

The Impact of Job Security on Employee Performance: The Mediating Role of Job Satisfaction in Oil and Gas Development Company Limited (OGDCL), Pakistan

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DOI: <https://doi.org/10.70670/sra.v3i3.1077>

Abstract

This study explores the impact of job security on workers' job satisfaction and performance in the Oil and Gas Development Company Limited (OGDCL) in Pakistan. Using the 150 employees' survey data and performing correlation, regression, and mediation analysis, the current work explores if job security increases performance directly or through job satisfaction. The results show that job security neither significantly affects performance nor does it enhance job satisfaction directly but enhances job satisfaction to a great extent. Furthermore, job satisfaction is the mediator between job security and performance, and therefore, it implies stability only appears as improved outcomes when employees are satisfied. These findings supplement Herzberg's Two-Factor Theory, under which job security is a hygiene factor that removes dissatisfaction but on its own does not produce performance. The study contributes to the human resource knowledge base in developing countries and maintains that public sector institutions must combine job security with reward, participation, and opportunity for development in order to maximize employees' motivation and performance.

Keywords: Job Security, Job Satisfaction, Employee Performance, Mediation, Public Sector, OGDCL, Pakistan

Introduction

In today's evolving organizational climate, achieving optimal employee motivation, satisfaction, and performance remains a critical concern for both scholars and practitioners. Among the many variables influencing employee behavior, **job security** holds a pivotal place, especially in public sector organizations where employment is traditionally perceived as stable and long-term. Job security refers to an employee's perception of continuity in their role and the absence of immediate threats to employment (Greenhalgh & Rosenblatt, 2010). International research demonstrates that job security can reduce workplace stress and increase organizational commitment (Ashford, Lee, & Bobko, 1989; Luthans et al., 2008). However, the link between job security and employee performance is not universally positive. While some studies suggest that job security improves performance by reducing anxiety (Garcia-Bernal et al., 2005), others argue it can foster complacency and reduce accountability particularly where performance monitoring is weak (Burgess & Ratto, 2003; Fried et al., 2003).

In the Pakistani context, this issue is especially relevant given the significant size of the public sector workforce and its strong employment protection frameworks. Public institutions in Pakistan, including large state-owned enterprises, often operate without performance-based reward systems or effective evaluation mechanisms. This can result in a lack of motivation among employees, who perceive job retention as unrelated to performance (Dar, 2011). Studies conducted in Pakistan have indicated that public sector employees are likely to have their jobs secured but are less productive and less innovative compared to private sector employees (Malik, Nawab, Naeem, & Danish, 2010; Usman, 2010). Moreover, studies have found that job security boosts job satisfaction among employees in Pakistan but does not boost performance if not combined with rewards, empowerment, and performance feedback (Juhdi, Pawan, & Hansaram, 2013; Hussain & Arif 2012).

This dilemma where job security leads to satisfaction but tends to undermine performance calls for proper scrutiny, particularly in high-stakes institutions like the Oil and Gas Development Company limited (OGDCL). OGDCL is a largest state-owned petroleum organization in Pakistan with a highly educated labor force laboring in a secure but bureaucratic environment. While job security is an attractive benefit, apprehensions still exist over worker motivation and performance outcomes. Under such conditions, it is very important to understand whether job satisfaction acts as a mediator in the relationship between job security and employee performance. Prior studies in Pakistan have emphasized the importance of psychological contracts and perceived fairness in public institutions, where formal mechanisms for accountability may be weak (Ali, Said, & Munap, 2014; Yousaf & Zafar, 2018).

