



## The Effect of Job Insecurity on Job Performance During The Covid-19 Pandemic: The Moderating Role of Employee Resilience

Bekir Değirmenci<sup>1</sup>

### Abstract

In recent months, the devastating effects of the Covid-19 pandemic on humanity in 2020 and 2021 have frequently been discussed in academic circles. We conducted this study to measure the perceived job insecurity, resilience, and task performance of employees during the pandemic period. The sample group of the study comprises employees. First, we designed the questionnaire form. We used the convenience sampling method with the help of the online method. The data obtained from 453 employees who agreed to take part in the study made up the sample group. We analyzed the collected data with the quantitative research method. As an analysis method, we used "descriptive statistics, direct and mediated regression, and independent sample t-test". In the light of the analysis, it was determined that the level of perceived job insecurity of the employees is medium, and the level of psychological resilience and task performance is high. In addition, we concluded that psychological resilience affects task performance positively and significantly. It was determined that perceived job insecurity is higher for women than for men. Business owners and managers supporting their employees psychologically and financially are helping to ease the painful effects of the pandemic.

### Keywords

Covid-19 Epidemic, Disease, Perceived job insecurity, Employee Resilience, Job Performance, Employees

Jel Codes: D23, J64, L1

**1 Corresponding author:** Bekir Değirmenci (Dr.), Adıyaman Üniversitesi, Besni Ali Erdemoğlu Meslek Yüksekokulu, Büro Hizmetleri ve Sekreterlik Bölümü, Adıyaman, Türkiye. E-posta: bdegirmenci@adiyaman.edu.tr  
ORCID: 0000-0001-5236-5245

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## 1. Introduction

In general, measures to alleviate the effects of the Covid-19 pandemic brought production to a standstill in many sectors. The Covid-19 pandemic has had some negative effects on the labor market. During the epidemic, there was a record increase in unemployment in the world. In addition, an increase in working from home (online) was observed in some business lines during the pandemic period (Noyan-Yalmanlı, et al., 2021, p. 1125).

Within the scope of this study, we aimed to reveal the moderator role of psychological resilience in the effect of perceived job insecurity (negative moods) of employees on task performance during the Covid-19 period. During the Covid-19 period, we witnessed some events that deeply hurt human health and job markets. Within the scope of the research, we used perceived job insecurity as an independent variable, task performance as a dependent variable, and resilience as a moderator variable. Perceived job insecurity is a stressful process associated with distress and negative emotions. Given the negative repercussions of such events on employee moods, there is little research examining the possible psychological effects of perceived job insecurity during pandemics. In the literature, many related topics, such as perceived job insecurity, job satisfaction, organizational commitment, emotional commitment, emotional exhaustion, intention to leave, individual-organization fit, organizational citizenship, anxiety level, internal job satisfaction, life satisfaction, and coping with uncertainty strategies have been investigated (Pelenk, 2020, p. 215).

The literature includes many studies examining job insecurity and its effects on the psychological mood of employees (Ashford et al., 1989; Catalano et al., 1986; Cobb and Kasl, 1977; Dekker and Schaufeli, 1995; De Witte, 1997; Fryer and Payne, 1986; Greenhalgh, L. and Rosenblatt, 1984; Greenhalgh and Rosenblatt, 1984). In another study, job insecurity was examined in the conceptual dimension (Jacobson, 1991). In an academic study, job insecurity was explained as the perception of the threat of losing one's job and related concerns. In the related study, it was mentioned that in the emergence of the phenomenon of job insecurity, the fact that the employee is aware of the loss of his job (cognitive) and the determination of the reaction state (emotional) corresponding to the objective condition is an important issue (Orçanlı, 2019: p. 76). De Witte (1999) examined the effects of employees' perceptions of job insecurity on their psychological well-being, based on a literature study. Sverke et al. (2002) conducted meta-analysis studies on the effects of job insecurity in workplaces.

