

QATAR UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

JOB INSECURITY IMPACT ON EMPLOYEE PERFORMANCE:

A STUDY ON QATAR UNIVERSITY

BY

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ABSTRACT

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Job security is one of the most debatable and topics in the world of human resources. Many studies concluded that job security is one of the keys to employee satisfaction. It also contributes to employee performance and productivity. In this study, the case of Qatar University is presented. Without job security, employees will not be sure about their future and their income source. Job insecurity has a strong negative effect on employee performance. Job insecurity may cause critical negative impacts both on employees and organizations.

The political situation and the blockade imposed on Qatar led to new measures and an understanding of business in the country. Organizations in Qatar are now trying to think out of the box and improve their performance to overcome the negative blockade impacts. This research discusses job insecurity impact on employee performance and productivity. The research aim is to understand the relationship between the concepts of job security and employee performance. To do so, many sub-concepts were investigated in the study, including financial benefits, fairness, work stress, training, job future, and relationship with superiors. Those concepts and variables were tested among Qatar University Faculty members using in-depth interviews as a data collection method. The study concluded that job security is very

important to organizations and employees. It was also concluded that job security drivers could sometimes be controlled by the organization, such as financial benefits, internal communication, working conditions, work stress, fairness, career development, and training. On the other hand, some drivers are controlled by the industry and the ecosystem in the country, such as the financial support from the government, the economic crises, and the political crises.

The study suggested that the job security level at Qatar University can be improved through various methods that are presented in the recommendations chapter. The research provided comprehensive applicable recommendations in which Qatar University can use it to improve the level of employee job security. The research also provided a chance for future studies to investigate the impact of job security on the education system in the university. This study can highly benefit Qatar University and can positively affect the human resources activities in higher education in Qatar.

Key Words: Job Security, Employee Performance, Qatar University, Faculty Members.

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CHAPTER 1: INTRODUCTION

The topic area of this study is job security. The case study is Qatar University faculty staff members including lecturers, professors, and assistant lecturers. The research main aim is to evaluate and assess job security impact on the level of employee performance.

1.1 Background

People tend to work for many reasons. The best example to discover the basic needs of people to work is to check Maslow's Theory of Needs (Clark & Postel-Vinay, 2005). Most people work to secure financial income and purchase power, which should allow them to live a decent life and secure the needs and wants of their dependents and families (Nikolaou & Vasileiou, 2014). Therefore, people need to have secured jobs with stable income and satisfactory working conditions. Job security is critical to people. Without job security, employees will not be sure about their future and their income source (Kraimer & Sparrowe, 2005). According to Dessler (2006), job insecurity has a strong negative affect on employee performance. The level of employee satisfaction is linked to various reasons such as salary, training, development, and most important is job security. That is why many people would prefer enrolling in armed forces and some hard jobs due to the stability factor. Job insecurity may cause critical negative impacts both on employees and organizations. This research discusses job insecurity impact on employee performance and productivity.

1.2 Problem Definition

As an academic institute, Qatar University (QU) is obliged to set high standards when it comes to employees' relationship management and Human Resources Management in General. Job security standards and other related concepts such as employee satisfaction, employee performance, training, and productivity are all

included in the rating criteria of QU as a national university competing for high ranking regionally and internationally. Therefore, it is critical to assess the job security current situation in QU and its impact on other related concepts, mainly performance since QU entire message depends on the quality of materials delivered by those faculty members to the students.

1.3 Problem Statement and Research Objectives

This research tends to understand the relationship between many concepts. Job security does not occur separately, it can be affected by many factors such as working conditions, promotions, financial benefits, fairness, stress, and overall job satisfaction. On the other hand, job (in)security may have strong negative or positive impact on employee performance and productivity. Therefore, this research studies the relationship between those concepts and job security. The research problem statement is *“Investigating job (in)security impact on employee performance”*. The research Objectives are as follows:

1. To understand the role and importance of job security.
2. To analyse the impact of job insecurity on employee performance.
3. To clarify the drivers of job security in QU.
 - 3.1 To determine the organizational-based drivers of job security in QU.
 - 3.2 To determine the employee (Personal) - based drivers of job security in QU.
 - 3.3 To determine the industrial-based drivers of job security in QU.
4. To investigate methods to improve job security standards and implications at QU.

1.4 Rationale and Purpose of the Study

Job security is an important concept with high importance for organizations and

to employees. The political situation and the blockade imposed on Qatar led to new measures and an understanding of business in the country. Organizations in Qatar are now trying to think out of the box and improve their performance to overcome the negative blockade impacts.

This research tends to understand the causes of job insecurity and investigate methods to avoid those causes. The study outcomes are expected to be of practical use for Qatar University management to understand the variables that affect job security the most among its employees.

1.5 Research Structure

The first chapter (Introduction) explains the background of the research, purpose and aims and objectives of the research, research problem statement, and research questions. Chapter 1 gives the reader a clear explanation of what this document is about and what is intended to be achieved.

The second chapter (Literature Review) provides a conceptual framework of the ideas and concepts presented. Different theories related to job security, employee performance, and the link between those two major concepts.

Chapter Three, research design, and methodology present the implementation of the research. This chapter gives clear indications of what methods are used to conduct the research? Why were those methods selected? And how they were implemented? It also explains why conducting the quantitative method was not possible.

Chapter Four is a representation of all findings of the qualitative methods gathered. The interviewees' results are presented using the content analysis method.

The last chapter, chapter Five (Discussion & Conclusion), summarizes the findings of the research and answers the research aims and objectives. It also provides

a clear explanation of the limitations and contributions of the research. Based on the research findings, this chapter also presents recommendations to Qatar University management on how to improve and increase the level of job security among the faculty members.

CHAPTER 2: LITERATURE REVIEW

The literature review chapter will provide an academic background to the reader. First, the chapter introduces the main topic of the job (in)security. It then explains its relationship and impact on employee performance. The chapter will also explain the drivers of job security by dividing it into three main categories, industrial, organizational, and intrinsic (personal) factors. The literature review is presented in an analytical method with commentary of the reader about the link of the presented literature to the case study of Qatar University.

2.1 Job (in)Security

Jobs are of extreme importance to people; it is the source of wealth, purchasing power, and in many cases, the source of social status (Beck, 2012). In addition, having the right job is also the key to psychological well-being (Azadeh, 2014). Workers believe that job security is the most important job features (Aparicio-Fenoll, 2015). A survey conducted by OECD and distributed in 19 OECD countries to 14,000 employees, found that job security was selected the most among other job amenities (OECD, 2002). Another survey conducted by KPMG (2010) found that 76% of workers in the US consider job security as their top propriety when they are searching for a job.

There are various reasons behind the need for job security. Job security can provide people with a sense of safety to what they own (Azadeh, 2014). It can also mean a stable life and ability to maintain purchase power and lifestyle to dependents

(Sender et al., 2016). This means that job security exists in the workplace; however, it affects the worker's life inside and outside the workplace.

It is without any doubt, the current rapidly changing working environment, and the intensified employment competition along with the required flexibility and rapid adjustment, organizations, had turned into new alternatives to cut the costs and increase the benefits. Such solutions were known to be such as mergers, outsourcing, and finally, the downsizing. All these solutions come at the expense of the employment rates (Burgard, Brand, & House, 2006).

When employees are secured at their work, they will have more time to focus on other aspects of their jobs, such as productivity and performance (Bernhard-Oettel et al., 2011). Also, a secured employee will usually be more attached to the organization, more loyal, and will usually be not looking for another employer (Sender et al., 2016). This saves the employer the need to recruit and train replacements. It also means that job security seems to be a perfect practice for both employees and employers. The question here is why it is not always applied?

Job security can refer to "People's evaluation of their current employment condition and their expectations of their future in their current jobs both negatively and positively" (Zeytinoglu et al., 2012). By definition, job insecurity is known to be the difference between the present level of security and the hoped level of security a person experiences regarding the preservation of their employment status (Swaen et al., 2004, p. 443). Therefore, one could identify four kinds of job insecurities that have enabled the researcher to locate the extent of such understanding. However, according to Taamneh and AlGharaibeh (2014), there is no globally accepted definition of job security and insecurity. Studies usually define, measure, and examine job security and job insecurity based on objective and subjective dimensions, which can differ from one

study to another. These dimensions can be employment contract conditions, work-related conditions, and economy-related conditions. In some cases, security can be measured based on subjective personal aspects generated by the employee only.

Job security can also be defined as “protection against job loss” (Kraja, 2015). This is probably a huge concern for individuals. In short, job security is directly linked to the extent of safety and protected; the job is for the employee. Some jobs are perceived to be more secure than others, such as government jobs, educational, and healthcare, while some others depend on economy and industry, such as mining, engineering, and oil and gas.