The present study investigates the direct and indirect effects of job security on employee outcomes at OGDCL Pakistan. Specifically, it examines whether job security influences job performance and job satisfaction, and whether job satisfaction serves as a mediating factor in the relationship. The research utilizes data collected from 150 employees through structured questionnaires and applies statistical analysis using SPSS to test the hypothesized relationships. By grounding the inquiry in a real-world Pakistani public sector context, this study not only addresses a relevant organizational issue but also contributes to a relatively underexplored area in local human resource literature. The study holds significance for policymakers and human resource practitioners in Pakistan's public sector, where balancing employee welfare and institutional efficiency remains a persistent challenge. By providing empirical insights into how job security shapes employee behavior—both directly and through satisfaction this research aims to inform the design of more effective HR policies. The remainder of the paper proceeds with a comprehensive review of literature, followed by an explanation of the research methodology, presentation of empirical results, and discussion of findings. The paper concludes with policy implications, limitations, and recommendations for future research.

Literature Review

The relationship between job security, job satisfaction, and employee performance has been explored extensively in organizational studies, yet significant gaps remain, particularly in developing country contexts like Pakistan. While international literature generally supports the notion that job security leads to increased job satisfaction and improved performance, evidence from the Pakistani public sector reveals a more complex dynamic, often showing positive emotional outcomes but questionable behavioral outcomes. This review critically examines the existing literature and builds the rationale for hypothesis development. Job security is typically defined as the perceived continuity of one's employment and the absence of imminent job loss (Greenhalgh & Rosenblatt, 2010). It is considered a vital component of psychological well-being and organizational stability (Ashford, Lee, & Bobko, 1989). Globally, studies have shown that employees who feel secure are more committed and display lower turnover intentions (Luthans et al., 2008). However, Fried et al. (2003) and Pfeffer (1997) argue

that excessive job protection common in state-owned entities may reduce performance incentives due to a lack of consequences for underperformance.

In Pakistan, where many public sector employees benefit from long-term job guarantees, similar concerns arise. Research by Dar (2011) and Usman (2010) found that while employees in Pakistani government institutions highly value job security, it does not necessarily translate into improved performance. The lack of performance appraisal systems and accountability mechanisms has contributed to a culture of entitlement rather than meritocracy (Malik et al., 2010). This highlights a contextual gap: in contrast to Western settings where job security and performance are often positively linked, in Pakistan, job security may foster complacency instead of motivation. On the other hand, job satisfaction defined as a positive emotional response to one's job (Locke, 1976) is consistently influenced by job security. Studies in Pakistan support this relationship. Ali et al. (2014) and Hussain and Asif (2012) report that job security is among the strongest predictors of satisfaction among Pakistani public employees. Awan and Asghar (2014) observed similar findings among university faculty, who prioritized job security second only to compensation. However, this satisfaction is often rooted in external job conditions rather than intrinsic motivation, thus limiting its potential to inspire proactive performance (Rehman, Iqbal, & Fatima, 2017). In terms of job performance, defined as task execution contributing to organizational objectives (Viswesvaran & Ones, 2000), the literature offers a mixed picture. In environments with strict performance accountability, job security can free employees from fear and improve productivity (Meyer & Allen, 1991). However, in Pakistani public organizations, the reverse is often observed. Dar (2011), Naveed and Rafiq (2020) and Shaheen et al. (2016) note that secure jobs without performance evaluation lead to minimal compliance and decreased initiative. This indicates a theoretical gap in applying Western models of motivation to South Asian bureaucratic contexts.

Yet, several studies suggest that job satisfaction may mediate the negative effects of job security on performance. Rehman and Mubashir (2021) found in a telecom sector study that job satisfaction significantly mediated the relationship between job security and performance. Similarly, Yousaf and Zafar (2018) and Ullah Shafaat et al. (2025) demonstrated that positive HR practices, fairness, and recognition could enhance satisfaction, which in turn encourages better performance. These findings point to a conceptual gap in public sector literature while job security may not directly boost performance, its indirect effect via satisfaction could be positive.

Contextual Gap: Most existing theories on job security are derived from Western economies; their assumptions may not hold in countries like Pakistan with low accountability in public institutions. **Theoretical Gap:** The mixed evidence on the job security–performance link suggests that job satisfaction may act as a mediator a relationship underexplored in Pakistan's public sector. **Empirical Gap:** Few studies have tested this mediation model using actual data from large public sector organizations like OGDCL, which operate with high job security but face persistent performance issues.

