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Employee Job Security and Performance Relationship in Developing Economy through Employee Engagement: Critical Analysis with PLS-SEM

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Abstract: Employee performance ensures organizational achievement in the challenging environment of today's business world. Consequently, academicians and practitioners attempt to come in a consensus which aspect decides employee performance. Thus, the study endeavors to generate a structural equation model by using PLS analysis method in determining the relationship among employee job security, employee engagement, and employee performance from the perspective of developing context. The study performs survey method for accumulating the perceptions of 392 employees of RMG industry in Bangladesh. The study point out that employee job security has influence on the employee performance and employee engagement; and employee engagement mediates the relationship between employee job security and employee performance. Therefore, the model is expected to implement in the developing settings as an approach of enhancing employee performance.

Keywords: Developing economy, Engagement, Job security, Performance, Mediating.

I. INTRODUCTION

The management of the business organization is highly concerned about the performance of the employees for achieving competitive advantage in the business world. The organizations may have abundant physical resources but without the efficiency of the employees all the other resources will be in vain to fulfill the targets of the organization. Thus, the employees are regarded as key resources of every organization because of their brilliant performance to the organization. As a result, employers are expected to obtain

better and continuous efforts from the employee although it does not come without reciprocity. Job safety is one of the basic needs of employees which have positive impact on the employees' willing to work for the organization [1]. In fact, employees are willing to provide their best efforts to the organization if they perceived that the organization cares about their job continuation as they wish to do. Consequently, practitioners nowadays consider the job security issue critically so that superior employee performance can be achieved [2]. Therefore, enhancement of employee performance through ensuring their job security became a burning issue in the field of research as well as practitioners.

Several studies have been conducted on the different aspects of HRM practices as an antecedent of employee performance but job security issue has been neglected by majority of the researchers in organizational behavior discipline. For instances, in labor intensive industry there are lot of problems behind the low performance of employees such as poor payment system, less job security, discriminatory performance evaluation system, and work-family clash [3, 4]. Moreover, [5] opines that recruitment and selection, employee socialization, compensation, and training have influence on the employee performance. Thus, inconsistency exists in determining the aspect impacted on employee performance. Besides, majority of the studies have been done in the developed countries which might not be applicable in the developing context like Bangladesh. Because the findings of the study of developed economy sometime bring adverse consequences in developing nations due to the differences in culture, perceptions, socioeconomic background, education level and so on [6]. Therefore, the study in the developing economy like Bangladesh supposed to be essential to generalize the relationship between employees' job security and performance.

The job of the employees of the RMG industry in Bangladesh is not secured in majority of the cases. For this reason, they are frightened about sudden job loss which makes them less committed to their work results low performance in the workplace. The employees of the RMG industry are usually appointed on temporary basis (Begum, 2010) and their job security is less than other industries in Bangladesh [7, 8]. The empirical study [9] revealed that most of the cases no appointment letter is issued as a proof of employment rather appointed informally and 61 percent employees are not appointed permanently. Moreover, job security issue seems vital in labor intensive industry like RMG industry in Bangladesh [10] where about 4.00 million employees are working at 4,296 garment factories in the financial year 2014-2015 [11]. Therefore, employees of RMG industry doing their job with the frightened of unexpected job loss which have negative impact on the performance of the employees in Bangladesh.

Besides, performance of employees is influenced by the employee engagement level in the organization [12]. Thus, academicians and practitioners are trying to identify suitable antecedent for the enhancement of employee engagement level. The employee engagement is comparatively new concept in organizational behavior discipline [13] although various researchers identified various factors for the enhancement of the employees' engagement level at the workplace. Reference [14] discovered empowerment, training program, and payment system through the empirical study as a means of increasing employee engagement level. But reference [15] identified that rewards and job security have positive effect on employee engagement level but the employees above supervisory level are more anxious about the security of their job. In this connection, reference [16] concluded that the impact of HRM practices on employee engagement is still vague to the practitioners. Thus, the inconsistency needs to be resolved which actually determine the level of employee engagement at workplace. Therefore, the study intend to develop a structural equation model with the arrangement of the variables such as employee job security, employee engagement, and employee

performance to fill up the gap in the context of developing country like Bangladesh. The theoretical framework (Fig. 1) of the study is presented below:

