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Original Research Article

## **Perceived Job Insecurity and Task Performance among Bank Employees in Nigeria Banking Industry: The Role of Emotional-Intelligence and Self-Efficacy**

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### **Abstract**

*This paper examines the relationship between perceived job insecurity and the task performance that is being exhibited by employees in the workplace. It drew insight from the Conservation of Resource Theory to argue that this relationship is mediated by self-efficacy and moderated by emotional intelligence with a view to providing an explanation for the inconsistent findings that have characterised previous studies. To achieve this aim, data will be collected between June and November 2020 from a total of three hundred and forty-one (341) bank employees who are randomly selected from three Money Deposit Banks in the Nigerian banking industry, from a total population of three thousand four hundred and six (3406). The three steps moderated mediated regression analysis would be utilised as an instrument of data analysis. The practical implication of the study is that the management of Deposit Money Banks in Nigeria and other nations, human resource professionals, government agencies such as the ministry of labour and productivity stands a chance to benefit from its outcome by having a better understanding of the importance of emotional and personality factors and how these factors may be employed to achieve a desirable level of employee performance in situations where employees are being faced up with threat from job insecurity.*

**Keywords:** Perceived job insecurity, Self-efficacy, Task performance, Emotional intelligence, Bank employees.

***JEL Classification Codes: G21, G32***

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**1. INTRODUCTION**

Organisations need highly performing individuals in order to meet their goals, to deliver the products and services they specialised in, and finally to achieve competitive advantage (Sonnentag & Frese, 2002). This is even more so in the Nigerian banking industry where the persistent introduction of various reforms in recent times has resulted in the acquisition, takeover or total collapse of non-performing banks thereby culminating in fierce competition among the few surviving banks (Ololade, Olusegun, Abiodun, & Olalekan, 2015). Aloomo and Atadiose (2014) maintain that this type of competition has been a major challenge among Nigerian Deposit Money banks since early 2000 as a result of the need for survival, profitability, maintaining leadership position, and meeting regulatory requirements.

Given this, and the need to meet up with the dynamism associated with the global business environment, it has become clear that the major players in this industry must make use of their human capital for developing new procedures and innovative products (Ololade, Olusegun, Abiodun, & Olalekan, 2015). From the foregoing, it is indeed evident that Nigerian banks can

achieve and maintain business sustainability by parading a workforce which has the capability to achieve a desirable level of outcome in their respective job tasks. Nevertheless, the reality of the scenario does portray the contrary as studies (Olaleke, 2010; Onyeukwu, & Ekere, 2018) have shown that low employee performance in the form of poor service offering continues to be a common feature in the industry. For instance, based on the evidence from Klynveld Peat Marwick Goerdeler (KPMG)'s Annual Banking Industry Customer Satisfaction Survey (BICSS) in 2018, it was vividly shown that while 80 per-cent of retail customers in the Nigerian banking industry ranked value for money as extremely important to them, only twenty-five per-cent were very satisfied with this measure compared to forty-four per-cent in 2017. This is even more so as Okoye, Omankhanlen, Okoh and Areghan (2018) declared that the Nigerian banking industry faces serious operational challenges, most of which may be attributed to dysfunctional human personnel.

Bearing in mind that task performance, which refers to an individual's proficiency in activities which contribute to the organisation's 'technical core could serve as

a determining factor in the survival on non-survival of the organisation, it has become imperative to have a clear understanding of the factors that may give rise to or prevent its occurrence (Wanza & Nkuraru, 2015). In this regard, empirical studies have identified some factors: (1) managerial styles, (2) leadership type (Cascio & Aguinis, 2011), (3) training, (4) intrinsic and extrinsic motivation (Kuruppuge & Gregar, 2017) (5) role perception, (6) employee engagement (Nassazi, 2013; Chei, Yee, Men, Bee, 2014), (7) family involvement, (8) empowerment and teamwork (Wanza & Nkuraru, 2016), (9) change management (Feili, Khodadad, Ravangard, 2018), (10) employee attitude, (11) perceived organisational support, (12) quality of work-life (Obonyo & Kerongo, 2015; Nanzushi, 2015), (13) job satisfaction and performance management (Ying, 2012).