Job Security exists in almost all international job satisfaction and motivational theories. In McGregor’s theory X and theory Y, job security is presented as an input from management to staff, which will allow the staff actually to want to work, be committed to their company, and accept responsibilities (Trivella et al., 2015). In the environmental security theory of change, job security is presented as both environmental and human security factors that affect individuals’ decision-making processes (Nuna, 2016).

In Herzberg’s two-factor theory, job security is presented as a hygiene factor. The hygiene factors of this theory present extrinsic factors that do not necessarily mean job satisfaction, but they are dissatisfied factors (Collins, 2002). For example, the absence of job security is definitely a dissatisfactory factor, while the existence of job security does not mean satisfaction. In simple words, job security existence is necessary to maintain a reasonable level of satisfaction, but the increase in job security should not result in increasing the overall job satisfaction and motivation to employees. This also means that job security is mandatory as minimum requirements for employee satisfaction.

In the famous theory of Maslow's hierarchy of needs, security was also represented as safety needs in the second layer of the theory (Pandey, 2017). However, job security can be translated into other layers of the theory. For example, job security means stability (second layer), self-esteem (fourth layer), recognition, and respect (fourth layer), and it is also linked to the physiological needs of food, water, and shelter (first layer).

There are two types of job security, qualitative and quantitative (Roll, 2015). According to De Witte et al. (2012), quantitative job security refers to the ability to keep the job while qualitative job security refers to certain aspects of the job, such as wages, employment hours, and promotions.

2.2 The Impact of Job Insecurity on Employee Performance

Job security is, in fact, an advantage to professionals because it helps them to develop full attention to their work rather than developing attention on how to survive and not to worry about their source of income (Kraja, 2015; Artz & Kaya, 2014). In public organizations, job security is different from private ones. According to Armstrong (2009), in private organizations, the employee will be part of the organization as long as he adds value to this organization, unlike public organizations where eternal careers concept could exist.

Job security has a direct and significant impact on organizational performance because of the impact it implies on employee performance (Lucky et al., 2013). Scholars noted that organizations with low job security could cause depression among employees and encourage them to lose faith in the organization (Akintayo, 2010). This means that employees perform better when their jobs are secured because they will have room to think about their tasks more than thinking about keeping their jobs.

The economic pressure and highly competitive environment in markets pushed job security to the top priority list of the employee (Leung, 2009). According to Roll (2015), employees' perception of the job security concept has faced noticeable changes because of the globalization era of the organization where employees are considered important only as they add to the organization. Simultaneously, this also adds pressure on organizations to provide higher job security standards to their employees.

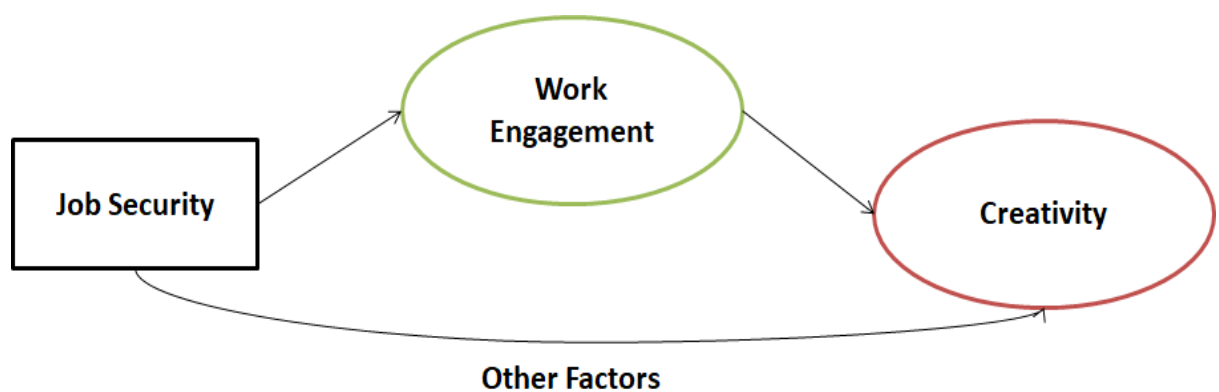


Figure 1: Job security impact on performance through engagement (Source: Roll, 2015; p.51)

As shown in the figure above, job security affects employee creativity in many forms, one of these forms is engagement. Roll (2015), suggested that secured employees are more engaged with the organization. Engagement empowers employees and increases the chances of them becoming creative employees (Akintayo, 2010). This link suggests that the absence of job security may have a negative impact on employee creativity. Employee creativity in Roll's research refers to employee outstanding performance.

On the other hand, Imran et al. (2015), suggests that job security improves

organizational justice and job satisfaction which leads to organizational productivity. Employees are considered to be the true asset for the organization, therefore, the better this asset perform, and the better it will be for the organization.

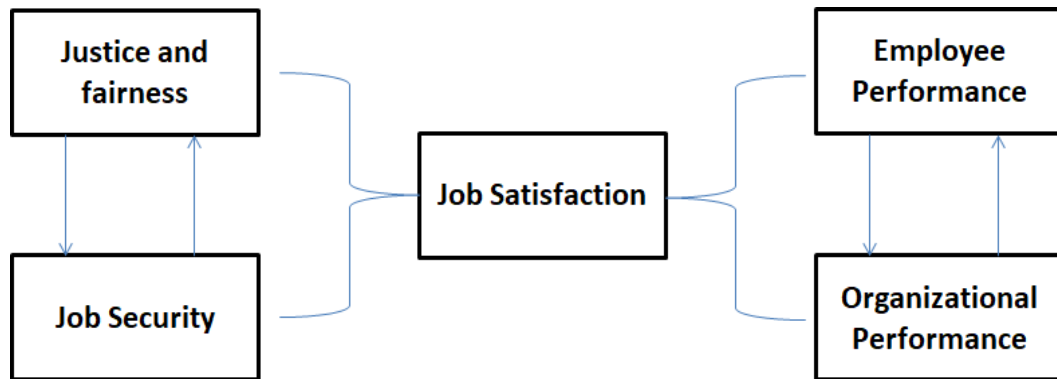


Figure 2: Job security association to organizational productivity (Source: Imran et al., 2015; p. 842)

In this diagram, the author suggests that fairness has a substantial impact on job satisfaction (Meulenaere & Buyl, 2016). It is also suggested that justice and fairness affect and get affected by job security. This leads to improvements in both employee and organizational performance (Imran et al., 2015). It can be noted from the above that job security is not directly linked to performance. It improves other aspects of employees' job, such as job satisfaction, engagement, and empowerment. Those factors are directly and in some cases, indirectly related to performance.

Job security is measured through various variables. Some of these variables are related to industries such as downsizing and economic crises (Konig, 2010). Some other variables are related to the employee himself, such as aging, ambitions, gender, and nationality (Lucky et al., 2013). Also, job security can be measured through internal indicators in the organization, such as terminations policies, fairness, stress, career

future, training, and development. The next section discusses the three types of job security factors.

2.3 Organizational Drivers of Job Security

2.3.1 Financial Benefits

The primary way to increase job security is to provide high salaries to employees. If employees find that they are being paid aptly according to their performance and skill level, they feel motivated to work harder for the company and want to continue there. Thus increasing salary helps create better job security. Apart from this technique, other payment policies are useful in creating better job security. A redundancy payment is an example of it (Posthuma et al. 2014). During a recession or financial crisis in business, one organization might decide to cut down a certain number of employees for the short term. In such a scenario, instead of taking ‘sit on bench’ approach or permanent termination, the company implements redundancy payment to retain employees but with less payment. In the case of the hotel industry, during the time of festivity, for example, Christmas, New Year due to work pressure, companies tend to hire employees and terminate them in summer. However, these discontinuous contracts compel that company to re-employ employees of the previous winter. Thus, innovative payment skills would help increase job security among employees.

The stable, on-time, and regular financial benefits have a substantial impact on job security. It can provide the employees with the opportunity to be part of the higher collective mission for the organization (Selenko & Batinic, 2012). It can also provide a societal status for the employee with recognition of his work and income (Tessema et al., 2013). In addition, secure income can make an employee’s life more structured in terms of purchase ability and daily activities (Leung, 2009). This means that stable

financial income has a noticeable impact on the extent to which employees feel secure about their jobs.

Financial benefits are very important drivers of job security. As explained earlier, people usually work to secure their personal life and to take care of their dependents. With the absence of sufficient financial benefits, the sense of security will be in threat (Selenko & Batinic, 2012). Financial benefits were listed in the hygiene factors of Herzberg's two-factor theory. This means that financial benefits are mandatory for employees, but it is not a primary reason behind job satisfaction (Collins, 2002). The extent to which Qatar University employees' job security is affected by the financial benefits is to be measured here depending on how sufficient is their financial benefits and its contribution to their lives.