The concept of resilience has been defined in different ways by scientists. There is no consensus in the literature on a single definition of the concept of resilience. For example, Kyle (1985) studied the approach from an economic perspective as the ability of markets to recover from a liquidity shock. Hollnagel et al. (2006) clarified

the concept as the ability of engineering structures to withstand environmental disasters such as floods or earthquakes. Rutter (1987) examined the concept of resilience as the psychological ability of people to recover from environmental stressors. Holling (2001) focused on the socio-ecological perspective of resilience as the responses of societies, ecosystems, and businesses to changes in the environment. However, most of the research on resilience in the management discipline utilizes positive psychology at the level of individual analysis. The concept of employee resilience as organizational commitment and job satisfaction was explained in a study conducted by Youssef and Luthans (2007). In another study, resilience was described as a commitment to change (Shien et al., 2002; Act. Aguiar-Quintana, 2021, p. 2). When all the definitions related to the concept of durability are examined, it is clear that different disciplines such as economics, management, philosophy, and engineering sciences define the term differently.

When we examine the studies conducted in Turkey, very few studies have investigated the perceived job insecurity and related psychological effects on employees during the Covid-19 pandemic (Yüce-Selvi and Sümer, 2018; Demirbağ et al., 2021). According to the latest estimates of the International Labor Organization (2020), around 340 million workers worldwide lost their jobs in the second half of 2020 due to the COVID-19 epidemic (Lin et al., 2021, p. 317). Topics such as the recession caused by Covid-19 in the economy (for example, economic welfare and financial losses), employment uncertainty, perceived job insecurity, and an examination of the effects of Covid-19 on the perceived job insecurity of employees are emphasized on social media (Brenan, 2020; Nebehay and Mutikani, 2020).

In a recent study, the concept of task performance was explained as the employee's contribution to the enterprise as a result of fulfilling his work responsibilities (Pelenk, 2020, p. 214). Scientists examining the relationship between perceived job insecurity and job performance base their studies on social exchange theory (Blau, 1964; Gouldner, 1960) and resource conservation theory (Hobfoll, 1989; Acaray, 2019, p. 134). Resilience studies, which express the process of overcoming a stressful situation and coping with stress, are largely based on the field of developmental psychology (Erdoğan and Ak, 2021, p.435). In the light of these explanations, we designed our study to answer some questions. The main problem situations of the study are as follows:

- Does perceived job insecurity affect job performance?
- Does perceived job insecurity affect resilience?
- Does resilience affect task performance?
- Does employees resilience have a moderator role in the effect of perceived job insecurity on job performance?

- Does perceived job insecurity differ by gender?
- Does resilience differ by gender?

We think that the findings obtained from this study, which was developed to answer the above-mentioned research questions, will make positive contributions to the literature.

## **2. Literature Review and Development of Hypotheses**

Periods of perceived job insecurity (i.e. permanent job loss or temporary job stoppage) because of challenges in social life and on the job market cause serious damage to the mental health of employees (Forbes and Krueger, 2019; Margerison-Zilko, 2016). Some observe that natural events such as recent global wars and pandemics, earthquakes, and floods affect the mood of employees (Forbes and Krueger, 2019). In another study on the subject, job insecurity, job satisfaction and individual-organization harmony were explained in a conceptual framework and the relationships of the related concepts were revealed in a field study. According to the research findings, there is no significant relationship between the dimensions of individual-organization fit and the perceived job insecurity, and the dimensions of job satisfaction and job insecurity perception. Only the relationship between person-organization fit and job satisfaction is significant, and person-organization fit has a positive explanatory effect on job satisfaction. Therefore, it can be said that businesses that make an effort to adapt their employees to the organization will increase the satisfaction of their employees and achieve more productive results (Şimşek İlkın and Derin, 2018, p. 238).

Perceived job insecurity is a negative mood process that hinders the continuity and stability of employment and is seen as a threat by employees (Shoss, 2017). Perceived job insecurity is often seen in times of economic recession. The Covid-19 epidemic, which emerged in 2020, has seriously threatened humanity in terms of economy and health. The negative moods caused by the epidemic triggered a peak in the perceived job insecurity of employees (Chen et al., 2020). Frequent layoffs and wage cuts by businesses in times of economic crisis cause perceived job insecurity in employees. When employees feel job insecurity, they naturally develop a reaction to it. These reactions manifest themselves in performance decline, resistance, and intention to quit (Günalan, 2020, p. 118). Today, employees who are faced with the danger of job insecurity due to technological, economic, and global factors generally perceive this process negatively (Pelenk, 2020, p. 217).

