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## Impact of Perceived Job Security on Employee Job Performance; Mediating Role of Employee Well-Being and Intrinsic Motivation

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### ABSTRACT

This study investigates the impact of Perceived Job Security (PJS) on Employee Job Performance (EJP), with a focus on the mediating roles of Employee Well-being (EWB) and Intrinsic Motivation (IM) among faculty members in private universities located in Pakistan's twin cities—Islamabad and Rawalpindi. Guided by the Social Cognitive Career Theory (SCCT), this research utilizes a quantitative approach, collecting data from 350 respondents through a structured questionnaire. The findings reveal that PJS does not have a significant direct effect on job performance, but shows a strong indirect effect via EWB and IM. Specifically, both EWB and IM significantly mediate the relationship between job security and dimensions of job performance, including task and contextual performance. These results emphasize the importance of psychological and motivational factors in translating job security into actual performance gains. Theoretically, this research extends SCCT in a non-Western academic context by highlighting the role of job-related perceptions and internal motivators in professional performance. Practically, it underscores the need for universities to develop strategies that not only ensure job stability but also foster well-being and intrinsic motivation to enhance faculty productivity. The study contributes to the growing literature on workplace psychology and offers insights for HR policy improvements in Pakistan's higher education sector.

Keywords: Perceived Job Security, Employee Well-being, Intrinsic Motivation, Job Performance.

## INTRODUCTION

Every organization nowadays is faced with an environment of dynamism and continuous change; employees in such organizations have found themselves playing an important role in organizational sustainability and competitiveness through their job performance in their organization. With economic crunches, technology interference and personnel diversification facing all institutions worldwide, the importance of ensuring that one has a stable and driven workforce becomes more significant. Perceived job security is one of the psychological constructs that has received increasing interest in this respect whereby employees perceive the continuity and stability of their jobs in subjective form (Probst, 2023). Job security is a factor that is of great influence concerning the behavior and attitude of the employees. As employees feel safe in their job, they hold the increased organizational commitment, proactive attitude, and perform at a high level (Sverke et al., 2006). On the other hand, job insecurity may cause stress, lack of motivation, poor wellbeing and eventually low productivity. Consequently, organizations that do not give much weight to how employees perceive job security can be affected in terms of employee morale, absenteeism, disengagement, and high turnover rates (Cheng & Chan, 2022). This aspect of job security is particularly applicable in professions where people are moving away with job design that was permanent to more contractual kinds of designs. This trend is evident in Pakistan especially in the twin cities; Islamabad and Rawalpindi, in particular, private institutions of higher learning. The short-term and annual contracts of many faculty members and administrative staff members in the private universities adopt this approach to hire them with some of them not having any guarantee of renewals hence adding to their insecurity and professional uncertainty. Such an uncertain situation in employment also affects the mental health of employees by adversely affecting their ability to perform satisfactorily in their jobs consistently and to high quality levels. In the past twenty years there has been a tremendous growth of the private universities in Islamabad and Rawalpindi that has resulted in the growth of education and creation of thousands of jobs. This increased growth, though, has frequently hit hand in hand with budgetary restraints, performance-based contracts and high workloads which have a direct or indirect effect on the mind-set of the employee in relation to job security (Ali, Ali, & Khalid, 2020). Permanent job structures and the renewals of jobs based on performance by individuals, have been lacking and, in turn, this has made the working environment engrossing an employee to always feel like he/she has to prove himself always to secure his job. Job insecurity was highly prevalent among workers in the country with over 60 percent of respondents in a local survey by the Higher Education Commission (HEC, 2023) in March 2023 indicating that they felt a moderate to high level of job security in the private universities where they worked in. In this state of indecision, two important psychological concepts which exist are the well-being of the employees and the intrinsic motivation that has the probability of either alleviating or increasing the effects of perceived job security on job performance. Employee well-being can be achieved through mental, food, and

emotional stability, work satisfaction, and the capacity to deal with the stressors at the workplace. Studies point out that employees with a high level of well-being perform better, feel more creative and have a higher resilience level (Danna & Griffin, 1999). Conversely, it can result in burnout, anxiety, and loss of cognitive performance in cases when a person is frequently exposed to the job security concern. On the same note, intrinsic motivation as defined as the urge to work motivated by interest, satisfaction and utility may help shape the response of employees towards conditions of jobs to a considerable degree. Under intrinsically motivating environments, employees work better and perform better in terms of taking initiatives without any form of pressure (Deci & Ryan, 2000). Nonetheless, intrinsic motivation may be undermined in instances where the uncertainty at work causes fear, personal depreciation and emotional burnout. In this regard, the twin cities have privately owned universities which provides a perfect environment on which to discover the relationship which exists between perceived job security and employee well-being, intrinsic motivation and job performance. The some of the challenges that these institutions explore include financial constraints, the pressure to be accredited, the growth of student population, and growing competition which all work towards work-related insecurity. Besides, faculty and non-teaching staff, are generally exposed to performance-based evaluation with very low levels of job continuity protection rendering the sector susceptible to psychological and performance based problems. Overall, this research is an in-time and necessary study on the effects of perceived job security upon job performance, in terms of employee well-being and intrinsic motivation being mediators. Since it is a unique and understudied environment in which to examine HRM, one of the research contributions of interest is the theoretical implications of this research in the form of new ideas to contribute to literature. This is in addition to the practical implications of the research results, which can guide future HRM practices and policy formations in the education sector in Pakistan.