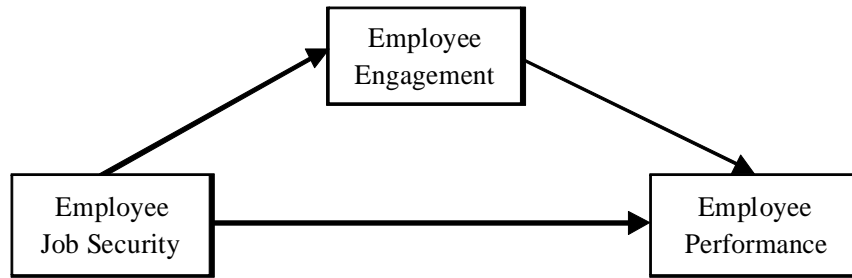


Figure 1: Theoretical Framework

According to reference [17], mediating variable can be used on the relationship where independent variable has positive influence on both mediating variable and dependent variable, and likewise mediating variable has influence on dependent variable. Thus, the study is expected to conduct for the development of structural equation model in the context developing economy where mediating role of employee engagement have been measured on the relationship between employee job security and employee performance to supplement the existing literatures [2]. Therefore, the objective of this study is to develop a structural equation model and measure the relationships of job security, employee engagement, and employee performance in the context of developing economy like Bangladesh.

II. LITERATURE REVIEW

(A) Job Security and Employee Performance

The employees in the organization expected to continue their job with certainty without unexpected sudden job loss. The job safety in the workplace make employees enthusiastic in doing their job duties results more employee performance. Employee job security regarded as vital element in the organization in increasing their job performance which ultimately fosters organization's total productivity [18]. Moreover, employee job security have significant role to improve workplace performance as well as production of quality outputs.

Few decades ago several studies have been conducted and found positive result on employee job security and performance relationship. Employees do not hesitate to work hard in fulfilling organization's targets when they are entrusted that their job is secured [19]. Additionally, direct correlation between employee job security and performance existed [20]. Furthermore, certainty of employees' job continuation makes them committed to the organization and in turn they perform more job duties [21].

Although reference [22] reported that no relationship exists between employee job insecurity and performance but during that decade many studies [23, 24, 25] claimed that job insecurity trim down employee performance and vice-versa in the organizational setting. Employees who satisfied with their job security level contribute more in the organization through individual performance have been supported by some other studies [23, 24, 25, 26]. In fact, when employees feel that their job is not secured have unwillingness to do more work for the organization.

(B) Job Security and Employee Engagement

Employee job security is one of the important components which bring employees' attachment with the organization. Stability of job in the workplace enhances employees' level of engagement with their work [27]. Employees' expectation of job security varies on the level in which employees are working in the institution [15, 27]. These studies found that aged and supervisory level employees are more concern about their job continuation than that of young and lower level employees. But whatever the level employees are working in the organization job security has positive influence on the employees' work engagement level.

The study reference [28] claimed that management initiative for increasing employees' engagement level is the precondition of securing employees job. Few researchers [29, 30, 31, 32] use the terms engagement and psychological commitment interchangeably and found that job security and psychological commitment are positively correlated. Moreover, some other academicians such as [28, 33, 34, 35] pointed out that employees' positive perception regarding job security has positive impact to be engaged with their work in the organization. Inversely, it is also documented that employee job insecurity and psychological commitment is negatively correlated [22, 36, 37, 38].

(C) Employee Engagement and Employee Performance

Engaged employees are expected to be more productive in performing their job duties due to their physical, mental and emotional devotion to the organization. Recently, a couple of studies [12, 39] in two different contexts revealed that employee engagement plays a significant role for the enhancement of employees' job performance. Additionally, another empirical study conducted [40] conform that both direct and indirect positive link exist between employees level of work engagement and their job performance. The enhancement of employee performance is the result of which level employees are engaged in the organization. Similarly, the organization having high level engaged employees gain more organizational outcomes through high employee performance [41, 42, 43, 44].

During the last decade several studies [13, 45, 46, 47, 48, 49] conducted on engagement and performance relationship where it was evident that high employee engagement level foster employees' job performance as well as their productivity at the workstation. Moreover, employee engagement remarked as a major determinant for increasing employee performance level [50, 51]. Furthermore, numerous number of studies found that engaged employees are tend to perform more than that of disengaged employees in the organization [52, 53, 54, 55].