Perceived job insecurity is when a worker entertains negative impressions about the fear of failing his work. In the literature, perceived job insecurity is dealt with as an essential work stressor and is identified with individual and organizational issues such as low job satisfaction and organizational commitment (Wilson et al., 2020). Employees

with a good understanding of perceived job insecurity tend to act separately in terms of job attitude, psychological well-being, and job performance (Sverke et al., 2002; De Witte, 1999). In the meta-analysis studies of Sverke et al. (2002), it was determined that there was a negative relationship between perceived job insecurity and job satisfaction, job participation, organizational commitment, mental health, and performance variables, and a positive relationship between turnover intention. Another study has shown that the perception of perceived job insecurity reduces the job performance of the employees (Acaray, 2021, p.131). In another study, perceived job insecurity, which is defined as the concern for the future continuity of the current job, was presented as one of the extremely serious causes of stress in a person's working life. The findings of a related study revealed the negative impact of the concern about the continuity of the work on the general well-being of the employees, their psychological and physical health, and their work-life (Yüce-Selvi and Sümer, 2018, p. 2).

Psychological resilience is a science that tries to reveal how individuals can withstand the difficulties they face. According to the researchers, the primary premise of resilience is adversity (a difficult situation) and its main result is positive adjustment (Onan et al., 2019: pp. 3277-3278). Although the concept of resilience is phrased in different ways such as "indomitableness, recovery, resilience, endurance" in the national literature, it is generally expressed as "resilience" in English. Psychological resilience is the occurrence of an event that will distress the individual and the process of positive adaptation to this event (Erdoğan et al., 2021, p. 435).

The literature review revealed that perceived job insecurity is negatively related to job performance. In other words, as perceived job insecurity of employees increases, their job performance decreases, and on the contrary, as perceived job insecurity decreases, their job performance increases (Cheng va Chan, 2008; Gilboa et al., 2008; Schreurs et al., 2012). There are studies with the opposite findings of this inverse relationship, namely the negative relationship between perceived job insecurity and job performance. For example, according to Staufenbiel and König (2010), perceived job insecurity positively affects the performance of employees because employees who are afraid of being fired may be more motivated to work (Aguar-Quintana, 2021, p. 4). Wu (2011) investigated the moderator role that individual emotional intelligence can play in reducing the effects of job stress on job performance. Schreurs et al. (2012) revealed that social support (for example, manager and colleague support) has a moderating role in the relationship between perceived job insecurity and employee performance. Another study showed that hotel employees with high resilience are more likely to reduce and transform the potential negative effects of job stress on job performance than those with low resilience (Aguar-Quintana, 2021, p. 7). In the light of these findings, we developed the following six hypotheses.

H<sub>1</sub>: Perceived job insecurity affects psychological resilience.

H<sub>2</sub>: Psychological resilience affects task performance.

H<sub>3</sub>: Perceived job insecurity affects job performance.

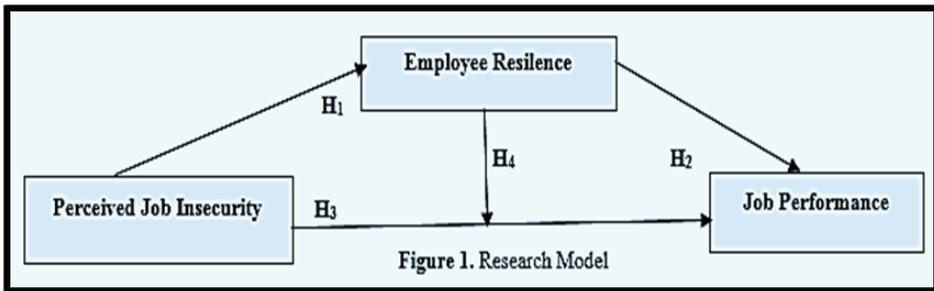
H<sub>4</sub>: Psychological resilience has a moderator role on the effect of perceived job insecurity on task performance.

H<sub>5</sub>: Perceived job insecurity differs by gender.

H<sub>6</sub>: Psychological resilience differs according to gender.

