

## **The Effect of Job Insecurity on Employees' Job Performance in the Hospitality and Tourism Industry: The Role of Work Alienation**

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### **Abstract**

This study aimed to determine the impact of job insecurity on job performance among employees as the mediating variable. A total of 421 valid responses were received from full-time employees of Egyptian category (A) travel agents and five-star hotels. In this study, variance-based Partial Least Squares Structural Equation Modeling (PLS-SEM) was applied to test the proposed model using the WarpPLS 7.0 software. The findings indicate that job insecurity has a positive impact on work alienation and a negative impact on employees' job performance. Additionally, work alienation has a negative effect on employees' job performance. Moreover, work alienation has a mediating effect on the relationship between job insecurity and employees' job performance. The research contributes to the theoretical understanding of job insecurity, job alienation, and employee job performance in the context of Egypt's tourism and hotel business. It provides insights into these concepts and offers recommendations on how to handle challenges like job insecurity and alienation.

**Keywords:** Job Insecurity, job performance, work alienation, five-star hotels, travel agencies, Egypt.

### **Introduction**

The global economic uncertainty has led to an increase in the risk of losing one's job or experiencing job insecurity in workplaces (Lee *et al.*, 2018). Job insecurity is a psychosocial stressor that negatively influences employees' health and well-being (De Witte *et al.*, 2016; Shoss, 2017). When organizations fail to provide job security, employees tend to be less satisfied with their jobs, less committed to the organization, more likely to leave, and poorer overall mental and physical well-being (Selenko *et al.*, 2017). Due to the aggressive competition and quick changes in the business environment, organizations are compelled to vary employment contracts, modify organizational structures, and renovate work methods, which makes job insecurity more notable and unavoidable (Shoss, 2017). When employees feel uncertain about their employment, it can cause them to experience stress, lack motivation, and become less productive. This, in turn, can result in a decrease in their job performance (Chirumbolo & Areni, 2010). Ultimately, this decline in performance can lead to feelings of alienation. (Hosseinzadeh *et al.*, 2014; Taamneh & AL-Gharaibeh, 2014).

This is particularly true in the hospitality and tourism industry, where the success of businesses depends heavily on the performance of their employees, and employees' performance is directly linked to organizational effectiveness (Griffin *et al.*, 2007; Ali *et al.*, 2020). Employees' job performance may be viewed as a behavioral reaction to job insecurity. It can appear as behavioral withdrawal (reduced job performance) and be understood as a coping strategy (Piccoli *et al.*, 2019). Therefore, organizations and employees need to find ways to effectively cope with job insecurity

to maintain job performance (Qian *et al.*, 2022). As a result, job insecurity has become a major focus of research and practice in recent years. Researchers have made some progress in understanding the effects of job insecurity on behavior (Sverke *et al.*, 2019), but its impact on employee performance is still not fully known. It is crucial to understand this relationship to ensure organizations' success and survival (Jiang *et al.*, 2022).

The relationship between job insecurity and employee performance is complex and may be influenced by other factors, such as employees' attempts to impress their supervisors to preserve their jobs (Staufenbiel & König, 2010; Huang *et al.*, 2013; Shoss, 2017; Probst *et al.*, 2019). While several studies exhibit a negative relationship between job insecurity and performance-related constructs (e.g., Cheng & Chan, 2008; Shoss, 2017; Piccoli *et al.*, 2019), there may be some cases where it can lead to higher performance. It is interesting to consider whether this higher performance is perceived as such by both employees and supervisors, or whether there is a discrepancy in perceptions that suggests that employees are engaging in impression management and job preservation behaviors (Nikolova *et al.*, 2022). The inconsistent results of studies on the relationship between job insecurity and job performance may be due to two reasons: different definitions and measures of job performance and individual differences (Qian *et al.*, 2022). Some studies have assessed job performance as organizational citizenship behavior (e.g., Lam *et al.*, 2015), while others have assessed it as task performance (e.g., Selenko *et al.*, 2017). Some studies have used self-reports (e.g., Selenko *et al.*, 2013; Selenko *et al.*, 2017), while others have used supervisory ratings (e.g., Wang *et al.*, 2015). Furthermore, individuals interpret and react to job insecurity differently. Some people may see it as a challenge and be motivated to perform better (e.g., Tetteh *et al.*, 2019), while others may see it as a threat and experience stress and anxiety, which can impair their performance (e.g., Piccoli *et al.*, 2019).