2.3.2 Work Stress

A few reasons are responsible for causing stress in jobs, for example, excessive workload and unnecessary work pressure to meet a deadline, high pressurized work schedule, and unhealthy work culture, and so on. These harmful factors are the potential to harm employees physically and mentally. In many cases, it could be found that as operations manager puts so much pressure to meet desired targets that employees fear to work under that person. This sense of fear restricts employees from working freely, and that reflects an outcome. Even after working hours, employees have in mind that if there remain any mistakes (Patel et al. 2015). This job stress often leads employees to take volunteer resignation and mark the company as least job secured one. Hence, in order to increase job security, employees should be provided with minimum freedom to work relatedly so that they could involve themselves fully in working strategies. Less job stress would also help decrease absentee numbers and assure productivity. Therefore, job stress and job security is inversely proportional to each other

Work stress does not have a direct impact on job security. However, it does affect employee satisfaction level, which is directly linked to job security (Trivella et al., 2013). Also, Vijayan (2018) suggested that job stress is sometimes caused by job insecurity. It means that when employees feel insecure, their work stress level increases. Stress can make employees incapable of providing the performance level expected of them. Therefore, it can be concluded that work stress effects and get affected by job security.

2.3.3 Justice and Fairness

Justice and fairness in the workplace have a strong impact on the level of employee satisfaction and security. Fairness in the workplace reflects organizational professionalism and higher job control (Fujishiro, 2005). Fairness also creates perceived social support among employees (Imran et al., 2015). Fairness in the workplace also has a direct link to employees' behaviour because it affects the way employees feel about their employers. Employees can be discouraged to work if they feel they are insecure because the organization lacks fairness. In the case of Qatar, this is true. In many cases, none-Qatari employees can be terminated easier than their Qatari colleagues because of Qatarization rules and the complicated steps of terminating a Qatari employee, which is usually done in coordination with the Ministry of Labour. In the case of none-Qatari employees, it is an internal process done at the organization.

Fairness within is a huge influencer in creating job security for employees. It is a prime expectation of any employee to have a fair workplace, where there would be a broad scope for career development, a positive working environment, cooperation among employees, and fewer conflicts in management. Providing healthy challenging works, least discrimination, equal opportunities, fluent communication, and the right direction to meet company's goals are also be beneficial in maintaining fairness within

work. All employees having equal skills and capabilities need to be treated equally (Mowday et al. 2014). Any discrimination would not be entertained within the workspace. They would be given a chance to share their opinions, and employee grievances would be heard. When employees are noticing that the company is paying attention to their interests by providing a fair amount of career opportunities, equal rights, proper safety measurements, and equal wages, they are becoming more loyal. This employee loyalty is a big inducer for increasing job security.

2.3.4 Development, and Career Planning

It is the process by which an employee ladders up in his or her career in the concerned field. Career growth is only possible by assuring career development and being an opportunist. Career growth helps an employee to boost their own expertise, knowledge, and skills. This is the only way by which an employee could stand out among all. Career growth depends on one's emotional intelligence, the ability to react effectively in crisis by suggesting innovative ideas. In this concern, employees are required to take the opportunity of momentum and speak up to substantiate their point of view. Exploring lateral moves, taking membership of book clubs, and attending training sessions to increase business knowledge of the company is also helpful for employees to broaden up their experience and gather more knowledge (Wu, 2013). Making use of these opportunities, boost up employees' confidence. They become pretty sure that because of their farfetched ideas and out-of-the-box efforts, the company would retain them. Thus, the opportunity for career growth is potential; in increasing job security for the employee

As Maslow's theory suggests, people look for self-esteem and self-accomplishment. In the workplace, this does not occur without career development and advancement (Taamneh and Al-Gharaibeh, 2014). Employees tend to be motivated

through a promising career future (Fu et al., 2017). In addition, training and development is also a motivator (Silla et al., 2005). Job security is directly linked to those concepts through stability (Lastad, 2015). Employees can judge their level of security through promising promotions, promising career future, and solid training for development purposes (Taamneh and Al-Gharaibeh, 2014). To make it simple, it can be stated that training, development, and promising career future create a sense of security to employees. On the other hand, vague future and improper training can be perceived by employees as a sign of job insecurity because their tenure is not strong enough to secure their future.

2.3.5 Working Environment

Employee performance highly depends on where they are working and what is the condition of that workplace. The first criterion of a positive workplace is open communication between stakeholders. When employees are seeing that they are given scopes to express their opinions, and operation managers are also valuing their viewpoints, a sense of belongingness emerged within them. They feel motivated to work harder. If managers are empathetic towards employees, it becomes easy for employees to balance work and personal lives.

Moreover, arrangement on-job training programs to be updated with advanced technologies and new market strategies help employees to develop their skills (Cascio, 2018). This increases the future scope of the employees and makes them more competent and capable in their respective fields. When an employee is working hard for the company, it becomes the duty of that company to acknowledge employee involvement by introducing different appraisal techniques, for example, monetary incentives, personal appraisal notes, and etcetera. While working in positive work culture, employee loyalty increases and thus job security is increased.

2.3.6 Training development

Providing opportunities for career development through effective training sessions is a strategy to increase employee involvement and job security. Training sessions are medium to address the strengths and weaknesses of each employee so that they could work on with flaws and improve performance. If employees are given chances to prove their worth and to enhance skills, they feel satisfied with the company's performance. Structured training also helps employees to be updated with the current market scenario and remain consistent in having background knowledge of the company's performance. When employees are given opportunities to work on their faults, they improve skills; enhance their power to incorporate innovative ideas to perform better. Thus, their confidence is boosted while keeping employees updated about current business development (Muffles, 2014). As employees are benefited from these training programs, they become eager to work with this certain company further. In this way, employee involvement could be achieved along with a strategy to reduce employee turnover cost by increasing job security.

2.3.7 Terminations

Termination of employment contracts is one of the hardest actions managers, and business owners regularly take (Bergemann and Mertens, 2004). Terminations are done to remove one or more employee(s) from the organization workforce (Suk, 2011). Termination occurs for various reasons, such as employee incapability of performing the job, moral aspects, and cost-cutting. Terminating an employee requires a series of actions that need to be taken by the employer, and it involves financial and legal actions (Nuna, 2016). Organizations around the world tend to have an administrative law (usually inspired by the country's labour law) to control terminations as well as other employee-employer relationship aspects. Thus, terminating an employee means that he

will be denied financial and none-financial benefits provided usually by the employer. This means that termination threatens an employee's life status, income, and social status (Bergemann and Mertens, 2004).

In many cases, terminations can be considered as a useful tool to restructure, recruit, and strengthen the organization (Kugler, 2000). However, it is often a threat to employees. Discriminated terminations based on gender, nationality, religion, and age, for example, are the cruellest terminations because it is not based on employee performance and the organization well-being (Suk, 2011).

In addition, many organizations practice terminations to cut costs. Some organizations will terminate long-tenured employees and replace them with new joiners to avoid paying large wages. Some other organizations will perform mass terminations or business downsizing to cut costs (DeGiuseppe, 1981). Employees need to be well-informed about the termination policies and practices in order to avoid being in a termination situation. In the same time, organizations with vague termination policies often have high levels of job insecurity.

2.4 Intrinsic Personal Drivers of Job Security

The sense of job security and stability at the workplace is not always depending on the organization. The employee himself is responsible for a large portion of the causes and consequences of job security. The table below explains the most important personal (intrinsic) factors of job security:

Table 1: Personal Intrinsic Variables of job security

(Source: Urosevic and Milijic, 2012; AlSemeri, 2016; Chrichir, 2016; Konya et al., 2016; Pandey, 2017)

Variable	Description
Age	The employee age can be a restriction to enjoy job security. This often happens to elder employees who are near retirement age. It can also happen to other type of jobs such as air hostess, waiters, and labour-related jobs in which elderly employees cannot be part of. In addition, young employees can sometimes be denied promotional chances because of their age.
Gender	In masculine societies, females can be in a threat of losing their jobs faster than men. In some cases, promotional chances and training opportunities are provided based on gender.
Nationality	Employee nationality can be a threat to job security. This does not only include nationality-based discrimination, it can occur because of visa and relocation problems.
Professionalism	The extent of employee professionalism strongly affects their job security level. Some employees may be under-qualified workers who must be terminated or denied promotional chances (Source).
Social Status and personal needs	Being married or with a number of dependents can have an impact on the level of job security. This is applicable for both genders with families and social responsibilities.

