

## The relationship between job insecurity and employee performance: A systematic literature review and research agenda

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# The relationship between job insecurity and employee performance: a systematic literature review and research agenda

Job insecurity  
and employee  
performance

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## Abstract

**Purpose** – Although research on job insecurity (JI) and its relationship with employee performance has increased in recent years, results are mixed and inconclusive. The objectives of this paper are to explore 1) the conceptualizations of JI, 2) the relationship between JI and different performance dimensions, 3) the theoretical perspectives used to explain the JI–performance relationship and 4) the mechanisms and contextual boundaries that affect the JI–performance relationship.

**Design/methodology/approach** – Following the PRISMA guidelines, the authors systematically searched for peer-reviewed empirical studies published before July 2021 in Web of Science and Scopus. The authors analyzed 81 empirical studies published on the conceptualization of job insecurity, its relationship with employee performance, and what mechanisms and contingency factors are studied. The authors used thematic analysis to analyze the articles.

**Findings** – Results of this review show that the quantitative cognitive dimension is dominant in extant JI literature. Furthermore, in-role performance and OCB were most often investigated in relation to the four dimensions of job insecurity, drawing from a range of theoretical perspectives to explain this relationship. Moreover, a variety of mechanisms and contextual factors on individual, individual work-related, individual-level attitudes and job-level characteristics have found to play a role in this relationship.

**Research limitations/implications** – This study has a number of limitations. The first pertains to the exclusion of articles in languages other than English and non-peer reviewed papers. It is possible that the search strategy used may not have identified other studies that may have met the established criteria in order to be included in our research. However, this method was chosen to guarantee the quality of the included articles in this study and in line with previous meta-analyses and literature reviews (De Witte *et al.*, 2016; Sverke *et al.*, 2019). Second, one selection criteria focused on how performance was assessed in the studies incorporated in this literature review. The authors excluded studies that addressed performance from the perspective of the organization (i.e. studies that measured performance at the organizational level). The authors herewith might have excluded studies that focused on one or multiple job insecurity constructs, but the authors herewith included studies that were comparable in terms of performance indicator outcomes. Future studies could expand the search by investigating, as a next step, the impact on organizational performance. Finally, since the focus of this literature review was on the relationship between job insecurity and performance indicators,



including the mechanisms and boundary conditions that affect this relationship, the authors did not include focus on how job insecurity can be influenced (Shoss, 2017), and herewith lack information on the predictors side of job insecurity. However, by narrowing the authors focus to mediators and moderators, the authors were able to come up with an extensive list of factors that impact the job insecurity–performance relationship and herewith provide fruitful areas for future research. Future studies could expand these findings by providing an overview of predictors of different job insecurity constructs, to see whether there are potential different predictors of job insecurity conceptualizations (Jiang and Lavaysse, 2018).

**Practical implications** – The study review contributes to the systematization of the current empirical evidence on this area of research. This is especially important and enables room to take an additional step toward understanding the consequences of job insecurity on performance. Specifically, it is important for organizations and policymakers to be aware of the different conceptualizations of job insecurity that exist and how they impact employee performance. In addition, an overview of potential mechanisms and boundary conditions that affect this relationship provides insights as to how organizations can intervene to affect reactions to job insecurity.

**Social implications** – The study findings are relevant and may be of interest to decision makers in organizations and national authorities that must have information on quality concerning the effects of job insecurity on performance.

**Originality/value** – Based on these findings the authors show the impact of the different conceptualizations of job insecurity and how they affect job performance. In addition, the authors provide recommendations for future studies how to better handle the integration of different conceptualizations and measures of job insecurity and its different approaches.

**Keywords** Job insecurity, Conceptualizations, Employee performance, Systematic literature review, Mediators, Moderators

**Paper type** Research paper

## Introduction

Various changes in the social and economic environment have brought about a series of adverse effects for organizations. To survive, organizations have had to adapt by implementing various measures including massive layoffs, making changes to labor relations (Huang *et al.*, 2017; Lee *et al.*, 2018) and adopting new work models (Wilson *et al.*, 2020). These changes have resulted in an increase in the levels of job insecurity experienced by workers (Kim and Von dem Knesebeck, 2015; Wilson *et al.*, 2020). Job insecurity can be defined as “a perceived threat to the continuity and stability of employment as it is currently experienced” (Shoss, 2017, p. 1914). Recent research has focused on job insecurity given the relevance of its potential negative consequences for workers and its explosive increase in recent years (Niesen *et al.*, 2014; Probst *et al.*, 2020). This is especially the case in 2020 as a result of the COVID-19 pandemic (Blustein *et al.*, 2020).

