

Research Article

Examining Role of Employee Job Security, Financial Security, and Psychological Security to Foster Employee Performance: Mediating Effect of Employee Engagement

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Abstract: It is crucial for organizations to explore factors that can foster employee performance to survive in the present competitive marketplace. Therefore, the purpose of this research was to examine the effect of employee job security, employee financial security, and employee psychological security on employee performance through the mediating role of employee engagement. This study adopted a cross-sectional research design and quantitative methodology. A questionnaire was developed using a five-point Likert scale to gather responses from employees by applying simple random sampling. The response rate of the study was 65%. Smart PLS 4 was used as the tool for data analysis in this research. Results confirm that employee engagement has positive effect on employee performance. Moreover, employee job security, employee financial security, and employee psychological security have positive influence on employee engagement. In the end, employee engagement also mediates between employee job security, employee financial security, employee psychological security, and employee performance. This study contributes to the body of literature by highlighting the key role of employee engagement between employee job security, employee financial security, employee psychological security, and employee performance.

Keywords: Job Security, Financial Security, Psychological Security, Employee Engagement, Employee Performance.

1. Introduction

Long term success of organization is dependent upon the factor of employee performance which mainly rely on elements like Job security and other related factors. Job security refers to the high level of confidence or assurance an employee has in being able to continue their current job for a longer period of time. Job security provides employees with a sense of safety and protection against external and internal risks that have the ability to alter or impact employment status of an employee [1]. Job security may be affected by a number of different factors including local labor laws, employment contracts, terms and conditions of employment, and the job market. Job security develops an environment in which an employee gains confidence [2]. In this condition an employee shows full commitment towards the employer. Employee security needs certain steps by the organization. The organization must clearly inform employees that job security is important for their performance. Moreover, employees should put extra effort into the benefit of the organization, and organization should send a clear message to employees that their job is secure. Employees get motivated to perform best and more than normal requirement because of job security with purpose to achieve organizational targets and goals [3]. Most of the employees perceive job security as one of key factors for their long-term commitment towards the organization.

Most of the employees also prefer to mitigate the factor of financial risk to show their commitment to the organization. Financial risk creates financial stress among employees that creates threat to dedication, absorption, and vigor of employees within an organization [4]. Therefore, transparency in salary process and wage adequacy are important factors to develop motivation and engagement among employees workforce [5]. Lack of Financial risk is important for employee satisfaction, productivity and retention in present evolving workplace [6]. Human resource department of the organization should work closely with employees and help them in their financial planning to mitigate their financial risk. Engagement and dedication can be developed among employees by providing them with more financial benefits. Moreover, minimizing financial risk can raise morale of employees [7]. Therefore, it is important for HR to focus on financial planning for employees in a way that employees do not feel financial risk so that they can take different initiatives to improve their

productivity.

Retention and satisfaction of employees are enhanced through psychological safety. The factor of psychological safety develops an environment of support, open communication, and trust where employees feel empowered and valued [8]. In such environment organizational commitment is strengthened, turnover intention among employees is reduced, and job satisfaction is enhanced. Competitiveness of the organization is dependent on retention of skilled employees because organization has to bear significant cost if an employee leaves the organization. This cost is linked to recruitment, knowledge retention, and training. In order to create satisfying work environment, psychological safety plays very important role as employees are encouraged to ask different questions and to look at feedback from managers. Raising psychological safety is vital to improve organizational knowledge, stakeholders satisfaction, and organizational performance [9]. Psychological safety also reduces turnover and stress among employees by enhancing performance, creativity and engagement. Organizations that give priority to the factor of psychological safety are able to build healthy relationships with employees and can achieve long-term success in competitive market.

Since last few years decision makers of the organization have been prioritizing the element of employee engagement. The managers of human resource department of the organizations have prioritized this factor to ensure long-term success and improved productivity of the organization. They consider employee engagement as a factor to develop and maintain competitive advantage in current competitive market practitioners [10]. Competition among organizations is rising in today's market. For smooth functioning overall and survival, the organization is mainly dependent on long-term engagement of the employees. Organizations always look to utilize their resources at optimum level in order to achieve competitive advantage. The relationship of employees with their colleagues becomes good when they are engaged with the task assigned. The working environment of such organization improves as employees feel happy and satisfied with the employers. All these factors lead to improved profitability and productivity of the organization. Improved engagement level among employees can improve employee retention and enhance customer loyalty [11]. The performance of engaged employees is better than other

employees [12]. In present age of globalization, it is very difficult to retain employees for smooth and effective work.

