



Job Insecurity for Employees after the Corona Pandemic: Applied on Fast Food Restaurants in Cairo and Giza Governorates

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ABSTRACT

Keywords:

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The human element represents a major engine and influencing factor in success, distinction and continuity in light of competition, technological and cognitive advancement at the local and global levels, which prompts all contemporary organizations to pursue organizational policies aiming at protecting and caring for their human resources. The study aimed to identify the level of job insecurity for employees on fast food restaurants in Cairo and Giza governorates, especially after the Corona pandemic and the effect of personal factors (gender, age) on that, and determined the nature of the relationship that links these personal factors and job insecurity for employees. The study found a high level of job insecurity and a strong effect between personal factors and job insecurity for employees. The study recommended that restaurant management should continuously working to develop, policies and programs related to job security, in a way that contributes to raise the level of human relations among employees, whether inside or outside the work and Pay attention to the psychological aspect by reducing employees' anxiety about their job future.

Introduction

All contemporary organizations seek success, distinction and continuity in light of competition, technological and cognitive advancement at the local and global levels. The human element represents a major engine and influencing factor in that, which prompted these organizations to pursue organizational policies aiming at protecting and caring for their human resources, especially with regard to the priorities of the human soul, which are the need for job security and its availability (El Mahdi et al, 2019).

The most important thing that achieves the employee's stability and feeling of reassurance in his job as the person always strives towards stability and adaptation to the environment in which he lives and practices his activity and creativity in all areas of life. Employee can carry out his jobs completely, creatively in his performance, love his profession and passionate about it, as well as he feels security in his life, as

security is a primary humanitarian requirement, coming directly after meeting the physiological needs of the human (Ahlam Hemdan, 2020).

Security is the basis for every activity in society; it includes social, economic, political security, and job security. The rapid changes in labor markets and economic transformations, such as the expansion of information technology, and the Corona pandemic that hit the whole world. The impact of these changes had represented in the multiple merging between institutions, reducing employment opportunities, reducing salaries and starting a culture of speed employment and layoffs. These changes casted a shadow over the traditional social culture (the job of life) or life-long work, which made a large class of workers feeling insecure and jobless.

(غدنز أنطوني، 2005)

Ensuring continuity in work and stability on it considered an important element in motivating employees to exert more effort, and providing guarantees to the employee not being dismissed, this will keep him away from fear and anxiety about the interruption of his source of income. Which leads to raising productive efficiency, where that is the goal that all institutions seek (المغربي، 2016).

The present study aimed to determine the employees' job insecurity level after the Corona pandemic in fast food restaurants, and the effect of the gender and age variables on employees' feeling of job insecurity

Study Problem

The human element in organizations is a key determinant of its success, so the fast food restaurant management should make all the possible efforts to eliminate job insecurity of employees after the Corona pandemic to increase the satisfaction and engagement of work, therefore, the problem of this study centered in answering the following questions:

1. What is the nature level of the job insecurity in the fast food restaurants employees after the Corona pandemic?
2. Is there a relationship between the level of job insecurity and both of gender and age of fast food restaurants employees?
3. What are the procedures that would help in reducing the job insecurity for fast food restaurants employees?

Study Importance

The importance of the study is evident in both theoretical and practical standpoint as follows:

1. Utilization of the theoretical framework in identifying the concept of job insecurity.
2. Utilization of the applied framework in determining the job insecurity level for fast food restaurants employees after the Corona pandemic.
3. The study helps in setting up many recommendations that aimed at reduce job insecurity with its negative effects.

Study Objectives:

The study aimed to:

1. Measure the level of job insecurity for fast food restaurants employees after the Corona pandemic.
2. Reveal the nature of the relationship between the job insecurity and both of gender and age of fast food restaurants employees.
3. Reach results that help to put recommendations that will reduce job insecurity of fast food restaurants employees, to benefit those institutions.