Job insecurity has been conceptualized as both a unidimensional and a multidimensional construct (Sverke *et al.*, 2002). The unidimensional construct focuses on insecurity as a perception about the job loss, while the multidimensional construct addresses not only the job loss but includes the loss of desired job features, such as opportunities for development, or pay (e.g. Lee *et al.*, 2018). Research has argued that the unidimensional construct is too simple and cannot adequately reflect the different elements of job insecurity (Lee *et al.*, 2018). The majority of studies that have therefore included a form of a multidimensional construct of job insecurity, which have shown to have differential relationships with outcomes (Shoss, 2017).

However, despite the increase focus on the multidimensional construct of job insecurity, prior literature lacks consensus when it comes to the job insecurity conceptualization (Sverke *et al.*, 2019). More specifically, studies include different elements of the multidimensional construct of job insecurity, resulting in a wide variety of conceptualizations and measures used. This is problematic, since many studies use a conceptualization without discussing why they adopt a certain measure (Lee *et al.*, 2018). Moreover, the theoretical framework used to explain the relationship between job insecurity and employee outcomes also varies largely

between job insecurity conceptualizations. Studies have argued that these conceptualizations are differentially related to outcomes such as performance (Shoss, 2017), highlighting the need to study what conceptualizations have been used in the literature, from which theoretical perspective they derive, and how they relate to outcomes. Specifically, although the body of research on the consequences of job insecurity is growing, the discussion in the literature with respect to its consequences on the various dimensions that determine performance has not been classified properly (De Cuyper *et al.*, 2020; Piccoli *et al.*, 2019).

Based on the research gaps presented above, we have formulated the following research objectives. The first objective of our study is to systematically analyze the job insecurity conceptualizations that have been used in extant literature (Jiang and Lavaysse, 2018; Sverke *et al.*, 2019). Second, building on the suggestion provided by Sverke *et al.* (2019) to analyze the relationship between the different dimensions of job insecurity and its relationship with different performance indicators, we aim to deepen the existing base of evidence about the relationship between job insecurity and various aspects that determine employee performance. Third, we explore the theoretical perspectives used to explain the relationship between job insecurity and performance. Finally, given the mixed results related to the impact of job security on performance it is relevant to explore what potential mechanism and boundary conditions affect this relationship.

With these objectives we build on the recent special issue of De Cuyper *et al.* (2020) focusing on the impact of job insecurity on job performance and meta-analytic evidence of Sverke *et al.* (2019) and extend their work by systematically reviewing the relationship between (different conceptualizations of) job insecurity and different types of performance indicators and theoretical perspectives used to explain this relationship. In addition, we build on the ideas of Lee *et al.* (2018), who reviewed studies investigating antecedents, moderators and consequences of job insecurity more generally, we systematically analyze the boundary conditions and mechanisms affecting the relationship between different job insecurity conceptualizations and job performance dimensions. In addition, we explore what mechanisms underly the relationship between felt job insecurity and job performance (De Cuyper *et al.*, 2020; De Witte *et al.*, 2016).

The remaining section of the paper is organized the following: in the theoretical framework section we provide definitions of the constructs used in the paper when it comes to job insecurity and the different performance dimensions. Next, in the method section we discuss the literature analyzed, including search strategy and inclusion and exclusion criteria of the systematic literature review. Afterwards, the results section presents the findings of the literature review. Based on these findings, the discussion section entails a research agenda in line with the research objectives of the study, limitations and suggestions for future research, and practical implications of the study. Finally, the paper provides a conclusion based on the objectives of the study.

## Theoretical framework

### *The multidimensional construct of job insecurity*

Many studies conceptualize job insecurity as a multidimensional construct (Sverke *et al.*, 2002). This multidimensional construct highlights two dimensions: quantitative job insecurity, which refers to the threat of a potential loss of job continuity (Greenhalgh and Rosenblatt, 1984) and qualitative job insecurity, which deals with the fear of losing some job characteristics that are considered valuable by employees (Hellgren *et al.*, 1999). In addition, there exist cognitive and affective elements of job insecurity (Lee *et al.*, 2018). Cognitive job insecurity refers to “the perception of the likelihood of negative changes to the job” (Lee *et al.*, 2018, p. 338). Affective job insecurity refers to the experience of job insecurity, such as being extremely anxious about losing the job or job features, or being concerned (Huang *et al.*, 2010).