### 3. Methodology

The quantitative method was used in this study. We gained access to the sample group using the online method between April and July 2020, when data collection was difficult due to the Covid-19 disease. We guided the participants using an online questionnaire, the convenience sampling method, and the “Whatsapp” program on their mobile phones. In the questionnaire form, we included a statement that all information would be kept confidential and that the study was voluntary. The study represents a longitudinal study. The scale used in the research benefited from the study of Aguiar-Quintana (2021). The scale used in the related study consists of three variables. These variables consist of a total of 21 items: “perceived job insecurity (8 items), task performance (3 items), and psychological resilience (10 items)”. When previous studies on the measurement of job insecurity were examined we noted that Pelenk (2020, p. 221) had benefited from the scale he used in his study in De Witte (2020). In his study, Eryeşil (2021) used four expressions to measure the perception of job insecurity. The “Job Insecurity Scale” used in this study was taken from the studies of Orçanlı et al. (2020).



To measure the study variables, we adopted the scales from previous studies. All items of the scales were assessed with a five-point Likert scale, where 1 = strongly disagree and 5 = strongly agree. This study was inspired by the study of Aguiar-Quintana

(2021), which covers “hotel employees in the Canary Islands of Spain”. Data were collected from 453 employees. Firstly, the validity and reliability analysis of the scale used in the study was conducted.

### 3.1. Construct Validity

To determine the construct validity of the scale adopted in the investigation, firstly, CR (Composite Reliability = Combined Reliability) and AVE (Average Variance Extracted = Average Explained Variance) values were measured. Similar tests are seen in Table 1. In addition, factor load values of the terms (items) used in the scale are given in Table 1.

Table 1  
*Construct Validity*

Factor Name	Items	Factor Loading	AVE	CR
Perceived job insecurity	J11	0.926	0.56	0.91
	J12	0.914		
	J13	0.780		
	J14	0.520		
	J15	0.685		
	J16	0.656		
	J17	0.780		
	J18	0.632		
Job Performance	JP1	0.633	0.66	0.80
	JP2	0.457		
	JP3	0.890		
Employee Resilience	ER1	0.701	0.50	0.91
	ER2	0.688		
	ER3	0.625		
	ER4	0.617		
	ER5	0.770		
	ER6	0.640		
	ER7	0.719		
	ER8	0.664		
	ER9	0.898		
	ER10	0.693		

Considering the threshold values for construct validity, the literature shows that the limit value for the AVE value is “0.50” and the CR value is “0.70” (Değirmenci and Aytakin, 2021, p. 97). As seen in Table 1, it was determined that the AVE and CR values of the three variables used in the scale were above the limit value. Results were obtained within acceptable limits for the job insecurity variable (AVE= 0.56 and CR= 0.91), task performance (AVE= 0.66 and CR= 0.80) and psychological resilience variable (AVE= 0.50 and CR= 0.91). In this case, it was revealed that the results of the analysis regarding the construct validity of the scale were within acceptable limits. It

was determined that the item load values of 21 expressions used in the study ranged from “0.457 to 0.926” (Table 1).

### 3.2. Discriminant Validity

We show the findings regarding discriminant validity in Table 2.

Table 2  
*Discriminant Validity*

Variables	1	2	3
Perceived job insecurity	<b>0.75*</b>		
Job Performance	-0.025	<b>0.81*</b>	
Employee Resilience	-0.117	0.179	<b>0.71*</b>

\*Values in bold are the black root of AVE values.

As showed in Table 2, we noted that there was a divorce between the variables. Then, the discriminant validity of the scale we adopted was accepted. We concluded that it is useful to apply the scale as it is.

### 3.3. Findings

In this part of the study, we explain the findings on descriptive statistics for variables and statistical testing of hypotheses.

Table 3  
*Descriptive Analysis Findings*

Variables	Mean	Result
Perceived job insecurity	2.68	I agree moderately
Job Performance	4.18	I largely agree
Employee Resilience	3.96	I largely agree

When the answers provided by the respondents to the points in the questionnaire were reviewed, we discovered that the greatest average was “job performance” and the lowest average was “perceived job insecurity” variable (Table 3). Regarding the average of the answers given by the sample group to the statements in the questionnaire, the “2.61-3.40” range represents a medium level of agreement, and the range of “3.41-4.20” represents a high level of agreement (Table 3).