Study Hypotheses

The study is based on the following two hypotheses:

1. There is a high level of job insecurity for fast food restaurants employees after Corona pandemic?
2. There is a difference between the averages of the sample members on job insecurity attributed to gender and age variables?

Literature Review**The Concept of Job Insecurity**

Job insecurity can be noticed as discrepancy between the security level that a person experiences and the level he might prefer (Jacobson and Hartley 1991), it refers to employee's feelings of insecurity about the work future, and this is related to the fear of losing job and being unemployed (DeWitte 2005), so it includes a subjective feeling about job losing risk (Burchell 2009), such that the employees in question cannot be sure if they will keep their jobs or if they will be fired (De Witte 1999).

Scholars have made a job insecurity concept using different dimensions as qualitative–quantitative (Hellgren et al. 1999) objective–subjective (DeWitte and Naswall 2003), and cognitive–affective (Pienaar et al. 2013).

According to, Green halgh and Rosenblatt's (1984) , Hellgren et al (1999) discussions, we used the qualitative and quantitative conceptualization, quantitative job insecurity refers to the risk of losing job completely and can involve a threat to the job continuity of itself . On the other hand, qualitative job insecurity can be described as a threat to the continuity of important features of job and the relationships employment, so it increases the risk of losing important qualitative dimensions of the job, such as pay raises or promotions.

Simply, quantitative job insecurity can be described as job loss component, whereas qualitative job insecurity is the component of job insecurity that includes loss of job privileges (Green halgh and Rosenblatt's ,1984)

Being a fact that work is a main factor for the economic needs satisfaction, also keeps a source of social contact and personal development (Sverke et al. 2002), so perceived threat of unemployment should be investigated by both loss of job itself and loss of job privileges. In sum, the concern about job loss is a more general

insecurity perception while the concern about losing job privileges is more specific as it includes losing the benefits associated with a specific job.

Job insecurity, defined as the perceived powerlessness to maintain the desired continuity in a threatened job situation (Greenhalgh and Rosenblatt 1984), raised due to the labor market requiring a larger workforce and more organizational flexibility (Richter et al. 2014).

Most researchers (De Witte and Naswall 2003, Jacobson and Hartley 1991; Staufenbiel and König 2010) have described job insecurity and its consequences for all employees, regardless gender differences, as job insecurity is regarded as a perceptual phenomenon, Women and men might experience and react to it in a different way.

It is important to understand the differential effects of gender regarding the relationship between job insecurity and its consequences (e.g., turnover intentions and withdrawal) deserves attention due to its effects on organizational effectiveness (Greenhalgh and Rosenblatt 1984).

Researchers arguing that job insecurity affects negatively on behavioral outcomes consider job insecurity as a hindering and a stressing factor that results in undesirable strain reactions (Armstrong-Stassen, 1993; De Witte, 1999; Heaney et al, 1994; Jacobson, 1991; LePine et al, 2005). A hindrance stressor can be described as excessive or unwanted work-related demands that has negative effect on individuals' work achievement (Cavanaugh et al, 2000).

Behaviorally withdrawal from the situation is the only way to emotional cope with such a stressor (Lazarus & Folkman, 1984). Behavioral withdrawal may manifest itself through reducing role performance and voluntary turnover or absenteeism (Armstrong-Stassen, 1994; Davy, Kinicki, & Scheck, 1997; King, 2000).

Using meta - analysis, LePine et al (2005) confirmed their prediction that hindrance stressors had a negative association with performance and that was mediated by lowered motivation level. In another meta-analysis, Podsakoff, LePine, and LePine (2007) also found that hindrance stressors had a direct negative relation to job satisfaction and organizational commitment and through these effects induces job withdrawal (turnover) and organizational withdrawal (absenteeism and tardiness).

Probst (2006) found a relation between job insecurity and under-reporting of accidents and pointed to this correlation might be due to employees' motivation to keep the job because the accidents are most likely to be seen unfavorably by employers.