Nevertheless, while the above studies have been extensively used in establishing a link between these variables on one side, and employee performance on the other, the relationship between the perception of job insecurity and task performance continues to be an under-researched topic (Niesen, Van-Hootehem, Vander-Elst, Battistelli, & De Witte, 2018) despite the fact that this perception or that of loss of some aspects of the job has been recognised as a stressor that could have a consequential outcome on employee attitude and behaviour (Shoss, 2018), and it has been established by the American Psychological Association Work and Well-being Survey that 38 per-cent of employee worldwide reported job insecurity as a significant source of stress (Shoss, 2018). Thus, at a time when Nigeria as a nation has just emerged from an economic recession; which lead to mass job loss in the banking industry (Vanguard, August 2016); coupled with another round of job loss that is

likely to be experienced across industries including the banking sector, as a result of the novel COVID 19, a study that focuses on the effect of the fear of job loss which normally emanates from surviving employees during times of mass job loss (Borra & Gómez-García, 2014); is indeed quite timely. While theoretical evidences suggest that felt job insecurity has the potential to impact negatively on task performance (see; Rousseau, 1995; De-Cuyper & De-Witte, 2007). Unfortunately, the few empirical findings in this regard are far less straight-forward and equivocal (De-Cuyper, Schreuer, De-Witte and Selenko, 2018); with some studies (e.g; Chan & Chen, 2008; Okurame, 2014; Piccoli, Urbini, Callea, Chirumbolo, Ingusci & De-Witte, 2017) uncovering a negative relationship between the constructs, some others such as Loi, Ngo, Zhang and Lau (2011) discovering a positive relationship, while yet, the evidence provided by (see; König, Debus, Haeusler, Lendenmann, Kleinmann, 2010; Makori & Odero, 2017) suggesting that no relationship exists between the two.

Hence as an explanation to these inconsistencies in findings, some authors have even proposed that the relationship is U- shape and non- linear (Lam, Liang, Ashford, & Lee, 2015; Shin, Hur, Moon, & Lee, 2019). While others have pointed to the influence of competing mediators in which job insecurity may act as a threat that impacts negatively on employee motivation which then exercises negative impact on job performance, or as a challenge resulting in job preservation strategies such as increased effort commitment resulting in better performance (Shoss, 2017). Additionally, another set of authors have suggested the influence of moderators in which certain factors or characteristics is a determinant of

the boundary where the perception of job insecurity exercise an effect on performance (see; Wang, Lu, & Siu, 2015; Selenko, Mäkikangas, Mauno, & Kinnunen, 2013). Nevertheless, De-Cuyper, Schreuer, De-Witte and Selenko (2018) lamented that despite these sets of argument, an understanding of when and how the perception of job insecurity influences job performance is still far from complete. In this regard, it is the aim of this researcher to fill the aforementioned gap by proposing (1) the existence of mediator through which perceived job insecurity exercise an indirect effect on task performance and (2) the existence of moderators which act as a determinant of the boundary under which perceived job insecurity exercise effect on task performance.

Bearing in mind that this perception has been viewed as having a link with low psychological wellbeing and anxiety (Ugwu & Asogwa, 2016; Oguebe, Etodike, & Ugwa, 2017) and as feelings of anxiety has been found to significantly predict human outcomes such as nervousness, perceived inadequacy, low morale and uncontrollability, which correlates self-efficacy (Uzonwanne & Uzonwanne, 2014). Then in the context where individuals are being faced with executing a challenging organisational task, this feeling of uncontrollability and low morale may manifest in low self-efficacy to exercise a consequential effect on the outcome associated with these tasks. Though, some studies have on one side been used to prove that an insecure work environment will impact negatively on self-perceived efficacy (see; Smith, 2013) and others have on the other side shown that low self-efficacy act as a precursor for low task performance (see; Lai & Chen, 2012; Cherian & Jacob, 2013; Momeni, Ebrahimpour, & Ajirloo,

2014; Iroegbu, 2015); it has however become quite glaring to the knowledge of these researchers that there is presently no empirical studies that focus on the interplay of these three variables nor is there any evidence on how both perceived job insecurity and self-efficacy may interact to influence task performance. Hence on the basis of this, this study argues that while the perception of job insecurity may have a negative effect on employee task performance, the influence of low self-efficacy may mediate this negative effect.