Although research on job insecurity has increased in recent years, there is still much to learn about how it affects employee performance (Nikolova *et al.*, 2022). Previous studies explored the relationship between job insecurity and job performance either through the mediation of some variables such as work engagement (Wang *et al.*, 2015), organizational identification (Callea *et al.*, 2016; Piccoli *et al.*, 2017), qualitative job insecurity (Chirumbolo *et al.*, 2020), and organizational justice (De Angelis *et al.*, 2021; Sora *et al.*, 2021) or through the moderating effect of some variables like the need for closure (Chirumbolo & Areni, 2010), organizational justice (Wang *et al.*, 2015), the economic sector (Chirumbolo *et al.*, 2020), psychological capital (Darvishmotevali & Ali, 2020), informational justice (Schumacher *et al.*, 2021), and job embeddedness (Qian *et al.*, 2022). To the best of our knowledge, no study has examined the mediating role of work alienation in the relationship between job insecurity and job performance. Therefore, this study aimed to bridge the gap in the literature by investigating the impact of job insecurity on employees' job performance in the tourism and hospitality industry.

## **Conceptual Framework and Hypothesis Development**

### **Job Insecurity and Work Alienation**

Work alienation is a condition of psychological separation from one's work, caused by an organization's failure to provide a work environment that values and respects employees as human beings (Çetinkanat & Kösterelioglu, 2016). From a socio-political perspective, work alienation is a feeling of being separate, powerless, and meaningless, which happens when employees fail to find fulfillment in their workplace (Awang, 2017). Work alienation has serious consequences on organizations and employees including job dissatisfaction, decreasing job performance, declining organizational loyalty and commitment, and increased turnover intention (Fedi *et al.*, 2016; Muttar

*et al.*, 2019; Lagios *et al.*, 2022). Previous studies pinpointed various factors as reasons for work alienation like bureaucratic control (e.g., Shantz *et al.*, 2015), use of technology in many jobs (Nojabae & Ahmadi, 2014; Shehada & Khafaje, 2015), organizational injustice (e.g., Ceylan & Sulu, 2011; Sookoo, 2013), and quality of social relations with employees and other managers at work (e.g., Taamneh & AL-Gharaibeh, 2014) (Zaki, & Al-Romeedy, 2018). One of the most significant predictive factors of work alienation is the lack of job security (Farahbod *et al.*, 2012; Hosseinzadeh *et al.*, 2014; Taamneh *et al.*, 2014; Zaki & Al-Romeedy, 2018; Badran, & Khaled, 2021).

Extensive research and analysis have explored how job insecurity is linked to psychological factors like anxiety and alienation (Cheng & Chan, 2008; Mahmoud *et al.*, 2020; Mahmoud *et al.*, 2022a). For example, Kozhina & Vinokurov (2020) found that job insecurity strongly predicts work alienation. Moreover, job insecurity can lead to negative psychological responses as it poses a threat to individuals' resources and psychological contracts. According to the Conservation of Resources (COR) Theory (Hobfoll, 1989), employees are motivated to conserve their resources, which are anything that they value and that helps them achieve their goals. When employees perceive a threat to their resources, they experience stress. Job insecurity is a threat to employees' most important resources, such as their financial security, sense of purpose, and social status. This can lead to a variety of negative psychosocial responses, such as anxiety, depression, decreased work engagement, and alienation (Mahmoud *et al.*, 2022a). Moreover, psychological contract theory (Rousseau, 1995) suggests that employees have an implicit understanding with their employers about what is expected of them and what they will receive in return. This psychological contract includes things like job security, fair compensation, and opportunities for advancement. When an employer breaches the psychological contract, employees can experience a variety of negative emotions, such as anger, betrayal, and disillusionment. This can also lead to negative psychosocial responses, such as decreased job satisfaction, alienation, and increased turnover intention (Mahmoud *et al.*, 2022a). Previous studies highlighted the positive relationship between job insecurity and work alienation (e.g., Taamneh & AL-Gharaibeh, 2014; Mahmoud *et al.*, 2022b; Mehta, 2022; Mahmoud *et al.*, 2023) or the negative relationship between job security and work alienation (e.g., Zaki, & Al-Romeedy, 2018; Badran, & Khaled, 2021). Therefore, the following hypothesis was assumed:

*H1: Job insecurity positively influences work alienation.*

### **Job Insecurity and Job Performance**

Social exchange theory suggests that employees' perceptions of fairness in their relationship with their employer are crucial to their job attitudes and behaviors. When organizations treat employees fairly and beneficially, employees feel socially indebted to their employer and are more likely to engage in positive behaviors at work. On the other hand, when organizations treat employees unfairly or negatively, employees may withdraw and reduce their effort and performance to restore balance in the relationship (Cropanzano & Mitchell, 2005). Applied to job insecurity, social exchange theory suggests that concerns about losing one's job can erode positive work behaviors because they violate employees' expectations of long-term employment. Employees, especially those on permanent contracts, often assume that their organization will demonstrate its commitment to them by ensuring the stability of their jobs. If employees perceive their organization as incapable or unwilling to secure their employment over a longer time, they may

adjust their work behaviors in an attempt to restore balance in the volatile exchange relationship with their employer (Piccoli & De Witte, 2015). In addition, from a stress and strain perspective, employees are likely to reduce their work effort if they feel unable to cope with the uncertainty of job insecurity. This is because prolonged exposure to uncertainty can deplete energy and resources (Stynen *et al.*, 2015).