Sverke *et al.* (2019) have created a taxonomy based on the multidimensional construct of job insecurity in which they include both the quantitative and qualitative, as well as the cognitive and affective elements of this conceptualization.

#### *Job performance dimensions*

Sverke *et al.* (2019) categorized performance into five dimensions: task, contextual, and counterproductive performance, as well as the performance of creativity and innovation, and safety and prevention of occupational accidents. Task performance relates to how well an individual performs their core job tasks (Murphy, 1989). Contextual performance concerns the behavior of employees that is not directly related to the core tasks of the work, but to the organization's goal fulfillment. This type of performance is also called as organizational citizenship behavior (Hoffman and Dichert, 2012; Organ and Ryan, 1995). Counterproductive behavior represents the deviant and non-compliant job behaviors that concern the negative side of job performance (Sackett and DeVore, 2001). Performance of creativity and innovation are pro-organizational behaviors that relate to employees' creativity and innovation to be competitive and successful as organization (Anderson *et al.*, 2014). Finally, safety performance is another aspect of employee performance, which refers to work behaviors that are in line with security and safety regulations within the organization (Beus *et al.*, 2015). Given the broad range of indicators that fit the taxonomies of performance of the current world of work to see how they impact job insecurity, these conceptualizations of job performance will be used in this systematic literature review (Griffin *et al.*, 2007).

#### **Method**

We collected, reviewed and analyzed the literature on job insecurity conceptualizations and its relationship with various dimensions of employee performance. The focus was on indicators rather than determinants of work performance. We used the initial description of types of performance by drawing from relevant studies (Griffin *et al.*, 2007) and classified this broad category based on the types of performance proposed by Sverke *et al.* (2019) as follows: task, contextual and counterproductive performance, as well as the performance of creativity and innovation, and safety and prevention of occupational accidents.

We summarized relevant field studies to contribute toward a better understanding of the job insecurity–performance relationship. In doing so, we (1) examined the particular conceptualizations and related measurement used to study job insecurity and type of performance indicator studies; (2) classified theories used to explain the JI–performance relationship; (3) categorized the methodological designs and samples used, (4) create an overview of the observed results, including moderators and mediators studied and (5) evaluated the implications of these findings vis-à-vis research in the job insecurity field and how it impacts various dimensions of performance.

Qualitative systematic reviews aim at minimizing bias in the selection of studies with respect to relationships, predictions and/or expectations among variables (Daniels, 2019; Green *et al.*, 2011). Unlike meta-analyses, qualitative systematic reviews do not calculate the size of the effects of several different studies on each other and complete forest plots and confidence intervals in some cases (Lewis and Clarke, 2001). They do not intend to create knowledge based on evidence through rigorous hypotheses (Grote and Cortina, 2018). In our study, we focus on exploring the conceptualizations of job insecurity and its relationship with job performance indicators, next to scrutinizing theoretical perspectives used, and moderators and mediators that play a role in this relationship. Therefore, we did not conduct a meta-analysis, but rather perform a qualitative systematic review of the available literature on the relationship between job insecurity and employer performance to create this overview. The methodological recommendations of Daudt *et al.* (2013) and Noyes *et al.* (2008)

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and the guidelines from the reports of best practices for systematic reviews and meta-analyses (PRISMA-2020) guidelines (Page *et al.*, 2021) were followed. Our qualitative systematic review is based on a method that addresses the research question while also detailing the search criteria and providing an adequate structure for the synthesis of the results (Briner and Denyer, 2012).