Organizations always look for different ways to improve performance of employees as they are directly linked to organizational goals and job responsibilities. It shows both quantity and quality of work produced by the employees. Employee performance also reflects employee commitment level, competencies, and behaviour towards daily tasks. In present workplaces, employee performance is considered as collaboration, adaptability, and creativity of the employees leading to operational efficiency [13]. In present age, organizations are facing increased competition because of rapidly changing technology, therefore it is important for organizations to have employees who have high level of performance for their long-term growth and sustained success. It is crucial for organizations to understand importance of employee performance as it directly **affects** organizational resilience, service quality, employee profitability, and productivity. [14]. Employers focus on improving performance of employees through empowering and training of employees. Therefore, main purpose of this research is to examine the effect of job security, employee psychological safety and employee financial safety on employee engagement and employee performance.

2. Literature review

2.1 Employee Engagement (EE) and Employee Performance

Studies have defined employee performance (EP) as ability of employee to perform certain tasks through specific skills. Other scholars have defined this concept as certain pattern in which assigned tasks and work are completed by the employees [15]. It shows the efficiency and effectiveness of employees by which they provide support to the goals of organizations, meet organizational expectations and complete their tasks [16]. Employees who have high performance regularly show quality in their results, focus on innovation, collaborate effectively with all stakeholders and maintain professional standards. The performance of employees is mainly dependent on employee engagement, knowledge management practices followed by the organization, organizational practices, policies and activities. These factors are important to determine high level of EP.

Studies has defined employee engagement (EE) as level of psychological connection, enthusiasm and commitment felt by the employees towards their organization and work [17]. Studies have used this term quite frequently in order to refer to dedication, enthusiasm and commitment of employees towards organization. Engagement is discussed as emotional commitment that an employee shows towards values and goals of the organization. It also shows employees' motivation for the success of organization. When employees show engagement, they mostly experience sense of motivation, belonging and purpose that goes beyond requirements of the job [18]. As a result, employees show commitment and contribution in proactive manner, show their dedication and feel honored in fulfilling the assigned tasks. Employees who are engaged perceive fulfillment in assigned tasks that later lead to job satisfaction. Therefore, employees achieve greater dedication and perform higher quality of work [19]. Studies mentioned that engaged employees often have more solutions and innovative ideas for organizational success. Scholars suggested that EE has positive correlation with work pride that result in commitment and quality outputs [20].

There exists strong, and mutually reinforcing relationship between EE and EP that shapes success of organization [21]. EE has very important role to play in order to elevate performance as engaged employees mostly show behavior including problem solving, persistence, creativity and innovative initiative. Employees who are highly engaged complete their work with enthusiasm and energy, that leads to improved efficiency and productivity. Such employees show willingness to help organization and go extra mile in terms of their outcomes when organization is having challenging situation [22]. Engaged employees share ideas openly, contribute to the organizational culture and participate in decision making as they feel psychologically valued and safe. This develop adaptability and innovation in organizational environment [23].

EE has positive influence on organizational culture and teamwork. Engaged employee support their colleagues, communicate clearly, and collaborate effectively to achieve organizational goals [24]. The positive attitude if employees enhance job satisfaction and reduce workplace conflicts creating workplace environment to perform good. The turnover intention of engaged employees is also very low, showing higher work consistency, smoother workflows and reduced absenteeism [25]. Additionally, engaged employees can better handle stress at the workplace. The results of Deepalakshmi ,Tiwari [26] revealed that EE has positive influence on EP.

H1: Employee Engagement and Employee Performance are significantly

related to each other.

2.2 Employee Job Security and Employee Engagement

It is expected that employees will continue their job without any uncertainty and they will not face unexpected loss of job. Employees who experience job security at workplace show enthusiasm in performing their assigned tasks. Employee job security is one of the important element to improve job performance that will ultimately effect organizational performance [27]. Also, employee job security has very important role to play in improving organizational performance. Few years ago, studies discussed positive effect of job security on performance of organization. They reported that job security is one of the vital factors that attach employees with organization. Job stability at the workplace improve engagement of employee towards organization [28]. Expectation of employees towards job security depends upon the level of employees at which employee is working in a firm.