Previous studies have revealed that job insecurity can affect employees' attitudes and behaviors at work; when employees are uncertain about the future of their jobs, they tend to withdraw emotionally and behaviorally (Karatepe *et al.*, 2020). For illustration, job insecurity relates to increasing organizational strain; damaging health and well-being; creating stress, anxiety, and depression (Chirumbolo & Areni, 2010); reducing job satisfaction, job involvement, and trust in an organization (Richter & Neaswall, 2019); aggravating absenteeism (Jiang & Lavaysse, 2018; Karatepe *et al.*, 2020); and increasing turnover (Lee & Jeong, 2017). Job insecurity can also negatively affect employees' job performance (Chirumbolo & Areni, 2010) by decreasing their subjective well-being (Darvishmotevali & Ali, 2020). Moreover, job insecurity can also harm an organization when employees display counterproductive behaviors or non-compliance (Ma *et al.*, 2019). Job insecurity has a negative effect on the deluxe hotel employees' engagement (Jung *et al.*, 2021) and the organizational commitment of senior hotel managers (Filimonau *et al.*, 2020). Most previous studies show that job insecurity has a negative impact on employee performance, some studies have found no relationship between the two (e.g., Loi *et al.*, 2011; López Bohle *et al.*, 2017; Sverke *et al.*, 2019), while some revealed a negative relationship between job insecurity and job performance (e.g., Cheng & Chan, 2008; Gilboa *et al.*, 2008; Piccoli *et al.*, 2019), and a few studies have even found a positive relationship (e.g., Feather & Rauter, 2004; Tetteh *et al.*, 2019). Building on this, the following hypothesis was formulated:

*H2: Job insecurity negatively influences job performance.*

### **Work Alienation and Job Performance**

Employee job performance in human resource management is viewed as the results, outcomes, and achievements of employees toward managerial and functional goals. Employee job performance can be strong or weak and may need improvement (Khoshnaw & Alavi, 2020). Employee job performance is the way that employees behave to aid and serve clients (Liao & Chuang, 2004). More broadly, job performance refers to how well an employee completes the tasks that they have been assigned (Darvishmotevali & Ali, 2020). To improve employees' performance levels, Organizations have to understand and address both external and internal factors that correlate to and affect performance (Judge *et al.*, 2017; de la Torre-Ruiz *et al.*, 2019). Internal factors such as work alienation and deviant work behavior are a serious threat to hospitality organizations in social and economic terms. This is because they can lead to problems such as internal theft, sabotage, and weak employee relations (Yıldız & Alpkan, 2015; Tresidder & Martin, 2018). In turn, these problems can negatively influence the results and success of organizations (Erdem, 2021). Employees' attitudes and behaviors (dispositions) have a significant impact on job performance and organizational success (Santos *et al.*, 2019). Therefore, it is important to understand the underlying factors that contribute to these dispositions and how they influence performance (García-Contreras *et al.*, 2022).

Work alienation is a concept that describes the negative psychological effects that work can have on individuals. It is caused by the contradiction between the structure of work and human nature.

Work alienation can lead to feelings of isolation, loss of identity, lack of authenticity, and powerlessness (Shantz *et al.*, 2015). It is a state of detachment from one's work, resulting in a loss of meaningfulness and satisfaction (Chiaburu *et al.*, 2013). Employees who experience work alienation often feel like they are merely going through the work to survive, rather than fully utilizing their skills, experiences, and knowledge to create something of value (García-Contreras & Fierro-Moreno, 2019). There is also a risk that work alienation may become embedded in employees' minds and is reflected in an automatic and routine reaction to operating requirements (Odor, 2018), which in turn affects both employees' performance and organizational performance (García-Contreras *et al.*, 2022). Previous studies highlighted the negative correlation between job performance and work alienation (e.g., Siron *et al.*, 2016; Kartal, 2018; Amarat *et al.*, 2019; Muttar *et al.*, 2019; García-Contreras *et al.*, 2022; Chen & Ye, 2023), which can be better demonstrated by the affective events theory of Weiss and Cropanzano (1996). According to this theory, when employees are feeling negative emotions, such as stress, anxiety, or depression, they are less likely to be motivated and productive at work. As a result, their performance declined (Muttar *et al.*, 2019). Therefore, the following hypothesis was formulated:

*H3: Work alienation negatively influences job performance.*

### **The Mediating Role of Work Alienation**

Alienation is a feeling of isolation and detachment from oneself, others, and one's job (Banai & Reisel, 2007). Work alienation is a negative psychological state that arises from a combination of factors related to the work environment and job content. It typically emanates from incompatibility with employees' values, demands, ideals, or expectations (Nair & Vohra, 2009). Work alienation has a significant impact on a wide range of work outcomes, including employee attitudes and job performance attributes (Chiaburu *et al.*, 2014). Work alienation is concluded to correlate positively with job insecurity (Taamneh & AL-Gharaibeh, 2014; Zaki, & Al-Romeedy, 2018; Badran, & Khaled, 2021; Mahmoud *et al.*, 2022b), while it negatively correlated to job performance (Muttar *et al.*, 2019; García-Contreras *et al.*, 2022; Chen & Ye, 2023). Unsurprisingly, Cognitive and physical circumstances that alienate employees can reduce their sense of job security, employment-related confidence, and overall job performance. Actually, the negative consequences of job insecurity on job performance are among the most frequently documented associations in the related literature (Nikolova *et al.*, 2022).

Work alienation is correlated to employees' feelings of powerlessness, isolation, normlessness, meaninglessness, and self-estrangement (Amarat *et al.*, 2019). Work alienation causes reduced participation in work activities (Shantz *et al.*, 2015) and lowered organizational citizenship behavior (Singh & Randhawa, 2018). Work alienation was deemed as an antecedent to job insecurity. Alienated employees may experience dissociation, which can lead to estrangement from their jobs. This can lead to feelings of powerlessness and job insecurity, which in turn negatively influence job performance (Mehta, 2022). When employees feel alienated at work, their behavior and performance may suffer. They may become dissatisfied with their work, complain more often, and intentionally avoid or evade work (Chen & Ye, 2023). Therefore, it was hypothesized that:

*H4: Work Alienation mediates the relationship between job insecurity and job performance.*

The conceptual framework of the study is illustrated in Figure 1 below.

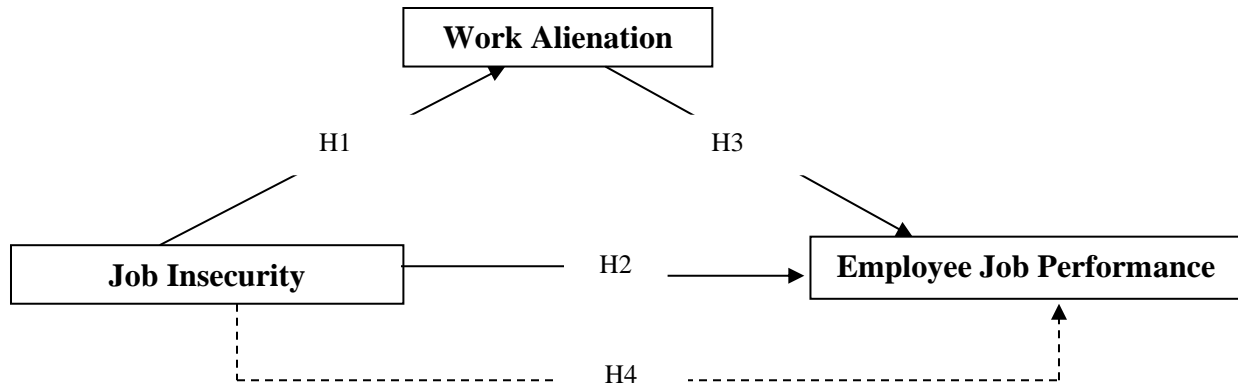


Figure (1): Conceptual framework of the study

## Materials and Methods

### Measures and Instrument Development

A self-administered questionnaire was used to collect data. The questionnaire was divided into two parts. One The first part comprised 19 items to assess latent variables "job insecurity, work alienation, and employee job performance" and utilized a five-point Likert scale ranging from "1= strongly disagree to 5 = strongly agree" to quantify all latent variables. The second part included five questions about the research sample's gender, age, education, experience, and work organization. Job insecurity was evaluated by an 8-item scale adapted from Karatepe (2022). For instance, "I do not feel secure about the potential scope of my job" and "I do not feel secure about my prospects for advancement in my job". In addition, an 8-item scale developed by Rodwell *et al.* (1998) was used to measure job performance. Sample items include: "I am currently working at the highest level of performance" and "I try to be at work as often as possible". Moreover, work alienation was assessed by a 3-item scale by Nair and Vohra (2009). For example, "I do not enjoy my work" and "Facing my daily tasks is a painful and boring experience". Measurement scales are outlined in Appendix (A).