We applied statistical analyzes in the form of three hypotheses developed within the scope of the study ( $H_1$ ,  $H_2$ , and  $H_3$ ), one hypothesis moderator effect ( $H_4$ ), and two hypotheses  $H_5$  and  $H_6$  difference tests. In this direction, we used Model 1 for testing the 4th Hypothesis from Model 4 in the Process Macro program developed by Hayes (2013) for testing the first three hypotheses. We used the “independent sample t-test” to test the last two hypotheses. We show the analysis results for the direct effect in Table 4.

Table 4  
Findings Related to Simple Impact Analysis

HYPOTHESIS NO	RELATIONSHIPS	B	R2	%95 BIAS-CORRECTED BOOTSTRAP CI	P VALUE	T-VALUE
H1	JI→ER	-.0021	-	[-.0461, .0419]	.9266	-.0921
H2	ER→JP	.0857***	0,03	[.0417, .1297]	.0001	3.82
H3	JI→JP	-.0121	-	[-.0565, .0322]	.5919	-.54

**Abbreviations:** JI: Perceived job insecurity, JP: Job Performance, ER: Employee Resilience

As a result of the analysis for the simple effect, the H1 hypothesis, that is, the effect of perceived job insecurity on resilience, is statistically accepted ( $b = -.0021$ , 95% CI [-.0461, .0419],  $t = -.0921$ ,  $p > .005$ ). This is because the p-value (.9266) was found. In other words, it is above the “0.05” significance value. However, the H<sub>1</sub> hypothesis was not supported because the confidence interval values included zero (Table 4). We found that the effect of resilience on task performance was positive and statistically significant ( $b = .0857$ , 95% CI [.0417, .1297],  $t = .382$ ,  $p < .005$ ). We found that resilience explained approximately  $R^2 = 3\%$  of the change in task performance (Table 4). In this case, the H<sub>2</sub> hypothesis was supported. We found that perceived job insecurity had no effect on task performance ( $b = -.0121$ , 95% CI [-.0565, .0322],  $t = -.54$ ,  $p > .005$ ). In this case, the H<sub>3</sub> hypothesis was not supported.

Table 5, presents the findings regarding the moderator role of employees resilience in the effect of perceived job insecurity on job performance.

Table 5  
Findings on Moderating Impact Analysis

HYPOTHESIS NO	RELATIONSHIPS	B	95% BIAS-CORRECTED BOOTSTRAP CI	P VALUE	T-VALUE
H4	JI→ER→JP	.0109	[-0380, .0598]	.6622	3.84

We found that employee resilience did not have a moderator role in the effect of perceived job insecurity on job performance ( $b = .0109$ , 95% CI [-.0380, .0598],  $t = 3.84$ ,  $p > .005$ ). As a result of the statistical analysis we conducted, it was concluded that there was no regulatory effect because the “p” value was meaningless (0.6622) and the confidence interval values included zero. In this case, the H<sub>4</sub> hypothesis was not supported.

In Table 6 and Table 7, we show the findings regarding the independent sample t-test.

Table 6

*Independent Sample T-Test (Dependent Variable Perceived job insecurity)*

Gender	N	Mean	S.S.	S.D.	t	p
Female	122	2.83	0.44	451	4.435	0.000
Male	331	2.62	0.47			

According to the independent samples t-test results, we found that the perceived job insecurity levels of female employees (mean= 2.83) were significantly higher than that of male employees (mean= 2.62) ( $p < 0.005$ ). In this case, we accepted the  $H_5$  hypothesis.

Table 7

*Independent Sample t-test (Employee Resilience)*

Gender	N	Mean	S.S.	S.D.	t	p
Female	122	3.91	0.36	451	-1.727	0.085
Male	331	3.97	0.33			

According to the independent samples t-test results, we found that there was no significant difference between the psychological resilience levels of male and female employees ( $p = 0.085$  and  $p > 0.05$ ). In this case, the  $H_6$  hypothesis was not supported.