Hypotheses Development: Based on the above synthesis, the following hypotheses are proposed: H1: Job security has a significant impact on employee performance at OGDCL Pakistan. H2: Job security has a significant impact on job satisfaction at OGDCL Pakistan. H3: Job satisfaction mediates the relationship between job security and employee performance at OGDCL Pakistan. These hypotheses will be tested empirically using primary data collected from OGDCL employees to address the aforementioned gaps and validate the mediating role of satisfaction within a real-world Pakistani public sector context.

Research Methodology

This study investigates the impact of job security on employee performance and satisfaction within the contents of Oil and Gas Development Company Limited (OGDCL), Pakistan. The methodology

outlines the approach taken to design the research, select respondents, collect data, and analyze results using appropriate quantitative techniques.

Research Design: This research follows a quantitative cross-sectional design, which is appropriate for exploring relationship among variables at a single point in time. A structured questionnaire was employed to collect numerical data from respondents, allowing the use of statistical methods to test hypothesis (Creswell, 2011). The quantitative approach enables the researcher to interpret, analyze, and report data in measurable form, ensuring objectivity and reproducibility (Rasinger, 2014)

Target Population: The target population comprises middle level management employees at OGDCL's head office Islamabad, selected for their informed perspective on internal HR perspective. A complete list of employees was obtained from the organization's Human Resource Department. These individuals were considered suitable for evaluating the role of job security in influencing satisfaction and performance outcomes.

Sampling Technique: The study employed simple random sampling, a probability sampling technique in which every individual in the target population had an equal chance of selection (Neuman, 2011). This method reduces selection bias and enhances representativeness. A total of 150 respondents were selected, which aligns with the requirements for statistical validity in social science research (Sarantakos, 2005).

Data Collection Method: Data were collected using a personally administered questionnaire, distributed and retrieved within a three-day timeframe. This approach was adopted to ensure a high response rate and minimize item non-response. No direct interviews were conducted to maintain anonymity and reduce response bias. According to Walliman (2011), personal data collection methods typically yield more complete and reliable data than email or online surveys.

Survey Instrument and Measures: The research instrument was a structured questionnaire containing three established scales, each adapted from prior validated studies: Job Security: 7 items adapted from Kraimer et al. (2005). Job Satisfaction: 6 items adapted from Schleicher et al. (2004). Job Performance: 6 items adapted from Liden et al. (2000). All items were measured using a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). In total, the questionnaire included 19 items.

Reliability and Validity: Internal consistency was assessed using Cronbach's Alpha. The reliability coefficients for all constructs exceeded the 0.70 threshold, indicating satisfactory reliability (Bryman, 2009):

Job Security: $\alpha = 0.899$, Job Satisfaction: $\alpha = 0.807$, Job Performance: $\alpha = 0.798$

These values confirm the scales' internal consistency and suitability for analysis. The use of previously validated instruments supports the content and construct validity of the survey.

Data Analysis Technique: Data were analyzed using the Statistical Package for Social Sciences (SPSS) version 25. The analysis followed a structured sequence: Descriptive statistics to summarize demographic variables, Pearson correlation to examine relationships among constructs, Simple linear regression to test the direct effects of job security on job satisfaction and performance, Mediation analysis using the PROCESS macro (Model 4) to examine whether job satisfaction mediates the relationship between job security and employee performance. All tests were conducted at a 95% confidence level. A p-value of less than 0.05 was considered statistically significant.

This methodology provides a rigorous framework to evaluate the proposed hypotheses and generate findings that are both statistically valid and contextually meaningful. By leveraging validated scales, reliable data collection, and advanced statistical techniques, this study ensures its results are credible and contribute to both theory and practice.

Empirical Results

This section presents the empirical findings of the study. The results are organized into four main parts: descriptive statistics, correlation analysis, regression analysis for direct relationships, and mediation analysis to test the indirect effect of job security on performance via job satisfaction.