#### *Search strategy*

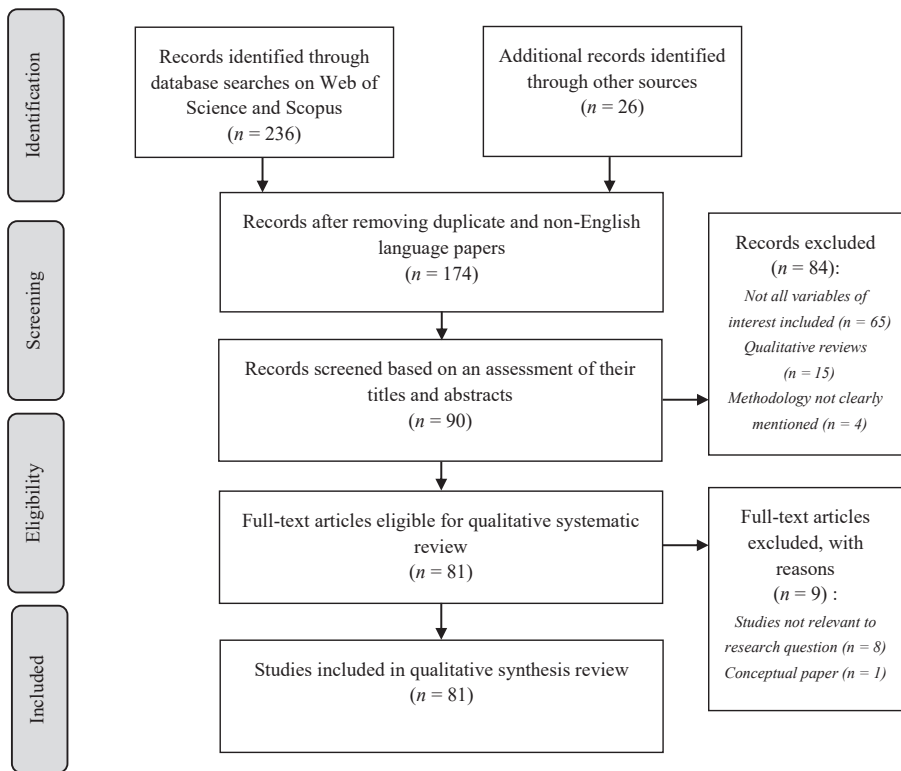
With this review, we followed the standard criteria of the PRISMA statement. Two databases, namely Web of Science (WoS) and Scopus, that are considered the most comprehensive databases of peer-reviewed journals in social sciences (Bos-Nehles *et al.*, 2017), were searched in July 2021. We followed previous literature reviews by restricting the search to peer-reviewed scientific journal articles written in English and we did not specify the year of publication, as the interest was in retrieving as many published articles as possible (De Witte *et al.*, 2016). The titles and abstracts were identified through four rounds of keyword-based searches of both databases. Thus, ["job insecurity" AND "job performance"], ["job in-security" AND "employee performance"], ["job insecurity" AND "work performance"], and ["job insecurity" AND "work behavior"] were used in the first, second, third and fourth rounds, respectively. To expand the scope of the search, recommendations from previous qualitative systematic reviews (Hassard *et al.*, 2019) were followed. Specifically, the reference lists of all articles cited in this field were also manually checked.

#### *Inclusion and exclusion criteria*

Inclusion and exclusion criteria were determined to remove the studies that did not fall within the scope of this review (Daudt *et al.*, 2013). The inclusion criteria were: (1) studies carried out on samples of workers; (2) qualitative and quantitative empirical studies; (3) studies that evaluated the relationship between job insecurity and performance behaviors; and (4) studies published in scientific journals found on WoS and Scopus. The following items were excluded: (1) literature reviews, conceptual articles and meta-analyses since one of our aims is to gain an overview of the empirical literature and the conceptualizations used to measure the job insecurity construct; (2) studies that addressed performance from the perspective of the organization (i.e. studies that measured performance at the organizational level); and (3) studies published in conference proceedings. We herewith followed previous literature reviews and meta-analyses which also limited their selection to scientific journals to guarantee the quality of the selected studies (e.g. De Witte *et al.*, 2016; Sverke *et al.*, 2019).

#### *Studies included and analysis*

A total 262 articles were found. After removing duplicated and non-English articles, a total of 174 articles were left for analysis. Based on the inclusion and exclusion criteria, the quality of 174 articles was analyzed by assessing their titles and abstracts in a critical and independent manner by two different researchers. This process showed that 90 articles met the inclusion criteria. The full texts of these 90 articles were reviewed and analyzed. We apply thematic analysis to identify, analyze and interpret information from the included studies regarding the conceptualization of job insecurity, its relationship with performance indicators, the theoretical perspective used, and included moderators and/or mediators under study (Braun and Clarke, 2006). We searched for the descriptions of how job insecurity is conceptualized and measured, the performance dimensions studied, the theoretical framework used, and information related to the variables included as mediators and/or moderators. In addition, we noted descriptive characteristics of the studies, such as the methods they use and their sample characteristics. A double-coding process was used in which the third author reviewed all studies and then compared them with the first author. For each study, a coding scheme



**Figure 1.** Flow diagram of the systematic selection of studies

**Source(s):** Adapted from: Moher, D., Liberati, A., Tetzlaff, J., Altman, D. G. Preferred Reporting Items for Systematic Reviews and Meta-Analyses: The PRISMA Statement. *PLoS Med*, 6(7): e1000097. doi:10.1371/journal.pmed1000097, Authors work

was used. We analyzed how different codes could be combined to create an overarching theme, for example the conceptualizations of the job insecurity construct. After identifying the themes, these were critically reviewed and discussed by the authors. This analysis showed that eight articles did not include the relationship between job insecurity and performance and one article was conceptual of nature, and therefore, they were excluded. A total of 81 articles met the inclusion criteria and were used in the review. [Figure 1](#) presents a flowchart PRISMA of the systematic selection of articles carried out in this study.