## **LITERATURE REVIEW**

### **Perceived Job Security And Employee Job Performance**

A company may foster a work environment that supports employee intrinsic motivation, which is based on relationship between employees and their employers (Khan, Haq, & Naseer, 2022). According to Gerhart and Fang (2015), employee performance is greatly impacted by this intrinsic drive. By a number of micro-factors. An individual's innate viewpoints, feelings, and their surroundings influence how they behave (Chang and Edwards, 2015). Social Cognitive Career Theory (SCCT) possesses become an essential foundation for demonstrating how cognitive, environmental, and as well as psychological elements (Liguori et al., 2020). This idea aids in organizing research on the importance of psychological aspects, the workplace, and environmental impacts. These components cover individual variances in personality and self-perception, differences in temperament, decision-making techniques, interactions at work, and consulting abilities According to

Darvishmotevali and Ali (2020), having a stable employment improves employee wellbeing, which has an impact on long-term productivity. Cheng and Chan (2016) discovered that job stability had a favorable effect on workers' physical and emotional well-being. These circumstances would affect work stability, which further affects general performance as well as the employee's wellbeing.

**H1:** Perceived Job Security has a positive and significant impact on Task Performance.

**H2:** Perceived Job Security has a positive and significant impact on Contextual Performance

### **Perceived Job Security And Employee Well-Being**

There is an obvious relationship between employee well-being and perceived job security, as evidenced by several recent research. Employees who feel safe in their work are more likely to have higher psychological well-being, as seen by reduced levels of stress, anxiety, and sadness Jiang and Probst (2024). Their general mental health and productivity at work are positively impacted by this steadiness, which cultivates a sense of confidence and fulfillment. On the other hand, Shoss et al. (2024) draw attention to the fact that there is a substantial correlation between perceived employment uncertainty and decreases in both physical and mental health. Workers who worry about losing their jobs are more likely to experience long-term stress, which can worsen mental health diseases like anxiety and depression and cause physical health issues like heart disease and sleep disorders. Moreover, Cheng and Chan (2023) discovered that social well-being is adversely impacted by work instability, frequently leading to feelings of social disengagement and loneliness. This data emphasizes how important job security is for fostering and preserving employee well-being, which has important ramifications for organizational procedures and guidelines meant to promote a happy and healthy workforce (Azhar, & Imran, 2024).

**H3:** Perceived Job Security has a positive and significant impact on Employee Well-being.

### **Employee Well-Being And Employee Job Performance**

Lately, there has been a growing body of studies highlighting the positive and significant relationship between the two variables of employee job performance and employee wellbeing. Cooper and Leiter (2022) discovered that workers who are in better physical, mental, and emotional health generally perform better on the job. Maintaining high levels of productivity, creativity, and efficiency at work requires cognitive functioning, energy levels, and resilience, all of which are improved by wellbeing. Sonnentag and Pundt (2023) investigated the precise relationship between psychological health and work performance. According to their research, individuals who are emotionally and psychologically well-adjusted are more likely to go and are more interested in their work (Khan, & Haq,2025). Consequently, this conduct enhances the overall performance of the team and fosters a more favorable work environment. In-depth research on the topic of physical well-being was done by Nielsen et al., (2022), who found that workers who take care of their bodies by

exercising, eating well, and getting enough sleep are more likely to perform well at work. In addition to lowering absenteeism, physical health improves focus, endurance, and stress management skills, all of which contribute to long-term high performance. above and above the call of duty, demonstrate organizational citizenship behavior (OCB), and are more interested in their work. Consequently, this conduct enhances the overall performance of the team and fosters a more favorable work environment. In-depth research on the topic of physical well-being was done by Nielsen et al., (2022), who found that workers who take care of their bodies by exercising, eating well, and getting enough sleep are more likely to perform well at work. In addition to lowering absenteeism, physical health improves focus, endurance, and stress management skills, all of which contribute to long-term high performance.

**H4:** Employee Well-being positively impact on Task Performance.

**H5:** Employee Well-being positively impact on Contextual Performance.

### **Perceived Job Security And Intrinsic Motivation**

The link between perceived job security and intrinsic motivation is a multifaceted dynamic that determines how people interact with their work and what motivates them to succeed. Recent research indicates that people who feel safe in their professions are more likely to have higher levels of intrinsic motivation. This sense of stability helps individuals to concentrate on the intrinsic enjoyment of their jobs rather than worrying about external concerns such as job loss or organizational reorganization . Furthermore, a study by Jiang and Lavaysse (2018) demonstrates that longterm exposure to job instability not only diminishes intrinsic motivation but also increases burnout and disengagement, challenging employees' capacity to obtain enjoyment from their work. When job security is jeopardized, employees may feel less empowered to engage in their work for its own reason (Ryan & Deci, 2020).