### Sampling and Data Collection

The study model was tested using data from full-time employees at five-star hotels and category (A) travel agencies in the greater Cairo region in Egypt. These two categories of businesses were chosen because they dominate Egypt's hospitality and tourism industry, and they share similar features in that they both deal with international tourists. The convenience sample approach was adopted in this study due to the large population and the researchers' limited resources. According to the Egyptian Ministry of Tourism, there were 158 five-star hotels and 2222 category (A) travel agents in Egypt in 2018. A total of 800 questionnaires were disseminated by hand to the enterprises under investigation. 421 valid questionnaires were gathered, representing a 52.6% response rate; 251 questionnaires (59.6%) were gathered from 20 five-star hotels, and 170 questionnaires (40.04%) were gathered from 40 travel agencies. This study relied on Hair *et al.* (2010) criterion concerning calculating sample size, the ratio of "variable: sample = 1:10" is the minimum

acceptable. This ratio is achieved in the current study since it contains 19 (8 items for JI, 8 items for EGP, and 3 items for WA) items under investigation.

**Data Analysis**

The current study employed the PLS-SEM technique with WarpPLS software version 7.0 to analyze the study's measurement and structural model, as well as evaluate the research hypotheses. A multi-group analysis (MGA) was also performed to see if there were any significant variations in employees' responses to differences in their employment, whether it was a hotel or a travel agency.

**Results**

**Participant's Profile**

Out of the 421 employees who participated in this study, the majority (n=361, 85.7%) were men and only 60 (14.3%) were women. There were 195 (46.3%) employees under the age of 35, 166 (39.4%) employees between the ages of 35 and equal or less than 45, 51 (12.1%) employees had more than 45 years old to 55 years old, and only 9 (2.1%) employees had more than 55 years old. In addition, the majority (n=333, 79.1%) had a bachelor's degree, whereas, 54 (12.8%) and 34 (8.1%) had High school/institute certificates and Master/PhD degrees, respectively. Furthermore, 150 employees (35.6%) had less than two years of work experience, 129 (30.6%) had two to five years, 59 (14.0%) had six to ten years, and 83 (19.7%) had more than ten years of work experience. Moreover, 251 employees (59.6%) worked in five-star hotels, whereas, 170 (40.04%) worked in travel agencies.

**Table 1.** Participant's profile (N=421)

		Frequency	Percent
Gender	Male	361	85.7
	Female	60	14.3
Age	< 35 years	195	46.3
	35: ≤45 years	166	39.4
	>45: 55 years	51	12.1
	> 55 years	9	2.1
Education	High schools/institute	54	12.8
	Bachelor	333	79.1
	Master/PhD	34	8.1
Experience	< 2 years	150	35.6
	2 to 5 years	129	30.6
	6 to 10 years	59	14.0
	> 10 years	83	19.7
Work organization	Hotels	251	59.6
	Travel agency	170	40.4

**Measures Reliability and Validity**

Confirmatory factor analysis (CFA) was used to calculate factor loading (see Table 2). Item loadings calculated ranged from 0.601 to 0.860. Hair *et al.* (2010) considered factor loading levels larger than 0.5 to be acceptable. Cronbach's alpha and composite reliability values for all variables are likewise more than 0.7, as shown in Table 2. Furthermore, because the AVE values are larger than 0.5, the validity of the scales has been demonstrated using the Hair *et al.* (2020) criteria. Furthermore, variance inflation factors (VIFs) for each latent variable in a model are estimated, suggesting that it is free of common method bias since the VIF values are less than or equal to 3.3 (Kock, 2015).

Table 2. Factor loadings, Cronbach’s, CR, AVE, and VIF

	<b>Item Loading</b>	<b>p-value**</b>	<b>VIF</b>	<b>CR</b>	<b>CA</b>	<b>AVE</b>	<b>VIF</b>
<b>Job insecurity (JI)</b>							
JI.1.	0.758	<0.001	2.006	0.923	0.904	0.601	1.235
JI.2.	0.764	<0.001	2.134				
JI.3.	0.815	<0.001	3.194				
JI.4.	0.833	<0.001	3.180				
JI.5.	0.650	0.002	1.740				
JI.6.	0.852	<0.001	3.041				
JI.7.	0.750	<0.001	2.371				
JI.8.	0.761	<0.001	2.144				
<b>Employee Job performance (EJP)</b>							
EJP. 1.	0.691	<0.001	1.749	0.910	0.886	0.559	1.081
EJP.2.	0.753	<0.001	2.276				
EJP.3.	0.832	<0.001	2.541				
EJP.4.	0.756	<0.001	2.394				
EJP.5.	0.788	<0.001	2.023				
EJP.6.	0.601	0.003	1.654				
EJP.7.	0.784	<0.001	2.270				
EJP.8.	0.755	<0.001	2.130				
<b>Work alienation (WA)</b>							
WA.1.	0.860	<0.001	1.825	0.886	0.807	0.722	1.171
WA.2.	0.842	<0.001	1.710				
WA.3.	0.846	<0.001	1.734				
CR: Composite reliability; CA: Cronbach's alpha; AVE: average variance extracted ** P value for item loading							

Furthermore, Franke and Sarstedt (2019) stated that "the correlation between two latent variables must be significantly less than unity to prove discriminant validity, and the AVE value for each variable must be greater than the greatest common value". According to the results in Table 3, the discriminant validity of the research model has therefore been achieved.