[Appendix](#) presents all studies reviewed and includes information on the (a) author(s) and year of publication, (b) scientific journal, (c) design of the study, (d) sample, (e) conceptualization and scale used to measure job insecurity, (f) mediator and moderator variables included and theories used to assess the relationship between job insecurity and performance, (g) dimension of performance assessed and (h) results of the study.

## Results

### *The development of job insecurity–performance research*

Findings show that the publication of studies that focused on the relationship between job insecurity and performance began in 1990. Publications were incipient for over a decade, with a

total of 6 papers published over the course of 11 years. However, from 2001 to 2010, publications more than doubled, reaching a total of 13 in a decade. Over a period of just five years from 2011 to 2015, the number of publications recorded was 18. This upward trend is only growing, considering that from 2016 to 2020, over just the last 5 years, the number of publications recorded was greater than ever, with a total of 44 in all. The journals with the greatest number of publications were: *Career Development International* ( $n = 8$ ), *Safety science* ( $n = 4$ ), *Journal of Occupational and Organizational Psychology* ( $n = 4$ ) and *Journal of Occupational Health Psychology* ( $n = 4$ ). The fields in which publications have been carried out include Administration and Economics ( $n = 38$ ), Psychology and Ethics ( $n = 32$ ), and Technology, Environment and Innovation ( $n = 11$ ). All studies were empirical and quantitative. No qualitative studies were found. Whereas most studies used cross-sectional designs (72.8%), fewer studies used longitudinal design (16%), a combination of both cross-sectional and longitudinal designs (6.2%) and experimental designs (5%).

*Characteristics of the samples studied.* The samples analyzed in the papers varied. The smallest sample was found in [Armstrong-Stassen \(1993\)](#), comprising  $n = 74$  workers from the production area. The largest sample, among studies that used the same design, was found in [Shoss et al. \(2019\)](#), where  $n = 23,000$  workers from various countries were examined. The largest sample among studies with longitudinal designs were found in [Selenko et al. \(2013\)](#), where  $n = 1,289$  university workers were examined. The smallest sample among studies with longitudinal design was found in [Probst and Brubaker \(2001\)](#), where  $n = 72$  workers from a food processing plant were examined. Among the studies based on experimental design, [Probst \(2002\)](#) used the smallest sample composition, in which  $n = 37$  students from a university in the United States were studied. The largest sample was used by [Brockner et al. \(1992\)](#), where  $n = 597$  retail workers were examined.

The samples were predominantly from the United States ( $n = 16$ ) and China ( $n = 11$ ). Samples from countries like Belgium ( $n = 9$ ), Italy ( $n = 9$ ), Canada ( $n = 4$ ), Chile ( $n = 4$ ), South Korea ( $n = 4$ ), Romania ( $n = 4$ ), Finland ( $n = 2$ ), The Netherlands ( $n = 2$ ), Nigeria ( $n = 2$ ), Australia ( $n = 1$ ), Cyprus ( $n = 1$ ), England ( $n = 1$ ), Iran ( $n = 1$ ), Switzerland ( $n = 1$ ) and Taiwan ( $n = 1$ ) were also found. Some studies analyzed samples from multiple countries ( $n = 7$ ) and one study did not indicate the origin of its sample.

### *Conceptualizations and measures of job insecurity*

We now turn to the first objective of our paper, which was systematically analyzing the job insecurity conceptualizations that have been used in extant literature. Findings show that job insecurity is studied in a variety of ways. All definitions used show that the job insecurity construct covers a focus on perceptions, i.e. a subjective experience of job insecurity, meaning that two persons in the same situation may experience different levels of job insecurity ([De Witte, 1999](#)). In addition, job insecurity is considered a future-focused phenomenon ([Shoss, 2017](#)), since it reflects a forecast about a loss event that could happen in the future. Hence, the studies included in our review examined job insecurity as a construct that focuses on the study of how people perceive and respond to visualized job or job feature loss and not on actual job or job feature loss ([Greenhalgh and Rosenblatt, 1984](#); [Lee et al., 2018](#); [Shoss, 2017](#)).

