

“THE ROLE OF JOB SECURITY ON EMPLOYEE  
PERFORMANCE AND SATISFACTION AT OGDCL  
PAKISTAN.”



*By*

Muhammad Yousif  
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Supervised by:

Dr. Hassan Rasool

Department of Business Studies  
PAKISTAN INSTITUTE OF DEVELOPMENT ECONOMICS  
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# Pakistan Institute of Development Economics

## CERTIFICATE

This is to certify that this thesis entitled: “**The Role of Job Security on Employee Performance and Satisfaction at OGDCL Pakistan**” submitted by Mr. Muhammad Yousif is accepted in its present form by the Department of Business Studies, Pakistan Institute of Development Economics (PIDE), Islamabad as satisfying the requirements for partial fulfillment of the degree of **MBA**.

External Examiner:

---

Dr. Fuwad Bashir Awan  
Assistant Professor  
SZABIST, Islamabad

Supervisor:

---

Dr. Hassan Rasool  
Assistant Professor  
PIDE, Islamabad

Head, Department of Business Studies:

---

Dr. Hassan Rasool  
Head  
Department of Business Studies  
PIDE, Islamabad

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## **ABSTRACT**

This study is conducted on the “The role of job security on the employee performance and satisfaction at OGDCL Pakistan”. The main objective of this research is to understand the impact of job security on employees through job performance, and job satisfaction. The data collected from 150 employees of OGDCL Pakistan in Islamabad. The primary data is collected for this research and the method used for this study was quantitative for data analysis. SPSS has been used to inspect the data. The findings of this study show that job security has a positive effect on employee’s job satisfaction and a negative effect on job performance although because of job satisfaction somehow job performance increases in mediating role of job satisfaction between job security and Job performance. This research work will be helpful to the high authorities of OGDCL in decision making and a better understanding of employee’s behavior at OGDCL Pakistan.

Key Words: Job security, Job Performance, Job Satisfaction.

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# Chapter 1: Introduction

## 1.1 Research Background

Nowadays, Employees are exploring to go to work in that organizations have suitable work requirements and give job security to their employees. These views of employees raise serious concern for organizations, that is why nowadays improving employee satisfaction is the main objective of good organizations (Garcia-Bernal, 20018). Job security gives a good push to the employees to do loyal work for their organization. Job security gives motivation for doing their best to the employees in the organization to achieve goals of goals and targets of the company. Organizations have been always interested in increasing productivity and maximize their profits and for that reason, they always make strategies for the betterment of the organization. For this purpose, numerous strategies were conducted and, that they found that job security plays a great role to motivate employees for achieving organizational goals but on the other side it has also negative impacts (F. Luthans, 2008).

It is defined as, To meet organizational goals we must take care of employees (Al Kaaiby, 1990a). Another study concluded that the measurement of performance and satisfaction of employees is extra challenging in the public division of organizations rather than the private division of organizations, because of several reasons including the intrinsic motivation of employees, multitasking, and difficulty in measuring the output of an employee (Burgess, 2003a)

Organizational performance and productivity are connected to its employee's performance. (Shin, 2017). Employee job performance is measurable in actions, behaviors, and outcomes of the employee towards work and contribution to the organizational goal. (Viswesvaran, 2017)



Job security means an employee can continue his job for a long in an organization without any changes (Dictionary). Job security is the psychological state of an employee in which the employee is expected to continue that job which he is doing in the same company for a long time. Job security is not just about holding a job for a long but in this, the employee also enjoys steady pays, benefits, and incentives(Ashe-Edmunds). People from the beginning try to find jobs they are secure in work. Nowadays finding a secure job is a very difficult task, that is the reason that people trying to get government jobs. Even people in management and holding key posts of the organization cannot be sure about their job security. If the shareholders of the organization are not happy with the functions of the organization then the company CEO should look for resigning. Many other reasons are also considered for job security like employee output, employee satisfaction, country's economic growth, growth of organization and employees, and employee's productivity are some of them (Ismail Bakan, 2013). On the other side, in the public sector organization, job security harm the performance of employee because, in the public sector, there is low check, accountability (HamdanRawan, 2011)

Job insecurity is defined as a fear of employee-related to his position in the organization, less opportunity for career development, work conditions are very strict, and gradual decreases in salary(Hellgren, 1999). Job security factor further gives good reasons to employee and employer to work together happily. Job security gives reason to the employees for performing well for their organizations and on another hand, it gives fewer reasons of motivation for performing high to those employees whose job security is low (Ashford, 1989). Job security refers stability and longevity of an employee that will be doing his or her job in an organization in a good relationship. (L. Greenhalgh, & Rosenblatt, Z, 2010). Many employees consider long-term job

security is ideal for them at an organization if any dramatic change is not happening in that workplace. (Shore, 1989).

Meeting challenges, doing overtime, managing with overwork, handle pressure, and meet organizational expectations are considered as employee's obligation towards the organization and in return, the organization must give long term job security to that employee, it is an expected obligation from employer to his employee (Shaw, 2009). When employees see that employer fulfill their obligations and give job security to them they become motivated and commit to perform well in the organization (Liu, 2010). In Contrast in public sector organizations job security is defined but employees of the organization may not perform well because of some other reasons like job security, personal influence in the organization and, no measurement tool of job performance because employees have perceived that the employer will not check their performance so that they do not increase their productivity (L. Greenhalgh, & Rosenblatt, Z., 2010). Failure of an employer will negatively affect the worker's work attitude as well as performance in the company(Zhao, 2007).

It has been stated through a huge narrative that managerial performance is enhanced with the improved employee performance. In this regard, various tools have been introduced to measure employee performance which containing Excellence of work, invention, and job satisfaction but on the other side job security also decreases the performance of an employee in public sector organizations, it happens where there are no performance measurement tools are applying. (Conway, 2012).

