE

IM enhances employees' confidence to control and regulate the environment and tackle with challenges (Bakker and Sanz-Vergel, 2013). It is one of the essential personal resources for maximizing IP as such performance is not directed by external conditions rather regulated by inner willingness and self-directed actions (Moon et al., 2020). IM can act as a mediator between job stressor like QLJIS and its outcomes (Hunter and Wu, 2015), such as IP by regulating employees work behavior (Kim and Beehr, 2018). It shows resilience when confronted with any stressor, thus assisting employees to cope with uncertain situations and prove their competences (Bakker and Demerouti, 2014) based on stress and coping framework of Lazarus and Folkman (1984). This may be the reason for which intrinsically motivated employees are often more active to perform the work roles and accept job challenges (Ghosh et al., 2020). So, based on above literature support it can be hypothesized that:

H3: There is a positive association between IM and in-role performance.

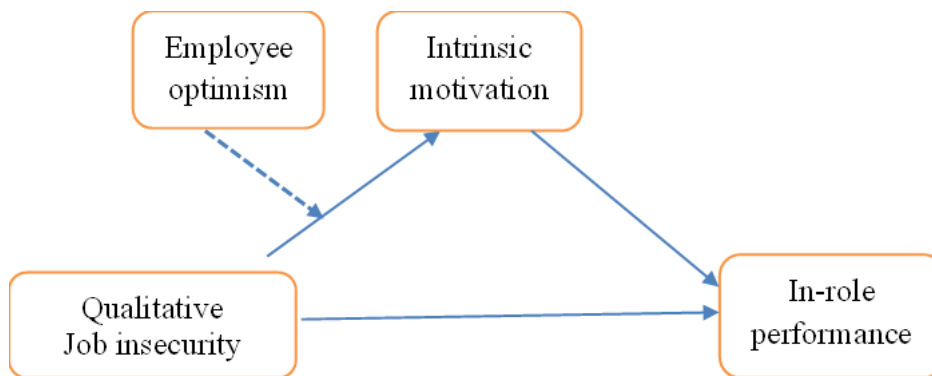
QUALITATIVE JOB INSECURITY, EMPLOYEE OPTIMISM, AND INTRINSIC MOTIVATION

EO refers to the extent to which individuals hold positive expectations about the future (Carver et al., 2010). Optimistic people believe in efforts as the mechanism for enhancing the likelihood of positive events. They are self-motivated during stressful situations rather than abandoning the organization or goals (Strack et al., 1987). EO acts as a shield against any negative situations. When insecurity arises in a job, optimistic employees face the adverse situations confidently and can alter its negative impacts (Zheng et al., 2014). EO facilitates self-efficacy and IM, where employees strive hard to achieve their desired goals during any adverse situations (Carver and Scheier, 2014). Rather than getting demotivated, such employees assess the gains from stressful situations and react to the adverse situations with high confidence, thus achieving job fulfilment by changing the negative effects of insecurity (Darvishmotevali and Ali, 2020; Wang et al., 2021). EO enhances IM by making employees mentally strong during uncertainty (Yu et al., 2019). It motivates employees during job challenges by making them psychologically stronger (Wang et al., 2017; Bakker and Demerouti, 2017). The

association among the variables can be established using the theory of stress and coping of Lazarus and Folkman (1984) where EO makes employees stable who show their capabilities of taking advantage from a stressful situation by viewing it as a challenge stressor or eustress. Thus, it can be hypothesized that:

H4: EO moderates the relationship between QLJIS and IM in such a way when EO is high, the relationship becomes stronger and vice versa.

Figure 1. Conceptual Framework



METHODS

SAMPLE AND PROCEDURE

Descriptive research design and cross-sectional data were used in the study. The population for the present study consisted of the millennial employees of the five-information technology organization. Millennial employees are those employees who are born between 1980 and 2000 (Pasko *et al.*, 2021) and they are developmental-oriented and seek valuable aspects of jobs (Pant and Venkateswaran, 2019). The minimum sample size for the study was determined by following the guidelines of Hair *et al.* (2010), which requires at least 10 responses for each item for using structural equation modelling (SEM) technique. SEM is a multi-variate statistical technique consisting of two phases such as measurement model (CFA) and structural model. In the measurement model, the factor structure (relationship between the latent variables and their respective reflective indicators) of the latent variables has been examined through factor loading values and fit indices. The reliability and validity of the latent constructs used in the study have also been verified in this phase. After examining the factor structures of the latent variables in question, the relationship between the latent constructs have been tested through structural model.

