A comparative correlational study of Jordanian Nurses' Perceptions of Job Security and Performance: Governmental versus Private Hospitals

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Abstract

Background

Job security is one of the basic needs of nurses, and it significantly impacts their willingness to work. The effectiveness of job performance among nurses will reflect on the organization's performance by providing high-quality health services.

Aim

The main purpose of this study is to identify Jordanian nurses' perceptions of job security and employee performance and to compare these variables between governmental and private hospitals.

Method

The study utilized a descriptive, comparative cross-sectional design. It was conducted in two governmental and two private hospitals. A sample of 156 nurses was recruited conveniently to participate in the study. The Job security questionnaire and The Six-Dimension Scale of Nursing Performance were used to collect data.

Results

The mean value of the job security score was (3.26), reflecting a moderate level of job security. The employee performance score average was (2.68) reflecting a high level of job performance. Nurses working in private hospitals had significantly higher scores in terms of overall job security (t = -5.53, p < 0.001) and employee performance (M = 2.53, SD ± 0.53) than nurses working in governmental hospitals.

Conclusion

Nurses with moderate job security levels obtained high job performance scores. Private hospitals had higher job security and employee performance than governmental hospitals. Future research can look into the characteristics of Jordanian nursing work environments that might have contributed to the observed differences between job security and employee performance.

Background

The healthcare industry is being challenged by growing demands associated with an aging population and more access to healthcare services as the extent and complexity of health services have grown (White et al., 2018). A rise in the need for nursing care has been reported in most countries worldwide. In
the United Kingdom, for example, the census revealed a gap between the number of retiring nurses and those being recruited as a replacement (Nursing and Midwifery Council, 2017). The World Health Assembly and the Eastern Mediterranean Regional Committee are committed to strengthening the nursing profession over the years (Al-Mandhari et al., 2020). Despite this high-level commitment, the region continues to face significant issues in terms of nursing capacity. The State of World Nursing 2020 Report, released on World Health Day, indicates a global shortage of 5.9 million nurses, with the Eastern Mediterranean Region accounting for 17% of that shortage. While the global nurse density is 36.9 per 10,000 people, the region only has 15.6 nurses per 10,000 (World Health Organization, 2020).

The performance of employees is of paramount importance to the management of organizations to achieve a competitive advantage in the business sector (Parvin & Kabir, 2011). In the healthcare sector, the increase in the job performance of healthcare employees, particularly nurses, reflects on the whole organization's performance by providing high-quality and efficient health services (Zainal & Salloum, 2021).

Job security is one of the basic needs of nurses, and it greatly impacts their willingness to work (Bhatti et al., 2018). Furthermore, job security plays an important role in improving workplace performance and the development of high-quality outputs through increasing employee retention, investment in company-specific skills and productivity, and societal effects such as social discontent, consumer confidence, and savings behavior (Elsayed, 2019; Prado-Gascó et al., 2021). Researchers describe job insecurity as a significant cause of stress for employees, one that can significantly impact their psychological health, as well as their attitude toward their work and, ultimately, their work efficiency (Lee et al., 2018). The term "job security" describes a consistent sense of security regarding one's employment and salary. (Daud, 2017). Job security is also described as a person's assurance that he or she will keep their current job in the future. It also relates to long-term opportunities for job progression (Ali & Mehreen, 2018). If a person believes he or she has suitable permanent work and is qualified to perform it satisfactorily, he or she appears to have job security (Sokhanvar et al., 2018). Moreover, employee job security consists of certain assurances about one's workplace to maintain social and economic security (Valackiene et al., 2021).

Several studies have been looking for the most crucial criteria for employees' performance in many professions. Most of them emphasized the importance of job security in the workplace, with most of their research findings indicating a direct link between job security and employee productivity (Umrani et al., 2019). The weakening of job security has been reflected in the performance and productivity of organizations; in addition, it possessed an impact on the degree of success regardless of the high competencies of the employees and specialization in their work field (Sanyal et al., 2018).