Table 1 : Reliability Statistics

Construct	Cronbach's Alpha	No. of Items
Job Security	0.899	7
Job Satisfaction	0.807	6
Job Performance	0.798	6
Overall	0.802	19

This table shows Cronbach's Alpha assesses internal consistency. All values exceed the accepted threshold of 0.70, indicating excellent reliability. The overall scale reliability is strong at 0.802, confirming the questionnaire is statistically sound.

Table 2: Age Distribution of Respondents

Age Group	Frequency	Percentage (%)
20-29 years	33	22.0
30-39 years	62	41.7
40-49 years	35	23.3
50 and above	20	13.0
Total	150	100.0

This table shows majority of respondents were in the 30-39 age range, which reflects a mature and experienced working group.

Table 3: Gender Distribution of Respondents

Gender	Frequency	Percentage (%)
Male	100	66.8
Female	50	33.2
Total	150	100.0

In the table gender distribution shows a male-dominant workforce (67%), typical of many public sector institutions in Pakistan.

Table 4: Education Level of Respondents

Qualification	Frequency	Percentage (%)
Bachelor's	66	44.2
Master's	14	9.6
MS/MPhil	70	46.2
Total	150	100.0

This table shows a well-qualified sample with most respondents holding MS/MPhil degrees (46.2%)

and Bachelor's degrees (44.2%).

Table 5: Working Experience of Respondents

Experience	Frequency	Percentage (%)
Less than 5 years	28	18.7
6-10 years	51	33.7
11-15 years	45	30.0
More than 15 years	26	17.6
Total	150	100.0

Most respondents had 6-10 years of experience (33.7%), showing strong mid-career representation.

Table 6: Descriptive Statistics

Variable	Mean	Median	Mode	SD
Gender	1.32	1.00	1	—
Age	2.11	2.00	2	—
Experience	2.27	2.00	2	—
Education	1.68	2.00	2	—

Mean and median values support the categorical distributions shown earlier. (Coding: 1=Male, 2=Female; 1=Bachelor's, 2=MS/MPhil, etc.)

Table 7: Pearson Correlation Matrix

Variable	Job Security	Job Satisfaction	Job Performance
Job Security	1.00	0.312**	0.113
Job Satisfaction		1.00	0.466**
Job Performance			1.00

Note: Correlation is significant at the 0.01 level (2-tailed). This table shows Moderate positive correlation exists between job security and job satisfaction. Job satisfaction also positively correlates with performance. However, job security shows only a weak correlation with performance.

Table 8: Model Summary --Job Security → Job Performance

Model	R	R ²	Adjusted R ²	Std. Error
1	0.113	0.013	0.006	0.43977

The table shows R² is very low, suggesting job security explains only 1.3% of variance in employee performance.

Table 9 : ANOVA --Job Security → Job Performance

Model	Sum of Squares	df	Mean Square	F	Sig.
1	0.356	1	0.356	1.839	0.177

The table shows that F-test result is not significant ($p > 0.05$), confirming job security does not significantly affect performance directly.

Table 10 : Coefficients --Job Security → Job Performance

Variable	B	Std. Error	Beta (β)	t	Sig.
Constant	3.521	0.232	----	15.142	0.000
Job Security	0.097	0.072	0.113	1.356	0.093

This table shows Job security's effect on performance is statistically insignificant ($p = 0.093 > 0.05$).

Table 11: Model Summary --Job Security → Job Satisfaction

Model	R	R ²	Adjusted R ²	Std. Error
1	0.312	0.097	0.093	0.43122

The table shows Job security explains 9.7% of the variance in job satisfaction—a moderate explanatory power.

Table 12: ANOVA --Job Security → Job Satisfaction

Model	Sum of Squares	df	Mean Square	F	Sig.
1	2.588	1	2.588	13.911	0.002

The table shows that F-statistic is significant ($p < 0.01$), indicating job security is a valid predictor of job satisfaction.

Table 13: Coefficients -- Job Security → Job Satisfaction

Variable	B	Std. Error	Beta (β)	t	Sig.
Constant	2.816	0.215	--	13.097	0.000
Job Security	0.283	0.076	0.312	3.742	0.002

The table shows that Job security significantly and positively affects job satisfaction ($p = 0.002 < 0.01$).