PILOT STUDY

Before conducting the full survey, a pilot study was done with a sample size of 50. The Cronbach's

alpha values for each variable were found to be above the minimum acceptable mark of 0.70 as recommended by Hair *et al.* (2010). The Cronbach's alpha values of QLJIS, EO, IM and IP are 0.822, 0.873, 0.908 and 0.931.

MEASURES

Well-established pre-existing questionnaire for all the variables with 5-point Likert scale was employed in the study. The details of the items are given in Table 2.

Qualitative job insecurity (QLJIS): QLJIS was measured by a 4-item scale developed by (Hellgren et al., 1999) through a five-point Likert scale. One sample item of the scale is: "My future career opportunities in the *organization* are favorable".

Employee optimism (EO): EO was measured by a 6-item scale developed by Scheier et al., (1994) through a five-point Likert scale. One sample item of the scale is: "In uncertain times, I usually expect the best".

Intrinsic motivation (IM): For measuring the variable IM, a 3-item scale developed by Gagné et al. (2015) was adopted. The responses of the respondents were recorded through a five-point Likert scale. One sample item of the scale is: "...what I do in my work is exciting".

In-role performance (IP): IP was measured by a 6-item scale developed by Pradhan and Jena (2017) through a five-point Likert scale. One sample item is: "I use to maintain high standard of work".

RESULTS

From a total of 745 questionnaires that were sent, 413 were returned and 403 were found usable. The response rate is 50.3%. Gender-wise, respondents consist of 67.9% males and 32.1% females. 23.3% of the respondents are having 0-3 years of work experience, and 38.6%, 26.7% and 11.4% of the respondents are having 3-7 years, 7-10 years, and more than 10 years of work experience in the present organization respectively. Likewise, 59.9%, 36.2% and 3.9% of the respondents have bachelor, master, and doctorate degree respectively. Similarly, 28.4% of respondents are at junior level, 44.3% at middle level, and 27.3% at senior levels respectively.

The measurement model is examined using confirmatory factor analysis (CFA) and the hypotheses are verified through structural equation modelling (SEM). The analysis is carried out with a 95% of confidence level, i.e. at 5 % level of significance. The mean, standard deviation, correlation matrix and square root of average variance extracted (AVE) [for establishing discriminant validity] are presented in Table 1. Co-relation shows the strength of association between the variables and is a necessary criterion for conducting regression analysis.

Table 1. Mean, standard deviation and correlation matrix (along with square root of average variance explained- AVE)

Variable	N	Mean	Std. Deviation	QLJIS	EO	IM	IP
QLJIS	403	3.434	0.63734	0.732#			
EO	403	3.056	0.57829		0.747#		
IM	403	2.998	0.68731	0.324**	0.331*	0.787#	
IP	403	3.439	0.52179	0.471*		0.387*	0.863#

Notes: # Square root of AVE; *p-value <0.05; **p-value<0.01; QLJIS= Qualitative job insecurity; EO=Employee optimism IM= Intrinsic motivation; IP= In-role performance

MEASUREMENT MODEL ASSESSMENT

The factor loadings of most of QLJIS, EO, IM and IP are above the desirable cut-off value of 0.7 and the rest few are above the minimum cut-off value of 0.5 (Comrey and Lee, 1992). The values of fit-indices are within the acceptable range as recommended by Hair et al. (2010) [$\chi^2/df = 1.74$ (<3), normed fit index (NFI) = 0.911 (>0.90), Tucker-Lewis index (TLI) = 0.949 (>0.90), comparative fit index (CFI) = 0.949 (>0.90), and root mean square error of approximation (RMSEA) = 0.039 (<0.07)]. Cronbach alpha and construct reliability are calculated for identifying the reliability of all the constructs. Table 2 shows the factor loadings of all the items, Cronbach alpha values, average variance extracted (AVE) and construct reliability (CR). Convergent and discriminant validities are examined to establish construct validity through the AVE values that are above 0.50 (Fornell and Larcker, 1981) and CR and Cronbach alpha values of all the variables are above 0.7 (Fornell and Larcker, 1981; Nunnally, 1978).