2.5 Industrial Drivers of Job Security

2.5.1 Economic Crises and Downturn

When economies' development drops under 3%, the International Monetary Funds (IMF) considers it as an economic downturn (Minai & Hamzah, 2015). On the other hand, an economic crisis is when the impact on the downturn is on a global or continental scale (Ayoyinka & Isaiah, 2011). In simple words, it is a slowdown in economic activity over a long period of time or business cycles.

During economic crises and downturn, organizations (both private and public) tend to practice cost-cutting actions. Those cost-cutting actions often involve reducing the number of employees (Artz & Kaya, 2015). This is very often during crises. According to Minai and Hamzah (2015), the European Union experienced an increment in the unemployment rate from 7% to 9.1% in the 2008 crises, which have affected the entire world.

Economic crises often create an atmosphere of job insecurity. In its best cases, the economic crises slow down the employment process. In Qatar, this is also applicable. At the beginning of 2016 and as the oil prices dropped below USD 50, the majority of government organizations started cutting down expenses through mass terminations because of the lack of government financial support. Many ministries also merged, such as the Ministry of Environment and Ministry of Municipality. Companies also merged such as Ras Gas and Qatar Gas.

2.5.2 Political Crises

Politics are the backbone of democratic and modern societies. In the case of political crises, the unemployment rate grows (Bacalhau & Bruneau, 2007). Also, political crises between countries can be a threat to employees from different

nationalities. For example, in the Gulf crises and Qatar blockade, many were insecure at their workplace because of their nationality. Qatar did not force or ask anyone of the blockade countries to leave; however, the blockade countries forced their citizens to go back to their home countries.

2.6 The Conceptual Model

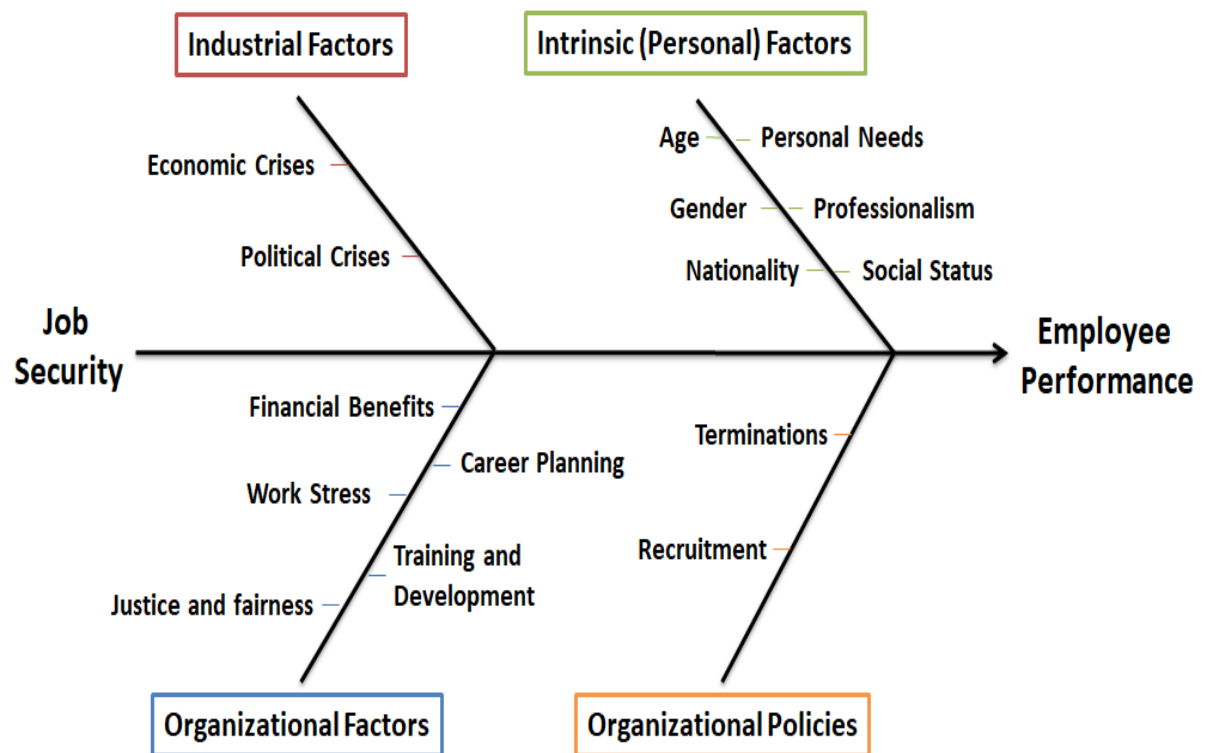


Figure 3: The Conceptual Framework

As shown above, the conceptual framework of the study suggests that job security leads to better employee performance. The framework suggests four major areas of effect on job security. These areas present various variables that control the sense of security employees feel at the workplace.

The organization cannot control some variables. However, they can be observed

and monitored, such as industrial and personal factors. Organizations cannot control the economy, but they can alter their recruitment with the economy. They also do not control employees' age, gender, and nationality; however, they can apply justice, equality, and fairness among them. On the other hand, organizations have control over organizational factors and policies. The study suggests that improving organizational factors and organizational policies will improve job security and increase employee performance. It should be noted that this framework is a result drawn by the researcher after implementing a combination of various theories and perceptions of job security.

2.6.1 Research questions

The below research questions are driven from the research objectives and the conceptual framework. Answering the questions below depends on studying the variables presented in the framework and the keywords in the research objectives.

1. What is the role and importance of job security?
2. What is the impact of job insecurity on employee performance?
3. What are the drivers of job security in QU?
 - 3.1 What are the organizational-based drivers of job security in QU?
 - 3.2 What are the employee (Personal) - based drivers of job security in QU?
 - 3.3 What are the industrial-based drivers of job security in QU?
4. What can be done to improve job security standards and implications at QU?

The above questions are answered in the conclusion chapter. The answer was provided based on the research findings.

CHAPTER 3: METHODOLOGY

The methodology section presents the primary method chosen for the data collection and their usefulness to the presented problem. It also presents which research instruments will be used to reach the research subjects and participants. The methodology section also presents the sampling and population techniques to be used as well as instrument design and proposed analysis methods.

3.1 Research Design

The research design refers to the strategic planning of coherently implement all the components of the project; therefore, it constitutes the blueprint for the collection, measurement, and analysis of data. There are many research designs that Kratochwill (2013) had referred to. From one hand, there is the exploratory, descriptive, and explanatory research design. For the present research in hand, the researcher had adopted the explanatory research design for the simple fact that it had collected the information from the required sources and explained their different interpretations. On the other hand, the collection of the data had imposed certain exploratory junction especially that the information from the hotel is entirely raw data requiring exploration and interpretation.

3.2 Data Collection Methods

Looking at the research questions and conceptual framework components, it can be noted that the research needs information from Qatar University Faculty Members. Approaching this large number of employees requires quantitative research methods while approaching the management executives in the human resources section is relatively smaller numbers requires qualitative research methods. Therefore, a mixed approach was intentionally going to be used to conduct the field study. However, due

to the uncontrollable limitations from the Institutional Review Bureau (IRB) at Qatar University, it was not possible to conduct quantitative research. To overcome this limitation, the research conducted a large number of qualitative interviews with the faculty members of Qatar University. The sections below explain the qualitative research process.

3.3 Qualitative Research

Qualitative studies include a single qualitative data gathering technique (semi-structured interview). The qualitative research approach is localized to specific individuals with enough knowledge to contribute to the understanding of the facts related to the subject in hand. Therefore, the researcher used the face-to-face (in-depth) interview with eleven members of the faculty of Qatar University. Qualitative research is exploratory research that depends on investigating people in a certain situation in their workplace or environment, and the focus is on the behaviour and attitudes of the consumer (Chirstensen, 2011).

3.3.1 Sampling

The purposeful sampling technique was used for qualitative research. Purposeful sampling means that each participant is chosen to fulfil a purpose. Accordingly, the research chose eleven faculty members from entirely different departments at Qatar University. They were also from different age groups, different nationalities, employment levels, and both genders. This way, the research made sure that the sample is representative.

3.3.2 Interview Design

The interview questions were designed by linking them to the research questions. The interview questions started with opening questions, and included

transitions questions, followed by key questions, and ended with ending questions. The interviews were done face to face because the researcher can provoke more in-depth responses or fill in information if the interviewee does not get the idea of the question from the reading only. It also provides certainty and high level of trustworthiness about who answered the questions by the researcher.