Furthermore, emotional intelligence has been pointed as twice as important as technical skills and more important than intelligence quotient for success in jobs at all levels and has been claimed to validly predict a variety of successful work behaviours at a level exceeding that of intelligence (Osisioma et al., 2016). Following the two stages theoretical model of Jordan, Ashkanasy and Hartel (2002) which attempt to link job insecurity to certain attitude and behavioural consequences as a result of human emotive responses; it is suggested in this study that this construct will act as a determinant of the boundary condition of the effect of perceived job insecurity on employee task performance. Meanwhile, give the fact that some studies have examined unionisation (e.g; Jimenez & Didona, 2017), organisational justice (e.g., Piccoli, De-Witte & Pasini, 2011; Wang, Siu, Qin Lu, 2015), work locus of control and communication (Debus, Haeusler, Lendenmann, Kleinmann, 2010), perceived supervisor support (Schreurs et al, 2012), participative decision making (Probst, 2005), culture (Rolls, 2015), occupational group (Miana, González-Morales, Caballer, & Peiró, 2011), supervisory liking, supervisor attribution (Huang, Wellman, Arshford,

Lee, & Wang, 2013) as potential moderators in this relationship, till date there seem to be no empirical evidence regarding the moderating potential of this form of intelligence even though it has been found that psychological characteristics can moderate the negative outcomes of job insecurity; and the recommendation from Charkhabi (2017) have made it clear that researchers should continue to look for this psychological variables. Thus in answering the call by Katungu (2018) that future research should consider exploring the role that this intelligence may play in the relationship between perceived job insecurity and other organisational outcome, this study proposes that the more effective an individual can manage his/her emotions towards feelings of job insecurity, the less likely such individual will experience the negative thoughts and feelings associated with low self-efficacy and consequently, the less likely this will translate into low task performance. Thus by so doing, the research also answers the call by Lee, Huang, & Ashford (2018) that more research in self-perceived job insecurity is still needed particularly in African countries.

## **2. Literature Review**

### **Perceived Job Insecurity and Task Performance**

Though, the majority of studies conducted provided shreds of evidence of a negative relationship between perceived job insecurity and task performance (De Cuyper, Schreurs, De-Witte, & Selenko, 2018). Some few studies have indeed provided contradictory evidence. For instance, while studies (e.g; Jimenez & Didona, 2017; Piccolli, Urbini, Callea, & Chirumbolo, 2017; Shin & Moo, & Hur, 2019) provided evidence of a negative relationship, others (e.g; Gilboa et al. 2008; Staufenbiel&Konig, 2010; Kolawole, Ajani

&Adisa, 2013) points to the existence of a positive relationship in which an increase in self-perceived job insecurity would lead to corresponding increase in task performance. Nevertheless, some other studies (e.g; Loi, Ngo, Zhang, & Lau, 2011; Kraja, 2015; Niesen, et al, 2018; Makori&Odero, 2017; Wang, Lu & Siu, 2014; Miana, González-Morales, Caballer, & Piero, 2011) yet indicates that there is no significant relationship between the two. Thus, what this suggests is that apart from studying the direct relationship between these two constructs, the need to continue examining competing mediators in which one may cancel out the effect of another or the presence of some moderators that acts as a boundary to determine the nature of this relationship (Lee, Huang, & Ashford, 2018; De-Cuyper, Schreurs, De-Witte, &Selenko, 2018).

### **Self-Efficacy as a Mediator**

In the face of intensified self-perceived job insecurity, Charkhabi (2017) noted that this intensification is likely to stimulate a hindrance appraisal which may drive an employee to overestimate the adverse aspects of the threat thereby leading to a reduction of personal resources such as self-efficacy. Additionally, De-Cuyper et al. (2018) and Smith (2013) have both stressed that employees would feel confident when they feel secure about themselves while feelings of insecurity might distract them from exhibiting this confidence. This is even more so as researchers (e.g; Jacob &Cherian, 2013; Khan, Fleva, & Qazi, 2015; Salman, Khan, Draz, Iqbal, & Aslam, 2016;Wuepper &Lybbert, 2017; Aregu, 2013; Lybbert & Wydick, 2016b) have all uncovered that higher self-efficacy would aid in the enhancement of task performance; while lower self efficacy on the other hand, will tend to weaken the intensity of efforts that is

channeled in realising these outcomes (Cherian & Jacobs, 2013, Slaughenhou, 2016).