Unemployment was a concern in the vast majority of nations. This is attributable to various factors, including technological advancements and the aging population. As a result, firms employ various strategies to downsize their workforce while remaining competitive, including restructuring, reorganization, mergers, and acquisitions. Taken together, many organizations' frequent changes in organizational structures heightened the workers' sense of job insecurity (Batumalai, 2015).
On the other hand, the healthcare industry is being challenged by unprecedented competitive pressures. The rising costs of healthcare, advancing technology, an aging populace with a wide range of needs and care requirements, and new illnesses and diseases have increased the demands on hospitals and their staff (Wilson et al., 2017). Furthermore, hospitals would value employees who have a positive attitude toward their professions and support the hospital's attempts to improve healthcare services. This could improve patients' perceptions of their healthcare experience, boosting the effectiveness of a hospital's marketing efforts and, ultimately, its performance as a service company (Fatima et al., 2018).

**Significance Of The Study**

Nurses are the heart and backbone of all hospital facilities and the cornerstone of healthcare in Jordan. In addition, nurses can contribute to putting the country in a competitive position and making a name for itself in the healthcare industry. The feeling of job security amongst nurses is mostly associated with their prospects and their predicted successes in the future. However, when nurses feel insecure about their jobs, it affects their work efficiency, i.e., the provision of high-quality, safe patient care in the hospital. Hence, the study can be particularly important for two stakeholders: first, healthcare organizations, which, after gaining knowledge about the negative effects of low job security and the associated costs, can take appropriate steps to ensure job security. This could occur by developing policies and procedures, thereby improving employees' "job performance". Second, the employees, who, after experiencing job security, exhibit less burnout and stress, become more satisfied with their jobs and have better job performance. This will be reflected by avoiding various health problems and improving quality care. In addition, this could improve patients' perceptions of their healthcare experience, boosting the effectiveness of a hospital's marketing efforts and, ultimately, its performance as a service company (Fatima et al., 2018).

**Research Questions**

1. What level of job security do nurses believe in prevailing in Jordanian hospitals?
2. What level of employee performance do nurses perceive themselves achieving in Jordanian hospitals?
3. Which hospitals in Jordan have the highest employee performance and job security for nurses? Which hospitals are better, either governmental or private?

**Literature Review**

**Job Security**

Job security is defined as the possibility that the person will save his or her job, with little chance of becoming unemployed (Lucky et al., 2013). Another definition of job security is “the feeling of having a good job and being confident in the employment's continuation regardless of the presence or absence of external threat factors such as the external environment's recession” (Gholamreza et al., 2011)
Badran and Khaled (2021) conducted a descriptive, correlational study examining job security as perceived by staff nurses and its relation to their work alienation at pediatrics Ain Shams University Hospitals in Egypt. The study included 137 staff nurses. Two tools were used: the Job security scale and the work alienation Scale. The findings revealed that more than half of staff nurses perceived job security moderately. In comparison, less than half of staff nurses had a moderate level of work alienation. The study concluded a statistically significant negative correlation between total staff nurses' perception of job security and total work alienation. Reinforcing the relationship between nurse managers and staff is recommended to ensure a healthy work environment. Supervisors need to develop and implement strategies that support job security. Hospitals must enhance their sensors to manage strategies that maintain job security (Badran & Khaled, 2021).

Suleiman and colleagues (2021) conducted a descriptive cross-sectional study among 214 nurses at Jordan University Hospital to explore the perceived level of core self-evaluation (CSE), leader-empowering behavior (LEB), and job security and their relationship to each other. Differences in gender, educational level, experience, and work site are also examined with job security. Moreover, the study evaluated the contribution of CSE, LEB, gender, educational level, experience, and site of work in predicting job security among Jordanian nurses. The results indicated that job security is found to be at a high level, whereas LEB and CSE among nurses were found to be at moderate levels. In addition, significant positive relationships were found between CSE, LEB, and job security. Male nurses and medical/surgical floors reported higher levels of job security than female nurses and intensive care units. Finally, the results showed that LEB and gender were significant predictors of job security among nurses. The study suggested that nurse managers should apply leadership behaviors to increase job security and career empowerment (Sulaiman et al., 2021).