Several numbers of meta-analyses in different time draw the same conclusion that employee engagement is positively linked with employee performance [6, 56, 57, 58, 59]. On the other way, reference [6] come to a consensus that although employee performance is the outcome of multi-faceted construct but employee engagement is one of them which have association with employee performance. Additionally, the finding is supported by couple of studies [50, 57] where individual performance and engagement found closely related.

Some other studies in several occasion argued that in the challenging environment of business employees' workplace performance and productivity can be achieved through high engagement level of the employees in the organization [13, 51]. In the study [55] claimed that psychological meaningfulness is the major precursor of employee engagement as presented [60] which have positive influence on employees'

behavioral consequence like performance. Moreover, reference [54] recommended that engaged employees perform more and their productivity are also high. In a nutshell, engaged employees constantly be viewed more productive almost every section in the workplace [47, 48, 61].

III. HYPOTHESES OF THE STUDY

The review of previous literatures assisted to draw the following hypotheses of this study:

1. The employee job security has positive influence on employee performance.
2. The employee job security has positive influence on employees' engagement level.
3. The employee engagement has positive influence on employee performance.
4. The employee engagement issue mediates the employee job security and employee performance relationship.

IV. MATERIALS AND METHODS

The study has been conducted on the mid-level and lower-level employees of RMG industry at Dhaka division in Bangladesh. The data were collected through survey method form 392 respondents who have at least three years job experience in the respective factory. According to the '10 times rule' for the analysis through PLS-SEM it is good to be conducted with only 20 samples in this case for getting fair results [62] though more representation of samples have been considered as well for producing more precious results [63].

The questionnaire comprises with the items has not been developed rather adapted from previously developed and used items by the different research scholars in their studies. For the collection of respondents' perceptions regarding the statements the study used 5-point Likert scale starting from strongly disagree to strongly agree because it is easy construct, appealing design, adaptable and have relative reliability [64, 65]. The total items of the questionnaire is 25 where 19 items are related to employee job security, employee engagement and employee performance, and other 6 items have been developed with demographic information of the respondents.

After collection of data demographic items have been analyzed through descriptive statistical tools and the items of other variables were analyzed through Structural Equation Models (SEM) with the help of Partial Least Squares (PLS) method which is known as PLS-SEM technique. The variables have been analyzed with four stages such as development of theoretical structural equation model, assessment of measurement model, assessment of structural model, and measurement of mediating impact of the study.

V. ANALYSIS AND FINDINGS

The findings and discussions of this study are presented as follow:

(A) Measurement Model Assessment

In PLS-SEM path modeling, measurement model assesses the latent constructs of the study. The latent constructs of this model has multiple items with reflective nature. The measurement model (Figure 2) shows that employee job security has notable influence on the performance of the employees than that of

employee engagement. Additionally, employee engagement has influence on the employees’ level of performance. Moreover, employee job security and employee engagement together explain 55.2 percent variance for employee performance whereas employee job security explain 33.5 percent variances for employee engagement. The measurement model do not achieve loadings below 0.4 of this model, however, item deletion process is administered for maintaining the AVE at ≥ 0.5 as a rule of thumb. The figure 2 depicts the measurement model of this study.