According to one study training, rewards and employee empowerment are key factors of the high performance of an employee in the organization(Juhdi, 2013). High performance of an employee is related to the empowerment of an employee in which he/she can take decisions

easily without undesirable bearers, reward given to him, training which enhances the employee's abilities, capabilities, and knowledge to boost his/her productivity level for his organization. When these tools will be used by the organization, high performance will be given by the employee at his level(Cunningham, 2008). According to the study, combined results will come after giving a force of empowerment, training, and rewards in the job either the performance of the employee will increase or decrease (Wall, 2005).

A study revealed that an employee may be satisfied with one or some tasks of a job that he/she is handling but dissatisfied with other tasks of a job (Kalleberg, 1977). According to variant literature, one study concluded that job satisfaction is communication between job state and the employee, further studies concluded that job satisfaction remains relevant to the job involvement of employee in an organization and results in a performance of organization effects (Locke, 1976). Job satisfaction is defined as a constructive emotional situation related to the job that a person performs in an organization(Locke, 1976). Whereas one study defined job satisfaction as the approach of an employee towards his job, the reward he gets from an employer, physical attributes of the administrative environment in which he is performing work actions of the organization.(Leap, 1993) Further, job satisfaction is a complex concept inspired by various elements like the environment of work, salary, work conditions, colleagues, supervisors, working time, stress, and many more(Bakotic, 2013). High job satisfaction influences the employee's work behavior and because of that performance of the organization increases. Job satisfaction is an interesting problem that faces by employee and employer(Bakotic, 2013).

## **1.2 Research Objectives**

- To identify the role of job security on the high performance of employees at OGDCL Pakistan.
- To identify the role of job security on job satisfaction of employees at OGDCL Pakistan.
- To identify the mediating role of job satisfaction on the job performance of employees at OGDCL Pakistan.

### **1.3 Research Questions**

- How job security influences the high performance of employees at OGDCL Pakistan?
- How job security influences the job satisfaction of employees at OGDCL Pakistan?
- How job satisfaction influences the job performance of employees at OGDCL Pakistan?

### **1.4 Research Significance**

This research will show a major effort to determine if job security performs a role in the job performance and job satisfaction of employees at OGDCL Pakistan and it will also show the effects of job satisfaction on the employee performance of employees at OGDCL Pakistan. The research will give important information for analysis at OGDCL Pakistan. The contribution of this research is to add in present information and provide suggestions about job satisfaction, and job performance at OGDCL Pakistan. The study problem is worth exploring because job security is considering very much over the recent two decades.

The Human resource department of OGDCL Pakistan aims to facilitate their employees and motivate them through proper placing of employee, employee recognition, communication, effective appraisals and promoting skill development in their employees and because of these factors various policies have been reviewed and authorities are taking suitable actions so they

can meet the future challenges (Pakistan, 2021). So this study will be helpful for OGDCL HR to make policies according to it.

## 1.5 Research outline

### Research Outline

No	Chapter	Description
	Introduction	Chapter 1 of the study is introductory. It includes the background of the research along with objectives and research questions. Furthermore, research significance is also discussed in Chapter one.
	Literature Review	Chapter 2 of the study is a literature review by reviewing various secondary data to construct a theoretical framework of the study.
	Methodology	In this chapter 3, the research methodology is discussed, and the design is explained that was used.
	Results and Discussion	In this chapter 4, analyzing of data is discussed and the findings of the study.
	Conclusion & Recommendation	In the ast chapter, the examiner concludes the finding of the research and on that basis makes a recommendation based on empirical analysis.

**Table I: Research Outline**

## **Chapter 2: Literature Review**

### **2.1 Introduction**

This chapter of the study is a literature review by reviewing various secondary data to construct a theoretical framework of the study, in this chapter all the variables are discussed, and after that research model of the study is discussed and in the last, the research hypothesis of the study is given.

### **2.2 Job Security**

The meaning of job security is the possibility of an employee keeping his/her job secure. The higher chance of keeping employment in an organization is the higher probability of job security. In vice versa, the perception of threat in keeping a present job is called job insecurity(Yoon Jik Cho,2012). Job security has a profound negative impact on the job performance of an employee, through job security employees also take negative advantages through not perform well (Mimura, 2003).

It is the motivation for an employee to the security of his job, but on the other side some employees did not get motivation from job security and they do not perform well and the productivity of the organization decreases (Lucky, 2012). Job security deals with the chances of employment in demand not to unemployed(Rahman, 2013). Jobs that are not supported by an indeterminate contract or cannot be secured for a sufficient time by the employer to his/her employee, that job is considered as insecure job and having lack job security. Some professions have greater job security than other professions, in that their employees have great confidence in their jobs that they will continue their present job without having any threat or hurdle in an organization (Businesdictionary.com, 2015). In job security, it is assured by the

organization/employer to their employees that workers will remain with them for a sufficient time without being wrongly terminated from their organization(Lucky, 2012).

There are factors which organization firstly see before securing any job of an employee in their organizations and those factors are service contract, collective bargaining contract, labor legislature, education of employee, work knowledge, job practical area, work industry, worksite, employee services to the organization, employee need in the organization, etc, these factors will decide the job security of employee in the organization(Lucky, 2012). Essential and previous experiences expected by employers and existing economic conditions; the business situation could ensure the Job security of employees in an organization (Lucky, 2012).

Normally, certain kinds of jobs and certain industries have great job security, for instance, public sector jobs, educational jobs, health care jobs, and law enforcement jobs are considered highly secure jobs whereas, on the other side, jobs in the private division are considered as low secure jobs which may also according to the industry, location, occupation, risk, and other factors (Lucky, 2012). But, in the concluding analysis of Lucky and Adebayo, they concluded that employee job security is depended on whether they will remain employable or not and if the business has their services or not, although employment laws are made and somehow, they offer some liberation against unemployment danger, they have a negligible influence to the job security of employees. The element remains that people (employees) need to have the right abilities for an organization to save job security in an organization(Lucky, 2012). In the USA, it was stated that the nationwide job security is dependent on the financial condition and business conditions of the country due to the industrial system, and the industrial system encourages and encourages entrepreneurship development and minimum government interference was there in businesses(Lucky, 2012).