3.3.3 Qualitative Analysis

The content analysis presented specific processing which involved open coding, categorization, the formation of themes, and creating data displays and conceptualize. It was utilized for qualitative research in a way to establish specific patterns of answers and record the validity of the results. The researcher had categorized the answers into six sub-themes and ended up by comparing the results for analysis. To be more detailed the content analysis “involves replicable and valid methods for making inferences from observed communications to their context” (Schreier, 2012, p. 59)

Accordingly, the interviews’ findings are classified as follows:

- Perception of job security;
- Importance of job security;
- Current situation at QU;
- Drivers of job security;
- Job security and employee performance; and
- Future improvements.

The findings and data are presented according to the categories defined above. Each category was filled with the different responses from the different interviewees with comments and analyses on those responses.

3.4 Validity and Reliability

According to Schreier (2012), the validity of the research information refers to “the degree of consistency or dependability with which an instrument measures the attribute it is designed to measure.”

Qualitative research is trustworthy when it accurately represents the experiences of the study participants. In other words, it reflects the information provided by the participants in the best way possible, keeping the same meaning and texture of the information. Therefore, triangulation of the information is best established through the researcher’s attention to and confirmation of information discovery. There are four criteria to establish trustworthiness, and consequently, credibility and validity of the information:

Validity is used to ensure credibility measure, applicability for transferability measure, Consistency aiming at locating the dependability measure, and Neutrality for confirmability measure. By comparing the information gathered by the researcher, it was evident that the triangulation had been existent between the data collected and the participants.

As for the credibility, it is “demonstrated when participants recognize the reported research findings as their own experiences” (Polit & Hungler 2004, p. 435). The interviewees had acknowledged these criteria following the transcripts finalization.

3.5 Ethical Issues

Ethical considerations were taken through the following two measures:

1. The interviewees were briefed about the purpose of the interview and were informed about the idea of the research.
2. Their permission was given before recording the interviews.

3. Their names and positions were left anonymous to encourage them to speak freely.

Also, the transformation of script into analyses maintained ethical level in delivering the correct idea as presented by the interviewee.

CHAPTER 4: RESULTS & DISCUSSION

The qualitative research was the main data collection method for this study. Eleven interviews were conducted with different members of the faculty of Qatar University. Using purposeful sampling, the eleven members were chosen randomly from different departments, backgrounds, age groups, nationalities and were from both genders to make sure that the sample is representative of the population of the study. By using conventional content analysis method, categorization, and coding, the research was able to present six different codes to classify the findings within.

4.1 Perception of job security

Job security can refer to people's evaluation of their current employment condition and their expectations of their future in their current jobs both negatively and positively (Zeytinoglu et al., 2012). This concept of job security may not be widely understood among all employees. Therefore, the faculty members in QU were asked to give their own opinions and perception of job security. QU faculty members seem to be well aware of the concept and have defined it in various ways. Most of them linked job security to low possibilities of a sudden loss of the job in hand. Some of them linked it to the psychological aspect and stated that job security means that the university is the home of the employee, and its environment is suitable for him. Some others linked it to the way of communication between the management and employees. All these definitions show a clear understanding of the concept of job security among those

employees. This is expected because all participants are academic people with decent knowledge about business terminologies and concepts.

4.2 Importance of job security

The literature review described the importance of job security and its impact on employee satisfaction, performance, and overall well-being of the organization thoroughly. It was concluded that job security is one of the most important job motivations and is very important for both the organization and the employees. All the participants in the study agreed that job security is very important. Most of them linked this importance to peace of mind and stability. They stated that being insecure will distract them from their work and will, in the long run, encourage them to look for a different employer. Most respondents also stated that employees need to feel safe. When people are safe and thinking away from securing their day to day bread, they will be able to think outside the box towards the benefit of themselves and the place they work in. Employees' understanding of the importance of job security can be rated as excellent.

4.3 Current situation at QU

Studying the current situation of the faculty members of Qatar University is one of the main objectives of the study. If the current situation is not well determined, the research ability to draw a conclusion and provide recommendations will be questionable. After reviewing the responses of the participants, it was found that the current situation in Qatar University with regards to job security is normal. Some participants stated that they are perfectly secure at work, while some others said that it is average. This was supported by situations witnessed by some of the faculty members

that affected their faith in the job security level. The employees summarized the current situation with the following major points:

- *Contracts:* none of the participants was satisfied with the contracts of Qatar University. Currently, the faculty member contract period is three years. One of the conditions to renew this contract is to have three published papers in peer-reviewed journals during the three years of the contract. Employees believe that this condition is very hard and keeps them busy all the time. It also distracts them from focusing on delivering quality teaching to their students.
- *Transparency:* many participants mentioned communication and transparency. Some elaborated more on the fact that the communication with the management is vague. Many stated that employees know about some of the rules and regulations through word-of-mouth. There are published rules and regulations, but the way of communication between the management and the staff is not convincing to most employees.
- *Fairness:* some employees pointed out the issue of fairness in contracts, salaries, promotional chances, and career future. This means that some employees are dissatisfied with the fairness practiced by the management. Some pointed out that Qatari faculty members are way more secure than foreigners.
- *Future Career Planning:* Other issues were also highlighted by employees, such as career future. A faculty member at Qatar University is not aware of his/her career path and future opportunities.

Some respondents also stated that although the level of job security is currently average, this is because there is a lack in the number of lecturers and professors in Qatar. When this lack in numbers is over, the job security level will decrease. Looking at the

above points, it can be concluded here that the current situation in Qatar University with regards to job security needs to be improved. This improvement should be built on the understanding of drivers of job security.

4.4 Drivers of job security

Job security has many drivers. The literature review suggested that job security is linked to industrial factors, organizational factors, and personal factors. These factors include economic crises, political crises, financial benefits, work stress, career planning, fairness, and recruitment and termination policies. The employees highlighted the following as the most important drivers of job security as they understand it:

- Rewards: some employees mentioned rewards as a driver to job security. This includes recognition, promotional chances, and none-financial rewards that will make the employee feel valuable by the employer.
- University situations: some employees also linked job security to the strength and reputation of the organization. This includes cost-cutting strategies and financial support of the university.
- Development opportunities: the chances for people to grow and draw their future with their employer were also pointed out by the employees as an important driver of job security. In most researches, employees believed that job security is the most important job feature. There are various reasons behind the need for job security. Job security can provide people with a sense of safety to what they own. It can also mean a stable life and ability to maintain purchase power and lifestyle to dependents (Sender et al., 2016). This also means that without job security, employees will not be as satisfied as they should be.

- **Managerial style and Organizational Culture:** the way the management runs the organization and the organizational culture that holds all employees together is one of the drivers of job security as presented by many participants.
- **Transparency and trust:** the issue of transparency and trust between the management and employees was mentioned by almost all interviewees. This indicates a serious problem in the current communication and transparency practiced by the university.
- **Working conditions and environment:** some participants also highlighted working conditions, working hours, workload, and environment. Some also stated that the working hours and timing at Qatar University for the faculty members are perfect and can be considered as a relief point.
- **The contract period and conditions:** almost all participants have also mentioned the issue of the contract period at Qatar University. The contract period and conditions to renew it seem to be stressful for most of the employees and keep them wondering about their job future and whether they will continue with the university or not.
- **Fairness:** fairness was pointed out also by some respondents as they mentioned that fairness is the most important driver of job security because when the organization treats everyone equally, the job security level will be the responsibility of the employee and linked to his/her performance. Fairness among employees creates a social support atmosphere. Also, fairness provides employees with the feeling that their work respects them regardless of their backgrounds, nationalities, and ethnic group. According to Imran et al. (2015),

fairness in the workplace also has a direct link to employees' behaviour because it affects the way employees feel about their employers.

- **Work stress:** It was argued by scholars and confirmed by the qualitative findings that working under pressure has no direct impact on job security; however, it has a severe effect on employees' satisfaction level, which will eventually affect job security indirectly. Also, it was mentioned that job insecurity could sometimes be caused by work stress since people with harsh working conditions can be insecure about their work or expecting problems in it.
- **Financial Rewards:** Not being paid well can highly affect the performance of the employees and also their sense of security. When employees are affected by low financial benefits, they will be more concerned about their job security and the strength of their employer. Also, employees may start thinking about changing their workplace in order to be more stable financially and have stronger purchase ability.

The above drivers were all presented in the literature review and were highlighted by the respondents. Knowing that it can be noted that the faculty members at Qatar University are facing serious challenges of job security and during the interviews, they were able to point it out.