**H6:** Perceived Job Security has a positive and significant impact on Intrinsic Motivation.

### **Intrinsic Motivation And Employee Job Performance**

According to Farooq, et al., (2020). Intrinsic motivation is important in employee work performance because it encourages people to do activities for the intrinsic enjoyment they bring rather than for extrinsic incentives. Employees that are intrinsically driven tend to be more creative, persistent, and produce higher-quality work. Self-Determination Theory supports the link between intrinsic motivation and work performance, arguing that individuals perform better when their psychological requirements for autonomy, competence, and relatedness are met (Ryan & Deci, 2020). Furthermore, intrinsic motivation has been related to adaptive performance, which allows individuals to better manage change and uncertainty. Dysvik and Kuvaas (2020) found that intrinsically driven individuals are more resilient and proactive in the face of adversity, making them more likely to succeed in dynamic work situations. It is this adaptability that fosters higher individuals' performance, which in turn leads to higher organizational agility and success. In addition to improving performance results, intrinsic motivation has been

demonstrated to prevent unproductive workplace practices. According to Gagné and Deci (2021), individuals who gain intrinsic joy from their job are less likely to participate in organizational-harming behaviors such as absenteeism or disregard of obligations. This shows that intrinsic motivation not only improves performance but also promotes a favorable work environment.

**H7:** Intrinsic Motivation positively impact on Task Performance.

**H8:** Intrinsic Motivation positively impact on Contextual Performance.

### **Employee Well-being mediates the relationship between Perceived Job Security and Employee Job Performance**

It demonstrates two sorts of motivation: extrinsic and intrinsic. However, some authors have had difficulty in explaining it by combining the two types of motivation rather than focusing on one at a time. Kuvaas et al. (2017) suggested focusing on intrinsic motivation as a component that can better explain workplace outcomes. When employment include extrinsic rewards, individuals do not dramatically change their intrinsic drive; in fact, several research have shown that the extrinsic motivation rises at the expense of the intrinsic one .A company may foster a work environment that supports employee intrinsic motivation, which is based on relationship between employees and their employers. According to Gerhart and Fang (2015), employee performance is greatly impacted by this intrinsic drive. By a number of micro-factors. An individual's innate viewpoints, feelings, and their surroundings influence how they behave (Chang and Edwards, 2015). Social Cognitive Career Theory (SCCT) possesses become an essential foundation for demonstrating how cognitive, environmental, and as well as psychological elements (Liguori et al., 2020). This idea aids in organizing research on the importance of psychological aspects, the workplace, and environmental impacts. These components cover individual variances in personality and self-perception, differences in temperament, decision-making techniques, interactions at work, and consulting abilities (Rasheed, & Kiani, 2024).

**H9:** Employee Well-being mediates the relationship between Perceived Job Security and Task Performance.

**H10:** Employee Well-being mediates the relationship between Perceived Job Security and Contextual Performance.

### **Intrinsic Motivation mediates the relationship between Perceived Job Security and Employee Job Performance.**

The term motivation comes from the word "motive" and refers to a person's wants, needs, desires, and urges (Badura et al., 2020). Motivation is an impulse or force that can propel, direct, and organize human action. Similarly, motivation is defined as providing incentives to urge people to act in accordance with their desires (Certo, 2019, Phulpoto, et al.2024). Intrinsically driven people act because they are drawn to or satisfied by a specific activity (Rita et al., 2018). There is an obvious relationship between employee well-being and perceived job security, as evidenced by several recent research. Employees who feel safe in their work are more likely to have higher psychological well-being, as seen by reduced levels of stress, anxiety,

and sadness Jiang and Probst (2024). Their general mental health and productivity at work are positively impacted by this steadiness, which cultivates a sense of confidence and fulfillment. On the other hand, Shoss et al. (2024) draw attention to the fact that there is a substantial correlation between perceived employment uncertainty and decreases in both physical and mental health (Naseer, Rehan, & Shah,2024).