Then, Probst and colleagues found that participants threatened with firing displayed higher levels of productivity other than participants who were not threatened (Probst, 2002; Probst et al, 2007).

De Cuyper et al (2008) indicated that job insecurity is related to longer work hours.

Corona pandemic

Corona virus disease 2019 (Covid-19) is currently on-going global pandemic, caused by the Corona virus 2 associated with severe acute respiratory syndrome (SARS-Cove-2). The disease first broke out in the Chinese city (Wuhan) in early December 2019, the World Health Organization officially declared on January 30 that the outbreak of the virus constituted a public health emergency of international concern (ar.wikipedia .org, on 4 January- 2021).

Methodology

Based on the nature of the study and the objectives that seeks to achieve, a descriptive and analytical approach was used. A survey questionnaire was designed based on the studies and references that dealt with the job insecurity, many modifications have been added or deleted to avoid ambiguity or repetition. It was distributed to (450) staff members of (fast food restaurants) in Giza and Cairo Governorate (48 restaurant) of which (396) valid forms of analysis were obtained (88%) representing the sample of the study.

Sample size

As the size of the total study population is unknown, and the degree of variation is unknown, the following equation was chosen to determine the sample size

$$n = \left(\frac{Z\alpha}{2E} \right)^2$$

n= sample size

Z= Standard confidence

E= error percentage

α = error probability

N=385, so 450 study forms were distributed (Mashaal ,2018)

The questionnaire consisted of:

1. The personal variables (gender and age), consists of (2) question.
2. The job insecurity scale consists of (14) statement.

Each of the statements of the second axes is given a list of the following statements: Totally Agree (5) - Agree (4) - To some extent (3) - Disagree (2) - Totally Disagree (1), using the Likert scale.

First: Statistical Methods

(SPSS.V 20) was used to download, filter and process data as follows:

1. A-Statistical methods used to verify the validity and reliability of the tool:
 - Pearson correlation coefficient to ensure the validity of the internal consistency of the questionnaire.
 - Alpha Cronbach coefficient for reliability.
2. Statistical methods used to answer study questions and verify their hypotheses.

- The previous Likert scales.
- Frequencies and percentages, in order to reach the arithmetic averages and standard deviations.
- Pearson correlation coefficient to detect the relationship between variables.
- Independent T test to determine whether two groups are different from one another.
- ANOVA one-way analysis of variance to make a comparison of more than two groups at the same time, and to determine whether a relationship exists between them.
- Duncan test at 0.05 to compare sets of means, or set of subsets of means, where in each subset means have been found not to be significantly different from one another.

Second: The validity and reliability of the study tool

1. Validity of the study tool

The correlation coefficient was calculated between each paragraph of the questionnaire and the total score of the scale to which it belongs. The correlation values ranged between (,695 - ,759) and all are at 0.01, which indicates that the final questionnaire is characterized by a high degree of internal consistency validity, and that all paragraphs will measure what was prepared for measurement.

2. Reliability of the study tool:

Alpha (Kronbach coefficient) was used to confirm the reliability of the study tool, The values ranged from (,740 - ,860), which are high and higher than 0.7, which indicates that the questionnaire has a high degree of reliability that meets the requirements applied to the study sample (Zijlmans et al,2018).

Study Results

Distribution of the study sample according to the gender variable as follows:

Table 1

Gender variable

Gender variable	Frequencies	Percentage
Male	317	80.1%
Female	79	19.9%
Total	396	100.0%

It is clear from the results of table (1) that the distribution of the study sample according to the gender variable indicates that the number of males represents 317 by 80.1 % and the number of females represents 79 by 19.9%.

Distribution of the study sample according to the age variable as follows:

Table 2

Age variable

Age variable	Frequencies	Percentage
Less than 30year	198	50.0%
From 30 to 45 year	158	39.9%
Over 45 years	40	10.1%
Total	396	100.0%

It is clear from the results of table (2) that the distribution of the study sample according to the age variable indicates that the number of employees less than 30 year represents 198 by 50.0%, the number of employees from 30 to 45 year represents 158 by 39.9%, and the number of employees over 45 year represents 40 by 10.1 %.