There exist significant relationship between employee job security and EE because job security is one of foundational condition that ensures employees to invest their commitment, skills and energy in organizational tasks [29]. When employees are ensured security for their job, their level of anxiety is reduced that allows them to complete their tasks with confidence. As a result of this sense of stability, emotional attachment of employees with organization is enhanced as employees feel protected by the organization. As a result, it is more likely that secure employees will show willingness, enthusiasm and motivation to achieve organizational goals.

Additionally, trust between employees and management of organization is strengthened because of job security [30]. Employees participate in sharing innovative ideas and participate in decision making process when employees have trust regarding their job safety [31]. At this stage, employees collaborate with other workers to complete assigned tasks. All these elements reflect engagement of employees. On the other hand, employees who experience job insecurity mostly face withdrawal behavior, disengagement and stress. At this stage employees move their focus from contribution towards organization towards self-preservation. Therefore, job security is one of powerful drivers to engage employees and predict their performance. Moreover, the organizations that ensure security of the job develop productive, committed and engaged workforce. Scholars reported that employees of supervisory level show concern about their job. Studies mentioned that job security has positive influence on EE [29]. The research of Mozammel [32] also revealed that job security is an important antecedent of job security. So, this research proposed that:

H2: Employee Job Security and Employee Engagement are significantly related to each other.

2.3 Employee Financial Security and Employee Engagement

Financial security is the opinion that a person fulfil future and current financial obligation [33]. Employees who feel themselves financially secure show more commitment, focus and resilience towards their job. The factor of financial strain that impacts engagement of employees for their jobs. Employees can feel financial strain if their salary is low. Other factors like high expenditure cost, rising living cost and debts can also create financial strain. As a result of financial stress, employees feel distress, lack of control and deprivation. The working performance of employee is negatively affected if he or she is under financial pressure. An employee who has low budget, commutes longer, eats less and sleeps less cannot pay attention to his or her healthy life [34].

Some scholars reported that financial burden can help in moderation of productivity. But financial insecurity has negative impact on organizational performance and well-being of employees on a long-term basis [35]. For the development of sustainable EE, it is important for organizations to offer high wages to employees. Wage that is adequate will provide financial cushion to the employees. Moreover, employees will feel motivated to work hard for the organization by showing work engagement. Employees feel lower anxiety when they don't have any financial pressure as result of supportive financial policies, benefits, reliable income and fair wages [7].

As a result of reduction of financial pressure employees can better concentrate on their assigned tasks, leading to higher productivity. Employees will also feel positive workplace relationships. Organizational trust and psychological safety of employees will be strengthened because of financial security, making employees willing to show commitment towards organizational goals, share innovative ideas and make timely decisions [36]. Furthermore, employers who give priority to the financial security of the employees show their care for the organization. It will boost emotional attachment, job satisfaction and morale of employees towards

the organization. Therefore, financially secure employees show extra effort and motivation leading to higher level of engagement. All these factors contribute to better job performance [37; 38]. The research of Dars [37] mentioned in their study that financial security has positive effect on EE. So, present research assumes

H3: Employee Financial Security and Employee Engagement are significantly related to each other.

2.4 Employee psychological security and Employee Engagement

The ability of a person to perform a certain task successfully is dependent on mindset or psychological state. Scholars discussed psychological safety as employees who are not worried about their career, status and image being affected when they talk about new ideas, report mistakes, seek feedback and ask questions. In other words, employees can express their true perception within their communication [39]. Psychological safety reflects the conviction that employee will not feel embarrassed if he or she talks about mistakes, stresses, inquiries and viewpoints. Employees assume that they will remain secure and will not feel embarrassed for requesting criticism, taking risks, and giving suggestions. Employees will feel committed and engaged to the job when they assume that they will not be terminated if they commit mistakes or talk about the mistakes of managers. It becomes easier for employees to share different kinds of security risks that enable timely intervention at the workplace. Safety culture is promoted through psychological safety that makes employees more connected to the organization. So, it is important to develop strategies to enhance employees psychological safety as safety culture [40].