To determine the mediating role of work engagement in the relationship between perceived job insecurity and task performance, Wang, Lu, and Siu (2014) used a 2-wave data (Study1) from a sample of 140 Chinese employees and 3-wave data (Study 2) from a sample of 125 Chinese. In this particular study, work engagement was conceptualised as a state of persistence, inspiration, coping, perseverance, dedication and heightening motivation towards job tasks. Consequently, it was revealed by this study that while perceived job insecurity exercises a significant and negative impact on performance, this relationship is subjected to the mediating role of work engagement. More specifically, this negative relationship was found to be partially attributed to impaired work engagement that manifested as a result of perceived job insecurity. While self-efficacy was not an object of focus in this study, these results provide insight to support the proposed mediating influence of self-efficacy in this study. This is as a result of the fact that theoretical evidence has suggested that both self-efficacy and work engagement work hand in hand to facilitate an enhanced job performance (Bresó et al., 2011).

#### **Emotional Intelligence as a Moderator**

Though, there seems to be presently lack of any empirical study concerning the moderating role of emotional intelligence in the perceived job insecurity and task performance relationship, however, there are evidences that may aid in laying credence to these insinuations. For instance, Khalid and Zubair (2014) investigated the influence of emotional intelligence on the creative performance of employees in Pakistani advertising agencies. They found out that emotional intelligence exercises a

positive and direct influence on creative performance through the mediating influence of self-efficacy. The implication of this study is that high emotional intelligence may be useful in situations where an enhanced self-efficacy is needed to boast creative job performance. Consistent with this finding, the research by Abbas, Akber and Siddiqi (2012) have also provided evidence that in situations where individuals are confronted with low self-efficacy as a result of organisational factors, this negativity maybe cancelled out by turning on one's emotional intelligence to improve self-efficacy.

Additionally, Mangnus (2012) investigated the role that emotional intelligence may play in the creative performance of front line executives in selected Dutch services firms. Based on their findings, emotional intelligence acts as a precursor to adaptive behaviour, which consequently results in improved creative performance. Thus, an important inference that could be drawn from this is that in situations where individuals are confronted with stressful job situations (job insecurity) it is possible that such individual would make use of their emotional intelligence to improve adaptive behaviour, in order to counter the incidence of negative job attitude such as low self-efficacy. In addition, other studies (e.g; Joseph & Newman 2010; O'Boyle, Humphrey, Pollack, Hawver, & Story 2011; Van Rooy&Viswesvaran, 2004; Elfenbein, Foo, White, Tan, & Aik, 2007) have shown consistent pattern by providing evidence that emotional intelligence indeed leads to enhanced task performance.

Thus following this line of reasoning, Cheng (2013) highlighted emotional intelligence as a personal coping resource for mitigating negative work outcomes that

are associated with perceived job insecurity. They employed the use of both cross-sectional and longitudinal study by focusing on selected employees from Finland and China. Consequently, some interesting findings were uncovered: (1) a linear and negative effect of job insecurity was observed on employee outcomes in both China and Finland. (2), emotional intelligence was found to directly relate to positive employee reactions, and (3) emotional intelligence buffered the adverse effects of job insecurity on these negative outcomes.

Undoubtedly, this particular research was able to confirm the argument put forward by Jordan et al. (2002) that individuals with higher emotional intelligence are more skilful at managing their perceptions of job insecurity than those who are not and are better equipped to cope with situations of uncertainty by reacting more appropriately. On the other hand, following the recommendation by previous researches on which aspect of emotional intelligence act as a better predictor to self-efficacy, Gharetepeh, Safari, Pashaei, Razaee, and Kajbaf (2015) conducted a study among a total of 129 public health students at Iranian Universities. Consequently, they discovered that students whose performance scores were higher also score higher in both self-efficacy and emotional intelligence. Also, (1) while emotional intelligence predicts the self-efficacy construct across the students, this relationship was stronger among the students who have higher performance scores and (2) the path structure for differences between students that are high or low in self-efficacy was explained by self-awareness, self-motivation and social consciousness. All in all, the implication of this study is that emotional intelligence indeed plays an integral part in motivating

higher self-efficacy for self-enhancement of performance.