Table 2. Results for convergent validity and construct reliability (CR)

Factors and items	Standardized factor loadings	Cronbach's α	AVE	CR
Qualitative job insecurity		0.824	0.536	0.821
QLJIS1: My future career opportunities in the organization are favourable.	0.708			
QLJIS2: I feel that the organization can provide me with stimulating job content in the near future.	0.694			

QLJIS3: I believe that the organization will need my competence also in the future.	0.772			
QLJIS4: My pay development in this organization is promising.	0.752			
Employee optimism		0.876	0.559	0.883
EO1: In uncertain times, I usually expect the best.	0.881			
EO2: If something can go wrong for me, it will (R).	0.708			
EO3: I'm always optimistic about my future.	0.694			
EO4: I hardly ever expect things to go my way (R).	0.672			
EO5: I rarely count on good things happening to me.	0.752			
EO6: Overall, I expect more good things to happen to me than bad	0.761			
Intrinsic motivation Why do you or would you put efforts into your current job?		0.899	0.772	0.910
IM1: Because I have fun doing my job.	0.870			
IM2: Because what I do in my work is exciting.	0.878			
IM3: Because the work I do is interesting	0.889			
In-role performance		0.941	0.746	0.946
IP1: I use to maintain high standard of work.	0.870			
IP2: I am capable of handling my assignments without much supervision.	0.878			
IP3: I am very passionate about my work.	0.889			

IP4: I know I can handle multiple assignments for achieving organizational goals.	0.828			
IP5: I use to complete my assignments ontime.	0.843			
IP6: My colleagues believe I am a highperformer in my organization.	0.875			

Note: (R) = reverse coded

TESTING OF HYPOTHESES

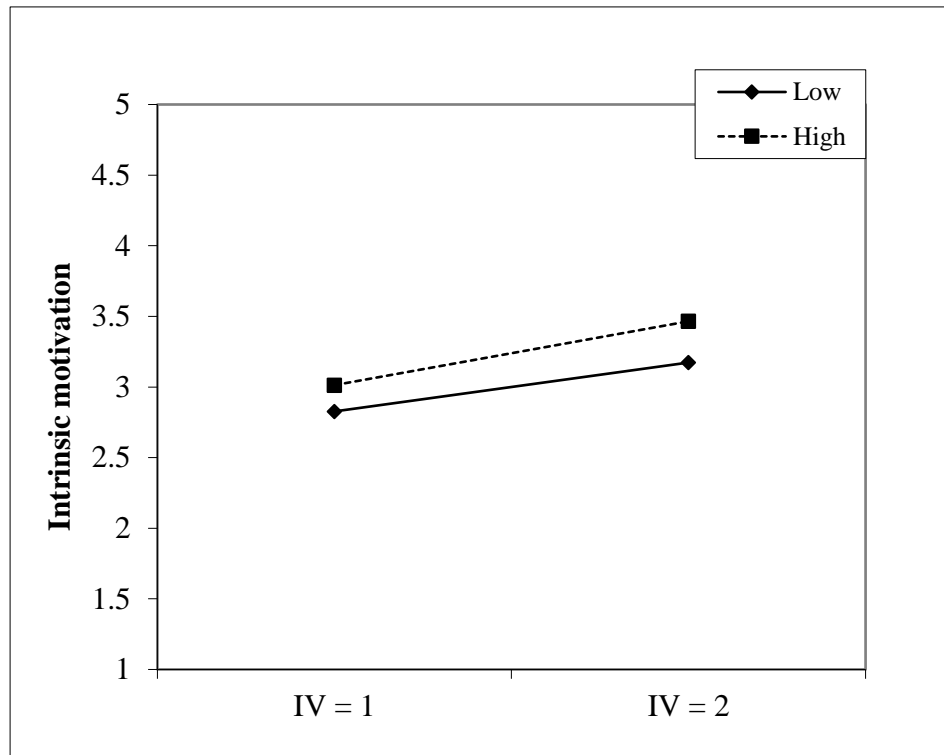
Structural model assessment for testing the hypotheses with 5000 bootstrapping replicates with a bias-corrected bootstrap confidence level of 95%. The values of fit-indices fall within the acceptable range as suggested by Hair et al (2010) [$\chi^2/df = 1.74 (<3)$, normed fit index (NFI) = 0.911 (>0.90), tucker lewis index (TLI) = 0.949 (>0.90), comparative fit index (CFI) = 0.949 (>0.90), and root mean square error of approximation (RMSEA) = 0.039 (<0.07)]. The direct effects of QLJIS on IP is found to be positive and significant ($\beta = 0.082$; $p\text{-value} < 0.01$), accepting H1. The indirect effect of QLJIS on IP through IM is found to be positive and significant ($\beta = 0.075$; $p\text{-value} < 0.01$), supporting H2. The moderating impact/interaction effect (QLJIS*EO) is positive and significant ($\beta = 0.131$; $p\text{-value} < 0.01$), thus supporting to H3. The results show partial mediation in the relationship between QLJIS and IP. The results of path analysis are shown in Table 3.