People always want to protect their jobs and their possessions as key components that need to be protected. Employees often feel shy when they have to share some problem in case of low psychological security [41]. In this case employees feel high risk behavioral decisions. Employees can better manage this position when they are psychologically powerful. Therefore, they perceive security for the continuity of their job. Employees can easily share potential danger as result of psychological safety without danger of losing job. As a result, engagement of their job is strengthened increasing commitment towards organization [42]. Researchers determined psychological safety is one of key antecedents of workplace engagement of employees. developing work environment where employees feel valued, respected and safe, employees show commitment. In case of psychological security, it is more likely that they will take timely decisions [43]. Therefore, an emotional connection is developed among employees and organizations where employees feel more connected towards their goals. Anxiety and stress can be reduced because of psychological security that enables employees to develop focus and maintain higher motivation. The research by Dong and Li [44] mentioned that psychological safety has positive influence of EE, These results brings to hypothesis that.

H4: Employee psychological security and Employee Engagement are significantly related to each other.

2.5 Employee Engagement as mediator

EE plays as important mechanism by which job security is translated to improve performance of employees. When employees perceive their job as stable and secure, they go through happiness and experience low anxiety, reduced uncertainty and sense of stability. All these conditions develop psychological safety at the workplace [45]. This comfort of psychology enables employees to focus on their work and assigned tasks. As a result, employees feel more motivated, valued and confident to invest greater focus and energy in their tasks.

High level of engagement is characterized by absorption, dedication and vigor that reflect motivation of the employees. Employees who are engaged show stronger commitment and proactiveness reflecting commitment to complete tasks. Thus, engagement is improved by job security that is later converted into improved performance. Thus, EE becomes key pathway to develop link between job security and performance. The research of Iddagoda and Opatha [46]; [47] mentioned mediating effect of EE in their studies.

H5: Employee Engagement significantly mediates between Employee Job Security and Employee Performance.

Studies mentioned that EE plays the role of bridge between financial security and EP. Economic anxiety and stress of the employees is reduced when they feel financially secure. As a result, employees develop ability to focus more on their work and leave the issues related to their finances. Employees develop sense of comfortable environment because of less financial concerns [48]. It creates emotional connection, commitment and motivation to achieve organizational goals.

The employees respond to assigned tasks with persistence, enthusiasm and dedication as they feel financially protected. All these factors are important elements of EE. Engaged employee perform tasks and take initiative with greater responsibilities; So, financial security not only develop EE but also create EP, through mediation of engagement, The research of Al Zeer ,Ajouz [49]; [50] mentioned that EE served as mediator. So, we hypothesize that

H6: Employee Engagement significantly mediates between Employee Financial Security and Employee Performance.

EE works as an important pathway in which EP is improved through psychological security. Employees develop trust when they feel themselves psychologically secure. Such employees are not afraid of criticism. They feel respected in their organization which lead to development of confident to complete their tasks [51]. Anxiety among employees is reduced because of sense of safety that allows employees to minimize their skills, share ideas and take different initiatives.

So, as engagement levels among employees increase, employees show more focus, dedication and interest towards assigned tasks. Employees show more commitment when they are more engaged. The quality of performance of employees has increased in this scenario as employees put extra effort into completing tasks. Therefore, right conditions of engagement are created by psychological safety, and later performance is developed through engagement. The results of Riyanto ,Endri [52] mentioned mediating effect of EE in their study.

H7: Employee Engagement significantly mediates between Employee psychological security and Employee Performance.

Above literature review lead to development of Framework of study as given in Figure 1 showing antecedents of EP.

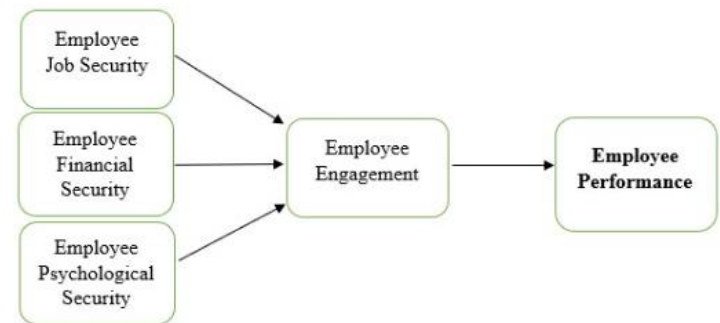


Figure 1: Theoretical Framework

3. Methodology

Present study used quantitative data because it opted to use non experimented quantitative approach methodology. In order to collect primary data, researchers used questionnaires. Moreover, secondary data was gathered through papers, journals and books. The population of study were employees working in organizations. This research used simple random sampling methods to reach respondents. Questionnaire was developed on the basis of 5-point Likert scale to develop questions. The items of financial security were adapted Prawitz ,Garman [53]; scale of psychological safety were adapted from [54]; measurement scale of job safety were adapted from [55]; items of employee engagement were adapted from [56] and questionnaire of employee performance were adapted from [57].