Dhanpat and colleagues (2019) investigated the relationship between employee retention and job security and the impact of retention factors on the job security of nurses in public hospitals in South Africa, utilizing a cross-sectional approach with pre-established questionnaires for collecting data. The study established a relationship between retention factors and job security. It further identified retention factors as predictors of job security and noted that training and development were the strongest predictors of job security amongst nurses. Finally, the authors provided insights on the retention of nursing professionals and identified retention factors that contributed most towards job security.

In healthcare settings, job insecurity is a prevalent and costly issue. Nurses, as well as other health professionals, could be affected by those issues. Nurses' feelings of job security are primarily based on their expectations and anticipated future success and performance. When nurses are insecure about their jobs, it is inefficient for both hospitals and patients. The most significant consequence of job insecurity on nurses has decreased job satisfaction, leading to turnover (Sokhanvar et al., 2018). Because of its impact on the efficiency and effectiveness of any healthcare delivery system, the current nursing shortage and high turnover rates are causing widespread concern (Burke et al., 2015). Nurses' job insecurity has also been related to nurses' health deterioration, increased burnout, stress, susceptibility, and reduced job
satisfaction (Yasin et al., 2020). Moreover, nurses’ job insecurity was linked to migration to other countries seeking better salaries and quality of life (Galbany Estragués et al., 2019).

**Job Performance**

Employee performance refers to how well a staff member performs his job, completes involved tasks, and behaves in the workplace. The quality, quantity, and efficiency of work are all factors in determining performance (Twagirumukiza, 2014). Employee performance is also defined as a member of an organization contributing to achieving the goals of the organization (Islam & Bin Mohd Rasad, 2006).

Hamdan and colleagues (2020) presented surveys and analysis of strategic planning with job performance with the moderating role of organizational culture in Jordanian public hospitals. The results indicated that recruitment and selection, training and development, rewards and benefits, performance appraisal, strategic planning, and organizational culture significantly affected nursing performance.

Mamdouh and colleagues (2020) assessed the nurses’ knowledge and performance regarding implementing patient safety in intensive care units (ICUs). A descriptive exploratory study design was utilized. In ICUs in Damanhur Hospital, 50 nurses from both genders, with different ages, educational levels, and years of experience, were included. Data about nurses’ performance regarding the implementation of patient safety were obtained through two main tools: 1) Self-administered questionnaire tool, 2) observational checklist, divided into patient unit observational checklist and performance nurse’s observational checklist. The findings revealed that nurses had unsatisfactory knowledge and performance. There was a statistically significant correlation between nurses’ knowledge and performance. Knowledge and performance differed significantly concerning socio-demographic data regarding education and years of experience. About half of the studied nurses who graduated from the technical institute had unsatisfactory performance. In addition, most of the studied nurses who had less than 5 years in intensive care showed unsatisfactory performance.

Kahya & Oral (2018) conducted a study to develop and test a new performance assessment tool incorporating applicable task and contextual performance items to measure clinical nurses’ performance. A questionnaire containing 38 performance items under eight categories was designed to reveal the appropriateness levels of the items. The results indicated that although clinical and professional skills were the most important categories, the most scored item was “Working systematically” in the contextual category.

Finally, it was stated that nurses must be protected to perform effectively and advance in their careers. Therefore, the major tasks to be controlled by the organization managers are job security and employee performance.

**Methodology**
Study Design

This study is a descriptive cross-sectional study including descriptive correlation and descriptive comparative strategies.

Settings:

The study was conducted in two governmental hospitals and compared with two private hospitals. Governmental hospitals are (1) Al Bashir Hospital and (2) Prince Hamza Hospital. Al Bashir Hospital comprises four distinct hospitals: Medical Hospital, Surgical Hospital, Maternity and Pediatric Hospital, and Emergency Hospital. First, Al Bashir Hospital has a total capacity of 1,088 beds and a total of 1200 nurses, making it the largest governmental and referral hospital in Jordan. Second, Prince Hamza Hospital has a total bed capacity of 436 beds and 450 nurses. These hospitals are chosen because of the large number of patients catered to, which reflects the healthcare demand that must be met by competent, safe, and quality nursing management (Jordanian Ministry of Health, 2022).