Table 14: Mediation Analysis --Job Satisfaction as Mediator

Effect Type	Effect	SE	LLCI	ULCI
Direct Effect (c')	0.3278	0.0881	0.1573	0.4879
Indirect Effect (a × b)	0.1384	0.0597	0.0353	0.2710

The table shows that since the bootstrap confidence interval (CI) does not include zero, the indirect effect is statistically significant, confirming that job satisfaction mediates the relationship between job security and performance.

Table 15: Model Summary for Mediation (Job Security → Job Satisfaction → Performance)

Model	R	R ²	Adjusted R ²	SE of Estimate
1	0.338	0.114	0.101	0.42421

This table show that including the mediator increases explanatory power from 0.013 to 0.114, showing a stronger model fit when job satisfaction is considered.

Table 16: ANOVA for Mediation Model

Model	Sum of Squares	df	Mean Square	F	Sig.
1	2.203	1	2.203	12.262	0.001

This table shows that model is statistically significant (p = 0.001), validating mediation pathway.

Table 17: Summary of Hypotheses Testing

Hypothesis Statement	Result
H1 Job security significantly affects employee performance	Not Supported
H2 Job security significantly affects job satisfaction	Supported
H3 Job satisfaction mediates the relationship between job security and performance	Supported

This table presents the outcomes of the three hypotheses formulated in your study, based on empirical evidence from correlation, regression, and mediation analyses.

Discussion

This research aimed to explore the effect of job security on employee satisfaction and performance in the context of a Pakistani public sector organization, namely the Oil and Gas Development Company Limited (OGDCL). The findings are of interest in revealing how job security affects workplace outcomes and present balanced conclusions that are both theoretically and practically relevant. The initial hypothesis (H1) that sought a direct positive correlation between employee performance and job security was not substantiated by the regression data. Whereas literature has

posited that job security promotes workers' motivation and productivity (Silla et al., 2005), no direct correlation between the two variables was established in this study. This finding can perhaps be explained by the distinct dynamics of public sector jobs in Pakistan, where workers tend to view job permanence as a right, not an incentive based on performance. In these situations, the assurance of continuity of employment may inadvertently discourage going beyond performance targets, corroborating previous findings by Pakistani scholars such as Shujaat et al. (2013), who noted similar patterns among state-owned firms. The second hypothesis (H2), that job security has a positive influence on job satisfaction, was highly supported. This result is consistent with a large body of literature indicating that when workers perceive their employment as secure, they report greater job satisfaction (Kraimer et al., 2005; Akhtar et al., 2015). Psychological security stemming from employment security seems to be a primary reason for emotional well-being and job satisfaction. For OGDCL, where employees are confronted with fewer external threats but work within a hierarchical, bureaucratic organization, employment security is the pillar of satisfaction. This is consistent with the findings of Malik et al. (2010), who emphasized that job satisfaction in Pakistan's public institutions is strongly driven by structural guarantees rather than workplace innovation or performance-based rewards.

The most important contribution of this study comes from the third hypothesis (H3), which tested the mediating role of job satisfaction in the relationship between job security and performance. The mediation analysis confirmed that job satisfaction significantly mediates this relationship, suggesting that job security influences performance indirectly through its effect on satisfaction. These findings are in line with Herzberg's Two-Factor Theory, which identifies job security as a hygiene factor and job satisfaction as a motivator. In other words, job security alone is insufficient to drive performance unless it is accompanied by job satisfaction (Herzberg, 1966). This result has strong implications for HR practices in public institutions like OGDCL. It demonstrates that providing job security without creating a satisfying work environment may not lead to meaningful performance outcomes. Satisfaction acts as a psychological conduit through which the benefits of job security are translated into higher motivation and effort. These findings support those of Khan et al. (2012), who argued that employee well-being is a necessary condition for performance enhancement in the Pakistani context. Additionally, the mediation result aligns with international studies such as those by De Witte (2005), but the context-specific emphasis on structural satisfaction in Pakistan makes these findings especially relevant for local organizational reform. In bureaucratic environments, employees may be secure but disengaged; satisfaction bridges this gap by stimulating performance through intrinsic motivation.