Table 3. Path analysis

Path	Direct effect	Indirect effect	Remarks
QLJIS \longrightarrow IM	0.325**		
IM \longrightarrow IP	0.231*		
EO \longrightarrow IM	0.224*		
QLJIS \longrightarrow IP	0.082**	0.075**	H1&H2 Supported
Interaction \longrightarrow IM	0.131*		H3 Supported

Notes: * $p < 0.05$; ** $p < 0.01$; QLJIS= Qualitative job insecurity; EO= Employee optimism IM= Intrinsic motivation; IP= In-role performance

Figure 2. Moderating effect



The effect of interaction (QLJIS*EO) on IM can be clearly recognized in the visual representation of Jeremy Dawson 2-way moderating graph as given in Figure 2. As the value of moderator increases, the association between QLJIS and IM gets strengthened.

DISCUSSION

The study supports QLJIS, though often associated with negative employee-related work behavior can also be a source of eustress and motivate employees, leading IP (Huang et al., 2013; Probst et al., 2007). This is related with the theoretical backing governing the study that is stress and coping framework and job preservation motivation theory. The study is a respond for the calls to give attention for further research in the field on QLJIS on employee work attitudes (Fischmann et al., 2018; De Witte et al., 2012; Chirumbolo et al., 2020; Nikolova et al., 2022; Piccoli et al., 2017; Shoss, 2017; Shoss et al., 2022). It shows how adversity or stress can propagate positive work-related outcomes by making employees more active (Dahiya, 2022). It gives attention to intra-individual moderating factor and fills the research gap for recognizing measure to seize the harmful effects of QLJIS (Jena et al., 2024; Darvishmotevali and Ali, 2020; Shin and Hur, 2021; Schumacher et al., 2021). EO enhances

employees' tenacity to connect QLJIS with favorable factors such as IM has been established in the study.

IMPLICATIONS FOR THEORY AND PRACTICE

The study makes contributions in the field of job insecurity literature. It shows how QLJIS can motivate self-correcting mechanism among employees, thus finding ways to understand the constructive outcomes of QLJIS on employee performance and work attitudes (Shoss et al., 2022; Lee et al., 2018). It further contributes to comprehend how QLJIS facilitates IM with the backing of stress and coping and job preservation motivation theories. It also shows EO as a personal resource for reducing anxiety and developing psychological stability to deal with job stressor. Through QLJIS employees can reassess their own strength and positive nature such as EO that motivates them during stressful events. It helps forming impression management by staff through IP when confronted with job stressor.

LIMITATIONS OF THE STUDY AND FUTURE RESEARCH RECOMMENDATIONS

From the findings of the study the following limitations can be interpreted. First, the study is cross-sectional research. So, longitudinal study is required for gaining more accurate and reliable date. Second, the findings are based on self-reporting data. So, authentic information can be generated by managerial reporting. Third, the study adopted time lag technique for avoiding CMB. So, future research can adopt other techniques including time lag technique as suggest by Podsakoff et al. (2003). Fourth, the study is conducted among millennial employees in IT industry, so generalizability of the findings requires other categories of employees. Finally, some more moderating, or mediating variables such as any dynamic forces of work environment can be adopted for gaining broad ideas about QLJIS.