4.5 Job security and employee performance

Job security affects employee creativity in many forms; one of these forms is engagement. Roll (2015), suggested that secured employees are more engaged with the organization. The literature review also stated that the absence of job security might have a negative impact on employee creativity. Employee creativity in Roll's research refers to employee outstanding performance. Other scholars stated that job security

improves organizational justice and job satisfaction, which leads to organizational productivity (Imran et al., 2015; Meulenaere & Buyl, 2016). This clearly means that job security has a direct impact on employees' performance. Most employees agreed to this idea and believe that job security is directly linked to employee performance. Some stated that ethically, it is wrong to link the two concepts, but at some stages, humans cannot avoid being distracted by securing their source of living more than providing sufficient performance. The respondents believe that when job security is effective, the employee will forget about securing his/her job and will start focusing on developing it through outstanding performance. This is true because people strive first to achieve a secure income. Once that is achieved, they start looking for outstanding opportunities and breakthroughs in their line of business. Many employees also linked employees' performance to motivation. In simple words, employees believe that secured employees will be motivated to work more than insecure employees because no one will appreciate working in an organization that is not working towards retaining him as an employee.

4.6 Future Improvements

Almost all respondents agreed that there is room for improvement in Qatar University concerning job security level. However, their recommendations focused on the contract period and conditions. Many believed that the contracts should immediately be improved. Some others stated that the university should look into the resignations and terminations done in the past, study them to prevent further unnecessary loss of employees.

Some respondents pointed out that QU should start treating all employees with fairness. Some female respondents stated that the university is not fair to them in terms of financial benefits, although they conduct the same jobs as male members. Some allowances such as home allowance and children's education allowances are not given

to females. Also, some stated that all faculty members should be treated the same regardless of their nationality.

The issue of internal communication and relationship with superiors was also highlighted as a recommendation to improve job security levels at Qatar University. Some employees stated that with better communication, employees will know more about their job roles and responsibilities and will work accordingly.

CHAPTER 5: CONCLUSION & RECOMMENDATIONS

The research aim is to understand the concept of job security in Qatar University and the current situation of this concept among the faculty members. Through qualitative research method and eleven interviewees, the research was able to meet those objectives. The conclusion chapter answers the research questions based on the findings of the study.

5.1 Research Questions

1. What is the role and importance of job security?

Both the primary (qualitative research) and the secondary (literature review research) concluded that job security is very important to organizations and employees. From the employees, job security improves their satisfaction level and motivates them to perform harder. For organizations, job security means higher performance and effective results. When the employees are secured, they will be more focused on their jobs and more reliable. Also, organizations will avoid losing employees and thus, it will avoid unnecessary expenses on recruitment, orientation, and training.

2. What is the impact of job insecurity on employee performance?

It was found that when employees are insecure, their performance level will be

negatively affected. Employees need peace of mind, stability, and a positive environment to perform effectively. The lack of job security will shake those needs and will leave the employee in a toxic situation where he/she will be struggling to secure their jobs or find another employer rather than performing effectively. Job security affects employee creativity in many ways; when employees are insecure, they tend to be less concerned with the quality of their work. Secured employees are more engaged with the organizational process. The absence of job security may have a negative impact on employee creativity. Employee creativity in Roll's research refers to employee outstanding performance. Organizations with low job security levels demotivate employees. It can be concluded that employees perform better when their jobs are secured because they will have room to think about their tasks more than thinking about keeping their jobs.

3. What are the drivers of job security in QU?

It was found that job security has many drivers. Some of these drivers are controlled by the organization itself, such as financial benefits, internal communication, working conditions, work stress, fairness, career development, training, and terminations' policies. On the other hand, some drivers are controlled by the industry and the country, such as the financial support from the government (the budget), the economic crises, and the political crises. For example, some employees from the blockade countries (KSA, UAE, Bahrain, and Egypt) feel more insecure than other employees. Also, some factors are related to the employee situation, such as age, gender, and personal needs. In Qatar University, it was found that job security has many drivers as perceived by the employees. These drivers include none-financial rewards such as recognition and promotional chances. They also include development opportunities and career planning and development. It was also found that the current

employment contracts are a driver of insecurity. A very important driver was justice and fairness among employees from different nationalities and from both genders. It can be concluded that Qatar University shares similar job security drivers with most of the educational organizations around the world as presented in the literature review and confirmed by the qualitative results.

4. What can be done to improve job security standards and implications at QU?

The findings suggested that the job security level at Qatar University can be improved through various methods. First, it should be noted that there is for sure room for improvement and development in the level of job security in the university. The university can review its contracting mechanism and conditions. Also, the communication between the management and employees should be improved, as well as the fairness and justice implementation among all employees must be addressed. The recommendations' chapter presents detailed steps to improve this level at Qatar University.

5.2 Recommendations to QU

The recommendations section answers the final and most important research question, "*What can be done to improve job security standards and implications at Qatar University?*" The following recommendations are based on the findings of the research and are listed in order of importance. The recommendations listed below are applicable and can be easily implemented by Qatar University.

- *Study the situation:* the most important step to be taken by the management of QU is to conduct a comprehensive study on all of its employees and have individual meetings with them to highlight the problems facing them and why they are not feeling secure enough.

- *Transparency:* the employees need to have clear and straightforward information from their management about the future of the organization. This will increase their trust and confidence level. This can be done through monthly newsletters and regular announcements.
- *Fairness and Justice:* as per the qualitative findings, lack of fairness in QU was one of the most critical issues to employees. Practicing fairness and justice in all types of employee relationship management will improve the way employees perceive the managerial decisions of the university. Such measures can be done by matching salaries and benefits and giving all employees equal care and sympathy.
- *Employee engagement:* engaged employees consider themselves as part of the organization and members in its success story.
- *Empowerment:* employees need to have a certain amount of power at their work to be more secured and feel responsible. Empowered employees have the ability to make decisions, participate in policymaking, and make changes in the management.
- *Financial benefits:* financial benefits are significant to all employees. The University must consider paying what employees deserve if it needs to take from them a positive performance. Also, the payment should be equal to employees regardless of their nationality and gender.
- *Behaviour in Economic Crises:* the university management needs to understand that the termination is not the only tool to cut costs. Examples of longer unpaid vacations and deductions are widely used around the world and proven successful. Instead of firing tens of employees, the management can force some

employees to take unpaid vacations or accept the removal of some uncritical allowances.

- *Work stress:* employees can fall under stress because they are not secure enough. Also, employees can sometimes be insecure about their work as a result of work stress. Therefore, the management should always ensure that employees are working with feasible capacities in order not to be exhausted.
- *Training and development:* employees consider training as a chance for them to have more experience and be more desired by the employer. When employees are not being selected for training, they will be less secure about their future. Therefore, the management should frequently engage its employees in training programs matching their qualifications and work line in order to strengthen their knowledge, job security, and performance.
- *Study and evaluate personal drivers:* although the organization might not have a role in impacting those drivers; however, it can often participate in avoiding it. Therefore, the management should understand the personal needs of its employees, which can be done through direct interviews with employees and also through employees' files and demographic information.
- *Study and evaluate the contracts:* the issue of the contracts at the university is not satisfactory for most faculty members. Renewing the contract every three years under harsh conditions is stressful and exhausting to most employees. A beneficial suggestion here is to have the renewals of contracts easier with time. For example, the first contract can be for three years, but the second should be five years, and the third for seven years. This will help the faculty members on

focusing more on their jobs rather than focusing on publishing papers just for the sake of keeping their jobs.

5.3 Limitations

Although the study was able to answer the research questions and meet the objectives; however, the study would have been much stronger if certain limitations were eliminated. For example, conducting a questionnaire would have been extremely beneficial for the study. A questionnaire would have been much comprehensive coverage of the employees' perception, and interviews would have focused on the managerial point of view. It was not possible to conduct a questionnaire due to time limitations and the difficulty to address large number of faculty staff. The interviews should have been much more than eleven. The researcher approached 30 faculty members but only eleven agreed to conduct the interview. Also, the lack in official numbers about faculty members' salaries and contracts' copies limited the analyses to the words of the employees without packing it up with facts and figures.

5.4 Suggestions for further studies

This is the final part of the research where the investigator had come across some interesting information that could be the base for the coming researches if any, and it is out of the research's duty to highlight these ideas. Future studies can focus on researching the influence of the personal characteristics and conditions affecting job security. This is vital in this case and the case of any other university. The relationship between employees and management includes a large number of concepts and variables. In addition, this relationship has several outcomes and impacts on employees' performance, loyalty, and productivity. Since this research confirmed that Qatar University faculty members' performance is affected by job security level, then

further studies can focus on the level of student satisfaction in the university. Such a study can confirm the extent to which the QU education system is affected by the level of employees' performance that is linked to job security. Future studies may also include other organizations such as Qatar Foundation Universities; this will build a reliable comparison and allow organizations to cross-learn from different cases and models.