In the USA, it is considered that if the economic condition of the market is right then obviously firms will face a rise in sales and consequently there will be the formation of more jobs and therefore increases in public job security (Lucky, 2012). Though this may not be the cause of the financial recession of the economy similar to that of Nigeria, that worsen economy was seen in the economic downturn of the country (Lucky, 2012). In a recession, the simple explanation is that during this era organizations trying to cut the expenses of a company by terminating employees, and consequently, employees faced low job security (Lucky, 2012). One study also found that less job security gives strength to make a constructive connection between job transparency and performance of the job in public sector organizations. Hence, they believe that the connection between job demands and job performance will change through job security as well as that causes good effects on organizational productivity and useful for organizational goals (Fried, 2003). One study identifies job security as a critical indument tool and job security effects on the connection between performance and demands of the job of the employee. (Rosen, 2010). Employee uncertainty about job security has negative effects on employee performance as well. From an individualistic perspective, it will affect the fitness and wellbeing of workers and on the other side, from an organizational perspective, work performance, as well as an attitude for the job may be affected and it will bid for both parties (Employee and Employer). The employee can leave the organization when they plan for their future and see that organization does not give him job security and his future is not clear in that organization. The second thing workload may influence the employee who has less job security to quit a job or not performing best to the organization. The consequences of less job security to employees face by both parties (employee and employer) and affect the individual as well as organizations (Pfeffer, 1997). According to Moshoeu and Geldenhuis job security is an employee's satisfaction that he or she



will not be removed from responsibilities or allocated to specific tasks and responsibilities which are undesirable to that employee.(Moshoeu, 2015).

In European markets, for instance, in Britain, job security is to create to be very low because many businesses thought that to fire permanent employees is much cheaper and they paid employees one week salary for their one year service to the organization but if an employee is above 40 than he gets one and half week salary for one year service to that organization, If an employee worked there for five years he gets five weeks salary in normal but if he is above 40 than he gets seven and half weeks salary on his retirement(Lucky, 2012). In a few more states of European countries, many workers have unspecified agreements in which there is no guarantee for a lifetime job but in that, it is very challenging for the company to terminate the employment of a worker easily(Lucky, 2012).

A recent study performed on job security found that 75% of partakers thought job security was their main concern when seeking a job in an unsure financial environment. While findings also show that 67% of partakers are interested to perform in government sector organizations or else non-profit organizations due to recession(Lucky, 2012). According to the study performed by the School of Michigan's Centre for the Education of a woman discovered that Educators such as professors want better job security. Job security will help them to stabilize work and their individual lives, decrease their stress intensity, increasing a freedom level in their employments ("University of Wisconsin- Madison ", 2010). Similarly, information was provided by another study that staff job security presented that 22% of academic staff only happy with a great level of job security and for them, it was multiple years of assurance of job security but on the other side due to security of job many employees do not perform well because they thought

they are the permanent employees in the Organization. ("University of Wisconsin- Madison ", 2010)

### **2.3 Job Performance**

Employee performance in a company plays an essential role in improving the profitability of its company (Matzler, 2007). Employee performance is the key factor to improve the performance of an organization(Matzler, 2007). The researcher suggested that to discover out the new methods to enhance the new outcomes of workers so the profitability of the organization will increase (Matzler, 2007). Thus, a lot of determinants including HR practices have been discovered to enhance high performance from employees (Paauwe, 2009). Employees get positive signals from the organization when they get job security from the organization, and in return, their performance gets high but on the public sector organization job, security has less impact on job performance because of less check and balance (Tang, 2012).

Association between perceived job security and high performance is discovered by Boshoff and Allen(Boshoff, 2000). A study also described that HR practices are associated with a high level of job security among organizational employees (Baldwin, 2000). Employees who have job security but having a smaller number of corporate objectives, because of that factor employees decrease their work motivation in an organization(Van De Voorde, 2015). The researcher further stated that when employees see less threat of job loss, they put less energy at work in an organization. With the implementation of high performance at work through perceived job security, we can reduce the risk of low performance from employees at work and it will enhance the productivity of an organization. (Van De Voorde, 2015).

Many previous findings have mixed the relationship between employee's high performance and perceived job security of employee(Salanova, 2005). The researcher further

conducted research on meta-analysis, which revealed the insignificant relationship between employee performance and perceived job security(Salanova, 2005). While a review conducted on meta-analysis, it was revealed that the low level of work performance is generated by those employees who perceived a low level of job security in an organization (Schaufeli, 2006).

In one study, it was stated that performance is also affected by the factors of commitment, employees who are willing to work with dedication because of this willingness to work, an employee will try to give more energy and responsibility to support the organization in completing that task, three forms of commitment are there, the one is an affecting commitment, the second one exists sustainable commitment and, the third one is normative commitment. The critical commitment is highly influential in an employee's performance because it is a relationship with the emotional side and individual identification in an organization which will influence the positive contribution of an employee in the organization(Meyer, 2003). Workers with highly affecting commitment and high performance in the organization are the employees who always want to show off good performances because they need to remain as a member of the organization(Meyer, 1993). Affective commitment itself is the thinking of owing and have being a part of an administration(Hartman, 2000).

According to a study affective commitment causes employees commitment because they want to do one job and do not want to leave it because of their emotional attachment and psychological attachment with the organization and because of this commitment employees do their task as their own and give high performance to their organization and at the result the organization productivity increases(Robbins, 2009). High performance does not just happen automatically it happens through some factors like the commitment to employees in their betterment, job characteristic factors, experience factor, the environment in the working

organization. Employees who worked for a few years and employees who worked for decades have certainly different levels of commitment and performance in work at their organization(Milner, 2008). The factors which influence high performance are the culture of openness, job satisfaction, personal opportunities for growth, organizational goals, and award of work to the employee in the organization(Stum, 2008). The factors which positively affect high performance are a pleasure on promotion, job security, types of work, communication, satisfaction transformation, intrinsic and extrinsic rewards to the employees of an organization(Young, 2008).