REFERENCES

- Adekiya, A. (2023), "Perceived job insecurity and task performance: what aspect of performance is related to which facet of job insecurity", *Current Psychology*, Vol. 43 No. 1, pp. 1340–1358
- Bakker, A.B. and Demerouti, E. (2014), "Job Demands-Resources Theory", *Wellbeing*, Vol. III, pp. 1–28.
- Bakker, A.B. and Demerouti, E. (2017), "Job demands-resources theory: Taking stock and looking forward", *Journal of Occupational Health Psychology*, Vol. 22 No. 3, pp. 273– 285.
- Bakker, A.B. and Sanz-Vergel, A.I. (2013), "Weekly work engagement and flourishing: The role of hindrance and challenge job demands", *Journal of Vocational Behavior*, Vol. 83 No. 3, pp. 397–409.
- Borg, I., & Elizur, D. (1992), "Job Insecurity: Correlates, Moderators and Measurement", *International Journal of Manpower*, Vol. 13 No. 2, pp. 13–26.
- Carver, C.S. and Scheier, M.F. (2014), "Dispositional optimism", *Trends in Cognitive Sciences*, Vol.

18 No. 6, pp.293–299.

Carver, C.S., Scheier, M.F. and Segerstrom, S.C. (2010), “Optimism”, *Clinical Psychology Review*, Vol. 30 No. 7, pp. 879–889.

Comrey, A. and Lee, H. (1992), *A First Course in Factor Analysis*, Erlbaum, Hillsdale, NJ.

Dahiya, R. (2022), "Insecure people can eclipse your sun; so identify before it is too late: revisit to the nexus between job insecurity, organizational identification and employee performance behaviour", *Evidence-based HRM*, Vol. 10 No. 1, pp. 1-16.

Darvishmotevali, M. and Ali, F. (2020), “Job insecurity, subjective well-being and job performance: The moderating role of psychological capital”, *International Journal of Hospitality Management*, Elsevier, Vol. 87 No.1, pp. 1-10.

Feather, N.T. and Rauter, K.A. (2004), “Organizational citizenship behaviours in relation to job status, job insecurity, organizational commitment and identification, job satisfaction and work values”, *Journal of Occupational and Organizational Psychology*, Vol. 77 No. 1, pp. 81–94.

Fischer, F.M., Oliveira, D.C., Nagai, R., Teixeira, L.R., Lombardi Júnior, M., Latorre, M. do R.D.O. and Cooper, S.P. (2005), “Job control, job demands, social support at work and health among adolescent workers”, *Revista de Saúde Pública*, Vol. 39 No. 2, pp. 245–253.

Fischmann, G., De Witte, H., Sulea, C. and Iliescu, D. (2018), “Qualitative job insecurity and in-role performance: a bidirectional longitudinal relationship?”, *European Journal of Work and Organizational Psychology*, Routledge, Vol. 27 No. 5, pp. 603–615.

Fornell, C. and Larcker, D.F. (1981), “Evaluating structural equation models with unobservable variables”, *Journal of Marketing Research*, Vol. 18 No. 1, pp. 39-50.

Gagné, M., Forest, J., Vansteenkiste, M., Crevier-Braud, L., van den Broeck, A., Aspel, A.K., Bellerose, J., et al. (2015), “The Multidimensional Work Motivation Scale: Validation evidence in seven languages and nine countries”, *European Journal of Work and Organizational Psychology*, Vol. 24 No. 2, pp. 178–196.

Ghosh, D., Sekiguchi, T. and Fujimoto, Y. (2020), “Psychological detachment: A creativity perspective on the link between intrinsic motivation and employee engagement”, *Personnel Review*, Vol. 49 No. 9, pp. 1789–1804.

Hair, J.F., Jr, Black, W.C., Babin, B.J. and Anderson, R.E. (2010), *Multivariate Data Analysis: A Global Perspective*, Pearson Prentice Hall, NJ.

Hellgren, J., Sverke, M. and Isaksson, K. (1999), “A Two-dimensional Approach to Job Insecurity: Consequences for Employee Attitudes and Well-being”, *European Journal of Work and Organizational Psychology*, Vol. 8 No. 2, pp. 179–195.