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APPENDIX A: INTERVIEW TEMPLATE

Dear Participant:

This Interview is an attempt to investigating the impact of job security on employee performance on faculty members of Qatar University. The research tends to understand the relationship between job security and work-related outcomes. Job security is very important to people. Without job security, employees will not be sure about their future and their income source. The study is approved by QU-IRB board under the reference number QU-IRB 1169-E/19

Your input is an essential element in this study and will be kept strictly confidential. Your identity will be anonymous unless you approve otherwise. This information will be used for research purposes only. Of course, your participation is voluntary. If you decide to participate, you will be asked to answer questions related to job security and its impact on employee performance. You can skip any question or withdraw from participation at any time.

The interview will take approximately 10 to 15 minutes from your valuable time. We appreciate your time and effort. There should be no risks involved in carrying out this research in any form as no name or personal details will be provided. And your participation is beneficiary to understand the different perspective of the topic. If you have any question you may contact me at:

E-mail: ahmed.mehrez@qu.edu.qa

Phone: + 974 4403 5048

E-mail: 200455311@qu.edu.qa

Phone: + 974 55515163

Sincerely,

I have read the above statements and have been fully informed of the procedures to be used in this project I have been given sufficient opportunity to ask any questions I had concerning the procedures and possible risks involved. I understand the potential risks involved and I assume them voluntarily. I likewise understand that I can withdraw from the study at any time without being subjected to reproach.

I agree to the Audio/Video recording of my interview Yes / No

If no, the researcher will be taking detailed notes of your answers

I agree to the detailed notes recording of my interview Yes / No

Signature of Participant

Date

Name & Signature of Researcher

Date

The interview question:

1. What in your opinion is job security?
2. How important do you think job security is for you?
3. Do you believe you are secured at your work? Please elaborate.
4. What do you think are the drivers of job security?
5. Which of the drivers you have mentioned is the most important? And why?
6. Do you think that job security is related to employee performance? Please explain your answer.
7. What do you think should be done to improve job security?
8. In QU, do you think that job security is below the accepted rate or not? Please explain you answer.

APPENDIX B: INTERVIEW SCRIPT

Interview 1

1. What in your opinion is job security?

To feel secure that you will not lose your job without clear purpose and transparent process

2. How important do you think job security is for you?

It is very important for me. I do not see myself working in a place where I am not secured enough about my future. It will distract me.

3. Do you believe you are secured at your work? Please elaborate.

Yes, as I feel that because QU had developed and give us chance to do more research and finish the credit about published documents before renewing our contracts.

4. What do you think are the drivers of job security?

Rewards, high ranked university, Prestige, development, opportunity of improving, and flexibility. These things I believe drive job security.

5. Which of the drivers you have mentioned is the most important? And why?

Is the developing as my position needs the support to apply research from QU or other education institution in Qatar? Developing in the work place means that the organization like to invest in the employee and will make the employee more comfortable.

6. Do you think that job security is related to employee performance? Please explain your answer.

Yes, the more secure you are, the more your performance will be. When people have state of mind about their work and future, they will be able to work harder and spare more time to their work.

7. What do you think should be done to improve job security?

There is not much as just more internal communication should be enhanced I believe so employees will not feel left behind and will feel that they have a say in their future in the university.

- 8.** In QU, do you think that job security is below the accepted rate or not? Please explain your answer.

I am not sure; I do not hear or experience unfair situations always. I think; however, that Qatar University is a secure working environment.

Interview 2

- 1.** What in your opinion is job security?

I believe that each employee deserves to be secured at his work place. When employees feel secured, they will be innovative, supportive, cooperative, and will help the organizations to flourish and prosper. In summary, I think job security is the most important thing people look for in any job and any organization.

- 2.** How important do you think job security is for employees?

Employees need to feel safe. Humans in general need to feel safe. When people are safe and thinking away from securing their day to day bread, they will be able to think outside the box towards the benefit of themselves and the place they work in.

- 3.** How important do you think job security is for the university?

In QU, we think that our small team is a family. We share our problems, our mistakes, our success stories, and our achievements. We believe that each one of us deserves to feel that QU is his/her home. QU is the house of those employees and they consider it as their extended family.

- 4.** What do you think are the drivers of job security?

I believe that good managerial style, strong organizational culture, transparency are what drives job security. Employees are secured when they also have a fair treatment and when the organization treats them with justice.

- 5.** How would you rate job security level in QU?

QU management believes that job security is a fundamental thing to have. I think that QU employees' level of security is very high. QU employees trust the management and they are part of the managerial process. Therefore, I think employees of QU are enjoying a great level of job security. I think we need to improve the communication between the management and the employees. Sometimes, we hear about some rules and regulations from our colleagues.

- 6.** How do you think job security is linked to employee performance?

As I mentioned before, when people have a clear mind about their income source and do not have to worry about the daily expenses, they will be able to perform

better, think in new ways, and keep their mind busy with work and achievements. People first strive to achieve secured income once that is achieved, they start looking for outstanding opportunities and breakthrough in their line of business.

7. What can be done to improve employees' job security?

I think our employees' level of job security is perfect; however, there is always room for improvements. I think job security can be improved by strengthening the relationship between the management and the employees.

8. Do you think that Qatar University needs to improve the level of its employees' job security

I do not believe that we are facing a serious problem with regards to job security. I however believe that improvements never end. We need to always improve because the world, the market, and people way of thinking always change and improve.

Interview 3

1. What in your opinion is job security?

Is to feel you have a place in the university society and your opinion to be heard. When the employee is ignored, it is hard to feel secured.

2. How important do you think job security is for you?

Very important to me because it means that I have stable job and stable income which will help me in all ways.

3. Do you believe you are secured at your work? Please elaborate.

Yes, as I am confident of my performance I think I have a safe position in the university and I am not exposed to terminations.

4. What do you think are the drivers of job security?

The environment inside the organization reflects the degree of job security, also the society and the management practices and methods of communication with employees.

5. Which of the drivers you have mentioned is the most important? And why?

The clear and transparent communication between the management and the employees is the most important factor I believe.

- 6.** Do you think that job security is related to employee performance? Please explain your answer.

Yes you will try to provide extra efforts even if the management does not ask you to do that because you will be motivated to work.

- 7.** What do you think should be done to improve job security?

Qatar University should improve the communication and transparency but nothing with financial is recommended I believe.

- 8.** In QU, do you think that job security is below the accepted rate or not? Please explain you answer.

It is currently accepted, but I believe there is always room for improvement and it just needs few more improvements.

Interview 4

- 1.** What in your opinion is job security?

It is about the clear communication with the management and to know all factors and to be cleared with the faculty members from the date they join the university.

- 2.** How important do you think job security is for you?

It is highly important because it means that the employee is safe enough to perform hard at his job.

- 3.** Do you believe you are secured at your work? Please elaborate.

Yes, but for short term as we don't clearly know the criteria of renew the contract. Renewing the contract depend on publishing a number of research papers in international journals. This is not an easy task when you are doing it under pressure to save your job.

- 4.** What do you think are the drivers of job security?

The transparency from the beginning, the financial rewards, and the clear contracts. If the employees' contracts are improved, things will be easier.

- 5.** Which of the drivers you have mentioned is the most important? And why?

Transparency as I will know how I can renew the contract and maintain my job without manoeuvre and vague directions.

- 6.** Do you think that job security is related to employee performance? Please explain your answer.

It should be yes but ethically no as you should drive your best performance especially if you are in education sector that you have message to deliver. But doctors and lecturers are humans after all, so when someone is secured, he will maybe without knowing provide a better performance.

- 7.** What do you think should be done to improve job security?

The contract should be for more than 3 years such as 4 or 5 years. Also the clear criteria of renew the contract. This will make employee feel safe about their career future. Completing the contract in 3 years and in the same time publish a number of papers in not really doable for most of the doctors.

- 8.** In QU, do you think that job security is below the accepted rate or not? Please explain you answer.

It is currently accepted I believe, but it needs to be enhanced.

Interview 5

- 1.** What in your opinion is job security?

For me, job security means that keeping my work as long as I am delivering what my employer needs and expect from me.

- 2.** How important do you think job security is for you?

It is very important, it is, in fact, one of the most important factors that encourage me or affect my decision whether I am working to stay (no security) or staying to work (high security). My productivity will definitely vary between these two statuses.

- 3.** Do you believe you are secured at your work? Please elaborate.

Yes. I believe during my work in QU that I have a secured job, relatively long term contract and I do not worry about losing my job or being dismissed at the time being because my reports, my efforts, and my performance was and still satisfactory to my superiors.

- 4.** What do you think are the drivers of job security?

The length of the contract, the compensations, and the career development plans. These are good drivers for people to feel secure about working in any organization.