Literature lacks consensus when it comes to the operationalization of the job insecurity construct. Within the multidimensional focus of job insecurity, quantitative (i.e. the perceived threat to the job as a whole, see [De Witte, 2000](#)) and qualitative (i.e. perceived threats to features of the job, see [Hellgren et al., 1999](#)) dimensions, including cognitive (i.e. perception of the likelihood of negative changes to the job) and affective (i.e. the experience about losing the job or job feature) elements of job insecurity ([Lee et al., 2018](#)), have been investigated. In our review of empirical research, we found that the articles covered have adopted 14 different measures. Moreover, four studies used a manipulation of job insecurity and three studies did not report a

validated scale or used a single item to measure job insecurity. Table 1 provides an overview of the measures used and their related conceptualizations, including a sample item of the scale.

When zooming in on the studies included in the review, we see that the quantitative, cognitive dimension of job insecurity is dominant in studies on job insecurity and its relationship with job performance. Scales that are most dominantly used to measure this conceptualization are the ones by Ashford *et al.* (1989), Probst (2003) and De Witte *et al.* (2000). Next is the quantitative, affective dimension of job insecurity that is widely examined using the scales by Huang *et al.* (2010), Probst (2003), Sverke *et al.* (2004) and Hellgren *et al.* (1999). Furthermore, the qualitative, cognitive dimension is mainly examined using the scales developed by Caplan *et al.* (1975), Ashford *et al.* (1989) and Hellgren *et al.* (1999). To the best of our knowledge, no studies specifically investigated the qualitative, affective conceptualization of job insecurity.

*The relationship between job insecurity conceptualizations and performance indicators*

The second objective of our study was to analyze the relationship between the different dimensions of job insecurity and its relationship with different performance indicators. Findings of our literature review show mixed results when it comes to the relationship between job insecurity and different performance behaviors. The dimensions of performance that emerged in our qualitative systematic review included: Task ( $n = 48$ ); Contextual ( $n = 24$ ); and Counterproductive ( $n = 18$ ) performance; performance of Safety and Prevention of Work Accidents ( $n = 10$ ); and Creativity and Innovation Performance ( $n = 9$ ).

Most studies analyzed in our review reported a predominantly negative relationship between job insecurity and performance (Huang *et al.*, 2012; Reisel *et al.*, 2010; Selenko *et al.*, 2017). Specifically, for the quantitative-cognitive dimension, studies reported a negative relationship between job insecurity and task performance (19 studies), contextual performance (8 studies), creativity and innovation (2 studies) and safety performance (1 study). In addition, a positive relationship was found for counterproductive work behavior (6 studies). Finally, one study reported a U-shape relation for this dimension of job insecurity and task performance.

Regarding the quantitative-affective dimension of job insecurity and performance indicators, studies reported a negative relationship between job insecurity and task performance (7 studies), safety performance (4 studies) and a positive relationship with counterproductive work performance (2 studies). We did not find studies in relation to contextual performance and creativity and innovation. Two studies reported a U-shape relation for this dimension of job insecurity and task performance. When it comes to the qualitative-cognitive dimension of job insecurity, studies found a negative relationship with task performance (five studies) and contextual performance (two studies) and a positive

**Table 1.**  
Search boundaries,  
keyword search,  
inclusion and exclusion  
criteria

Search boundaries	Web of Science (WoS) and Scopus
Keyword search	Job insecurity, job performance, job in-security, employee performance, work performance, work behavior
Literature type included	Indexed journals, peer-reviewed articles, empirical studies
Literature type excluded	Book chapters, magazine articles, non-indexed journals, literature reviews, conceptual articles, meta-analyses, conference proceedings
Language included	English
Language excluded	Non-English
Timeline	Until July 2021
<b>Source(s):</b> Authors work	

relationship with counterproductive work behavior (one study). Finally, studies that included a mixture of conceptualizations found similar overall results: a negative relationship with task performance (four studies), safety performance (four studies), creativity and innovation (one study) and contextual performance (one study), and a positive relationship with counterproductive work behavior (four studies). The studies that did not report a clear conceptualization or used a manipulation, reported negative relationships with task performance, creativity and innovation, and safety performance.

In conclusion, when it comes to the relationship between job insecurity and different type of performance indications, findings show that most studies that analyzed the relationship between job insecurity and performance behaviors have focused on task performance. Contextual performance, while not predominant in the literature, constitutes a significant part of it (López *et al.*, 2016; Stynen *et al.*, 2013). These results are consistent with those of previous studies where the aforementioned dimensions are more commonly addressed by the literature (Cheng and Chan, 2008; Lee *et al.*, 2018; Shoss, 2017). We found that only a small number of studies focused on the other dimensions of performance, including counterproductive behaviors, and the performance of creativity and innovation and of safety and prevention of occupational accidents.