Huang, G. hua, Zhao, H.H., Niu, X.Y., Ashford, S.J. and Lee, C. (2013), “Reducing job insecurity and increasing performance ratings: Does impression management matter?”, *Journal of Applied Psychology*, Vol. 98 No. 5, pp. 852–862.

Hunter, E.M. and Wu, C. (2015), “Give Me a Better Break: Choosing Workday Break Activities to

- Maximize Resource Recovery Organized Innovation: A Blueprint for Renewing America's Prosperity View project", *Journal of Applied Psychology*, Vol. 101 No. 2, pp. 302–311.
- Hunter, L. W. and Thatcher, S. M. B. (2007). Feeling the Heat: Effects of Stress, Commitment, and Job Experience on Job Performance. *Academy of Management Journal*, Vol. 50 No. 4, pp. 953–968.
- Jena, L., Pattnaik, S.C., Sahoo, R. (2024). Leadership behavioural integrity and employee engagement: role of organizational career development and feedback self-efficacy. *Asia-Pacific Journal of Business Administration*, 16(5), 1093–1111.
- Jena, L., Nayak, U. (2024). Organizational career development and retention of millennial employees: the role of job engagement and organizational engagement. *Asia-Pacific Journal of Business Administration*, 16(4), 778–796.
- Kim, M. and Beehr, T.A. (2018), "Challenge and hindrance demands lead to employees' health and behaviors through intrinsic motivation", *Stress and Health*, Vol. 34 No. 3, pp. 367–378.
- Kluemper, D. H., Little, L. M., & DeGroot, T. (2009). State or trait: effects of state optimism on job-related outcomes. *Journal of Organizational Behavior*, 30(2), 209–231.
- Kurnia, C. and Widigdo, A.M.N. (2021), "Effect of Work-Life Balance, Job Demand, Job Insecurity on Employee Performance at PT Jaya Lautan Global with Employee Well-Being as a Mediation Variable", *European Journal of Business and Management Research*, Vol. 6 No. 5, pp. 147–152.
- Lam, C.F., Liang, J., Ashford, S.J. and Lee, C. (2015), "Job insecurity and organizational citizenship behavior: Exploring curvilinear and moderated relationships", *Journal of Applied Psychology*, Vol. 100 No. 2, pp. 499–510.
- Lazarus, R.S. and Folkman, S. (1984), *Stress, Appraisal, and Coping*, Springer Publishing Company, New York
- Lee, C., Huang, G.H. and Ashford, S.J. (2018), "Job insecurity and the changing workplace: Recent developments and the future trends in job insecurity research", *Annual Review of Organizational Psychology and Organizational Behavior*, Vol. 5 No. 1, pp. 335–359.
- Long, L.R., Tu, Y., Wang, H.J. and Jiang, L. (2022), "The Content of the Threat Matters: the Differential Effects of Quantitative and Qualitative Job Insecurity on Different Types of Employee Motivation", *Journal of Business and Psychology*, Vol. 37 No. 2, pp. 297–310.
- Lu, X., Xie, B. and Guo, Y. (2018), "The trickle-down of work engagement from leader to follower: The roles of optimism and self-efficacy", *Journal of Business Research*, Elsevier, Vol. 84, pp. 186–195.
- MacKenzie, S.B., Podsakoff, P.M. and Ahearne, M. (1998), "Some Possible Antecedents and Consequences of In-Role and Extra-Role Salesperson Performance", *Journal of Marketing*, Vol. 62 No. 3, pp. 87–98.
- Mahmoud, A.B., Reisel, W.D., Fuxman, L. and Mohr, I. (2021), "A motivational standpoint of job