Job security also give reasons to the employees to not perform well in the public sector of the organization, because when an employee got job security and there is no proper measurement system of a performance measure, it automatically employee reduces his job performance because the employee knows that his job is secure and if he will not perform well then no one can ask from him. Because of that thing, public sector employees perform not so well and the productivity of the organization goes down (Dar, 2011).

## **2.4 Job Satisfaction**

According to a result of a study, giving rewards and initiatives based on their job performance to the employees will raise their job satisfaction to a high extent. This will enhance managerial commitment and as a result, there will be an increase the organizational productivity. There is a relationship between job satisfaction and turnover. The researcher discovered that if a company does not treat workers good then their turnover intentions increases(A. M. Mosadeghrad, 2008). Every organization should pay employees according to their work performance(Merchant, 1992). One study found that when employees will satisfy through their job clarity and organizational environment rather than other rewards (S. Werner, 2005). The

success of any organization is that how they tackle their human resource. People want economic security from their company and if any company fails to provide financial security to their employees then it can lose its human resource. Most businesses are giving shares to their employees from their profits(Entwistle, 1970).

The National Centre for employees stated that more than 8.8 million workers were part of equity-based compensation policies which proves that organization is giving their extra consideration to compensation and rewards for their employees to enhance their job satisfaction. Those managers should be terminate from organizations that fail to give products in the long run (Fisk, 1997). The organization is now looking for increasing organizational productivity without decreasing employee commitment and this is only possible when organizations give proper attention to their employees to motivate them for work(Malik, 2011).

When it comes to company's output, then two things come to discuss one being administrative fairness and the other is worker's job satisfaction and researcher found that, if the organization fails to deliver job security to its workforces whether they are lasting in an organization or hired on a contractual basis, employees lose their motivational and job satisfaction level and it directly affects their job performance(Z. Rosenblatt, 1999). Further, if the employer is failed to give a good work environment to the employee, the employee will become less satisfied with from organization. Every employee is useful for their organization so it is required to keep workers inspired and satisfied with their job so that they can make their best(Hussin, 2009). After an organization provides job security to their employees, workers automatically start to express a constructive attitude towards work and give high performance, positive attitude employee towards work is very important particularly if it is dealing in the

service industry, as the service industry is all about decent attitude and performance with customers (M. J. Bitner, 1990).

Job satisfaction comes when a good reward is provided to an employee with that task which he/she is interested in doing(Organ, 1983). This indicates that top management should maintain redesign and update job duties to improve employee concern and job satisfaction of employees (J. K. Harter, 2002). Employees feel satisfied when he/she realizes that his job is meaningful, and his contribution has a strong effect on shareholders. If the task given to a worker is meaningful and challenging and interesting, then it will raise the motivation and satisfaction point of the worker (Zaki, 2003). The environment of the job and tasks were given to an employee have a direct influence on employee satisfaction. Corresponding to a study, the management of a corporation can obtain an idea about the job satisfaction level of their employee by observing their attitude and job performance(Weiss, 2002). A rise in job satisfaction among people indicates a rise in administrative productivity because satisfied workers work harder and give high performance to the organization(E. Gunlu, 2010). The research was conducted to review the link between organizational commitment and job satisfaction of employees, and the researcher found a positive relationship between them(Davoodalmousavi, 2013).

The job satisfaction of its employees is important because the cost of new employee hiring is very expensive than to give job satisfaction level to the old employee and no organization has sufficient reserves and time to appoint a new member of staff in replacement of older one (K. Aquino, 1999). Lack of job satisfaction in an employee can affect serious difficulty for the organization as it not only raises employment costs but also decreases the organization's

growth for a long period (Usman, 2010). Job satisfaction comes from various elements including a friendly environment, a decent pay package, job safety, and good job chances(Wynn, 2008).

## **2.5 Job Satisfaction relationship with Job Performance**

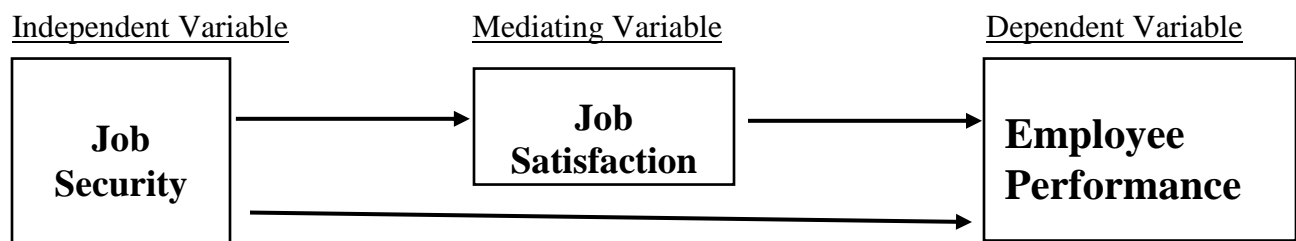
Job satisfaction is important for an employee and his organizational performance, through this job satisfaction organization can see employee's subjective feelings towards satisfaction at the workplace on a physical and psychological level. (Hsiao, 2018)Usually, job-satisfied employees are missing from work, less expected to leave the organization, more productive in organizational performance, more committed to fulfilling the organizational commitment, and satisfied with their lives (Singh, 2013). But if the workers are not happy with their job then they will drop their productivity and less beneficial for organizational performance, and after some time they can think to quit the job of that organization(Sohag, 2012).

According to a study, the factors that decide worker performance are individualistic and environmental factors of an organization (Mangkunegara, 2005). The elements that play a major role in achieving employee performances are capacity, value, discipline, satisfaction, and affective dedication (Hasibuan, 2003). The factors which influence high performance are the culture of openness, job satisfaction, personal opportunities for growth, organizational goals, and award of work to the employee in the organization(Stum, 2008).