On the other hand, private hospitals are the Islamic hospital with a comprehensive emergency and accident medicine center, more than 10 operating rooms supplied with cutting-edge equipment, special daily rooms, and several royal rooms and suites. It has 423 beds (273 fixed and 150 mobile beds) and over 450 qualified nurses. And Istishari Hospital. Istishari Hospital has a capacity of 108 beds. It is committed to providing the highest quality patient care. Thus, these two hospitals were chosen from the private sector because of the many patients they catered to. This reflects the healthcare demand and the high-level matching between governmental and private hospitals.

Sample And Sampling Technique

The required sample size was estimated using the G*Power program version 3.1.9.4 based on a correlation test to achieve a power of 0.95, alpha = 0.05, and a medium effect size of 0.3. The minimum sample size required was 134. This number was increased to 160 to overcome the possibility of missing data or possible nonresponse rates.

The participants were selected from the chosen governmental and private hospitals using a convenience sampling technique. Inclusion criteria for the participating nurses were: (1) Jordanian nurses; (2) nurses interested in participating in the research; (3) nurses who have work experience of at least 1 year. Due to the fact that the employee will be exposed to trial before employment during their first year of employment—and that certain employment contracts in government hospitals are only for one year—they won't feel secure in their position., and full-time employment as a hospital nurse, and (4) having bachelor's degree or above in educational level. At the same time, the exclusion criteria were: (1) nurses who are unwilling to participate in the study; (2) having a level of education less than a Bachelor's degree,
(3) Nurses who are in a trial phase, have recently been hired, or have an employment contract that lasts just one year and won't be renewed.

**Instruments**

Tool I: A self-administered questionnaire was used to find out to which degree the nurses are secured in their job. This tool included two parts:

The demographic data sheet includes an assessment of the personal and occupational characteristics of the nurses in terms of gender, age, educational status, marital status, working area, monthly income, years of experience in nursing, years of experience in current hospital, years of experience in the current department.

Part two comprises the Job security questionnaire, which is a 36-item questionnaire that was developed by Sokhanvar et al. (2018). The responses for this scale were rated on a 5-point Likert scale from 1 "Strongly disagree") to 5 ("Strongly agree"). The questionnaire's mean score for job security was $3.10 \pm 0.38$, as suggested by the authors, were categorized and interpreted as follows: scores 0–2: very low job security; scores 2.1–2.75: low job security; scores 2.76–3.50: moderate job security; scores 3.51–4.25: high job security; and scores 4.26–5: very high job security (Sokhanvar et al. 2018).

Tool II: The Six-Dimension Scale of Nursing Performance (Six-D Scale) which includes 52 items questionnaire that was developed by Schwirian (1978), was used to assess nurses' performance. The respondents were asked to answer the research questions by ticking their level of agreement or disagreement regarding the activities in which nurses engage with varying degrees of frequency and quality. They were divided into 2 columns. COLUMN A consists of 42 items, and it is designated to assess the frequency of job performance. The responses are (1) Not expected in this job, (2) Never or seldom, (3) Occasionally, and (4) Frequently. COLUMN B consists of 52 items and is used to assess the quality of job performance. The responses are (1) Not very well, (2) Satisfactory, (3) Well, and (4) Very Well. The total scores were calculated according to the average of the items per sub-scale (Schwirian, 1978). The Likert scale is divided as follows; low score if the level is under 2, average scores are (2-2.5), and above average scores are (2.5-4) (Al-Hamdan et al. 2018, Mrayyan & Al-Faouri, 2008). Since the definition of job performance in this study focused on how well a staff member performed their duties, we could not present all the data regarding frequency and quality since the table and data were too large. As a result, this study will present results related to quality; results pertaining to frequency will be presented in a subsequent study.