### **Theoretical Underpinning**

This research will employ the conservation of resource theory (Hobfoll, 1989) as an underpinning theory to justify the effect of perceived job insecurity on its numerous outcomes and the moderating influence of emotional intelligence on the proposed relationship between perceived job insecurity and task performance. In contrary, the stress appraisal theory by Lazarus and Folkman (1984) which classifies stress as what is perceived as stressful by an individual (Hobfoll, Halbesleben, Neveu, & Westman, 2018); the conservation of resource theory view the appraisal of stress as centrally valued and universal among people. It, therefore, emphasises that what is stressful would be perceived as stressful regardless of individual interpretation of stressful events. Thus by emphasising more on the objectivity of stressful nature of events it thereby making it more applicable to the Nigerian organisational context where there is increased threat to job security and stability (Oguegbe, Etodike, & Ugwa, 2017; Adekiya, 2019).

Accordingly, the underlying assumption of the conservation of resources theory is that strain reactions occur when central or key resources that are necessary for self-survival are threatened with loss, when these resources are lost, or when there is a failure to gain control of key resources following significant effort. Under any of these circumstances, individuals would strive to retain, protect these resources (Hobfoll, 1989). Hobfoll and Shirom (2001) argued that resources refer to physical objects (e.g., housing), energy (e.g., knowledge), personal resources (e.g., optimism, emotions, self-

esteem, self-efficacy), and conditions (e.g., employment).

Based on this theory, whether individuals feel stressful or enjoy a good quality of life depends on their perception or appraisal of the loss or gain of these four kinds of resources. When they are not faced with stressors, individuals strive to develop resource surpluses for the purpose of offsetting the possibility of future resource loss. In contrast, when people are confronted with stressors (i.e., the threat of resource loss or real loss), they make efforts to maintain and protect their resources to minimise the net loss and prevent future resource loss. In this regard, they make use of the resources that are available to them to offset (or to cope with) net resource loss. Coping itself expends resources, and if the resource spending in the coping process outstrips the resource gains, this implies that coping is not successful and may result in more negative consequences (Chang, 2013).

Meanwhile, it is in the view of this theory that different individuals may adopt different coping resources to counteract stressors. Coping resources refer to a variety of cognitive and psychological resources that individuals utilise to cope with stressors and to keep their life manageable (Mauno & Rantanen, 2013). Such resources comprise personal (e.g., personality characteristics) and contextual coping resources (e.g., social support, job control) (Mauno & Rantanen, 2013). Personality characteristics in this regard refers to those resources which can be put to use across different contexts and which have been developed over the life course, and are therefore likely to be different across individuals (Chang, 2013). According to Cohen and Edwards (1989) such resources have the potential to buffer the loss effect of other resources.

Thus, within the framework of this study, the perception of job insecurity is highlighted as a stressor which can arise as a result of the perception of future job loss and the consequent loss of the benefits that are associated with the job. In the same way, self-efficacy is classified as a personal resource that is useful when employees are confronted with the need for job-related performance while emotional intelligence is classified as a coping resource that may be used to cope with the strain and outcome that is associated with job loss perception. By applying this to the employees in the Nigerian banking industry, it is contended that an intensified level of perceived job insecurity among these employees is likely to translate into the perception of job-related resource loss, which may prompt them to engage in various forms of coping behaviours (Hobfoll, 1989).