**H11:** Intrinsic Motivation mediates the relationship between Perceived Job Security and Task Performance.

**H12:** Intrinsic Motivation mediates the relationship between Perceived Job Security and Contextual Performance.

## THEORETICAL FRAMEWORK

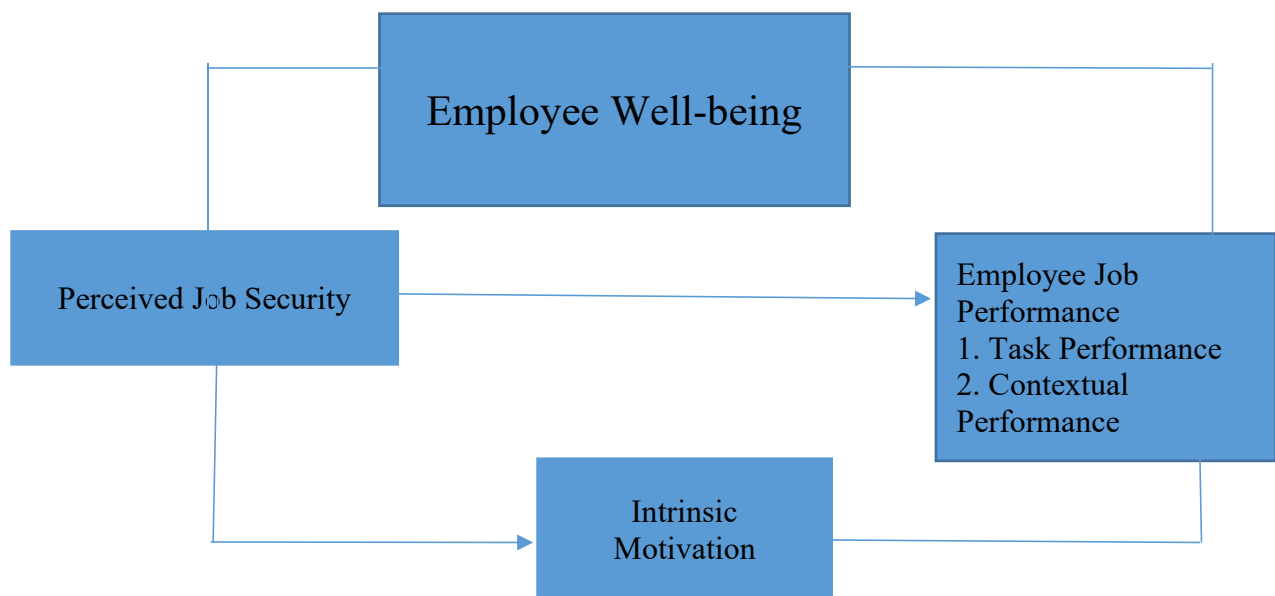


Figure 1 Theoretical Framework

### Underpinning Theory

Social Cognitive Career Theory refers to a theory proposed by Lent et al. (1994) that suggests beliefs related to self-efficacy, outcome expectations, and goal-related beliefs influence career decisions. Social Cognitive Career Theory (SCCT) explains the relationship between perceived job security and employee job performance by examining how contextual influences, such as job security, interact with human beliefs and motives. When individuals perceive high job security, their self-efficacy, or belief in their capacity to do well, rises, resulting in improved job performance. In contrast, insufficient job security causes stress and uncertainty, lowering self-efficacy and negatively impacting performance. Job insecurity can be especially difficult at private sector universities in Islamabad and Rawalpindi due to contract-based employment and competitive pressures that affect both faculty and administrative staff. SCCT also emphasizes the mediation functions of employee well-being and intrinsic motivation in this relationship. Employees with less job

security tend to have poorer well-being, including increased stress and burnout, which impairs their job performance.

**Methodology:** This study examine a quantitative research approach and positivism research philosophy. This approach facilitates objective measurement and hypothesis testing through empirical data (Hair et al., 2014).The target population comprised professionals from Faculties of Private universities. In this research, nonprobability and purposive sampling method of data collection was applied. Data were collected using a structured questionnaire based on previously validated measurement instruments. An electronically administered questionnaire for data collecting utilizing the online survey method. Data was obtained by means of a structured questionnaire filled-in electronically, on the online sources, such as Google Forms. Out of 370 distributed questionnaires, 350 valid responses were received. Although the recommended sample size based on Hair et al. (2014)  $66 \times 5 = 340$  (i.e., 340 for 66 items).

## RESULTS AND DISCUSSION

### Demographic Analysis

Demographic characteristic of the respondents show that they are quite spread across the lines of age, gender, education, employment character. The most common age of this sample group was 36-45 years or 34 percent of the total samples followed by 33.7 percent aged 26-35 years which indicated that most of the respondents were mid-career professionals. The gender population was also spread out, where 52 percent of the respondents were female and 46.6 percent were male, whereas a minor ratio (1.4 percent) did not want to respond to the gender question. In terms of educational degrees, most of them possessed Master degrees (50.3%) and a percentage of 32.9 and 16.9 of respondents had PhDs and postdoctoral qualifications, respectively, which renders the sample highly educated; a point which is reasonable to be so in a research examining the academic sphere.

**Table 1 Demographic Analysis**

Demographic	Features	Frequency	Percentage
Age	18-25	47	13.4
	26-35	118	33.7
	36-45	119	34.0
	46 years and above	66	18.9
Gender	Male	163	46.6
	Female	182	52.0
	Prefer not to disclose	5	1.4
Education	Master	176	50.3
	PHD	115	32.9
	Post doc	59	16.9
Job experience	Less than 5 years	43	12.3
	1-3 years	67	19.1

	3 years	101	28.9
	4-6 years	139	39.7
Employment type	Contractual	172	49.1
	Internship	84	24.0
	Part time	30	8.6
	Permanent	64	18.3
Sector	Private	157	44.9
	Public	99	28.3
	Semi Govt	77	22.0
	Others	17	4.9
Current job	Entry level	49	14.0
	Mid-level	90	25.7
	Senior level	158	45.1
	Managerial level	53	15.1

### DESCRIPTIVE STATISTICS

Table 2 displays the main variable of the study in terms of its normality and 201 descriptiveness along with their respective Skewness and Kurtosis values. The TP value carried mean and standard deviation value of (M=23.9706, STD= 3.41715) while CP (M= 42.6831, STD= 5.87721) EWB (M= 12.1310, STD=1.59591) and IM (M=19.5295, STD=2.40388) and PJS (M=32.9040, STD= 4.60544) and IM (M=19.5295, STD=2.40388). According to George (2011), the data considered normally distributed for the Skewness and Kurtosis values fall within the +/-2 range.

**Table 2 Descriptive Statistics**

	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic
TP	23.9706	3.41715	-2.054	9.289
CP	42.6831	5.87721	-2.147	9.588
EWB	12.1310	1.59591	-1.163	3.632
IM	19.5295	2.40388	-.487	1.358
PJS	32.9040	4.60544	-1.252	1.836

### MEASUREMENT MODEL ASSESSMENT

Measurement model addresses the criteria of convergent validity and discriminant validity. Further, it also explains average variance extracted and composite reliability for each construct.