Reference	Sample item	Quant	Qual	Cogn	Aff
Caplan <i>et al.</i> (1975)	How certain are you about what your future career picture looks like?		X	X	
Huang <i>et al.</i> (2010)	I feel uneasy about my chance for remaining with this company	X			X
Ashford <i>et al.</i> (1989)	In your work life, how important are each of the following features to your personally? 1. Geographic location?	X	X	X	
Probst (2003)	What is your job security like? Stressful	X			X
Probst (2003)	What is the future of your job with this organization like? Acceptable	X		X	
Hellgren <i>et al.</i> (1999)	My future career opportunities in [the organization] are favorable		X	X	
Hellgren <i>et al.</i> (1999)	I am worried about having to leave my job before I would like to	X			X
Kraimer <i>et al.</i> (2005)	I will be able to keep my present job as long as I wish	X		X	
Borg and Braun (1992)	I am concerned about the possibility of being dismissed	X			X
De Witte <i>et al.</i> (2000)	Chances are, I will soon lose my job	X		X	
Francis and Barling (2005)	I can keep my current job for as long as I want	X		X	
Johnson <i>et al.</i> (1984)	The thought of getting fired really scares me	X			X
Van den Broeck <i>et al.</i> (2014)	I feel insecure about the characteristics and conditions of my job in the future		X	X	
Sverke <i>et al.</i> (2004)	I fear I will lose my job	X			X

**Note(s):** Quant. = qualitative; qual. = qualitative; cogn. = cognitive; aff. = affective

**Source(s):** Authors work

**Table 2.** Measures and conceptualizations of job insecurity

*Theoretical perspectives used to explain the job insecurity and performance relationship*

The third objective of our paper was to explore the theoretical perspectives used to explain the relationship between job insecurity and performance. When analyzing the theoretical frameworks used to explain a particular conceptualization of job insecurity in relation to performance, results show that a variety of theoretical perspectives are used (see Table 2). The most dominant theoretical frameworks that are used to explain the particular job insecurity conceptualization and job performance indicators are now discussed. First, the theory of stress (Lazarus and Folkman, 1984) is used in the majority of studies (20%), irrespective of the particular conceptualization of job insecurity used in the study. The theory of stress indicates that job insecurity is a stressor for employees, as it causes physical and mental tension and undermines their well-being (Staufenbiel and König, 2010), while consuming their mental and emotional resources (Jex and Beehr, 1991; Vander Elst *et al.*, 2014). Employees who experience job insecurity, which is a stressful condition, experience a fall in their job performance (Wang *et al.*, 2015; Gilboa *et al.*, 2008).

Another theoretical perspective that is frequently used (17% of the studies) to explain the relationship between job insecurity and performance is the social exchange theory. The social exchange theory (Blau, 1964) suggests that there are exchange relationships between organizations and employees. When the organization provides job security to an employee, they will respond to the organization by increasing their performance in order to balance their contribution given the exchange that took place (Cropanzano and Mitchell, 2005). When employees expect the organization to provide job security and it is not able to do so, they will decrease their contribution by decreasing their job performance (De Cuyper and De Witte, 2006).

A psychological contract (Rousseau, 1995) represents “the mutual beliefs, perceptions and informal obligations between an employer and an employee” (p. 5). These contracts are defined by the relationship between the two parties and are unwritten mutual expectations from both sides. This relationship could be seen as a social exchange relationship, since the focus is on employee contribution in terms of time, effort and work attitude, and from the part of the employer the focus is on promised benefits such as salary, appreciation and prospects for promotion (Turnley and Feldman, 2000). Related to job (in)security, employer promises are related to the continuity of their job and important features of the job. Once these promises are not met, a psychological contract breach occurs (see Robinson and Rousseau, 1994), resulting in unfulfilled promises, which could negatively influence employee outcomes such as performance (Niesen *et al.*, 2018).

From the perspective of the motivation to preserve their jobs, employees make efforts to demonstrate their value to the organization and thus, do not lose their jobs (Koen *et al.*, 2019). With the ongoing threat condition, the uncertainty of a potential job loss can motivate employees to take actions to prevent job loss (Probst, 2002). The motivation to preserve the job predicts that, under conditions of job insecurity, employees may increase their performance levels to continue to be employed by the organization (Koen *et al.*, 2019; Huang *et al.*, 2013). Research on job insecurity has also considered the proactive coping perspective. Under this framework, coping is a strategy that helps employees prepare for potentially stressful events in the future, such as the loss of a job (Stiglbauer and Batinic, 2015). Employees may carry out preemptive actions to directly handle job loss (Parker *et al.*, 2006). These actions involve, among other things, increasing their educational level (Shoss, 2017), generating contact networks and actively looking for jobs (Klehe *et al.*, 2012).