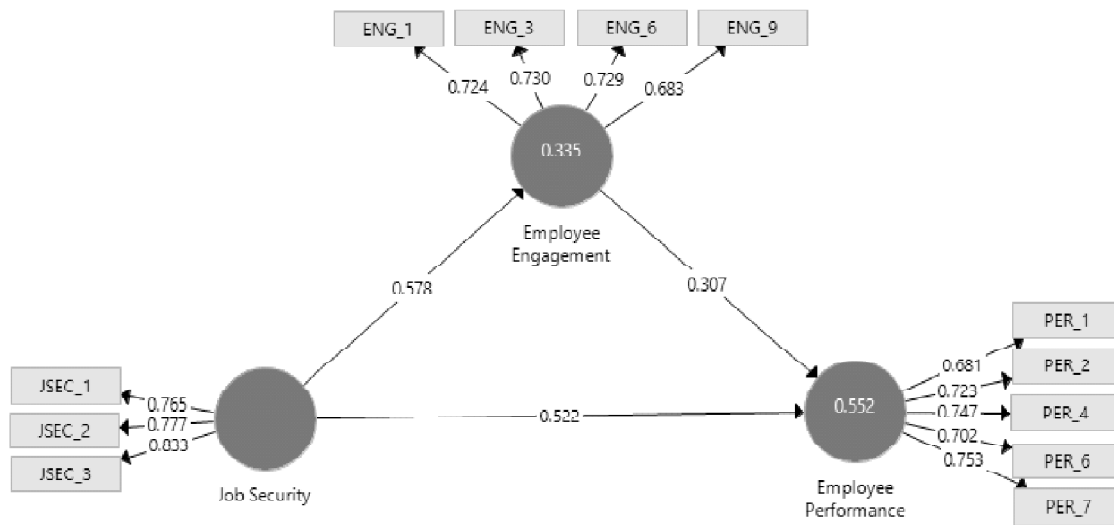


Figure 2: Measurement Model

The measurement model assesses the quality criteria of the concern dataset of the study. The further assessment of path coefficients is followed by some reliability and validity measurements which are presented as follow:

- *Composite reliability and convergent validity*

The composite reliability and the convergent validity of this model are presented in table 1:

Table 1
Constructs Reliability and Validity

Constructs	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Engagement	0.685	0.809	0.514
Employee Performance	0.770	0.845	0.521
Job Security	0.703	0.835	0.628

Traditionally, Cronbach's alpha measures the reliability of the constructs. The value of Cronbach's alpha ≥ 0.7 is deemed excellent, however, the value more than 0.6 is considered satisfactory for ensuring the construct reliability. In PLS-SEM path modeling, composite reliability is considered best suited for the measurement of constructs reliability. In this model each construct have composite reliability > 0.8 which is good enough for high level research although composite reliability value 0.6 is acceptable. In addition,

the convergent validity of the constructs is measured by the value of average variance extracted (AVE). The AVE value ≥ 0.5 represents the validation of the constructs. Thus, it satisfies the initial criteria for further measurements.

- *Discriminant Validity*

Discriminant validity measures how the constructs are different from each other. There are two main approaches for assessing discriminant validity such as Fornell-Larker criterion and cross loadings. The table 2 represents the Fornell-Larker criterion for assessing discriminant validity.

Table 2
Fornell-Larker Criterion

<i>Constructs</i>	<i>Employee Engagement</i>	<i>Employee Performance</i>	<i>Job Security</i>
Employee Engagement	0.717		
Employee Performance	0.609	0.722	
Job Security	0.578	0.699	0.793

The table 2 reveals that the correlation between the constructs is lower than the correlation of the same constructs meaning that no discriminant validity problem exists in this model. Fornell-Larker criterion is preferred for the reflective indicators.

Another approach for assessing discriminant validity is cross loadings which are presented in table 3.

Table 3
Cross Loadings

<i>Indicators</i>	<i>Employee Engagement</i>	<i>Job Security</i>	<i>Employee Performance</i>
ENG_1	0.724	0.464	0.486
ENG_3	0.730	0.399	0.441
ENG_6	0.729	0.401	0.403
ENG_9	0.683	0.386	0.408
JSEC_1	0.437	0.765	0.551
JSEC_2	0.464	0.777	0.558
JSEC_3	0.474	0.833	0.553
PER_1	0.459	0.522	0.681
PER_2	0.440	0.478	0.723
PER_4	0.417	0.519	0.747
PER_6	0.423	0.457	0.702
PER_7	0.456	0.542	0.753

The cross loading measures that the indicators' outer loadings of the respective construct are higher than the items loadings of other constructs. The lower cross loadings of other constructs than that of respective construct's indicators outer loadings signifies no problem with discriminant validity. The study

conform discriminant validity of the constructs since the indicator's loadings of respective construct is higher than other construct's outer loadings.

(B) Structural Model Assessment

In PLS-SEM path modeling technique, structural model assesses the relationship among the constructs. The t-value of the model paths is measured by the structural model for assessing whether the paths of the models are significant or not. The figure 3 represents the structural model which reveals t-value between the constructs and items with respective construct.