Conclusion

This study explored the influence of job security on employee satisfaction and performance within the context of Pakistan's largest public sector energy organization, OGDCL. The objective was to determine whether job security directly enhances performance or if its effect is more nuanced and indirect through job satisfaction. The findings reveal that job security does not have a significant direct impact on employee performance. However, it does significantly and positively influence job satisfaction, which in turn, acts as a partial mediator in the relationship between job security and performance. These results indicate that job security alone is insufficient to drive higher levels of performance among employees in the public sector. Instead, satisfaction is the essential link that translates job stability into productive behavior. The study contributes to the body of knowledge in human resource management and organizational psychology by highlighting the context-dependent nature of motivation and performance. In environments where job security is institutionalized—as in many public organizations in developing countries—employees may perceive security as a right rather than a reward, thus weakening its motivational effect on performance. From a managerial perspective, the research offers valuable insights for public sector leaders. It suggests that while job

security remains a vital component of employee well-being, it should be supplemented with initiatives that foster satisfaction, such as recognition, growth opportunities, and employee engagement strategies. Only through this combined approach can organizations like OGDCL maximize both employee morale and output.

In conclusion, the study confirms that job satisfaction is a necessary bridge between job security and employee performance. Policymakers and HR managers must recognize that ensuring stability is only one part of the equation; cultivating a satisfying and empowering work environment is equally crucial to achieving organizational effectiveness.

Implications

The findings of this study have important implications for both organizational theory and human resource management practice, especially within the public sector and developing country contexts like Pakistan.

Theoretical Implications: This study adds to the growing body of literature on organizational behavior by offering a context-specific validation of widely accepted Western theories. While traditional models often suggest a direct positive link between job security and employee performance, this research challenges that assumption by showing that such a link does not hold directly in the Pakistani public sector. Instead, the study supports a mediated framework, where job satisfaction acts as the critical pathway through which job security affects performance. The results provide empirical support for Herzberg's Two-Factor Theory, affirming that job security is a hygiene factor it reduces dissatisfaction but does not directly enhance performance. Moreover, the finding that job satisfaction mediates the security–performance link introduces a refined conceptual model for understanding how public sector employees in hierarchical, low-accountability environments interpret and respond to organizational stability. These insights expand theoretical models by emphasizing the importance of contextual factors, such as cultural expectations of entitlement, organizational inertia, and lack of performance-based accountability, which may moderate or suppress the expected motivational effects of job security.

Practical Implications: From a managerial standpoint, the study offers clear, actionable guidance for HR professionals and policy-makers in public sector institutions like OGDCL.

Job Security Is Not a Substitute for Performance Management: While job security remains essential for employee well-being, it should not be treated as a driver of performance in isolation. Stable employment, when separated from responsibility and participation strategies, can lead to complacency instead of commitment. **Creating Satisfaction in Order to Raise Performance:**

As job satisfaction acts as a mediating factor, organizations need to try to shape intrinsic and extrinsic rewards, enhance work environment, ensure fairness, and celebrate achievement to help transform job security into higher levels of employee performance.

Security-Based Incentives Must Be Complemented by Performance: Management has to balance the provision of job security with productivity by tying rewards, recognition, and career growth to performance and not to seniority or tenure. **Aligning HR Policies with Local Conditions:** This research supports the need to align HR strategies with cultural and institutional conditions. In countries like Pakistan, public sector reforms must consider the deep-rooted influence of job security while simultaneously designing policies that encourage proactive employee behavior. **Employee Engagement and Communication:** HR departments should improve internal communication to align employee expectations with organizational goals and reinforce that job security is a privilege linked to commitment and contribution—not a guaranteed right disconnected from performance.