5. Which of the drivers you have mentioned is the most important? And why?

The career development plans because when an organization invest in its staff, it's not likely to release them as long as they are delivering the needed. Also, it is also a win-win for both employer and employee, both are basically investing in each other and the employees grow and develop themselves within the organization.

6. Do you think that job security is related to employee performance?

Yes, when an employee is having an exceeded expectation performance level, for example, the employee and the employers wouldn't consider to leave or release the employee duo to the performance level, the employee become an asset to the organization in this case or liability in case of poor performance. High percentage of the decision of keeping or releasing employees should be concerned about the performance to avoid wrong decisions that might cost the company time and money to find good replacement.

7. What do you think should be done to improve job security?

I believe that Qatar University should investigate the resignations or terminations top reasons, and work to solve it.

8. In QU, do you think that job security is below the accepted rate or not? Please explain your answer.

It is at accepted rate currently, as long term contracts and clear evaluation criteria are communicated on regular basis. But there is always room for improvement.

Interview 6

1. What in your opinion is job security?

Job Security is a one way of assurance that the professor and staff will keep his or her job without the risk of becoming unemployed and losing his/her job.

2. How important do you think job security is for you?

Job security is very important to both employees and employers; especially for none-Qatari staff and QU can attract and retain talent by creating a best job security.

3. Do you believe you are secured at your work? Please elaborate.

QU is one of the organizations that have a great job security for all its staff and professors. They have great employment regulation and rules that maintain best practices for job security and staff development and rewards.

4. What do you think are the drivers of job security?

The most important delivers of job security are strong rules and regulation that assure the fairness for all staff and protect the employee from and arbitrary termination.

5. Which of the drivers you have mentioned is the most important? And why?

As what I mentioned earlier strong employment rules and regulation, as it's provide legitimate job security to me as professor in QU.

6. Do you think that job security is related to employee performance? Please explain your answer.

Employees' performance should always be the way to maintain the job security for all staff. For example, as a professor keeping my job in QU should be linked to my performance and my ability to deliver the best academic teaching to my student.

7. What do you think should be done to improve job security?

To improve job security in QU I would recommend better developing programs to professor and better communicating with overall organization goals and objectives.

8. In QU, do you think that job security is below the accepted rate or not? Please explain you answer.

QU provides a fair job security to all staff, as they follow the labour law of Qatar, which warrant job security for all employees in Qatar.

Interview 7

1. What in your opinion is job security?

Job security is having small chance of losing the job. When the chances to lose the job are high, then the job security does not really exist.

2. How important do you think job security is for you?

In my opinion, employees who don't fear about losing their jobs are the ones who

will perform to their highest levels. Because job security provides peace of mind and help people to focus on their work rather than focusing on saving their income source.

3. Do you believe you are secured at your work? Please elaborate.

Yes, QU one of the place that maintain job security for all the staff.

4. What do you think are the drivers of job security?

Building a bridge between me and my senior manager is one way of feeling secure in my work place, in addition to have a good communication and developing plan for my career path.

5. Which of the drivers you have mentioned is the most important? And why?

Good communication between with the top management, as it links my goals with overall organisation vision.

6. Do you think that job security is related to employee performance? Please explain your answer.

As I mentioned earlier, to have high level of performance and achieving goals, employees need to feel secure in their jobs.

7. What do you think should be done to improve job security?

To communicate better with my manager, understand organisation goals, stay on top of commitments, use my skills and knowledge and develop my skills.

8. In QU, do you think that job security is below the accepted rate or not? Please explain you answer.

Job security in QU is fair enough to the staff; however, it should be improved by adding more developing plan to the employees and finial rewards.

Interview 8

1. What in your opinion is job security?

Working in an organization for a long time in stable conditions and the employee are not under pressure to lose the job.

2. How important do you think job security is for you?

Very important as it will affect the performance.

3. Do you believe you are secured at your work? Please elaborate.

Yes as I had work for 9 years here. The more I worked for QU, the more I feel secure.

4. What do you think are the drivers of job security?

Period contract and how it's written as well as the financial benefits and incentives, it all leads to job security.

5. Do you think that job security is related to employee performance? Please explain your answer.

Yes as employee will not be afraid and feeling more comfortable at work.

6. What do you think should be done to improve job security?

The length of the contract for example the first contract is three years the second is 5 years and above three will be 7 years. This suggestion will also encourage professors to perform harder to reach the longer contracts periods.

7. In QU, do you think that job security is below the accepted rate or not? Please explain you answer.

It is fine, I guess. For me I have witnessed some unfair situations, but in general, it is not bad. I think the management of QU should establish more fairness among all nationalities.

Interview 9

1. What in your opinion is job security?

Job security, I think is about staying secure in the job and not thinking about losing get or get terminated for unfair purposes.

2. How important do you think job security is for you?

It is very important. I think without job security, employees here will not have enough focus and concentration on their work.

3. Do you believe you are secured at your work? Please elaborate.

I think yes, I am secured. However, what we hear about Qatarization plans makes us nervous sometimes. Because the management does not mind differentiating Qataris from other employees based on the nationality.

4. What do you think are the drivers of job security?

I think there is endless number of drivers. For example, the financial benefits, the work stress, the career planning, and fairness. All these are drivers and can be divided into smaller elements.

5. Do you think that job security is related to employee performance? Please explain your answer.

Absolutely. Only secured employee can perform in a good way. It is true that ethically, each employee must conduct his or her job without failure regardless of the situation, but people will always be affected by their lives and working conditions.

6. What do you think should be done to improve job security?

I think there should be more fairness and transparency in the communication between the management and the staff. Also, employees should be empowered and engaged in the work, and not only treated as delivery tools.

7. In QU, do you think that job security is below the accepted rate or not? Please explain you answer.

I think the current situation is average. There are many terminations and many resignations around us; therefore, I cannot say it is perfect.

Interview 10

1. What in your opinion is job security?

I think job security is more about managing the psychological well-being of the employees. When the employees are satisfied with their contracts' terms and working condition, they will feel secured at their work.

2. How important do you think job security is for you?

Of course it is very important because without it employees will feel insecure. Insecure employees do not like their employers.

3. Do you believe you are secured at your work? Please elaborate.

I think so, I am a veteran in Qatar University and I have a good reputation and excellent achievements' record.

4. What do you think are the drivers of job security?

I think the transparent communication, the fairness, and the career planning and development are the most important drivers.

5. Which of the drivers you have mentioned is the most important? And why?

Career planning I think. Because when employees know about their future, they will be happier and will feel secure about their source of income and the future of them and their dependents.

6. Do you think that job security is related to employee performance? Please explain your answer.

Of course. The more the employee feels secure, the more he or she will perform harder.

7. What do you think should be done to improve job security?

I think the management must practice fairness more and treat all employees equally. Also, the contracts with the staff should be in the favour of the staff more than the favour of the university.

8. In QU, do you think that job security is below the accepted rate or not? Please explain your answer.

I would not say it is excellent or poor, I think it is normal. I think there are still many things to improve in the human resources built of Qatar University. We all have witnessed some unfair situations and I think this is not healthy for the employee and the university.

Interview 11

1. What in your opinion is job security?

Job security is about feeling secure at work and move from being worried about losing your job to being worried about what academic materials you will deliver to the students.

2. How important do you think job security is for you?

It is very important. Without enough level of security, employees will always be afraid about losing their jobs and seeking a new employer. It is instability to be

insecure.

3. Do you believe you are secured at your work? Please elaborate.

I think to some extent I am. But Qatar University is not an independent place, it belongs to the government. When the government decides to cut costs, I do not know what might happen to me.

4. What do you think are the drivers of job security?

I think a clear strategy and transparent communication with the staff as well as fairness and justice among employees.

5. Which of the drivers you have mentioned is the most important? And why?

Fairness and justice is very important. We are not all equal here. Your nationality plays an important role in determining your salary, your job status, and your job security level. For example, terminating a Qatari professor, it much different than terminating a none-Qatari.

6. Do you think that job security is related to employee performance? Please explain your answer.

Sure, as I mentioned earlier, when employees move from being worried about securing their job to deliver the correct academic materials to students.

7. What do you think should be done to improve job security?

I think Qatar University should immediately change the contracting mechanism. This is unacceptable and keeps the employees in a big stress. Also, fairness should be there. As a female, I do not have the same benefits my male colleagues get which affects the fairness level. This includes maternity leaves and family-related status.

8. In QU, do you think that job security is below the accepted rate or not? Please explain you answer.

I think it is normal now, because there is a lack in the number of professors in the country not because of the rules and regulations of the university. Once the market is saturated with professors and lecturers, job security levels will be very poor in the university.