The developed questionnaire was distributed among 300 employees. 203 usable questionnaires were received back showing response rate of 67.66%. These questionnaires were analysed using Smart PLS 4. For explanatory and predictive purposes, PLS-SEM was implemented in present study. The analysis from PLS-SEM is based on two models namely measurement model or outer model. This model illustrate shows whether variables can be used for further process or not. Moreover, Inner model also known as structural model show the relationship between variables [58].

4. Results

The beginning of analysis through PLS-SEM analysis are based on examination of reliability and validity of the study variables in measurement model. Scholars mentioned evaluation of measurement model is based in four aspects: discriminant validity, convergent validity, construct reliability and loading. All these tests will be followed by hypothesis testing at the stage of structural model. Significance of the relationship between variables is determined on the basis of p-values, and t- values. P value more than 0.05 shows the relationship between variables to be significant [58].

Before analysis of the measurement model, demographic analysis was conducted of the respondents. To explore their age, gender and marital status. The analysis shows that 91.2% of the respondents were men and remaining were women. Moreover, 78.11% of respondents were not married and remaining were married. In the end, 41.17% of respondents were between age of 18 to 30 years, 37.01% of respondents were between age of 30 to 40 years and rest of the employees had the age more than 40 years.

Table 1: Factor loading

	EE	EJS	EP	EPS	FS
EE1	0.921				
EE2	0.831				
EE3	0.838				
EE4	0.834				
EE5	0.837				
EE6	0.752				
EJS1		0.709			
EJS2		0.963			
EJS3		0.775			
EJS4		0.861			
EJS5		0.824			
EJS6		0.848			
EJS7		0.832			
EP1			0.902		
EP2			0.802		
EP3			0.851		
EP4			0.850		
EP5			0.984		
EP6			0.909		
EPS1				0.843	
EPS2				0.846	
EPS3				0.842	
EPS4				0.869	
FS1					0.894
FS2					0.903
FS3					0.914
FS4					0.917
FS5					0.755

After demographic statistics, this research started analysis through PLS-SEM, beginning the stage of measurement model. The first test of measurement model is the analysis of factor loading. Hair Jr, Matthews [59] mentioned the value of items to be more than 0.70 to retain for further analysis. Items having loading of less than 0.70 were deleted and remaining were carried forward for analysis. Table 1 of the analysis shows loading of the retained items.

Table 2: Construct reliability

	α	CR	AVE
EE	0.914	0.933	0.700
EJS	0.925	0.941	0.695
EP	0.944	0.956	0.783
EPS	0.872	0.913	0.723
FS	0.925	0.944	0.772

Table 2 shows reliability of the variables. Proposed benchmark is more than 0.70 Hair, Risher [58], fulfilled in Table 2 as values of Cronbach Alpha and composite reliability are above 0.70. Also, for the confirmation of convergent validity, AVE values were calculated. The value of AVE must exceed 0.50. Table 2 confirms value of AVE to be more than 0.50.

Table 3: HTMT

	EE	EJS	EP	EPS	FS
EE					
EJS	0.683				
EP	0.788	0.764			
EPS	0.688	0.690	0.768		
FS	0.226	0.111	0.257	0.226	

Lastly, discriminant validity test was conducted using values of Heterotrait-Monotrait ratio (HTMT). Hair Jr, Hult [60] recommended values of HTMT to be less than 0.85. Table 4 confirms discriminant validity as all values of HTMT are less than 0.85.

Table 4: R-square

	R-square
EE	0.503
EP	0.551

Furthermore, this research also examined coefficient determination to show the effect of exogenous variables on outcome variables. Table 4 shows the R square values, impact of exogenous variables on mediator and dependent variable.