One research was conducted to examine the connection between organizational commitment, job satisfaction, and turnover rate on the employees of the hospital (Yew, 2008). The researcher found that employee satisfaction along with the opportunity to grow in the organization, employee development, and commitment have a great impact on the productivity of an organization. Job satisfaction indicates if a worker is satisfied with his job, he will show off a positive approach towards work but if he is not happy with his work then he will start to show

a negative attitude towards work and output will be decreased(Locke, 1991). People having a small level of job satisfaction waste moment in the organization and doing their household tasks in office timing and they also stop presenting organizational citizenship behavior, this behavior decreases organizational performance and as well as affect the environment of the organization(Camp, 1994).

## 2.6 Research Model



## 2.7 Research Hypotheses

Three research hypotheses have been proposed after going through the theoretical evidence. These statements are given below.

**H1:** Job Security positively influences job performance at OGDCL, Pakistan.

**H2:** Job Security positively influences job satisfaction at OGDCL, Pakistan.

**H3:** Job Satisfaction mediates the positive relationship between job security and job performance at OGDCL, Pakistan



## **Chapter 3: Research Methodology**

### **3.1 Introduction**

Research methodology discusses and describes the research method that is being used by the investigator. It helps the reader and the researcher to get to know the study better. Moreover, the researcher also gets the available options of research while preparing for the research (Walliman, 2011). This section also reveals the data collection as well as the analysis of the extracted data. The focus of the research methodology includes research design, data extraction, sampling techniques, formation of the questionnaire, and data analysis.

### **3.2 Research Design**

According to a study that research design means gathering, interpret, investigate, and reporting the data in the research. (Creswell, 2011). Another study states that the researcher has three options that can help in research which include, a qualitative study method, a quantitative study method, and a mixed study method respectively (De Vos, 2007). In the current study, the researcher is using the quantitative research method. According to one study, a quantitative study clarifies the numerical information that is examined through utilizing scientific-based techniques (D., 2011) Quantitative study is characterized by statistics that are in a measurable form (Rasinger, 2014). The research design is a strategy that predicts the answers based on research questions which are helpful for the researcher. Research design guides the researcher to choose the research method the techniques that the scholar should accept the study and their reasoning by which the scholar explains the study when finalized (Creswell, 2011). The research design reduces the control of the researcher. (Maggetti, 2013)

### **3.3 Target Population**

The targeted population is the group of people in which the scholar is concerned. The target population of the research is all individuals to whom the survey will be conducted and get results. (Rasinger, 2014), For this study, the population size is middle-level management of the OGDCL, and the list was obtained from Human Resource Department at OGDCL Pakistan. The employee at OGDCL Pakistan could provide the required data to the researcher via a survey about the role of job security on employee performance and satisfaction at OGDCL Pakistan.

### **3.4 Sampling Techniques**

According to a study, sampling is the procedure employed to extract samples to study from the targeted population. Sampling can be a probability or non-probability (Sarantokas, 2005). Probability sampling includes a random procedure in which everybody in the population has an equal chance to participate and give data to the researcher (Neuman, 2011). On other hand, non-probability sampling is not random sampling in this sampling researcher decides from where he/she collect data for his research (Gray, 2009) In this study, random sampling was done from the targeted population. The sample size for this study was 150.

### **3.5 Survey Method**

For this study, the survey method was used for data collection. A survey is the study of the entire population opposing selection by using a sampling technique. This method includes covers the whole target population. (Fox, 2007). The material produced by a survey is a true reflection of reality (Davies, 2007)

### **3.6 Constructs of Reliability and Validity**

In this study, four scales are discussed job security, job performance, and job satisfaction. These scales are taken from previous studies. Job security has seven items on his scale and is taken from a previous study (Kraimer, 2005). Job performance has six items on his scale and is taken from a previous study (Liden, 2000). The last scale is Job satisfaction, and it has six items in its scale, and it is taken from a previous study (Schleicher, 2004).

In these scales, there are nineteen items, and these items were used by the researcher in a questionnaire to collect the data. The questionnaire is mentioned in the appendix of this study.

### **3.7 Data Collection Methods**

The researcher collected data by giving a questionnaire to the respondents, using the personal method of data collection. The respondents were given three days to fill the questionnaire and after that researcher collected them personally. There was no personal interaction with all the respondents and given randomly. The study stated that the personal method of data collection has a high response rate rather than other methods of data collection (Walliman, 2011).

### **3.8 Analysis of Results**

It is stated that the responses to the closed-ended structured quantitative questionnaire are capturing to form a data set (Bryman, 2009). It states that after collecting data from the target population the next step is to analyze the data to test the research hypothesis (Sarantokas, 2005) So that, the data was analyzed through using the latest version of Statistical Package for Social Science (SPSS) for the most appropriate statistical tests.

### **3.9 Chapter Summary**

This chapter explained the research methodology that was employed to gather the primary data for this research. The research design and approach to collect data were also discussed. In this chapter, the researcher discussed the research instrument, data collection method, and analyses of data briefly. The survey method is used in research and a questionnaire as a data collection method was utilized to gather data in this research. The researcher discussed the analysis of data through statistical tests. The following chapter presents an overview of the results and discussed the finding of the fieldwork.

## Chapter 4: Results & Discussion

### 4.1 Introduction

In the previous chapter, the research methodology of this study is discussed. In this chapter research results and findings are addressed. This chapter contains the research results of the data that the researcher collects in the form of a questionnaire from the respondents. The researcher conducted a detailed analysis of the findings to determine the impact of job security on job performance, and job satisfaction. The initial results are presented in the form of tables and charts. A quantitative method is used for this study and a closed-ended questionnaire is used.

### 4.2 Reliability Test

<b>Reliability Statistics</b>		
<b>Scale</b>	<b>Cronbach's Alpha</b>	<b>N of Items</b>
Job Security	.899	07
Job Satisfaction	.807	06
Job Performance	.798	06
Total	.802	19

**Table 1: Reliability Statistics**

Cronbach's alpha shows the reliability of the scale, which shows how closely items are related as a group and it should be greater or equal to 0.5 for acceptance level, and in this test, it is 0.802 which shows this it is acceptable. In this number of items are 19.