- insecurity effects on organizational citizenship behaviors: A generational study”, *Scandinavian Journal of Psychology*, Vol. 62 No. 2, pp. 267–275.
- Moon, T.W., Youn, N., Hur, W.M. and Kim, K.M. (2020), “Does employees’ spirituality enhance job performance? The mediating roles of intrinsic motivation and job crafting”, *Current Psychology*, Vol. 39 No. 5, pp. 1618–1634.
- Muñoz Medina, F., López Bohle, S.A., Beurden, J.V., Chambel, M.J. and Ugarte, S.M. (2023), "The relationship between job insecurity and employee performance: a systematic literature review and research agenda", *Career Development International*, Vol. 28 No. 6/7, pp. 589-632.
- Nikolova, I., Caniëls, M.C.J. and Sverke, M. (2022), “Qualitative job insecurity and extra- role behaviours: The moderating role of work motivation and perceived investment in employee development”, *Economic and Industrial Democracy*, Vol. 44 No. 2, pp. 1-26.
- Nunnally, J.C., Bernstein, I.H., 1994. *Psychometric Theory*, third ed. McGraw-Hill, New York
- Pant, J.J. and Venkateswaran, V. (2019), “Exploring millennial psychological contract expectations across talent segments”, *Employee Relations*, Vol. 41 No. 4, pp. 773–792.
- Pasko, R., Maellaro, R. and Stodnick, M. (2021), “A study of millennials’ preferred work- related attributes and retention”, *Employee Relations*, Vol. 43 No. 3, pp. 774–787.
- Pattnaik, S.C. and Sahoo, R. (2021). High-performance Work Practices, Affective Commitment of Employees and Organizational Performance: A Multi-level Modelling Using 2-1-2 Mediation Analysis. *Global Business Review*. 22(6), pp. 1594–1609.
- Pattnaik, S.C. and Sahoo, R. (2020). Human Resource Practices as Predictors of Organizational Performance: A Structural Equation Modeling Approach. *Global Business Review*, 21(4), pp. 1087–1112.
- Piccoli, B., Callea, A., Urbini, F., Chirumbolo, A., Ingusci, E. and De Witte, H. (2017), “Job insecurity and performance: the mediating role of organizational identification”, *Personnel Review*, Vol. 46 No. 8, pp. 1508–1522.
- Podsakoff, N.P., Lepine, J.A. and Lepine, M.A. (2007), “Differential challenge stressor hindrance stressor relationships with job attitudes, turnover intentions, turnover, and withdrawal behavior: A meta-analysis”, *Journal of Applied Psychology*, Vol. 92 No. 2, pp. 438–454.
- Podsakoff, P.M., MacKenzie, S.B., Lee, J.Y. and Podsakoff, N.P. (2003), “Common Method Biases in Behavioral Research: A Critical Review of the Literature and Recommended Remedies”, *Journal of Applied Psychology*, Vol. 88 No. 5, pp. 879–903.
- Portovedo, L., Veloso, A., & Portela, M. (2023), “Job Insecurity and Performance: Contributions for an Integrative Theoretical Framework” *In Developing Diversity, Equity, and Inclusion Policies for Promoting Employee Sustainability and Well-Being* (pp. 61-98). IGI Global.
- Pradhan, R.K. and Jena, L.K. (2017), “Employee Performance at Workplace: Conceptual Model and Empirical Validation”, *Business Perspectives and Research*, Vol. 5 No. 1, pp. 69–85.
- Probst, T.M., Barbaranelli, C. and Petitta, L. (2013), “The relationship between job insecurity and