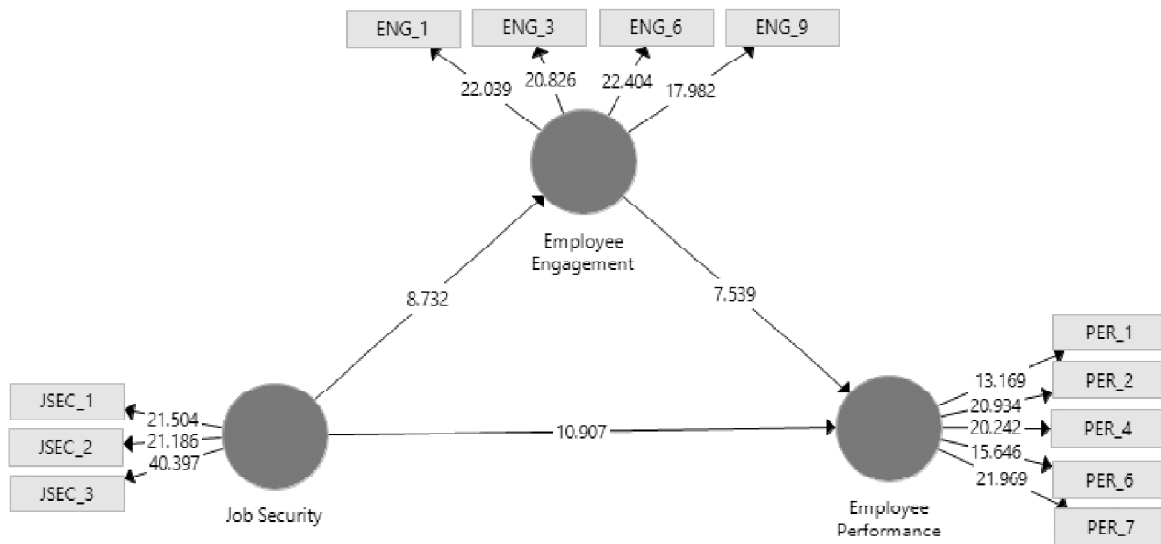


Figure 3: Structural Model

• *Collinearity Assessment*

The collinearity assesses whether the constructs of the model is highly correlated to each other or not. The high correlations between the constructs mean that one construct is representing by other construct, thus, arise the question of construct inclusion in the model. The collinearity is assessed by the value of variance inflation factor (VIF). The table 4 represents the VIF values for constructs.

**Table 4
Inner VIF Values**

Constructs	Employee Engagement	Employee Performance	Job Security
Employee Engagement		1.503	
Employee Performance	-	-	
Job Security	1.000	1.503	

The table 4 reveals the highest VIF value is 1.503 meaning that no collinearity problem is existed in this model since the VIF value less than 5.0 is suggested as threshold value.

- *Path Coefficients*

Path coefficient measures the path relationships of the constructs as hypothesized in the model. The path coefficient value more than zero signifies relationship between the constructs, however, the significance or insignificance level of the hypothesized relationship is assessed by the t-value or p-value. The table 5 represents the constructs path coefficients, standard deviation, t-values, and p-values.

Table 5
Path Coefficient – Mean, STDEV, T-Values and P-Values

<i>Relationships</i>	<i>Path Coefficient</i>	<i>Std. Dev.</i>	<i>T Values</i>	<i>P Values</i>
Job Security -> Employee Performance	0.522	0.048	10.907	0.000***
Job Security -> Employee Engagement	0.578	0.066	8.732	0.000***
Employee Engagement -> Employee Performance	0.307	0.041	7.539	0.000***

Note: $p \leq 0.01$ ***; $p \leq 0.05$ **; $p \leq 0.10$ *

The table 5 reveals that the relationship between employee job security and employee performance (hypothesis 1) is statistically significant ($\beta = 0.522$; t-value=10.907; p-value=0.000). Similarly, the relationship between employee job security and employee engagement (hypothesis 2) is significant ($\beta = 0.578$; t-value=8.732; p-value=0.000). Moreover, the relationship between employee engagement and employee performance (hypothesis 3) is also statistically significant ($\beta=0.307$; t-value=7.539; p-value=0.000).

- *Coefficient of Determination (R²)*

The coefficient of determination assesses the total variances explains in the endogenous construct of a model. The table 6 represents the variances explained for the employee performance and employee engagement.