### 4.3 Demographic Frequencies

This section defines the demographical characteristics of the respondents. In this section age, gender, education, and working experience of the respondents are discussed. The statistical

information is presented in charts and numbered figures. The initial results are shown in numbered tables and then presented in numbered figures.

#### **4.3.1 Age of Respondents**

<b>Age of Respondents</b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
20 - 29 years	41	27.6	27.6	27.6
30 - 39 years	63	41.7	41.7	69.3
40 - 49 years	36	24.1	24.1	93.5
50 and above	10	6.5	6.5	100.0
Total	150	100.0	100.0	

**Table 2: Age of Respondents**

Table 2 shows that 27.64% of the respondents were between the ages of 20-29 years, followed by 41.71% of respondents who were between 30-39 years. The table revealed that employees in the age group between 20-29 and 30-39 were mostly employed at OGDCL Pakistan. 24.19% of respondents were the ages between 40-49 years, and a further 6.53% of respondents were the ages between 50-59 years. The smallest group of respondents were between the ages of 50 and above years and it is shown in the table.

#### **4.3.2 Gender**

<b>Gender</b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
Male	100	66.8	66.8	66.8
Female	50	33.2	33.2	100.0
Total	150	100.0	100.0	

**Table 3: Gender**

Table 3 revealed the gender of respondents in this study and it showed that 66.83% of respondents were male in this study and 33.17% of respondents were female in the study and shows the moderate balance between males and females at OGDCL Pakistan.

#### **4.3.3 Education**

<b>Education</b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
Bachelors	66	44.2	44.2	44.2
MS/ M. Phil	70	46.2	46.2	90.5
Ph.D.	13	8.5	8.5	99.0
Other	1	1.0	1.0	100.0
Total	150	100.0	100.0	

**Table 4: Education**

Table 4 indicates that the education of respondents. It revealed that 44.22% of respondents were bachelor's degree holders in their education and 46.23% did MS in their education. 8.5% were Ph.D. in their education and 1% got other degrees in their education in respondents. It indicates that employees are highly educated at OGDCL. The table showed that most of the respondents got MPhil degrees in their education.

#### **4.3.4 Working Experience.**

<b>Working Experience</b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
Incumbent to 5 years	44	29.1	29.1	29.1
6 to 10 years	50	33.7	33.7	62.8
11 to 15 years	31	21.1	21.1	83.9
16 and Above years	25	16.1	16.1	100.0
Total	150	100.0	100.0	

**Table: 5: Working Experience**

Table 5 showed that 29.15% of the respondents have working experience between incumbent to 5 years, followed by 33.67% of respondents who have working experience between

6-10 years. The table revealed that employees in these groups between 0-5 and 6-10 were mostly employed at OGDCL Pakistan. 21.11% of respondents have working experience between 11-15 years, and a further 16.08% of respondents have working experience between 16 and above years. The smallest group of respondents having working experiences between 16 and above years and it is shown in the table.

#### ***4.3.5 Demographic Statistics***

	<b>Statistics</b>			
	Gender	Age of Respondents	Working Experience	Education
Valid	150	150	150	150
Missing	0	0	0	0
Mean	1.32	2.11	2.27	1.68
Median	1.00	2.00	2.00	2.00
Mode	1	2	2	2
Sum	230	390	400	301

**Table 6: Demographic statistics**

Table 6 showed that mean of gender is 1.32 and it means that the average respondents were male. The age of respondents was average between 30-39 years because the mean was 2.11. The mean of working experience of respondents was 2.27, which indicates that average respondents have 6-10 years of working experience in an organization. 1.68 was the mean of education, which means that the average respondents have a bachelor's degree in their education.

Table 6 also showed the median and mode, the mode and median of gender are 1 it represents male in the data, median and mode of age respondents were 2 and it represents 30-39 years old respondents in the data, the median and mode of respondents working experience were 2 and it represents the 6-10 years working experience in data, and the last one the median and



mode of education are 2 and it represents that most respondents have MS degree in their education.

#### 4.4 Correlation Test

<b>Correlation Analysis</b>			
	I	II	III
Job Security	1		
Job Performance	.113	1	
Job Satisfaction	.312**	.466**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Table 7: Correlation Test**

Table 7 represents the relationship of study variables. In this, if Job security changes one unit then Job performance changes with 0.113 and there will be the change of 0.31288 in job satisfaction and the significance of Job performance will be 0.112 which is not acceptable, it should be 0.05 or lesser than it. In the second part, if Job performance changes one unit then Job security changes with 0.113 and there will be the change of 0.466\*\* in job satisfaction and the significance of Job security will be 0.112 which is not acceptable, it should be 0.05 or lesser than it. In the third part, if Job satisfaction changes one unit then Job performance changes with 0.466\*\* and there will be a change of 0.312\*\* in job satisfaction. No: of respondents are 150.

## 4.5 Testing Hypotheses

It is a statistical hypothesis that is testable on the observed data of the realized value of the researcher which he/ she collected through random sampling of variables (Stuart A., 1999)

### 4.5.1 Model 1: JSE – JP

**Table: 08**

Model	Variables Entered/Removed		Method
	Variables Entered	Variables Removed	
1	Job Security (III) <sup>b</sup>	.	Enter

a. Dependent Variable: Job Performance (DV1)

b. All requested variables entered.

In table 8, the dependent variable is Job performance, and the independent variable is Job security, and all requested variables are entered.

**Table: 9**

Model	Model Summary		
	R Square	Adjusted R Square	Std. An error of the Estimate
1	.091 <sup>a</sup>	.113	2.918

a. Predictors: (Constant), Job Security (III)

In table 9, Adjusted R Square indicates that the input variable is inputting value in a model or not. The higher adjusted R square value indicates a higher input value in the model and the lower indicates less input value. In this model Adjusted R squared is 0.112 which indicates the less input value in the model, which means Job performance variable has less input value on Job security.