- accident under-reporting: A test in two countries”, *Work and Stress*, Vol. 27 No. 4, pp. 383–402.
- Probst, T.M., Stewart, S.M., Gruys, M.L. and Tierney, B.W. (2007), “Productivity, counterproductive and creativity: The ups and downs of job insecurity”, *Journal of Occupational and Organizational Psychology*, Vol. 80 No. 3, pp. 479–497.
- Repenning, N.P. (2000), “Drive out Fear (Unless You Can Drive It in): The Role of Agency and Job Security in Process Improvement”, *Management Science*, Vol. 46 No. 11, pp. 1385–1396.
- Scheier, M.F., Charles, S. and Bridges, M.W. (1994), “Distinguishing optimism from neuroticism: A reevaluation of the Life Orientation Test”, *Journal of Personality and Social Psychology*, Vol. 67 No. 6, pp. 1063–1078.
- Schumacher, D., Schreurs, B., De Cuyper, N. and Grosemans, I. (2021), “The ups and downs of felt job insecurity and job performance: The moderating role of informational justice”, *Work and Stress*, Taylor & Francis, Vol. 35 No. 2, pp. 171–192.
- Seibert, S.E., Wang, G. and Courtright, S.H. (2011), “Antecedents and Consequences of Psychological and Team Empowerment in Organizations: A Meta-Analytic Review”, *Journal of Applied Psychology*, Vol. 96 No. 5, pp. 981–1003.
- Selenko, E., Mäkikangas, A., Mauno, S. and Kinnunen, U. (2013), “How does job insecurity relate to self-reported job performance? Analysing curvilinear associations in a longitudinal sample”, *Journal of Occupational and Organizational Psychology*, Vol. 86 No. 4, pp. 522–542.
- Sheldon, K.M., Arndt, J. and Houser-Marko, L. (2003), “In Search of the Organismic Valuing Process: The Human Tendency to Move Towards Beneficial Goal Choices”, *Journal of Personality*, Vol. 71 No. 5, pp. 835–869.
- Shin, Y. and Hur, W.M. (2021), “When do job-insecure employees keep performing well? The buffering roles of help and prosocial motivation in the relationship between job insecurity, work engagement, and job performance”, *Journal of Business and Psychology*, Vol. 36 No. 4, pp. 659–678.
- Shin, Y., Hur, W.M., Moon, T.W. and Lee, S. (2019), “A motivational perspective on job insecurity: Relationships between job insecurity, intrinsic motivation, and performance and behavioral outcomes”, *International Journal of Environmental Research and Public Health*, Vol. 16 No. 10, pp. 1–16.
- Shoss, M.K. (2017), “Job Insecurity: An Integrative Review and Agenda for Future Research”, *Journal of Management*, Vol. 43 No. 6, pp. 1911–1939.
- Shoss, M.K., Su, S., Schlotzhauer, A.E. and Carusone, N. (2022), “Working Hard or Hardly Working? An Examination of Job Preservation Responses to Job Insecurity”, *Journal of Management*, pp. 1–28.
- Sonnentag, S. and Frese, M. (2002), “Performance: concept, theory, and predictors”, *Psychological Management of Individual Performance*, Vol. 23 No. 1, pp. 3–25.
- Staufenbiel, T. and König, C.J. (2010), “A model for the effects of job insecurity on performance, turnover intention, and absenteeism”, *Journal of Occupational and Organizational Psychology*, Vol. 83 No. 1, pp. 101–117.

- Strack, S., Carver, C.S. and Blaney, P.H. (1987), “Predicting Successful Completion of an Aftercare Program Following Treatment for Alcoholism: The Role of Dispositional Optimism”, *Journal of Personality and Social Psychology*, Vol. 53 No. 3, pp. 579–584.
- Stynen, D., Forrier, A., Sels, L. and De Witte, H. (2015), “The relationship between qualitative job insecurity and OCB: Differences across age groups”, *Economic and Industrial Democracy*, Vol. 36 No. 3, pp. 383–405.
- Wang, D., Kan, W., Qin, S., Zhao, C., Sun, Y., Mao, W., Bian, X., et al. (2021), “How authentic leadership impacts on job insecurity: The multiple mediating role of psychological empowerment and psychological capital”, *Stress and Health*, Vol. 37 No. 1, pp. 60–71.
- Wang, H.J., Demerouti, E. and Le Blanc, P. (2017), “Transformational leadership, adaptability, and job crafting: The moderating role of organizational identification”, *Journal of Vocational Behavior*, Vol. 100, pp. 185–195.
- Wang, M., Guo, T., Ni, Y., Shang, S. and Tang, Z. (2019), “The effect of spiritual leadership on employee effectiveness: An intrinsic motivation perspective”, *Frontiers in Psychology*, Vol. 9, pp. 1–11.
- De Witte, H., De Cuyper, N., Vander Elst, T., Vanbelle, E. and Niesen, W. (2012), “Job insecurity: Review of the literature and a summary of recent studies from Belgium”, *Romanian Journal of Applied Psychology*, Vol. 14 No. 1, pp. 11–17.
- Yu, X., Li, D., Tsai, C.H. and Wang, C. (2019), “The role of psychological capital in employee creativity”, *Career Development International*, Vol. 24 No. 5, pp. 420–437.
- Zheng, X., Diaz, I., Tang, N. and Tang, K. (2014), “Job insecurity and job satisfaction: The interactively moderating effects of optimism and person-supervisor deep-level similarity”, *Career Development International*, Vol. 19 No. 4, pp. 426–446.