For instance, since job has been highlighted as a source of live-hood whose loss can be devastating both for the job holder in addition to his immediate family and non-family members, then it is expected that these employees would tend to retain or protect this resource either by striving to look for alternative job positions in comparable organisation, or to add professional skills to increase his employability and importance within his present organisation. Meanwhile, since the unfavorable economic situation in Nigeria may present numerous challenges in finding comparable employment in other organisations. At the same time, the high workload and working hours, which are a predominant culture in the Nigerian banking industry may make it impossible for employees to add professional skills and make them more employable, it means that these strategies may be ineffective and that

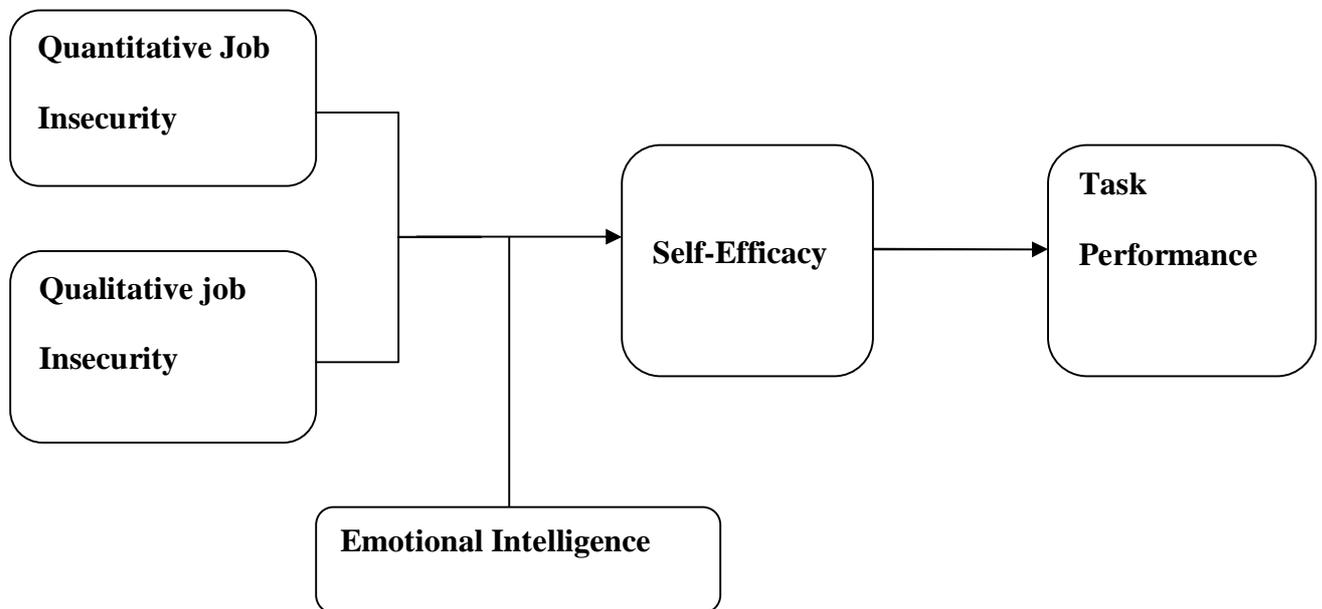
the perception of loss may culminate into psychological strain and further loss of resources, one of which is a loss in perceived job-efficacy (Hobfoll, 2001; Chang, 2013), thereby culminating in negative work attitudes and task behaviours.

Nevertheless, as this theory has maintained that there are other personal resources within the control of victims which may be useful in counteracting this negative outcome, it is expected that these employees may likely engage in emotional-based coping by employing emotional intelligence in counteracting the negative influence of the perception. For instance, he could appraise it more positively and react to it less emotionally by viewing it as a challenge rather than a threat (Peter, 2004; Goleman, 2011; Mangnus, 2012). Following this line of reasoning, this study will adopt the conservation of resource theory by proposing that since the perception of job

insecurity has been highlighted as having the potential for reduced task performance, then it is argued that this relationship would vary according to the strength of personality attribute such as emotional intelligence. For instance, it is expected that in the face of increasing level of emotional intelligence, the proposed negative relationship between perceived job insecurity, and task performance, through self-efficacy should be less.

### **Proposed Conceptual Framework**

This study extends on Conservation of Resource theory to propose a research model linking employee task performance to the influence of perceived job insecurity while this influence is proposed to be mediated by self-efficacy. Furthermore, this relationship is proposed to be contingent on the moderating power of emotional intelligence. See table 2.1 below.