In short, the research indicates that job security is priceless but not enough by itself. It is only when combined with practices that build job satisfaction, engagement, and motivation that its full value is achieved. For public sector executives, this is a key takeaway: protecting employees is merely the beginning; inspiring and satisfying them is what is needed to enhance organizational performance.

Limitations

While this study provides meaningful insights into the role of job security on employee performance and satisfaction within the context of a Pakistani public sector organization, it is important to acknowledge several limitations that may affect the interpretation and generalizability of the findings.

Restricted Organizational Scope: The study was conducted solely within OGDCL's head office in Islamabad, focusing on middle-level employees. As a result, the findings may not be fully representative of all hierarchical levels, departments, or other public sector organizations in Pakistan.

Cross-Sectional Design: The use of a cross-sectional survey limits the ability to draw causal inferences. While relationships among variables were identified, the design does not allow for conclusions regarding the direction or long-term nature of these effects. A longitudinal approach could offer stronger causal insights.

Self-Reported Data: The study relied on self-administered questionnaires, which may be subject to social desirability bias, response exaggeration, or misinterpretation. Employees may have rated themselves more favorably on satisfaction or performance, which could distort the accuracy of results.

Cultural and Sectoral Context: The findings are highly context-specific and may not be generalizable to private sector firms or public institutions in other countries. Cultural values around job security, entitlement, and organizational loyalty may differ significantly, especially between developing and developed nations.

Limited Variables: The study focused on three main variables: job security, job satisfaction, and employee performance. Other potential influences such as leadership style, organizational commitment, workplace climate, or psychological empowerment were not considered and may have added greater explanatory power to the model.

Non-Inclusion of Demographic Moderators: Although demographic data were collected, the study did not explore whether factors such as age, gender, education level, or years of experience moderated the relationships among the core variables. These may have revealed important subgroup variations.

Despite these limitations, the study provides a robust foundation for understanding how job security indirectly shapes performance outcomes in the public sector, offering valuable implications for policy and HR strategy.

Future Research Recommendations

Building on the findings and limitations of this study, several directions are proposed for future research to deepen and expand the understanding of the relationship between job security, satisfaction, and employee performance in both public and private sector organizations.

Expand to Other Organizations and Sectors: Future studies should replicate this research across a broader range of public and private sector institutions in Pakistan, including regional offices, ministries, educational institutions, and service-oriented organizations. This would allow for a more comprehensive understanding and cross-sectoral comparison of how job security functions in different work environments.

Use Longitudinal Research Designs: To assess causal relationships more accurately, future researchers are encouraged to adopt longitudinal designs, tracking employee perceptions, satisfaction, and performance over time. This would provide stronger evidence regarding the temporal dynamics between job security and performance outcomes.

Incorporate Additional Psychological and Organizational Variables: Future research could benefit from integrating variables such as organizational commitment, job engagement, leadership style, perceived organizational support, or psychological empowerment. These constructs may mediate or moderate the relationship between job security and performance and offer deeper behavioral insights.

Explore Moderating Effects of Demographics: Researchers should investigate whether demographic factors such as age, gender, job tenure, and educational level influence the strength or direction of the relationships studied. Identifying such moderators could help organizations tailor HR policies to different employee groups.

Comparative Studies Across Cultures or Countries: Comparative research between

Pakistan and other developing or developed nations can uncover cultural differences in how job security is perceived and how it influences satisfaction and performance. This would contribute to a more globalized understanding of HR practices. Qualitative or Mixed Methods Approaches: Incorporating qualitative interviews, focus groups, or mixed methods designs could provide richer, more nuanced explanations of how employees interpret job security and satisfaction in their own words. This would complement the quantitative findings and provide context-specific depth. Explore the Role of Job Insecurity: Future studies could also examine the negative psychological effects of job insecurity, such as stress, anxiety, and turnover intentions, and how they contrast with the positive outcomes of job security. This would offer a dual-perspective framework on stability versus instability in employment.

These directions offer a pathway for future scholars to build upon the current study and contribute to a more holistic and contextually grounded understanding of employee behavior, especially in emerging economies and public-sector settings.

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