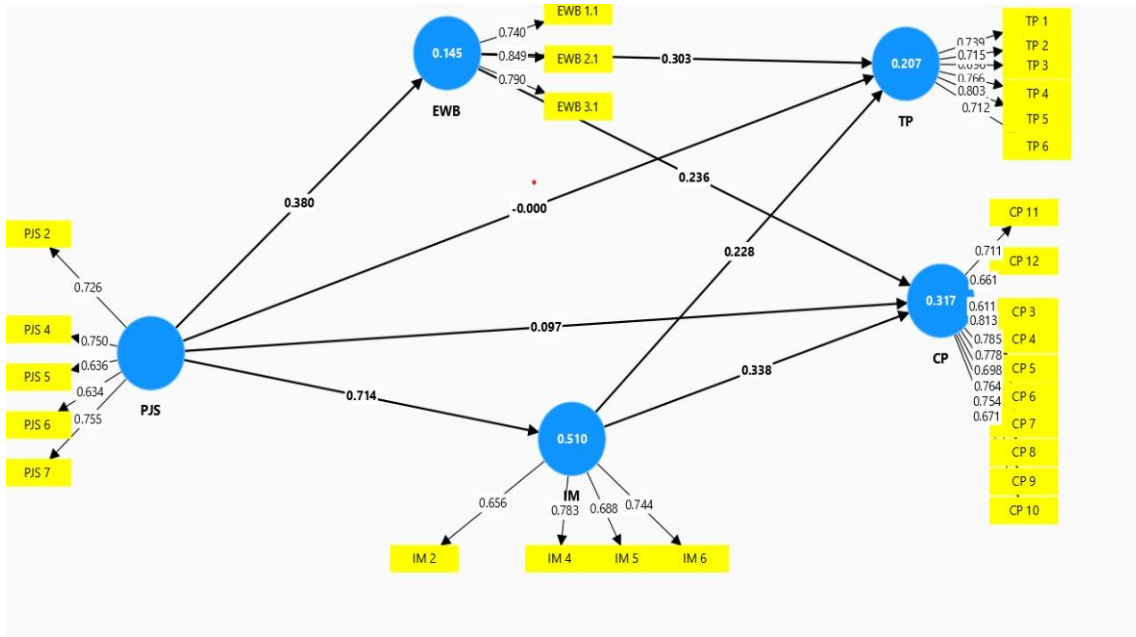


Figure 1 Measurement Model

Table 3 Reliability Analysis Measurement Model

Constructs	Cronbach Alpha > 0.70, Ramayah (2011)	Composite Reliability > 0.70, (Hair et al. 2019)
Employee well being	0.706	0.711
Employee Job Performance		
Task Performance	0.834	0.839
Contextual performance	0.9	0.905
Perceived Job Security	0.749	0.77
Intrinsic Motivation	0.687	0.689

Table 4 Convergent Validity Measurement Model

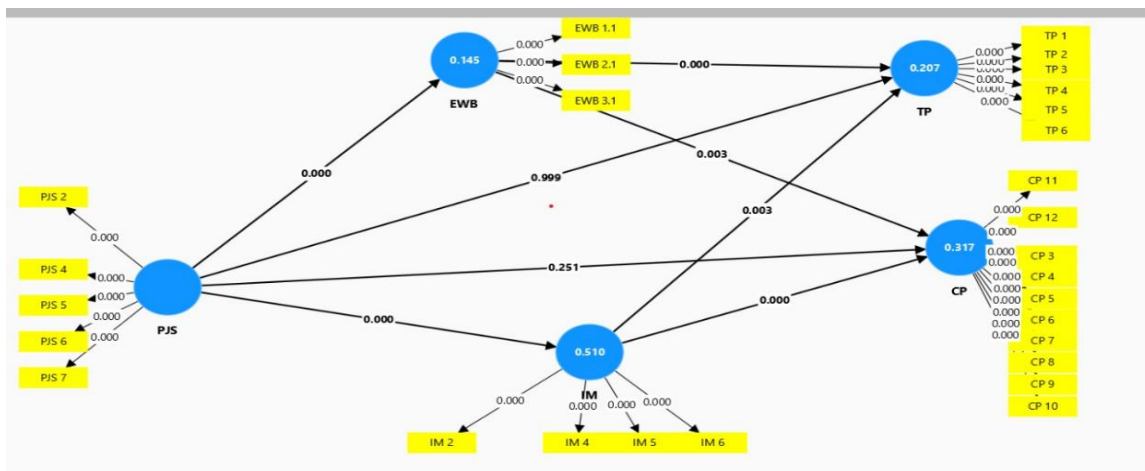
Constructs	Average Variance Extracted ≥ 0.50 (Hair et al., 2019)
EWB	0.631
EJP	
TP	0.547
CP	0.529
PJS	0.493
IM	0.517

**Table 5 Discriminant Validity ( Fornier larcker)**

	CP	EWB	IM	PJS	TP
CP	0.727				
EWB	0.428	0.794			
IM	0.515	0.457	0.719		
PJS	0.428	0.38	0.714	0.702	
TP	0.708	0.407	0.367	0.278	0.739

**Structural Equation Model**

According to Duarte and Raposo (2010) in SEM, the structural model is the representation of the hypothesized relationship. After assessing goodness of measurement model in the first stage, the second stage provide the evidence supporting relationships hypothesized in the model for the current study (Chin, 2017). According to Henseler et al. (2012). In order to double the original data, Smart PLS utilizes a bootstrap methodology (Preacher and Hayes, 2008). You can analyze the association regardless of whether excess bootstrapping is used if the regular distribution is taken in to account as a crucial assumption during the informal data exploration process (Preacher and Hayes, 2008).