**Ethical Consideration**

In terms of research ethics, certain strategies were taken by the researcher to maintain the anonymity of participants and the confidentiality of the information from the respondents and to ascertain ethical procedures in this study, such as obtaining ethical approval from the institutional review board (IRB).
committee of the Faculty of Nursing/ Zarqa University and the selected hospitals. As a result, all participants obtained informed consent, and confidentiality and anonymity of the data were assured.

Data Collection Procedure:

After the researcher had obtained the ethical approvals, the researcher visited the departments of data collection (ER, medical-surgical male and female, labor, postpartum, adult and pediatric ICU) and introduced herself to the nurse managers, outlining the objectives of the study and how the data would be collected.

A list of potential participants was requested from nurse managers based on the inclusion-exclusion criteria. The researcher contacted nurses who met the study's eligibility requirements and extended an invitation for them to participate; the researcher discussed the purpose, potential hazards, and participant responsibilities. In addition, a WhatsApp group was created to enhance communication between the researcher and participants. Online forms of study questionnaires were done by the researcher utilizing Google forms. All forms were in the English language. In addition, a link that includes the consent form, cover letter, and study objectives was sent to participants through the WhatsApp group.

Nurses who agreed to fill out the online version were given the option to save and submit it later, but they were reminded to complete the questionnaires before the link's expiry date, which will be after seven days. The researcher visited the chosen hospitals several times to talk with staff members working various shifts. The data collection was ended once the response rate had reached the target sample size.

Data collection started on (August 1, 2022) and was completed on (September 20, 2021). The final sample size included 156 participants.

Data Analysis

Descriptive statistics, including percentages, frequencies, means, and standard deviations, were used to describe the socio-demographic variables and findings on job security and employee performance. In addition, an independent sample t-test was performed to compare the means of job security levels and nurses' performance among private and governmental hospitals. The assumptions of each test were checked, and no violation was detected.

Results

Table (1) shows the descriptive analysis of the demographic information to understand the study sample's structure and the respondents’ characteristics. The findings demonstrated a divergence in gender. The females were 66% (103 respondents) of the sample, and the males were 34% (53 respondents). The results were typically aligned with the workforce in Jordanian hospitals.
Regarding marital status, most respondents were married (n = 97, 62.2%), and (n = 51, 32.77%) were single nurses. However, only two respondents (1.3%) were widowed. Last, six respondents (3.8%) were divorced. The wide range of academic degrees appropriate for most nurse job descriptions indicated the Jordanian workforce's qualifications. Regarding educational background, 82.1% of the respondents had a bachelor's degree (128 respondents), while 16% had a master's degree (25 respondents). The lowest percentage of respondents was doctoral degree holders, who comprise 1.9% of the total three nurses.

Following the sampling procedure, the sample represented the four hospitals faithfully. These percentages also preserved the representation of the private and public sectors in Jordanian healthcare. There were 38 nurses from Al -Bashir Hospital, 38 from Prince Hamza Hospital, 50 from Islamic Hospital, and 30 from Istishari Hospital.

Table (2) results show that the average respondent age was 33 years, with 7.6 years variation between the nurses. On average, the nurses were well experienced in the field as they have ten years of experience and stayed 7.3 years in the same hospital. The mean value of their experience in the same department (unit) was 6.23 years. Finally, the average of their monthly salary was 577 Jordanian dinars, with a gap of 181 Jordanian, more or less than the average.

**Level Of Job Security**

The first research question measured job security among nurses in Jordanian hospitals. The mean value of the job security score was 3.26 as a central tendency measurement of the variable, which reflects a moderate level of job security (Table 3).
Table 1
Demographic characteristics of the sample (n = 156)