#### 4. Conclusion

In this study, in which we investigated the moderator role of psychological resilience on the effect of perceived job insecurity of employees on task performance, we obtained some findings. Since 2020, the Covid-19 pandemic, which has deeply affected the fate of humanity and caused much loss of life, serious health problems, psychological destruction, and job loss, has deeply affected people’s businesses and private lives. In this study, which was carried out during this difficult process, we measured the thoughts of employees about perceived job insecurity, psychological resilience, and task performance during the Covid-19 period. We collected data from 453 employees with the help of a random sampling method. Considering how difficult the data collection took place during the Covid-19 process, we estimate that this number has the power to represent the universe.

Within the scope of the study, we first included analyzes to reveal the construct and discriminant validity of the three-dimensional scale. As a result of our statistical analysis, we decided that the scale used in the study was valid and that it would be appropriate to test the hypotheses. In the analyzes we conducted in order to test the hypotheses, we noticed that the perceived job insecurity levels of the employees were moderate. We determined that the level of psychological resilience and employee performance levels were at high levels.

In our analysis to test the hypotheses, we first revealed that perceived job insecurity does not affect resilience. Second, we found that resilience positively and significantly affects job performance. We reported that the state of employees' resilience explains approximately 3% of the change in job performance. Third, we concluded that perceived job insecurity does not affect job performance. When the literature is examined, it can be seen that job insecurity negatively affects job performance (Pelenk, 2020, p. 227). In this respect, our study may differ from its predecessors. Fourth, the moderating effect of employees' resilience could not be detected. We found that perceived job insecurity differs significantly by gender. We found that female employees have a higher level of perceived job insecurity than male employees. Finally, we noticed that the resilience levels of the employees did not differ according to gender.

## 5. Discussion

In recent years, the Covid-19 pandemic has caused disruptions in the psychological, physical and economic structures of societies. One of these disadvantages has been the job insecurity of employees. We believe that measuring employees' perception of job insecurity during this difficult pandemic process will make a positive contribution to the literature.

It has been emphasized in academic studies that perceived job insecurity in times of global "economic crisis" increases the depression and anxiety levels of employees. Perceived job insecurity during the Covid-19 period (decrease in driving hours due to the pandemic, wage cuts, temporary or permanent dismissals) individually influences the attitude of employees (Burgard et al., p. 2012). It is known that the Covid-19 pandemic negatively affected the psychology and living conditions of employees (Wilson et al., 2020, p. 690). Studies which make these negative effects known make a valuable contribution to the literature. (Lin et al., 2021, p. 325).

In empirical studies, it was found that perceived job insecurity is individually associated with job performance (Cheng and Chan, 2008; Gilboa et al., 2008), while in another meta-analysis study, the relationship between perceived job insecurity and employee performance was not significant (Sverke et al., 2002). In another academic study, it was claimed that perceived job insecurity reduces the employee's task performance. Among the findings of the related study, it was determined that innovative behavior has a moderator role in the relationship between job insecurity and task performance. This result shows that by changing the perceived job insecurity of employees with innovative behaviors, they gain an awareness and reflect this in their job performance (Pelenk, 2020: 19). In another academic study, it was found that job insecurity does not have any effect on task performance, as in the current study (Acaray, 2019, p. 129). The findings obtained within the scope of this study, show

similarities with the findings of the study conducted by Sverke et al. (2002). The finding in the study of Acaray (2019, p. 143) that “the expected negative relationship between perceived job insecurity and task performance is statistically significant” is consistent with the finding obtained in this study.

In Hofstede’s (1980) study, Turkey was included in the group of countries showing “high power distance”, “low individualism”, “high uncertainty avoidance” and “feminine characteristics” (Act. Premise and art., 2016, p. 260). In another academic study conducted in Turkey, which takes Hofstede’s model as an example, it was claimed that “the Turkish people value women and have a socialist structure” (Bilgin, 2020, p. 3). When the academic research results of Bilgin (2020) inspired by Hofstede’s study and the findings obtained in this study are compared, the finding that the perception of job insecurity of female employees is higher than that of males is compatible with the literature.