**Figure 4.2 Structural equation model**

The results of hypothesis testing derived from the structural model using Smart PLS 4. The model examined the direct relationships between green human resource management, green knowledge management, and green operational performance, including green design, green purchasing, and green production process. The significance of the hypothesis paths were evaluated based on path coefficients ( $\beta$ ), t-statistics, and p-values obtained through bootstrapping. The results indicate the extent to which the proposed hypotheses were supported by the data.

**Table 6 Direct Hypothesis**

Hypothesis	Path	Original sample ( $\beta$ )	Sample mean (M)	Standard deviation (STDEV)	T statistics ( $ O/STDEV $ )	P values	Results
H1	EWB -> CP	0.236	0.238	0.08	2.961	0.003	Accepted
H2	EWB -> TP	0.303	0.312	0.076	3.987	0	Accepted
H3	IM -> CP	0.338	0.344	0.081	4.179	0	Accepted
H4	IM -> TP	0.228	0.232	0.075	3.022	0.003	Accepted
H5	PJS -> CP	0.097	0.096	0.084	1.148	0.251	Rejected
H6	PJS -> EWB	0.38	0.386	0.075	5.097	0	Accepted
H7	PJS -> IM	0.714	0.718	0.03	23.974	0	Accepted
H8	PJS -> TP	0	-0.007	0.088	0.001	0.999	Rejected

**Table 7 Indirect Effect (Mediation Analysis)**

Hypothesis	Path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( $ O/STDEV $ )	P values
H9	PJS -> IM -> CP	0.242	0.247	0.06	4.022	0
H10	PJS -> EWB -> CP	0.09	0.093	0.038	2.347	0.019
H11	PJS -> IM -> TP	0.163	0.167	0.056	2.917	0.004
H12	PJS -> EWB -> TP	0.115	0.122	0.044	2.642	0.008

## DISCUSSION

For the current study, research objectives have been formulated based on the research questions and problem statement which are discussed as follows:

1. This study focuses on understanding the influence of perceived job security on employee job performance. Research question How Perceived Job Security affects Employee Job Performance? Two Hypothesis H5 PJS has not a positive impact on CP

with  $\beta = 0.097$ ,  $T = 1.148$ ,  $P > 0.005$ . H8 PJS has not a positive impact on TP with  $\beta = 0$ ,  $T = 0.001$ ,  $P > 0.005$ . These results suggest that in the context of Pakistan's private universities, job security alone does not directly improve job performance. These findings are consistent with De Cuyper et al. (2012) and Sora et al. (2013), who found similar results in service-oriented and academic settings. In Pakistan, where private sector employment often involves performance-based contracts, job security may be viewed as a baseline necessity, not a performance motivator unless mediated by deeper psychological mechanisms. Additionally, Ashford et al. (1989) argued that employees may become complacent when job security is high, which can neutralize its effect on performance unless combined with motivational stimuli. Therefore, the non-significant direct effect of PJS in this study aligns with a growing body of literature suggesting that the effectiveness of job security is conditional, not absolute.

2. The research focuses on assessing how employee well-being mediates the relationship between Perceived Job Security and Employee Job Performance. 2. Does Employee Well-being mediate the relationship of Perceived Job Security and Employee Job Performance? Two Hypothesis H10 Employee Well-being also significantly mediates the effect of PJS on CP  $\beta = 0.09$ ,  $T = 2.347$ ,  $P < 0.005$ . H12 Employee Well-being significantly mediates the effect of PJS on Task Performance.  $\beta = 0.115$ ,  $T = 2.642$ ,  $P < 0.005$ . These findings align with the Social Cognitive Career Theory (Lent et al., 1994), which emphasizes that positive environmental supports like job security promote self-belief and emotional regulation, enhancing goal-directed behavior and performance. In private universities of Pakistan, where employees often face contract uncertainty, perceived job security functions as an important psychological safety net that enhances emotional well-being, reducing anxiety and boosting both formal and interpersonal job performance. This also echoes previous findings by Wright and Cropanzano (2000), who found that employee well-being was directly linked to performance outcomes. Furthermore, using a single-dimension scale of well-being is valid, as it captures core psychological states most relevant to work behavior (Van Horn et al., 2004).

3. The study aims to explore how Intrinsic Motivation mediates the relationship between Perceived Job Security and Employee Job Performance. How Intrinsic Motivation mediates the relationship between Perceived Job Security and Employee Well-being? Two Hypothesis H9 Intrinsic Motivation significantly mediates the relationship between Perceived Job Security and Contextual Performance.  $\beta = 0.242$ ,  $T = 4.002$ ,  $P < 0.005$ . H11 Intrinsic Motivation significantly mediates the relationship between Perceived Job Security and Task Performance.  $\beta = 0.163$ ,  $T = 2.917$ ,  $P < 0.005$ . The findings of this study reinforce the belief that when employees have the impression of job security, they are more inclined to further grow psychologically in terms of wellbeing, and then this translates to higher performance. This mediation implies that job security is not enough to enhance performance; instead, the effect operates through emotional and

psychological conditions of the workers. Such dependence can be effectively justified with the help of the Social Cognitive Career Theory which states that individual and environmental factors act together to shape the behavior of the individuals depending on their beliefs and emotional states (Lent et al., 1994). In the context of Pakistani private universities where faculty members are burdened with heavy workload, invalid promotion system and administrative stress, job security is seen as an environmental support act leading to well-being. Such positive state then increases an organizational employee capacity to both deliver the main job activities (TP) as well as organizational supportive behaviors. Moreover, previous research justifies all of these findings. As an example, Wright and Cropanzano (2000) also highlighted that psychological well-being relates well with productivity and quality of work. Workers who have greater levels of well-being are more productive, team players and dedicated to work. In this manner, employee well-being is a catalyst that transforms job security to performance trends.