Table 3. Discriminant validity results

	EJP	JI	WA
Employee Job performance (EJP)	0.748	-0.270	-0.137
Job insecurity (JI)	-0.270	0.775	0.381
Work alienation (WA)	-0.137	0.381	0.850

The HTMT for validity was determined as well (see Table 4), and all values were less than 0.85, indicating that it is the best outcome for confirming validity.

Table 4. HTMT for validity

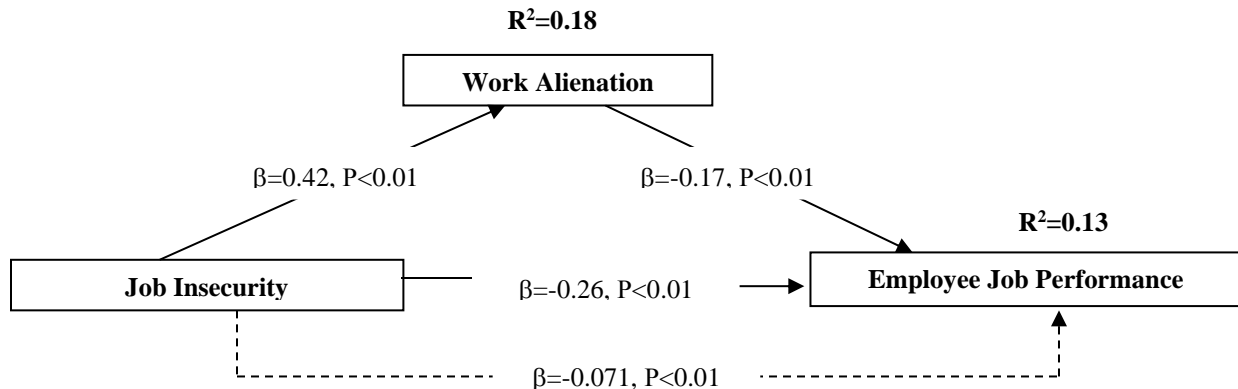
HTMT ratios (good if < 0.90, best if < 0.85)	EJP	JI	WA
Employee Job performance (EJP)			
Job insecurity (JI)	0.297		
Work alienation (WA)	0.185	0.452	
P values (one-tailed) for HTMT ratios (good if < 0.05)	EJP	JI	WA
Employee Job performance (EJP)			
Job insecurity (JI)	<0.001		
Work alienation (WA)	<0.001	<0.001	

**Model Fit Metrics for the Research Model**

Kock's (2021) model fit and quality index criteria were all fulfilled by the current study (see Appendix B).

**Results of testing hypotheses**

The results of testing study hypotheses (see Figure 2 and Table 5) indicated that job insecurity positively affects work alienation ( $\beta=0.42, P<0.01$ ). This means that when job insecurity increases work alienation tends to be high. Therefore, H1 is supported. In addition, job insecurity negatively affects employee job performance ( $\beta=-0.26, P<0.01$ ). This means that when job insecurity increases employee job performance tends to be low. Therefore, H2 is supported. Moreover, work alienation negatively affects employee job performance ( $\beta=-0.17, P<0.01$ ). This means that when work alienation increases employee job performance tends to be low. Therefore, H3 is supported. Furthermore, figure 2 shows that job insecurity interpreted 18% of the variance in work alienation ( $R^2=0.18$ ) and 13% of the variance in employee job performance ( $R^2=0.13$ ).



**Figure 2:** final model of the study

In addition, to assess the impact of work alienation as a mediator, the “Bootstrapped Confidence Interval” analysis was carried out (see Table 5). According to the bootstrapping analysis, the indirect effect's Std.  $\beta = -0.071$  ( $0.420 \times -0.170$ ) was significant, which had a t-value of -2.100. Furthermore, a zero does not cross in between "95% Bootstrapped Confidence Interval": (LL= -0.138, UL= -0.005), indicating mediation. Therefore, it can be said that there is statistical evidence for the mediation effect of work alienation in the  $JI \rightarrow EJP$  relationship. Thus, H4 is supported.

**Table 5: Mediation analysis (Bootstrapped Confidence Interval)**

H4	Path a JI→ WA	Path b WA→ EJP	Indirec t Effect	SE	t- value	95% LL	95% UL	Decisio n
JI→WA→EJP	0.420	-0.170	-0.071	0.034	-2.100	-0.138	-0.005	Mediation

Finally, Multi-Group Analysis (MGA) was performed to determine whether there are significant differences in employee answers due to workplace differences. According to the findings in Table (6), there are no statistically significant differences in any path coefficients between workers of five-star hotels and those of travel agencies.