**Table: 10**

<b>ANOVA Model 1</b>					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	315.609	1	315.609	3.371	0.093 <sup>b</sup>
Residual	1677.778	197	8.517		
Total	1993.387	198			

a. Dependent Variable: Job Performance (DV1)

b. Predictors: (Constant), Job Security (IV)

In table 10, F shows the effect of the independent variable on the dependent variable is very low, and in this test, it is 3.371 which means the independent variable (job security) has very less effect on the dependent variable (job performance), whereas alpha is 0.093 which shows the model is insignificant because it is less more 0.05

**Table: 11**

<b>Coefficients<sup>a</sup></b>					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1	(Constant)	15.137	2.212	.843	.000
	Job Security (III)	.139	.077	-.123	.093

a. Dependent Variable: Job Performance (DV1)

In table 11, a standardized coefficient beta shows the effect of the independent variable on the dependent variable is negative, and in this test, it is -.123 which means the independent variable (job security) harms the dependent variable (job performance), whereas alpha is 0.093 which shows the model is insignificant because it is more than 0.05

**4.5.2 Model 2: JSE - JSA**

**Table: 12**

Model	Variables Entered/Removed <sup>a</sup>		Method
	Variables Entered	Variables Removed	
1	Job Security (III) <sup>b</sup>	.	Enter

a. Dependent Variable: Job Satisfaction (DV2)

b. All requested variables entered.

In table 12, the dependent variable is Job satisfaction, and the independent variable is Job security, and all requested variables are entered.

**Table: 13**

Model	R	R Square	Model Summary	
			Adjusted R Square	Std. Error of the Estimate
1	.312 <sup>a</sup>	.097	.093	2.497

a. Predictors: (Constant), Job Security (III)

In table 13, Adjusted R Square indicates that the input variable is inputting value in the model or not. The higher adjusted R square value indicates a higher input value in the model and the lower indicates less input value. In this model Adjusted R squared is 0.093 which indicates the moderate input value in the model, which means the Job Satisfaction variable has a moderate input value on Job security.

**Table: 14**

<b>ANOVA Model 2</b>					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	132.598	1	132.598	2.274	.002 <sup>b</sup>
Residual	1227.884	197	6.233		
Total	1360.482	198			

a. Dependent Variable: Job Satisfaction (DV2)

b. Predictors: (Constant), Job Security (III)

In table 14, the F test shows the effect of the independent variable on the dependent variable is very moderate, and in this test, it is 2.274 which means the independent variable (job security) has a very moderate effect on the dependent variable (job satisfaction), whereas alpha is 0.02 which shows the model is significant because it is less than 0.05

**Table: 15**

<b>Coefficients<sup>a</sup></b>					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	14.682	1.892		7.759	.000
Job Security (IV)	.119	.066	.097	1.261	.002

a. Dependent Variable: Job Satisfaction (DV2)

In table 15, a standardized coefficient beta shows the effect of the independent variable on the dependent variable is very moderate, and in this test, it is .097 which means the independent variable (job security) has a very moderate effect on the dependent variable (job satisfaction), whereas alpha is 0.02 which shows the model is significant because it is less than 0.05

## 4.6 Mediation Model

### DIRECT AND INDIRECT EFFECTS OF X ON Y

**Table:16**

Direct effect of X on Y					
Effect	se	t	p	LLCI	ULCI
.3278	.0744	4.4088	.0000	.1812	.4744

**Table: 17**

Indirect effect(s) of X on Y:				
	Effect	BootSE	BootLLCI	BootULCI
JSA	.1384	.0623	.0353	.2710

In tables 16 and 17, the direct impact of job security on job satisfaction is .3278 and the indirect impact is .1384. Thus the influence is diluted and hence it shows there is an existence of the mediation in the model. Thus, it shows that job satisfaction mediates the relationship between job security and job performance at OGDCL Pakistan

## 4.7 Chapter Summary

This chapter explained the statistical tests like Cronbach alpha correlation, model summary, coefficient of models and mediation of job satisfaction to job performance discussed. The interpretation of tests is also explained in this chapter. In this chapter, the researcher discussed demographic frequencies including gender, age, education, and working experience briefly. In this chapter researcher briefly explained the result of the research, used SPSS.

## Chapter 5: Conclusion & Recommendation

### 5.1 Discussion

The main purpose of the study is to define the role of job security on the employees at OGDCL Pakistan. In this study, the researcher shows the role of job security on employee job performance and job satisfaction at OGDCL Pakistan. This study will be useful for high authorities of OGDCL to make decisions regarding employees at OGDCL. High authorities of OGDCL must identify the impact of job security on the employee's behavior and take decisions according to it. The current study aims to a better understanding of employee's behavior at OGDCL Pakistan.

In this study, the researcher developed a hypothesis and after that collect information from the targeted population in a complementary manner. After analyzing that information researcher found that job security has a negative influence on job performance, and positively influenced on job satisfaction of employees at OGDCL Pakistan, but its impact is moderate. All the hypotheses are discussed below.

#### ***Hypothesis: 1***

The first hypothesis of this study is “*Job Security positively influences on Job Performance at OGDCL, Pakistan*” rejected. In this hypothesis, standardized coefficient beta shows the negative impact on job performance in the test and the result is  $-.123$  which means the independent variable (job security) harms the dependent variable (job performance), whereas alpha is  $0.093$  which shows the model is insignificant because it is more than  $0.05$ . When a job is secure at OGDCL Pakistan, it negatively impacts the job performance of an employee. Employee perceived that my job is secure, and his job performance reduces at OGDCL Pakistan. OGDCL

Pakistan is a government sector organization and job performance harms job security. Employees of OGDCL Pakistan motivate less by job security and that's why their job performance becomes low. This study revealed the negative relationship between job security and job performance of employees at OGDCL Pakistan.