### 1.3. Proposed Research Hypotheses

Based on findings from the literature review that have been presented, the following research hypotheses are hereby proposed.

- i. There is a significant relationship between quantitative job insecurity and task performance among employees in the Nigerian banking industry.
- ii. There is a significant relationship between quantitative job insecurity and self-efficacy among employees in the Nigerian banking industry
- iii. Self efficacy will mediate the relationship between quantitative job insecurity and task performance among employees in the Nigerian banking industry.
- iv. The indirect relationship if any between quantitative job insecurity and task performance would be moderated by emotional intelligence among employees in the Nigerian banking industry.
- v. There is a significant relationship between qualitative job insecurity and task performance among employees in the Nigerian banking industry.
- vi. There is a significant relationship between qualitative job insecurity and self-efficacy among employees in the Nigerian banking industry
- vii. Self efficacy will mediate the relationship between qualitative job insecurity and task performance among employees in the Nigerian banking industry.
- viii. The indirect relationship if any between qualitative job insecurity and task performance would be moderated by emotional intelligence among employees in the Nigerian banking industry

## 3. PROPOSED METHODS

### Design

Being a study with the aim of determining the opinion of respondents, a descriptive and quantitative survey research design would be utilised in answering the research questions that were earlier put forward, to achieve the objectives of the study. According to Aggarwal (2008), descriptive research is devoted to the gathering of information about prevailing conditions or situations for the purpose of description and interpretation. In the opinion of this author, this type of research design is not simply amassing and tabulating facts but includes proper analyses, interpretation, comparisons, identification of trends and relationships. Thus, since the present study is concerned with determining the inter-relationship among the main variables under consideration, this type of research design is considered appropriate. With the use of close-ended, structured, multiple-choice and quantitatively scaled questionnaire, the direct relationship between perceived job insecurity and task performance, the indirect relationship, through self-efficacy, would be determined. At the same time, the potentiality of task performance as a function of perceived job insecurity and emotional intelligence would also be determined by employing the "PROCESS" macro script mediation and moderation analysis (Hayes, 2013).

### Participants/Sampling Approach

The population of this study is the employees of three commercial banks (Zenith bank, Diamond Bank, United Bank for Africa) that are presently operating in the Nigerian Deposit Money banking industry. In particular, the employees are those engaged by the banks in three major cities of Nigeria (Kano, Abuja and Lagos), who have spent a minimum of 6 months in

this position. Based on the information obtained from the human resource departments of these three banks, as at July 2019, the total number of employees in this category are three thousand four hundred and six: Zenith bank=1010, Diamond bank=1005, UBA= 1,391. In picking the sample elements for the research, the multi-stage sampling technique, which has been highlighted by Asika (1991) for its thoroughness and precision, will be employed after obtaining a sample frame from the management of the banks.

### **The Measures**

#### **Task Performance**

Task performance is an aspect of employee performance that comprises of the behaviour being channeled towards fulfilling fundamental job responsibilities that are enshrined in employee's job description (Pradhan & Jena, 2017). For the measurement of this construct, a 13 item scale was adopted from the work of Na-nan, Chaiprasit, and Pukkeeree (2018). These items were designed to measure three major components of employee job performance. It is an all-encompassing job performance evaluation tool, designed to make up for the limitations of previous task performance scales that have failed to employ the use of a validated, comprehensive scales (Na-nan et al., 2018). Also, an internal consistency value Cronbach alpha value of 0.952 was observed for these items among a group of 30 auto-parts assembly workers, while a significant correlation was also uncovered between the items and key performance correlates such as income level, education and work experience (Na-nan et al, 2018).

#### **Quantitative Job Insecurity**

Quantitative job insecurity is the subjectively perceived and undesired possibility to lose the present job in the

future, as well as the fear or worries related to this possibility of job loss (Vander Elst, De-Witt & De-Cuyper, 2014). The quantitative perceived job insecurity instrument in this study is an 8 item scale adopted from Francis and Barling (2005) and Borg and Elizur (1992). In a previous study by Smith (2013) they reported an internal consistency reliability value of .88 for the combination of this 8 item scale.