In this research also occurrence of unidimensional measure of well-being was employed where psychological well-being was valued the most relative to psychological well-being in the prediction of work behavior. This method is supported by Van Horn et al. (2004) who concluded that there might be a need to ensure that a single-dimensional measure of well-being is appropriate when conducting organization studies where there is specialization in academic atmosphere since it is the most relevant dependent upsurge in a work environment in line with job performance. To sum up, employee well-being mediates this relationship and, therefore, it might be an additional reason to implement supportive and safe conditions in the workplace, especially in the case of Pakistani private universities. The university administrations must make sure that they do not only provide job continuity but also help make sure that faculty mental health and well-being are a priority so that the performance can be unlocked.

4. To examine the impact of employee wellbeing and intrinsic motivation on employee job performance. How employee wellbeing and intrinsic motivation effect on employee job performance? Four Hypothesis H1 EWB has a positive and significant impact on CP with  $\beta = 0.236$ ,  $T = 2.961$ ,  $P < 0.005$ . H2 EWB has a significant and positive impact on TP with  $\beta = 0.303$ ,  $T = 3.987$ ,  $P < 0.005$ . H3 IM has a positive impact on CP.  $\beta = 0.338$ ,  $T = 4.179$ ,  $P < 0.005$ . H4 IM has a positive impact on TP with  $\beta = 0.228$ ,  $T = 3.022$ ,  $P < 0.005$ . These findings reinforce the idea that internal psychological states strongly influence performance. Consistent with Wright & Cropanzano (2000), high employee well-being leads to improved decision-making, greater energy, and better contextual behavior (such as cooperation and creativity). Likewise, intrinsic motivation drives persistence and attention to quality in task performance. In Pakistan's university system, faculty who feel mentally well and internally driven are more likely to contribute to student success, curriculum development, and departmental service. These findings call for institutions to go beyond contract assurance and invest in motivation-enhancing and well-being support practices.

5. To examine the impact of perceived job security and intrinsic motivation on employee wellbeing. How perceived job security and intrinsic motivation effect employee wellbeing? H6 PJS has a positive impact on EWB with  $\beta = 0.38$ ,  $T= 5.097$ ,  $P< 0.005$ . H7 PJS has a positive impact on IM with  $\beta = 0.714$ ,  $T= 23.974$ ,  $P< 0.005$ . The Social Cognitive Career Theory (Lent et al., 1994) indicates strongly that the environment provides supports to individual self-efficacy, individual goals, and the affective responses such as the job security and intrinsic motivation within individuals in the environment. The author of this research found that when the employees were subjected to a positive psychological state by their sense of having a job-security and purpose within that job then the outcome reported well-being exhibited a more positive psychological state. Such a level of well-being can probably be the result of a mixture of lowered stress and amplified purpose. The finding is also supported by the precedent studies like Ryan and Deci (2000) who discuss that intrinsic motivation or motivation created because of autonomy and meaning explains higher mental health and work-related emotional satisfaction. Internal motivation is a safeguarding measure against stress and burnout in educational institutions where most faculty members have internal motivation to teach, research, and serve. Moreover, Wright and Cropanzano (2000) state that well-being is a mental tool that thrives in favorable circumstances, i.e. stability in employment and self-motivation. Conclusively, this result delivers the twin significance of such external job security as well as inner drive as facilitating faculty well-being. The Pakistani private university leaders should prioritize not only maintaining the employment of their staff members but also the possibility of productive interactions and advancements to support staff well-being.

### **Theoretical Implications**

This research, especially the focus on the private universities in Pakistan, can offer holding substantial meaning to the theory of the dynamic relationship between the aspects of job security, employee well-being, and intrinsic motivation in determining the job performance of the employees. Based on the Social Cognitive Career Theory (SCCT) by Lent, Brown, and Hackett (1994), the authors advance the theoretical knowledge in a number of ways.

First, the study reinstates SCCT that environmental supports i.e., the perceived job security are critical to the development of affective state and behavior outcomes of employees. The findings indicate that job security alone does not effectively translate into better performance; rather, it has psychological mediators i.e. employee well-being and intrinsic motivation. This supports the statement made by SCCT that it is beliefs and emotional experiences of the individual that mediate the effectiveness of contextual factors on behavior related to careers.

Second, the study has theoretical implications in that it has determined that both of the two mediating mechanisms—employee well-being and intrinsic motivation—are independent but relevant to how job security has been found to manifest itself in terms of enhanced performance outcomes. Most of the previous studies tended to study these constructs in isolation, whereas the current study

developed an unified framework with internal (motivation) and emotional (well-being) variables in the uniformity with the performance within the same theoretical explanation. This contributes to the overall usability of SCCT in instructive and service-oriented settings (Naeem, & Haq, 2025).