<table>
<thead>
<tr>
<th>Variables</th>
<th>Category</th>
<th>n</th>
<th>(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Male</td>
<td>53</td>
<td>34%</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>103</td>
<td>66%</td>
</tr>
<tr>
<td>Marital Status</td>
<td>Single</td>
<td>51</td>
<td>32.7</td>
</tr>
<tr>
<td></td>
<td>Married</td>
<td>97</td>
<td>62.2</td>
</tr>
<tr>
<td></td>
<td>Divorced</td>
<td>6</td>
<td>3.8</td>
</tr>
<tr>
<td></td>
<td>Widowed</td>
<td>2</td>
<td>1.3</td>
</tr>
<tr>
<td>Educational Attainment</td>
<td>Bachelor</td>
<td>128</td>
<td>82.1</td>
</tr>
<tr>
<td></td>
<td>Master</td>
<td>25</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>PhD</td>
<td>3</td>
<td>1.9</td>
</tr>
<tr>
<td>Area of work</td>
<td>Al -Bashir Hospital</td>
<td>38</td>
<td>24.4</td>
</tr>
<tr>
<td></td>
<td>Prince Hamza Hospital</td>
<td>38</td>
<td>24.4</td>
</tr>
<tr>
<td></td>
<td>Islamic hospital</td>
<td>50</td>
<td>32.1</td>
</tr>
<tr>
<td></td>
<td>Istishari hospital</td>
<td>30</td>
<td>19.2</td>
</tr>
</tbody>
</table>

Table 2
Demographic variables of continuous data

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>SD± (Standard Deviation)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>33</td>
<td>± 7.6</td>
</tr>
<tr>
<td>Years of Experience Working as a Registered Nurse</td>
<td>10.1</td>
<td>± 7.8</td>
</tr>
<tr>
<td>Years of Experience Assigned in Place of work</td>
<td>7.34</td>
<td>± 5.6</td>
</tr>
<tr>
<td>Years of Experience Assigned in This Unit</td>
<td>6.23</td>
<td>± 5.4</td>
</tr>
<tr>
<td>Monthly Income</td>
<td>577.45</td>
<td>± 181.5</td>
</tr>
</tbody>
</table>
Table 3

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Median</th>
<th>Standard deviation</th>
<th>Min</th>
<th>Max</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Security Score</td>
<td>3.26</td>
<td>3.31</td>
<td>0.43</td>
<td>1.77</td>
<td>4.63</td>
</tr>
<tr>
<td>Overall Job Security Score Percentage (Mean Score)</td>
<td>65.36</td>
<td>66.30</td>
<td>8.78</td>
<td>35.40</td>
<td>92.60</td>
</tr>
<tr>
<td>Employee Performance Score</td>
<td>2.68</td>
<td>2.73</td>
<td>0.54</td>
<td>1.00</td>
<td>3.99</td>
</tr>
<tr>
<td>Employee Performance Score Percentage (Mean Score)</td>
<td>67.10</td>
<td>68.37</td>
<td>13.58</td>
<td>25.00</td>
<td>99.75</td>
</tr>
</tbody>
</table>

The median value, which came in the middle of all responses, was 3.31, and the standard deviation was low compared to the mean value (± 0.43). Low standard deviation indicated high levels of agreement and similarity among respondents and little variation among them. From Table (3), it can also be observed that all questions on the "Overall Job Security Score Percentage" (Mean Score) value were 65.36, which was high. The standard deviation was also low compared to the mean (8.78), where the nurses had the same view toward job security. The least score for job security was 35.4, and the highest satisfaction score was 92.6, which was relatively high.

Level Of Employee Performance

The second research question measured employee performance among nurses in Jordanian hospitals. Based on the results, it can be seen that there was a high level of job performance (Table 3). The employee performance score average was 2.68, reflecting a high level of job performance. The standard deviation was also low and equaled ± 0.54, which showed slight differences between nurses’ performance. This high importance showed the hospital’s efforts towards supporting security and improving staff performance. Also, it supported the implementation of healthcare requirements and regulatory and safety conditions in healthcare quality. Last, the average Employee Performance Score Percentage (Mean Score) was 67.10, which was high. The maximum value was 99.75, and the minimum value was 25. There was a variety between nurses performing scores, as seen from the standard deviation of 13.58, which was also less than the average.