To determine the extent to which the study sample was affected by the job insecurity, frequencies and percentages were used to reach the arithmetic mean and standard deviations of the responses of the study sample on the job insecurity scale and total degree as follows:

Table 3

Job insecurity scale

No	statements	Mean	Standard Deviations
1	I feel not Satisfied with nature of my job.	3.94	1.166
2	I feel that my job not fulfilling my future ambitions.	4.06	1.121
3	I do not get enough attention from my bosses.	3.74	,995
4	I feel that I will be fired without reason.	3.94	1.108
5	I feel that I have not enough confidence in my performance and success in my work.	4.00	1.187
6	I feel that financial difficulties will put my job at risk.	4.20	1.081
7	I feel that I am less satisfied with my work compared to my colleagues in other workplaces.	3.69	1.102
8	I feel that my job is not stable.	4.14	1.157
9	I feel that management not concerned with developing my deficiencies with training and education.	3.90	1.142
10	I feel that the management is not interested in achieving many privileges for its employees.	4.14	1.020
11	If I suffer a work injury, I will not receive compensation.	4.05	0.978
12	I cannot submit a complaint to the officials in the administration without fear or worries.	3.89	1.139
13	I didn't get the annual salary increase on a regular basis.	3.89	0.998
14	The management is not keen on continuously developing my skills.	4.00	1.146
Job insecurity scale		3.9717	0.980

It is clear from the results of Table (3) that the members of the study sample respond to the statements of the Job insecurity scale with arithmetic mean ranging between

3.69 and 4.20, these averages that fall into the fourth category of the Likert scale, which refers to option I agree with in the study tool (survey form), with a standard deviation of ,978 to 1.166. This indicates that the members of the study sample experienced high level of the Job insecurity.

Table 4

The differences between the averages of the sample members on job insecurity Attributed to gender variable.

variable	gender	Frequency%	Mean	S.D	T	sig
Job insecurity	male	80.1%	4.2447	,5698	13.360	.000***
	female	19.9%	2.8761	1.26213		

*** = 0.05 statistically significant at the level of 0.05

It is clear from the results of table (4) that there were a statistically significant differences in job insecurity at the level of 0.05, attributed to the gender variable, for the male's group, where the value of T is 13.360, these results are agree with the results of (Greenhalgh and Rosenblatt 1984) and (El Mahdi et al, 2019) studies.

Table 5

The differences between the averages of the sample members on job insecurity Attributed to age variable.

variable	Age groups	Frequency%	Mean	S. D	F	Sig.
Job insecurity	Less than 30 years	50.0%	3.8175 ^b	1.11574	5.416	.005 **
	From 30 to 45 year	39.9%	4.0945 ^{ab}	,8859		
	More than 45 years	10.1%	4.2500 ^a	,1808		

** = 0.05 statistically significant at the level of 0.05

It is clear from the results of table (5) that there were a statistically significant differences in job insecurity at the level of 0.05, attributed to the age variable, for the more than 45year group, where the value of F is 5.416.

The restaurant managements should continuously work to reduce the insecurity levels, it may cost a lot of money, the spent money will return more in the form of a reduction in absenteeism or leave work, and increasing the effort of the employees, in addition to better quality in their work.

Study conclusions and discussions

The study aimed to measure the level of the Job insecurity on the fast food restaurants after Corona pandemic, reveal the influence, and nature of the relationship between both of gender, age and Job insecurity, and through this study, some results were found as follows:

- High level of the Job insecurity on the fast food restaurants after Corona pandemic, these results may be due to employees' anxiety about their job future, feelings that financial difficulties after Corona pandemic will put their job at risk, and they will be fired without reason, lack of the restaurant management keenness to continuously develop their employees' skills.