#### **Qualitative Job Insecurity**

Qualitative job insecurity is the perception of threats to the quality in other aspects of employment situation such as employment relationship, working conditions, promotional opportunities, career opportunities and economic benefits (Hellgren, Sverke, & Isaksson, 1999). This component of job insecurity will be measured by 4 item scale adopted from De-Witte, De-Cuyper, Handaja, Sverke, Näswall., and Hellgren (2010). This measure assesses the extent to which employees feel insecure about the characteristics and conditions of their job. The scale was previously used by Van den Broeck et al. (2014) and has been the most popular item among authors investigating qualitative job insecurity (Urbanaviciute, Lazauskaite-Zabielske, Vander Elst, Bagdziuniene, & De- Witte, 2015). In a previous study by Charkhabi (2017), Rolls (2015) each reported Cronbach Alpha reliability coefficient of .85 and .76 respectively

#### **Self Efficacy**

In line with the view of Pierce, Gardner, Cummings and Dunham (1989), self-efficacy in this study is defined as the confidence that individual employee's exhibits in handling organisational related tasks and situations. The self-efficacy scale is an 8 item measure adopted from the work

on Raelin's (n.d.) Work Self-Efficacy Inventory. With this inventory, workers are able to assess and develop their work self-efficacy along a number of distinct dimensions (Zellars, Perrewe, Rossi, Tepper, & Ferris, 2008). From exploratory factor analysis and confirmatory factor analysis, these items have consistently been shown to be highly reliable with an internal consistency value in the range of .80 for both sub-scores and overall score, and have proven to be characterised by strong convergent and discriminant validity (Thomson & Bates, 2013).

### **Emotional Intelligence**

Emotional intelligence is "the ability of an individual to monitor one's own and others' emotion", "the ability to discriminate among the positive and negative effects of emotion", and "to use emotional information to guide one's thinking and actions" (Salovey & Mayer, 1990, pp.189). For the measurement of emotional intelligence, the emotional intelligence scale by Schutte, Malouff, Hall, Haggerty, Cooper, Golden, and Dornheim (1998) would be utilised. The original scale consists of 33 items based on the conceptual model of emotional intelligence put forward by Salovey and Meyer (1990). In an attempt to confirm the reliability of these 33 items among college students from the southeastern United States, a consistency value of 0.87 and a two-week test-retest reliability of 0.78-0.92 were reported by them.

### **Control Variables**

Gender, age, marital status, and educational level would be included as control variables as these variables have the potential to exercise an influence on the relationship between perceived job insecurity and its outcome variables (Richter, Näswall,

Bernhard-Oettel, & Sverke, 2013). Also, the type of bank would be included as a control variable to confirm homogeneity and provide reasons for explaining result as a consequence of individual scores rather than between-group variances in accordance with the recommendation by Sora, Caballer, Peiró, and De-Witte (2009) whenever research data on job insecurity were acquired from multiple companies.

Furthermore, all the items measuring continuous variables are presented in a form through which respondents are expected to respond by showing their degree of agreement or disagreement on a five-point Likert scale which ranges from (1) strongly disagree (2) disagree (3) undecided (4) agree (5) strongly disagree after effecting some minor modifications to make them suit with the specific occupational settings in context. This range holds if the statements are in positive form and it is reversed if it is a negative form.

### **Methods of Data Analysis**

Concerning the mediation hypothesis, the main effect of both the predictor variable (perceived job insecurity) and the proposed mediating variable (self-efficacy) on job task performance in addition to the indirect effect of the former on task performance would be determined through a three model analysis by employing the "PROCESS" macro script, and a bias-corrected confidence interval 5,000 bootstrap samples (Hayes, 2013). Concerning the moderation hypothesis, the hierarchical regression analysis would be utilised (Cohen, Cohen, West, & Aiken, 2003; Hayes, 2013). In this regard, the control variables (age, gender, income level, marital status and educational status, and bank) would be entered in the first step. In the second step and third step, the predictor variable (perceived job

insecurity) and the proposed moderating variable (emotional intelligence) would be entered respectively while the interaction terms, which is the product of emotional intelligence and perceived job insecurity as a function of task performance would be calculated in the fourth step by following the centring procedure as have been recommended by Hayes (2013).

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