### ***Hypothesis: 2***

The second hypothesis of this study is “*Job Security positively influences on job satisfaction at OGDCL, Pakistan*” accepted. In this hypothesis, a standardized coefficient beta shows the effect of the independent variable on the dependent variable is very moderate, and in this test, It is .097 which means the independent variable (job security) has a very moderate effect on the dependent variable (job satisfaction), whereas alpha is 0.02 which shows the model is significant because it is less than 0.05. This study revealed that job security influences the job satisfaction of employees at OGDCL Pakistan. Although job security has a low moderate impact on the employee of the organization, it has a positive impact on the job satisfaction of the employee. The study revealed that because of job security employees get job satisfaction but at a moderate level. In the last researcher found a positive relationship between job security and job satisfaction on the employees at OGDCL Pakistan.

### ***Hypothesis: 3***

The third hypothesis of this study is “*Job satisfaction positively influences on job performance of employees at OGDCL, Pakistan*” accepted. In this hypothesis, the direct impact of job security on job satisfaction is .3278 and the indirect impact is .1384. Thus the influence is diluted and hence it shows there is an existence of the mediation in the model. Thus, it shows that job satisfaction mediates the relationship between job security and job performance at



OGDCL Pakistan. In the last researcher found a positive relationship between job satisfaction and job performance on the employees at OGDCL Pakistan.

## **5.2 Conclusion**

This study has been started by giving an overview of the study. The reason which forces the researcher to conduct this study was to find the impact of job security on the employees at public sector organizations of Pakistan. The researcher then chose OGDCL Pakistan to conduct a study and found the negative relationship of job security on employee performance and a positive relationship between job security and job satisfaction at OGDCL Pakistan. In this study, three variables were discussed, one was independent and two were dependent. The study has demographical characteristics of the respondents also. At that age, the gender, education, and working experience of the respondents were mentioned. The researcher found that how job security has a positive impact on employee satisfaction and a negative impact on job performance although OGDCL is a public sector organization and has less impact job security shows a positive impact on employees. High authorities of OGDCL should focus on such policies that help them to get better positive results from employees. This thesis will help the high authorities of OGDCL Pakistan to make a better decision because it provides information about employee's behavior.

The current study shows the importance of job security on job performance and job satisfaction because job security always influences the employee's behavior. In this study, there is one independent variable and two dependent variables. One hypothesis has a negative result and negative relationship between the dependent and independent variable and the second one has a positive result and positive relationship between the dependent and independent variable and the last third one has a positive result in hypothesis.

### **5.3 Recommendations**

- Authorities should focus on other tools to motivate employees rather than job security.
- The current study is conducted from the population of OGDCL Islamabad, it can be investigated from another region of Pakistan also.
- Authorities should find other ways to enhance the job performance because it is not up to mark.
- Authorities should introduce a valuation system so the employee's performance could be check by the department.
- Authorities should take the employee's view about their job satisfaction also so that employees remain satisfied always from their job.

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## Appendices

### Questionnaire

Dear Participant,

I am a research scholar in the field of Management Science Studies. As a part of my MS MBA studies, I am conducting research that investigates “**The role of job security on the employee performance and satisfaction at OGDCL Pakistan**” This research is supervised by **Dr: Hassan Rasool**. You can reach me out at email ID “**muhammadyousuf803@gmail.com**”. You can help me by filling out the following questionnaire.

Yours truly,

**Muhammad Yousif**

Department of Business Studies,  
Pakistan Institute of Development Economics (PIDE),  
Islamabad.

#### **Section 1: Demographics**

##### **1. Please mention your Age**

1. 20 - 29 years ( )    2. 30 - 39 years ( )    3. 40 - 49 years ( )    4. 50 and above ( )

##### **2. Please mention your Gender:**

1. Male ( )    2. Female ( )

##### **3. Education Qualification**

1. Bachelors ( )    2. MS/ M. Phil ( )    3. Ph.D. ( )    4. Other ( )

#### 4. Work Experience

1. Incumbent to 5 years ( ) 2. 6 to 10 years ( ) 3. 11 to 15 years ( ) 5. 16 + & Above( )

#### Section 2: Likert Five-Point Scale

S/No.	Scale: Job Security	Strongly Disagree=1, Disagree=2, Moderate=3, Agree=4, Strongly Agree=5				
JSE1	I want to continue this job as much I can.	1	2	3	4	5
JSE2	My current organization do not cut back my working hours which I worked	1	2	3	4	5
JSE3	I am sure that I can work for my organization for a long period.	1	2	3	4	5
JSE4	If my job were eliminated, I would be offered another job in my current organization.	1	2	3	4	5
JSE5	My job is secure regardless of any economic condition	1	2	3	4	5
JSE6	I am secure in my job.	1	2	3	4	5
JSE7	My current organization would transfer me to another job if I were laid off from my present job.	1	2	3	4	5
	Scale: Job Performance	Strongly Disagree=1, Disagree=2, Moderate=3, Agree=4, Strongly Agree=5				
JP1	I perform my job in a team	1	2	3	4	5

JP2	I perform my job with help of oral communication	1	2	3	4	5
JP3	I perform my job with the planning of my organization.	1	2	3	4	5
JP4	I perform my job with technical competence.	1	2	3	4	5
JP5	I perform my job with good quantity of work.	1	2	3	4	5
JP6	My Overall performance is good at the workplace	1	2	3	4	5
	<b>Scale: Job Satisfaction</b>	<b>Strongly Disagree=1, Disagree=2, Moderate=3, Agree=4, Strongly Agree=5</b>				
JSA1	My job seems like a hobby to me.	1	2	3	4	5
JSA2	My job is interesting and did not get me bored	1	2	3	4	5
JSA3	I enjoy my work	1	2	3	4	5
JSA4	I feel satisfied with my job.	1	2	3	4	5
JSA5	I always worried about my work	1	2	3	4	5
JSA6	I enjoy my work	1	2	3	4	5

**Name:** \_\_\_\_\_

**Email Address:** \_\_\_\_\_