- A statistically significant differences in job insecurity attributed to the gender variable for the males group, these results may be due to the financial and family burdens and obligations that they have, compared to the females group, which drives them to fear of losing their work, and feeling of job insecurity.
- A statistically significant differences in job insecurity attributed to the age variable for the elderly group (Over 45 year), these results may be due to the extreme fear of this group losing their work Because the difficulty of finding another job at this age in addition to the family burdens and obligations that they have.
- fast food restaurant management should work continuously to Reduce the job insecurity because of its negative effects on employees, which leads to a decrease in efficiency and productivity and may ultimately leads to high rates of employees turnover.

Recommendations

Based on the results of the study, a set of provided recommendations can reduce the job insecurity of fast food restaurants employees, so the study recommends the management of these restaurants to implement the following recommendations:

1. Working to develop, policies and programs related to job security, in a way that contributes to raise the level of human relations among employees, whether inside or outside the work.
2. Paying attention to the psychological aspect by reducing employees' anxiety about their job future.
3. Providing customized training programs to help employees getting their jobs done in the right way and raising the level of their performance.
4. Distributing duties and powers with capabilities and skills in a better way.
5. Linking the results of performance evaluation with the granting of incentives and rewards.

Study limitations

During the study, the researcher encountered some limitations as follows:

- The limited time allocated to meet members of the study sample (employees) during distributing the questionnaire.
- The study was limited to fast food restaurants in Cairo and Giza governorates.
- The interest lack of some members of the study sample to answer the questionnaire.

Future studies

The researcher sees that some future research can be conducted to:

- The relationship between management type and job insecurity.
- Relationship between organizational climate and job insecurity.
- Relationship between job engagement and job insecurity.
- The relationship between strategic planning and job security.

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انعدام الأمن الوظيفي للعاملين بعد جائحة كورونا: بالتطبيق على مطاعم الوجبات السريعة

بمحافظة القاهرة والجيزة

أحمد غانم

معهد الألسن العالي للسياحة والفنادق والحاسب الآلي

المخلص	معلومات المقالة
<p>يمثل العنصر البشري محركاً رئيسياً وعاملاً مؤثراً في النجاح والتميز والاستمرارية في ظل المنافسة والتقدم التكنولوجي والمعرفي على المستويين المحلي والعالمي، مما دفع جميع المنظمات المعاصرة إلى اتباع سياسات تنظيمية تهدف إلى حماية مواردها البشرية ورعايتها. لذلك هدفت الدراسة إلى التعرف على مستوى انعدام الأمن الوظيفي للعاملين في مطاعم الوجبات السريعة في محافظتي القاهرة والجيزة خاصة بعد جائحة كورونا وتأثير العوامل الشخصية (الجنس والعمر) على ذلك، وتحديد طبيعة العلاقة التي تربط بين العوامل الشخصية (الجنس والعمر) وانعدام الأمن الوظيفي للموظفين والتأثير بينهم، وتوصلت الدراسة إلى وجود مستوى عالٍ من انعدام الأمن الوظيفي وتأثير قوي بين العوامل الشخصية وانعدام الأمن الوظيفي للعاملين. وقد أوصت الدراسة بضرورة أن تعمل إدارة المطاعم بشكل مستمر على تطوير السياسات والبرامج المتعلقة بالأمن الوظيفي بما يساهم في رفع مستوى العلاقات الإنسانية بين العاملين سواء داخل العمل أو خارجه، مع ربط نتائج تقييم الأداء بمنح الحوافز والمكافآت؛ والاهتمام بالجانب النفسي من خلال تقليل قلق الموظفين بشأن مستقبلهم الوظيفي.</p>	<p>جائحة كورونا؛ انعدام الأمن الوظيفي؛ المطاعم.</p> <p style="text-align: center;">(JAAUTH) المجلد 20، العدد 4، (2021)، ص 370-381.</p>