Differences Between Governmental And Private Hospitals

The means of two unrelated groups on the same continuous dependent variable were compared using the independent-samples t-test. The main value of the independent t-test aimed to compare the governmental and private hospitals in Jordan regarding job security among nurses (Table 4). Nurses working in private hospitals (3.44 ± 0.37) had significantly higher Overall Job Security than nurses working in governmental hospitals (3.08 ± 0.43) (t = -5.53, p < 0.001). Similar results of nurses working in
private hospitals (2.82 ± 0.51) having significantly higher levels of employee performance than nurses working in governmental hospitals (2.53 ± 0.53) were found (t = -3.50, p < 0.001).

<table>
<thead>
<tr>
<th>Workplace</th>
<th>N</th>
<th>Mean ± Std. Deviation</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall Job Security Score</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Governmental</td>
<td>76</td>
<td>3.08 ± 0.43</td>
<td>&lt; 0.001</td>
</tr>
<tr>
<td>Private</td>
<td>80</td>
<td>3.44 ± 0.37</td>
<td></td>
</tr>
<tr>
<td>Overall Employee Performance Score</td>
<td></td>
<td></td>
<td>&lt; 0.001</td>
</tr>
<tr>
<td>Governmental</td>
<td>76</td>
<td>2.53 ± 0.53</td>
<td></td>
</tr>
<tr>
<td>Private</td>
<td>80</td>
<td>2.82 ± 0.51</td>
<td></td>
</tr>
<tr>
<td>Percentage Mean Score</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall Job Security Score Percentage Mean Score</td>
<td></td>
<td></td>
<td>&lt; 0.001</td>
</tr>
<tr>
<td>Governmental</td>
<td>76</td>
<td>61.70 ± 8.61</td>
<td></td>
</tr>
<tr>
<td>Private</td>
<td>80</td>
<td>68.84 ± 7.47</td>
<td></td>
</tr>
<tr>
<td>Overall Employee Performance Score Percentage Mean Score</td>
<td></td>
<td></td>
<td>&lt; 0.001</td>
</tr>
<tr>
<td>Governmental</td>
<td>76</td>
<td>63.33 ± 13.44</td>
<td></td>
</tr>
<tr>
<td>Private</td>
<td>80</td>
<td>70.68 ± 12.80</td>
<td></td>
</tr>
</tbody>
</table>

**Discussion**

**Levels of Job Security and Employee Performance**

The study's results showed a moderate level of job security and a high level of employee performance. This means that nurse participants performed nursing skills well while carrying out their duties and responsibilities. Other studies involving Jordanian nurses showed similar job security and employee performance (Dhanpat et al., 2019; Hamdan et al., 2020). These results supported the capability of Jordan's current healthcare system structure to ensure job security among nurses, especially considering perennial nursing problems such as nurse shortage, increased turnover, and migration. Suleiman and colleagues (2021), who similarly found high levels of job security in a cross-descriptive study involving Jordanian nurses, noted that a permanent contract system was associated with better perceptions of job security among participants compared to other employment models that base hiring of employees on performance and productivity. Moreover, high levels of performance suggested that nurses working in Jordanian hospitals settings were capable of ensuring the safety and quality of patient care, notwithstanding the ever-growing demands of the nursing profession, such as increasing complexity of patient conditions, higher level of technological dependence, and higher levels of stress and anxiety (White et al., 2018).
Job Security And Employee Performance Of Nurses Working In Governmental And Private Hospitals

The results showed that nurses working in private hospitals had significantly higher job security and employee performance levels than those working in governmental hospitals. As to the author's knowledge, this study is the first to generate empirical data comparing job security and employee performance in different hospital settings in Jordan. The results suggested the existence of structural and organizational differences between government and private hospitals that brought about variations in scores on job security and employee performance. For instance, in a cross-sectional study, Albasal and colleagues (2022) found that government and private hospitals differed in the levels of structural and psychological empowerment, which in turn led to differences in organizational commitment, job satisfaction, nurse performance, and extension, job security. Also, Rawashdeh and Tamimi (2020), in a cross-sectional study, found that nurses working in government and private hospitals differed in their levels of performance and satisfaction with their jobs based on the perceived availability of training and quality of supervisor support. Future research might be able to collect data in the exploration of such differences based on hospital type. This is significant as part of collective efforts to maintain healthy work environments and ensure a sustainable nursing workforce in Jordan (Saleh et al., 2014).