In a recent study, it was revealed that corresponding to the resource conservation theory (RCT), individual characteristics and social support are resources that reduce the effects of stress factors (i.e. perceived job insecurity) on performance outcomes (i.e. task performance). In addition to all these explanations, the support received from managers and colleagues can reduce the negative effects of perceived job insecurity and job performance (Schreurs et al., 2012). In another study, it was determined that hotel employees with high psychological resilience were more likely to reduce the potential negative effects of job stress on job performance than employees with low resilience (Aguiar-Quintana, 2021, p. 7). It was determined that perceived qualitative job insecurity has a negative effect on organizational citizenship behavior towards the organization, and organizational support plays a regulatory role in this effect (Acaray, 2019, p. 129).

### **5.1. Theoretical and Practical Implications**

We claim that the findings obtained from this study have contributed to the theory and that we have developed some suggestions for practitioners. An examination of our study in terms of findings shows, firstly, that we found the level of perceived job insecurity of the employees to be moderate. At the beginning of the study, that is, before data collection, the expectation was that the level of perceived job insecurity of the employees was high, but the results were not in this direction. The findings of the study made two important contributions to the literature. The first of these is that resilience is an important trigger of task performance. The second contribution is the determination that perceived job insecurity is higher in females than in males.

In the light of this study, it would be useful to carry out some proposals to business owners and supervisors. To detail them:

- First, in light of the ravaging effects of the Covid-19 pandemic, businesses can take action to reduce the negative impact of the pandemic on employees. Businesses can develop clear and understandable operating procedures and guidelines during the pandemic to relieve the negative effects of the Covid-19 pandemic.
- Secondly, it is seen that the concept of perceived job insecurity worsens the psychological mood of the employees, leading to dysfunctional work behavior and a decrease in the quality of life. Business owners and managers should take measures to reduce the anxiety of employees regarding job insecurity. For example, businesses can support their employees by staying in constant communication with them about occupational safety during the pandemic.
- Psychological and financial support should be provided to employees during the pandemic process. Even when employees are not at work, no wage cuts or dismissals should be made. Business owners and managers should always support their employees and give them confidence.
- Today, competition, globalization, and technological developments lead businesses to take measures to maintain their existence. At this point, although it is seen as the easiest solution to dismiss employees, it would be appropriate not to consider and implement such an alternative. Job insecurity practices such as dismissal and salary cuts, due to the social effects of such practices and their devastating effects on the family institution, might not be the best solution.
- Managers should make their employees feel that they are always there for them. Managers must constantly motivate their employees. They should make their employees believe that they will be only moderately affected by the competitive conditions on the market.
- Managers should be in effective communication with employees to improve the conditions that create job insecurity in employees. In addition, it may be recommended to plan and implement procedures for the predictability of the operation in the working environment. Job designs that can strengthen the individual-organization harmony should be made, the training needs of the employees should be analyzed, and activities should be carried out to adopt an organizational culture (Acaray, 2019, p. 144).
- The findings obtained as a result of the study show that female employees have higher perceptions of job insecurity due to stress and dismissal anxiety than males. Managers should find solutions to help their female employees through some motivating and supportive in-service practices to relieve them mentally.

## 5.2. Limitations and Suggestions for Future Studies

There are some limitations to the study. First, the study was carried out during the pandemic period, which had devastating effects on humanity. During such a period it was difficult to collect data. For this reason, many business owners and managers did not allow face-to-face meetings, interviews, and surveys during the pandemic period. In this unfavorable scenario, they made an effort to collect data in the virtual environment using the simple random sampling method. In this respect, we encountered difficulties while collecting the study data. Secondly, the data obtained from this study were findings to measure perceived job insecurity, psychological resilience, and task performance of the employees. The data collected within the scope of the study are based entirely on the participants' self-assessment. In future studies, it is recommended that business owners and managers are consulted on the topic of job insecurity. We see the lack of practice of the study in different cultures and for different participant groups as an important deficiency.

It would be appropriate to make some suggestions for future studies. Conducting cross-sectional studies at different times, in different cultures, will contribute to enriching the literature. In addition, in this study, perceived job insecurity is discussed in terms of resilience and task performance. In future studies, we recommend an examination of the mediation and regulatory effects of variables such as organizational support, job satisfaction, organizational commitment, and workaholism in the relationship between perceived job insecurity and job performance.

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