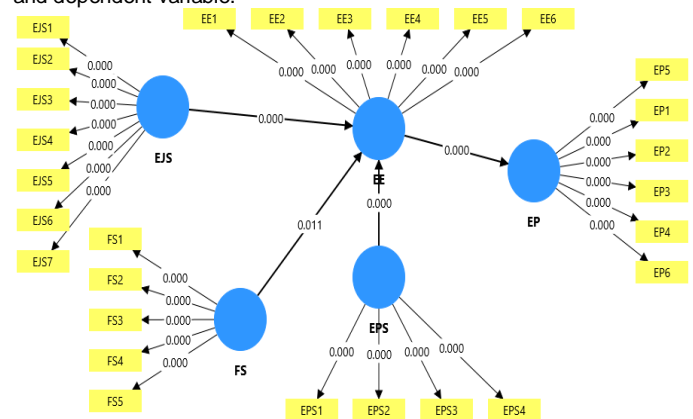


Figure 2: Structural Model

After evaluation of measurement model, present research examined inner model to explore relationships between independent variables, dependent variable and intervening variable. Table 5 and Figure 2 of the study show direct relationship between variables. The results demonstrate that EE has positive effect on EP having $B=0.742$, $t=27.799$. Moreover, EJS has positive influence on EE with $B=0.414$, $t=7.465$; EPS has positive influence on EE with $B=0.350$, $t=5.815$; and FS has positive effect on EE as $B=0.092$, $t=2.275$. Thus, all hypotheses are accepted.

Table 5: Direct Results

	B	SD	T value	P values
EE -> EP	0.742	0.027	27.799	0.000
EJS -> EE	0.414	0.056	7.465	0.000
EPS -> EE	0.350	0.060	5.815	0.000
FS -> EE	0.092	0.041	2.275	0.011

The inner model also explored the mediating findings proposed in the literature review section. Table 6 demonstrates the mediating findings showing EE mediates between EJS and EP ($t=7.047$), between EPS and EP (5.485), and FS and EP (2.329).

Table 6: Mediating Results

	B	SD	T value	P values
EJS -> EP	0.308	0.044	7.047	0.000
EPS -> EP	0.260	0.047	5.485	0.000
FS -> EP	0.069	0.031	2.239	0.013

5. Discussion

The purpose of this research is to explore the antecedents of employee performance. The results show that employee job security has positive effect on employee engagement. The findings clearly reflect that employee job security is one of the important factors of employee engagement. When strong sense of employee job security is provided by organizations, employees feel confident, valued, and safe regarding their future at workplace. Uncertainty and stress are reduced as result of this feeling, because of which employees can focus on their assigned tasks. Resultantly, employee engagement rises as employees pay full attention towards their tasks and do not worry about losing job.

When there is high employee job security, employees are able to show commitment, share ideas, and participate in organizational activities to achieve organizational goals. Employees feel emotionally attached towards their job because job security develops trust among employees towards organization. Later, this trust becomes one of key drivers of employee engagement. Employees show greater enthusiasm, better concentration, and higher motivation to complete given tasks because of strong job security. Whereas, when job security among employees is low, they show less commitment, become distracted, and remain anxious towards their jobs. Thus, employee job security has direct and strong effect on employee engagement as reported in the study of [32].

Results also demonstrate that financial security has positive effect on employee engagement as mentioned in study of [37]. When employees perceive stable financial security, they feel that their future and basic expenses are supported. As a result of this sense of financial assurance, employees can better plan their future with confidence. The financial security lessens the financial pressure of domestic use. Therefore,

employees will bring positive and calmer attitude when they come to organization for work. Because of this emotional comfort, employee engagement towards organization improves.

When employees feel that their financial rewards, benefits, and salary are reliable, they will develop stronger psychological bonding towards organization. Employees start to believe their workplace as a vital factor of financial stability. Employee engagement will be improved as result of this feeling because employees stay, participate, and contribute to the assigned tasks. Employees are encouraged to invest more time and energy to achieve their goals because of financial security as employees are of the opinion that their workplace is supporting them financially. Overall, supportive environments at workplace are developed because of financial security where employees feel focused, motivated, and balanced. Employee engagement is naturally strengthened because of this state of mind.

Findings of the research also state that psychological security has significant positive effect on employee engagement. In past, [Dong and Li \[44\]](#) mentioned same findings in their study. When psychological security is experienced by the employees, they can easily share their concern, ask questions and thoughts without fearing any negative consequence. Employee work on their assigned tasks more actively in this open environment. The level of employee engagement will rise, when employees are sure that top management will listen to their voice.

Psychological security develops organizational environment where employees think that top management gives value to their opinions. Employees develop interest in their tasks. They take part in different discussions of the organization and give different suggestions to employers for improvement. Employee engagement is strengthened because of such employee involvement as employees feel that their contribution is meaningful for organization. Also, psychological security develops environment at workplace where managers consider mistakes as opportunity to learn. Employees are encouraged to test new ways to complete their assigned tasks in such environment. Thus, employee engagement gets stronger as employees feel comfortable, included, and encouraged. So, psychological security is one of the key predictors of employee engagement.