**Table 6: Multigroup analysis for differences by organization**

Group pair results (Five-Star Hotel=1 (N=251); Travel Agency=2 (N=170))						
Constructs/Hypotheses	Path coeff. (Five- Star Hotel)	Path coef. (Travel Agency)	Absolute path coeff. Diff.	p-values	Tstatistic	Supported/Not Supported
JI→EJP	-0.265	-0.254	0.011	0.454	0.115	Not Supported
EJP→WA	-0.245	-0.162	0.082	0.194	0.864	Not Supported
JI→WA	0.440	0.421	0.020	0.414	0.217	Not Supported

## Discussion

This study aims to investigate the effect of job insecurity (JI) on employees' job performance (EJP) of tourism and hotel employees while concentrating on the mediating role of work alienation (WA). The findings of the current study support H1, H2, H3, and H4, where, job insecurity (JI) negatively influences employees' job performance (EJP), and positively influences work alienation (WA). In addition, WA negatively influences EJP and also mediates the  $JI \rightarrow EJP$  relationship. Findings come to be consistent with those of other research (i.e.g Darvishmotevali *et al.*, 2017; Darvishmotevali, 2020; Vo-Thanh *et al.*, 2020) which claimed that job insecurity harms employees' job performance, and consistent with Zaki and Al-Romeedy (2018) who found that job insecurity is a predictor of work alienation. Job insecurity, as a significant job stressor impacting employees (Rigotti *et al.*, 2015), is adversely associated with various job outcomes (Zheng *et al.*, 2014). According to George and Jones (2005), stress is likely to result in undesirable behavioral effects such as poor performance, and alienation.

Findings also come to be consistent with those of other research (i.e. Kaynak *et al.*, 2016; Kartal, 2018; Amarat *et al.*, 2019) which claimed that work alienation hurts employees' job performance. Employees experiencing work alienation usually lack a sense of control over their jobs, leading to a disinclination to respond positively to the work environment. Employees who lack job control will have unfavorable consequences, such as anger and other unpleasant emotions which may be negatively associated with citizenship behavior, and they will harm job performance (Guo *et al.*, 2016).

Furthermore, the findings are consistent with Mehta (2022) who argued the indirect effect that work alienation has on job insecurity situations and employees' performance. The inability of a person to express themselves at work leads to work alienation, which reflects the conflict between the nature of work and the character of man. The unexpected change in work "i.e. job insecurity," causes work alienation, which is characterized by a sense of helplessness brought on by the worker's incapacity to exercise control over his or her work-related activities. The worker's incapacity to maintain continuity in a job-in-danger situation, which has a detrimental impact on employees' job performance, makes this helplessness even worse (Mehta, 2022).

### **Theoretical and practical implications**

Based on the findings of the current investigation, this study has made several theoretical contributions. First, from a behavioral perspective, this research extends the body of literature by examining the mediating role of work alienation in the relationships between job insecurity and employees' job performance, which is an unexplored research topic. Specifically, this research contributes to filling the research gap in the hospitality and tourism literature by improving the knowledge regarding the influence of job insecurity on employees' job performance working in the hotel industry and travel agencies in countries that are often over-reliant on tourism (Vo-Thanh *et al.*, 2020). The current study presents added information verifying that job security is a significant factor in improving employees' job performance and achieving organizational success. Second, to the best of our knowledge, there are no studies examining the mediating role of work alienation in the relationship between job insecurity and job performance specifically in the tourism and hospitality industry.

Practitioners, particularly those in the tourism and hospitality industry, may use the study's results to improve employees' job performance by decreasing their perceptions of job insecurity and alienation. First, job insecurity is inevitable in today's organizations, but there are ways to reduce it. One way is to reduce uncertainty and increase predictability by clarifying organizational policies, procedures, and performance goals and standards (Schreurs *et al.*, 2012). Second, Organizations should foster a supportive and collaborative work environment, even in times of job insecurity, because social support can mitigate the negative impact of job insecurity and alienation on employee performance. In other words, when employees feel supported by their colleagues and managers, they are more likely to be able to maintain their job performance, even when they are facing threats to their job security. This is because social support can help to reduce stress, improve morale, and boost motivation (McGlynn & Richardson, 2014; Teng *et al.*, 2019; Abbas *et al.*, 2021). Third, managers should identify personal employees' needs and interests when designing their jobs to be more motivating and compatible with their qualifications to lower work alienation (Amarat *et al.*, 2019).

### **Limitations and further research**

There are certain restrictions on this study, but they provide important possibilities for further investigation. First, the study model examines just job insecurity as a trigger. Future research may look at other industry characteristics, such as seasonality, to determine whether they produce different effects. Second, the study model only takes work alienation into account as a mediator. Future research may investigate additional mediators, such as "work engagement and organizational justice," to determine whether their outcomes differ. Third, while the current study focused on rising concepts like work alienation and job insecurity, the study encourages scholars to look at the impact of other moderating elements including job dependence, organizational culture, and organizational support. This may aid in reversing the detrimental impacts of workplace alienation and insecurity on employee job performance. Finally, the sample is another concern in this study. Because the research sample was restricted to five-star hotels and category-A travel agencies in Egypt, this study should be repeated in various cultural contexts, such as other MENA nations, as well as various tourism and hospitality contexts, such as restaurants or airline companies, to verify or dispute its findings.