Table 6
Coefficient of Determination

<i>Constructs</i>	<i>Coefficient of Determination (R²)</i>
Employee Performance	55.2 percent
Employee Engagement	33.5 percent

The table 6 reveals that the employee job security and employee engagement together explain 55.2 percent of the variances for the endogenous construct employee performance, however, employee job security explains 33.5 percent variances for the construct employee engagement. Thus, employee job security is a good predictor for increasing the employee performance as well as employee engagement in the organization.

- *Effect Size of Coefficient of Determination (f²)*

The effect size of coefficient of determination assesses the changes in R² value in the endogenous construct before exclusion and after exclusion of the specific exogenous construct.

Table 7
Effect Size of Coefficient of Determination

Relationships	Effect Size (f^2)	Degree of Effects
Employee Engagement -> Employee Performance	0.140	Low
Job Security -> Employee Engagement	0.503	High
Job Security -> Employee Performance	0.404	High

The table 7 reveals that the when employees of the organization perceive that their job is secured in the organization are expected to perform more as well as be engaged with the organization at high level, whereas the initiatives of making employees engaged with the organization has small positive effect on employee performance.

- *Assessment of Predictive Relevance (Q^2)*

Predictive relevance measures the validity and correctness of the model. The predictive relevance (Q^2) is measured with the value of constructs cross-validated redundancy. The table 8 represents the constructs cross-validated redundancy of the model of this study.

Table 8
Constructs Cross-Validated Redundancy

Constructs	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Employee Engagement	1,568.00	1,327.97	0.153
Employee Performance	1,960.00	1,465.76	0.252

The table 8 reveals that the employee job security has 25.2 percent possibility of increasing employee performance and 15.3 percent increase of employee engagement level. In PLS-SEM path modeling blindfolding procedure is conducted for assessing Q values with is shown in figure 4 below:

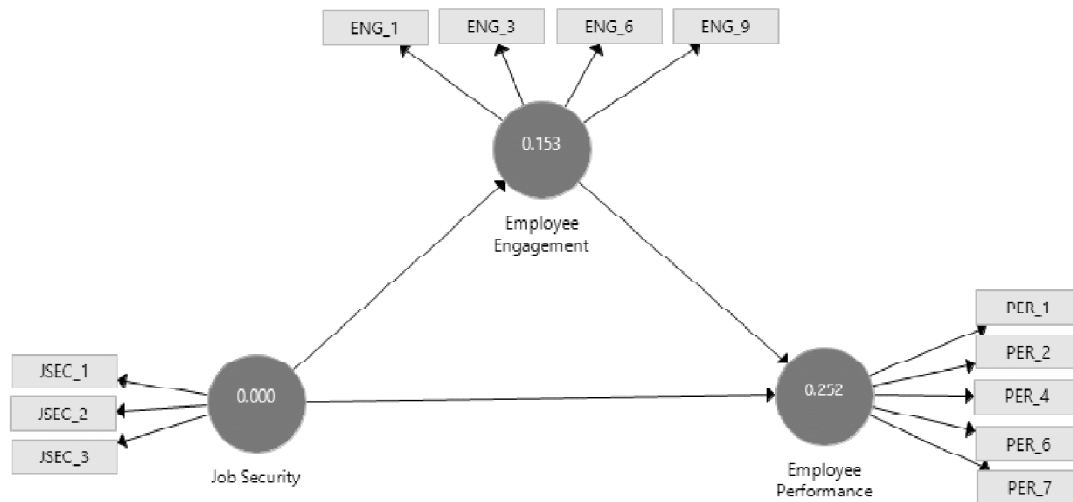


Figure 4: Blindfolding Procedure

(C) Assessment of Mediating Effects

Mediating effects is the ratio of indirect effect of the construct and total effect of the construct. Mediating effect strengthen the relationship between exogenous construct and endogenous construct. For this purpose, both indirect effects and total effects are computed for the employee performance constructs. The table 9 shows the indirect effects and total effects of the model of this study.