Implications For Nursing Practice And Administration

The employees in the organization expected to continue their job with certainty without sudden job loss. Job safety in the workplace makes employees enthusiastic about their duties, resulting in more employee performance. Therefore, employee job security is vital in increasing their job performance, which ultimately fosters the organization's total productivity. Moreover, employee job security has a significant role in improving workplace performance and producing quality outputs. A few decades ago, several studies were conducted and found positive results on employee job security and performance relationship (Sanyal et al., 2018; Yasin et al., 2020).

Employees do not hesitate to work hard to fulfill the organization's targets when they are assured that their job is secured. Certainty of employees' job continuation makes them committed to the organization, and in turn, they perform more job duties. As such, nurse managers and hospital administrators must ensure that interventions are in place to make nurses feel secure about their job and offer support to improve their performance and productivity. A collective benefit of a healthy nursing workforce is the primary organizational advantage of ensuring that individual nurses are satisfied with their jobs and performing up to standards (Wei et al., 2018).

Implications To Research

Nurse researchers can significantly contribute to the conceptualization, development, and implementation of future research in investigating the organizational factors influencing job security and employee
performance of Jordanian nurses. Specifically, future research can explore why levels of job security and employee performance are different between nurses working in governmental and private hospitals, whether or not such differences impact patient-, nurse- and organizational outcomes, and to what extent such differences impact the overall safety and quality of patient and nursing care.

**Recommendations**

Based on the results of the study, the following recommendations are made:

1. Ensuring the job security of nurses. Nurse managers and hospital administrators must ensure newly-hired and existing nursing staff that they are secured in their jobs and that they will not lose their jobs without undue reason or undergoing the due process. Such assurance should be reflected in hospital policies, human resource guidelines, and individual employment contracts of staff members.
2. There should be managerial, peer, and organizational support to improve nurses' work performance and productivity. Productive nurses significantly contribute to achieving organizational outcomes and ensuring patient care safety and quality.
3. Improving hospital structures and organizational cultures to reduce the differences in job security and employee performance between government and private hospitals. Nurses should feel secure and perform well in their jobs regardless of the place of work.

**Strengths And Limitations**

The strengths of the study are (1) adequate sample size, (2) adequate power, and (3) an exploration of differences between the job security and employee performance of nurses working in Jordanian government and private hospitals. However, the study's limitations were (1) the cross-sectional research design and (2) the involvement only of nurses based in hospitals. First, job security and employee performance are not static variables; that is, while levels might have been high at the time of data collection, there is no assurance that levels are always high.

A longitudinal study design will be more appropriate to detect changes in the levels of job security and employee performance over time. Second, nurses working in other healthcare settings, such as clinics, primary health centers, and the community, might have different levels of job security and employee performance. As such, the generalizability of results is limited to nurses working only in hospital settings and not to other cohorts.

**Conclusions**

Nurses working in Jordanian hospitals demonstrated a moderate feeling about job security and a high level of employee performance. Nurses with high levels of job security obtained high scores on job performance. Female and senior nurses had significantly lower employee performance than their
counterparts. Nurses working in private hospitals had significantly higher employee performance than nurses working in government hospitals.

Future research can look into the characteristics of Jordanian nursing work environments that might have contributed to the observed differences between job security and employee performance.

Declarations

Ethics approval and consent to participate

The study was granted ethical approval to conduct the study by the Institutional Review Board (IRB) at Zarqa University and the selected hospital administrative authorities. Informed consent was obtained from all participants. All research activities were performed in accordance with the Declaration of Helsinki and the Belmont report.

Consent for publication

Not applicable.

Availability of data and materials

All data and materials used in this study are available upon request from the corresponding author.

Competing interests

The authors have no conflicts of interest to disclose.

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Author Contribution

Conceptualization: IO

Data Curation, Methodology, and Formal Analysis: IO, GA, RA, HA

Writing (draft) and Writing (final): IO, GA, RA, HA, AJN

All authors discussed the results and contributed to the final manuscript

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