The results further revealed that employee engagement has positive effect on employee performance as mentioned in study of [\[26\]](#) in literature. Employees will develop strong connection towards their responsibilities when they are deeply involved toward their assigned tasks, boosting their employee performance. Engaged employees put extra effort to understand their work. They meet expectations in time and complete assigned tasks with care, strengthening employee performance at short-term and long-term level. Employees are able to manage their energy and time efficiently and effectively when they are engaged towards organization.

When employees are emotionally invested and mentally present, they try to complete their duties with greater purpose and clarity. Employee performance is improved because of this focused attitude because employees can avoid delays and produce high-quality work. The mindset of engaged employees is solution oriented when they face any challenge. Engaged employees make steady efforts in challenging situations and do not try to avoid difficulties. The employee performance is further strengthened because of this persistent effort as they have ability to work in demanding situations. Additionally, employees develop sense of personal achievement when they are engaged. When employees are satisfied and proud of their contribution, they try to improve their quality of work, leading to improved employee performance. By this way, employee engagement is key driver of employee performance.

The findings further demonstrate that employee engagement mediates between financial security and employee performance. Employees feel less financial pressure and feel settled when they go through strong financial security. Employees perform tasks with more emotions and attention in such financially stable condition, leading to improved employee engagement. Interest of employees to perform tasks increases when they are engaged toward organization. Employee engagement becomes pathway among financial security and employee performance. Engaged employees perform their tasks with consistency and problem-solving approach. By this process, employee engagement converts financial security into higher employee performance. Therefore, employee engagement serves as mediator among financial security and employee performance.

Results also support mediation of employee engagement between employee job security and performance. When employees have assurance for employee job security, they develop stable mind-set. Employees participate in organizational tasks with ease because of this job security. Employees are encouraged to develop deeper connection towards assigned tasks strengthening employee engagement. Whereas, if an employee is worried of losing job, employees are unable to perform their tasks with full attention. As level of employee engagement improves, it becomes bridge between employee job security and employee performance. The interaction of engaged employees with colleagues and

other factors is more because of increased involvement towards assigned tasks. Employees performance will be enhanced because of this active participation of employees as workers show consistent readiness and effort to complete expectations. Therefore, employee engagement develops link between employee job security and employee performance.

In the end, results also confirms mediating effect of employee engagement between psychological security and employee performance. Employee feel mentally supported and settled when they experience strong psychological security. Employees take part in organizational activities as result of inner stability. Employee also remain present towards the assigned tasks enhancing employee engagement. When employee feel emotionally balanced, they reflect interest in their work. As engagement of employee is strengthened, it is translated as mechanism by which psychological safety contributes towards employee performance. Engaged employees show full involvement and attention towards goals assigned contributing to improved employee performance. So, employee engagement serves as mediator between psychological safety and employee performance. These mediation findings are consistent with results of [\[52\]](#).

6. Limitations and Directions

Present section will discuss limitations of this study. This study used different HR based employee security factors that can be used to improve employee engagement and employee performance. It is proposed to add other HR factors as well to measure their impact on employee performance and engagement. Moreover, this study used cross sectional research design for data collection. It is proposed that upcoming studies may use time lapse-based approach for data collection. Moreover, five-point Likert scale was used for development of questionnaire. It is recommended that studies may use six-point Likert scale method for development of questionnaire.

Additionally, this study's model is comprised of one mediator between IVs and DV. It is proposed to include more mediating variables and convert it into sequential mediation. Moreover, addition of AI based variable as moderator in present framework can be useful contribution in future. Also, this study used Smart PLS for the analysis of data. Upcoming studies may use AMOS for the analysis of data.

Contribution

This part will highlight theoretical and managerial contributions of this research. From theoretical lens, this study strengthens the understanding of the way psychological security, financial security and job security are vital to improve employee engagement and employee performance. Through integration of psychological security, financial security and job security, a unified framework is developed which is rarely discussed in past studies. Present research extend management literature by highlighting central role of employee engagement.

From managerial point of view, the findings provide actionable pathway for decision makers of organization. Managers can improve performance of employees by prioritizing psychological security, financial policies and job stability. Employee engagement can be fostered by strengthening these factors. Scholars can use findings of present study in their future research.

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