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<b>Appendix (A)</b>	
<b>Job insecurity (JI)</b>	<b>Karatepe (2022)</b>
JI.1. My concern is the rise in my salary.	
JI.2. I worry that I may soon be required to work in a different location or department.	
JI.3. My workload is probably going to get heavier in the future.	
JI.4. I do not feel secure about the potential scope of my job	
JI.5. I believe the future will see a decline in the interest of my work.	
JI.6. I'm concerned that I could have a different boss in the future.	
JI.7. I'm not certain who coworkers I'll be working within the near future.	
JI.8. I do not feel secure about my prospects for advancement in my job.	
<b>Work alienation (WA)</b>	<b>Nair and Vohra (2009)</b>
WA.1. I do not enjoy my work	
WA.2. Facing my daily tasks is a painful and boring experience	
WA.3. I feel estranged/disconnected from myself	
<b>Employee Job Performance (EJP)</b>	<b>Rodwell et al. (1998)</b>
EJP. 1. I am currently working at the highest level of performance	
EJP.2. It is my right to use my medical leave	
EJP.3. Employees should only do enough work	
EJP.4. I try to be at work as often as possible	
EJP.5. I am one of the best in the work I am doing	
EJP.6. I set quite high standards for my job	
EJP.7. My work is always of high quality	
EJP.8. I am proud of my job performance	

Appendix (B): Model fit and quality indices

	<b>Assessment</b>	<b>Criterion</b>	Supported/Rejected
Average path coefficient (APC)	0.281, P<0.001	P<0.05	Supported
Average R-squared (ARS)	0.153, P<0.001	P<0.05	Supported
Average adjusted R-squared (AARS)	0.150, P<0.001	P<0.05	Supported
Average block VIF (AVIF)	1.203	acceptable if $\leq 5$ , ideally $\leq 3.3$	Supported
Average full collinearity VIF (AFVIF)	0.310	acceptable if $\leq 5$ , ideally $\leq 3.3$	Supported
Tenenhaus GoF (GoF)	1.000	small $\geq 0.1$ , medium $\geq 0.25$ , large $\geq 0.36$	Supported
Sympson's paradox ratio (SPR)	1.000	acceptable if $\geq 0.7$ , ideally = 1	Supported
R-squared contribution ratio (RSCR)	1.000	acceptable if $\geq 0.9$ , ideally = 1	Supported
Statistical suppression ratio (SSR)	1.000	acceptable if $\geq 0.7$	Supported
Nonlinear bivariate causality direction ratio (NLBCDR)	1.000	acceptable if $\geq 0.7$	Supported

### الملخص العربي

تأثير انعدام الأمن الوظيفي على الأداء الوظيفي للعاملين في قطاعي الضيافة والسياحة: دور الاغتراب في العمل

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تهدف هذه الدراسة إلى دراسة تأثير انعدام الأمن الوظيفي على الأداء الوظيفي للعاملين في صناعة السياحة والضيافة مع الأخذ بعين الاعتبار الدور الوسيط للاغتراب عن العمل. تم تجميع عدد 421 رداً صحيحاً من الموظفين بدوام كامل من وكلاء السفر من الفئة (أ) والفنادق الخمس نجوم العاملة بمصر. تم إجراء PLS-SEM لتحليل نموذج البحث باستخدام برنامج WarpPLS 7.0 وأظهرت النتائج أن انعدام الأمن الوظيفي يؤثر إيجاباً على الاغتراب في العمل ويؤثر سلباً على الأداء الوظيفي للعاملين. كما أظهرت النتائج أن الاغتراب في العمل يؤثر سلباً على الأداء الوظيفي للعاملين. علاوة على ذلك، فإن الاغتراب في العمل له تأثير وسيط في العلاقة بين انعدام الأمن الوظيفي والأداء الوظيفي للعاملين. يساهم البحث في تدعيم الفهم النظري لانعدام الأمن الوظيفي، والاعتراب الوظيفي، والأداء الوظيفي للعاملين في سياق قطاع السياحة والفنادق في مصر. ويقدم البحث أيضاً توصيات لشركات السياحة والفنادق حول كيفية التعامل مع الجوانب غير المواتية للقطاع، مثل انعدام الأمن الوظيفي والاعتراب في العمل.

**الكلمات المفتاحية:** انعدام الأمن الوظيفي، الاغتراب في العمل، الأداء الوظيفي، فنادق الخمس نجوم، وكالات السفر، مصر.