Third, the investigation substantiates the application of unidimensional constructions of employment and well-being especially on high demand settings like on exclusive universities. With the positive and significant mediation findings, the results indicate that even a simplified model of well-being can reveal the emotional processes that are crucial in workplace performance, performing as earlier theoretical premises have done like that of Van Horn et al. (2004).

### **Paractical Implications**

The results of the study can offer a number of practical implications to the university administrators, HR managers, policymakers and institutional leaders operating in the system of the privately-owned and run universities of Pakistan, specifically Islamabad and Rawalpindi.

This is because the study gives the essential importance of job security in improving the employee outcomes. Although perceived job security alone did not enhance performance, it improved to a significant extent the well-being as well as intrinsic motivation of the employee which consequently escalated contextual and task performance. This implies that university administrators have to ensure a secure employment contract, career progression, and explicit promotion policy in order to make members of the faculty feel more secure. This will not only lower the stress but will also improve psychological commitment and performance results.

Secondly, the mediating effect of the employee wellbeing is so strong that emotional and psychological support system must be institutionalized in the workplace. Universities can improve the situation by using employee assistance services (EAPs), mental health counseling services, and workplace flexibility options to decrease the burnout and increase emotional resilience. These well-being initiatives are going to be investments into the staff satisfaction and productivity in the long-term since the faculty members often have to cope with high workloads.

Thirdly, the third element, which is the strong mediator of intrinsic motivation, demonstrates that it is important to cultivate an intrinsic motivation and purpose in the employees. Some of the required HR practices to deal with faculty members are job enrichment, independence, recognition programs, and academic growth opportunities and remain self-motivated. This is especially very essential in an academic environment where most of the activities involve self-control and intrinsic drive (e.g., research and putting up curriculum, mentoring).

### **FUTURE RECOMMENDATIONS**

The focus on the study was restricted to faculty members in the twin cities of Islamabad and Rawalpindi, in the private universities. Future studies may require the extension of the sample to other cities/ provinces or other types of universities/ institutions such as the public ones. In addition to this, replication of the model in other areas: e.g. banking industry, telecommunication industry, healthcare industry

as well as the manufacturing industry probably gives a greater picture of what job perceived security does to the performance of employees in varying types of work environments in Pakistan.

The research was conducted in the form of a cross-sectional design, which only measures information at a given time. Nevertheless, the psychological variables, which are included in these parameters, i.e., job security, well-being, and motivation, can be dynamic and vary as time goes. Innovation and causal knowledge, as well as long-term effects, can be examined more easily in identifiable ways through longitudinal designs over time as future researchers investigate these changes in the fast-paced Pakistan Pakistani sectors of education and technology. In future studies, moderating or controlling variables like leadership style, organizational justice, HR practice and economic conditions should be integrated. With the unstable employment market of Pakistan because of political fluctuations and financial impediments, external forces like inflation rates, job loss, or organizational reshaping may have a major influence on job security attitude and personnel spirits. The Employee Well-being in the current study was rated under a single dimension scale and kept the model parsimonious. Use of a multi-dimensional scale measuring physical, mental and social well-being could be considered in future studies in order to get a broader view. This study was conducted based on the quantitative approach, but in the future, it is possible to use such a qualitative method as the interview or the focus group to understand and comprehend the experience of faculty members related to job security and intrinsic motivation. This is particularly applicable in the Pakistani higher education sector where the unstated cultural/ social factors may influence the feelings of the employees differently, compared to western areas. It is worth noting that future studies ought to think about the connection to national HR and education policy. When Pakistan seeks to diversify and develop its higher education system, the ideas concerning how to sustain each employee and their lives may be relevant to the work of Higher Education Commission (HEC) or the education ministry (Du,2024)

## CONCLUSION

The aim of the current study was to find out the correlation between the Perceived Job Security and Employee Job Performance, in which Employee Well-being and Intrinsic Motivation was the mediating variables. The study was based on Social Cognitive Career Theory and the area of focus included academic professionals in the environment of private universities in Pakistan. It was found that the job perceived security had no direct significant effect on task performance or contextual performance but had a strong indirect effect on both employee well-being and, intrinsic motivation. It was discovered that these mediators had significant effects on the job performance aligning with the fact that emotional and motivational states play imperative roles as the conduit through which job security contributes to gains in employee outcomes. This implies that although job security alone is not effective to improve performance it should however be followed by a

favorable work environment that promotes a good working psychological state and internal motivation. This study theoretically contributes to SCCT by expanding its applicability to an academic case of a developing nation since it has been applied within the Western setting. It helps in understanding workplace behavior more comprehensively by measuring the interaction of the external job situations with the internal psychological-mechanism. In practice, the study implies changes to the HR practices and university policies serving to guarantee employment stability, mental health, and intrinsic motivation. Considering the competitive and unpredictable nature of the employment in the Pakistani private education sector, universities should develop a comprehensive approach not limited to job contracts to ensure their faculty develops and remains satisfied. To sum up, the study provides significant contribution to the understanding of how job security can be viewed as a type of resource that provides employees with the strength and ability to succeed in terms of mental, emotional and professional aspects. To achieve organizational goals, in the long-run, the interdependent nature of security, motivation, and well-being need to be identified as key factors influencing academic institutions to achieve high performance.

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