Table 9
Indirect Effects and Total Effects

	<i>Constructs</i>	<i>Employee Engagement</i>	<i>Employee Performance</i>
Indirect Effect	Job Security		0.178
Total Effects	Employee Engagement		0.307
	Job Security	0.578	0.699

Mediating Effect = Indirect Effect / Total Effect = 0.25 (Partial Mediation)

Table 10
Results of the Hypotheses

	<i>Hypotheses</i>	<i>Decision</i>
H1	The employee job security has positive influence on employee performance.	Supported
H2	The employee job security has positive influence on employees' engagement level.	Supported
H3	The employee engagement has positive influence on employee performance.	Supported
H4	The employee engagement issue mediates the employee job security and employee performance relationship.	Supported

VI. DISCUSSION

The measurement model of this study initially agrees with the quality criteria for additional analysis. The PLS algorithm provides results on the constructs' reliability and are found satisfactory since the cronbach's alpha met the threshold value [66]. Moreover, the composite reliability of the constructs is 0.809, 0.845 and 0.835 for employee engagement, performance and job security respectively, where the $e^2 > 0.6$ is acceptable [67]. Again, the constructs also fulfills the condition of convergent validity criterion signify that every construct has independent measuring capability since AVE values are more than 0.50 for every constructs. Similarly, discriminant validity confirms that each construct of this model is not representing the other construct rather the constructs are independent for measuring the model. The discriminant validity has been confirmed with the application of two methods like Fornell-Larcker criterion and cross loadings that provide satisfactory values for the confirmation of discriminant validity of the study.

The relationship between latent constructs and their respective indicators, in PLS-SEM, are assessed through the measurement model (Figure 2). The constructs of the path model is represented by the items of that construct. The measurement model reveals that the employees' job security has positive influence on the engagement level of the employees. Similarly, employee job security has comparatively less positive influence on the employees' level of performance in the organization. Furthermore, the employee engagement has less positive influence on employee performance.

The structural model of this study (Fig. 3) describes the relationship among the constructs. The different paths of the PLS-SEM path model showing t-value more than 2.96 signify that all the relationships are significant at $p \leq 0.01$ level. The less correlation between the predictor variables in the model proves that no collinearity problem is existed ($VIF < 5.0$), therefore, both employee job security and employee engagement ensure high level of predictive accuracy. The hypothesized relationships among the constructs are positive signifies higher relationship among them because of higher path coefficient values. The relationship between employee engagement and employee performance is low ($r = 0.307$) compared to the relationship between employee job security and engagement ($r = 0.578$), and between job security and performance ($r = 0.522$). Hence, the model proves that employees' job security encourages them to perform more work and become engaged with the organization. Similarly, engagement level also has positive influence on the employees' performance level in the organization.

Employees' job security and engagement together explain 55.2 percent variances (R^2) for employee performance construct. In contrast, employee job security covers 33.5 percent variances for employees' performance level. Additionally, the explained variance for employee performance and employee engagement is significant at $p \leq 0.001$ level. The relationship between job security and employee performance (H1) is statistically significant. Similarly, the relationship between job security and engagement (H2) and between engagement and performance (H3) are also significant statistically. Moreover, the effect size of the exogenous constructs proves that job security is a good predictor for enhancing employee performance and engagement level. Similarly, employee engagement is also a good predictor for employee performance.

The mediating effect strengthens the relationship between exogenous construct and endogenous construct. In this study employee engagement partially mediate (0.25) the relationship between employee job security and employee performance at the workplace. Thus, it is revealed that employee job security has significant positive influence on employee performance but this relationship would be stronger when management of the organization considers the antecedents for increasing the employees' engagement level. Thus, it is suggested that the practitioners of ready-made garment industry should take necessary steps for securing employees' job and engagement related matters so as to improve their performance level in the organization.

VII. CONCLUSION

Organization's sustainability under the competitive environment of business is the major concern of every practitioner all over the world. Consequently, business leaders are thinking about several aspects having high influence on the employee performance. Employee job security brings employees' concentration to their job duties as it keep them free from the worried of sudden job loss. The study unveils that effective and high level employee performance is the outcome of employees uninterrupted job continuation. In the context of ready-made garment industry Bangladesh job security can be considered as a good predictor for the enhancement of employees' performance level as well as making employees' engaged with the work. Therefore, the policy makers and practitioners are expected to consider the employees' job security issue at the workplace for ensuring high employee performance and engagement level in the developing context particularly in Bangladesh.

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