*Mediating and moderating variables in the JI–performance relationship*

The final objective of our study was to explore what potential mechanism and boundary conditions affect the JI–performance relationship. This qualitative systematic review synthesized studies that assessed any kind of mediation and/or moderation between job insecurity and any kind of performance. Most studies performed either mediation (33.3%) or moderation (33%) analyses. A smaller number carried out both mediation and moderation

analyses (16%). Some studies did not perform any of these analyses (17%). Table 3 provides an overview of the mechanisms and conditions studied in the JI–performance relationship, for the different conceptualizations. When it comes to mediators and moderators studied in the relationship between job insecurity and performance, results show that most mechanisms are studied for the quantitative-cognitive and quantitative-affective job insecurity dimension in relation to performance. A distinction can be made in a focus on the individual worker level, in terms of personal characteristics (e.g. need-fulfillment as example for individual-level mediators, and psychological capital as example moderator), work-related personal characteristics (e.g. psychological contract (fulfillment or breach) as example mediator and perceived supervisor support as example moderator) and individual-level attitudes (e.g. job satisfaction as example mediator and moderator). Finally, mechanisms and conditions are investigated at the job-level (e.g. safety knowledge and motivation as mediator, and contract type as moderator).

The majority of studies focusing on the quantitative-cognitive level investigated the employees’ perception of the likelihood of negative changes to the job in relation to performance indicators via worker and job characteristics, and worker attitudes. In terms of boundary conditions that have found to play a role on the relationship between job insecurity and different performance indicators, we see that for the quantitative-cognitive dimension, contingency factors that relate to the interaction between the worker and their environment (i.e. managers and coworkers) seem to play an important role on the relationship between job insecurity and performance.

For the quantitative-affective dimension, results show only a few mechanisms studied that explain the relationship between this dimension and performance (i.e. affective commitment and safety-production conflict). The majority of studies that examined the experience about losing the job or job feature in relation to performance have focused on contingency factors that play a role in this relationship. In particular, individual-level factors (e.g. motivation and psychological capital), individual work-related factors (e.g. work locus control and leader–member exchange),

Quantitative, cognitive	Quantitative, affective	Qualitative, cognitive	Combination of conceptualizations
Social exchange theory	Conservation of resources theory	Social exchange theory	Stress theory
Psychological contract theory	Stress theory	Information-processing theory	Psychological contract theory
Stress theory	Social exchange theory	Self-determination theory	Conservation of resources theory
Self-determination theory	Psychological contract theory	Stress theory	Border theory
Conservation of resources theory	Expectancy theory	Interference theory	Social exchange theory
Appraisal theory	Theory of reasoned action	Expectancy theory	Broaden-and-build theory
Job demands-resources theory	Affective events theory	Job preservation model	
Social identity theory	Self-regulation theory	Uncertainty management theory	
Theory of reasoned action			
Reinforcement sensitivity theory			

**Note(s):** No studies were found that focus on the qualitative affective dimension of job insecurity only  
**Source(s):** Authors work

**Table 3.** Theoretical frameworks used to explain the different conceptualizations of job insecurity in relation to job performance indicators

job attitudes (e.g. satisfaction and commitment) and job-level characteristics (e.g. change to core tasks, job embeddedness) have found to impact the JI–performance relationship.

When it comes to the qualitative (cognitive and affective) dimension of job insecurity, findings highlight only a few mechanisms and contingency factors studied. Mediators were examined at the individual level and attitudes level (e.g. basis need satisfaction and work engagement), and moderators were studied at the individual and work-related level (i.e. age and organizational justice). No studies were found that focus specifically on the qualitative-affective dimension. Finally, a number of studies that did not focus on one conceptualization of job insecurity, investigated mechanisms on all four levels and contingency factors on all levels except for the individual attitude level.

## Discussion

Based on 81 empirical studies, we aimed to identify what is known about the relationship between job insecurity conceptualizations and specific performance indicators. Below we discuss our findings and offer recommendations related to 1) the conceptualizations of job insecurity and its relationship with performance dimensions, 2) theoretical perspectives used to explain the JI–performance relationship, 3) the mechanisms and contextual boundaries that affect the JI–performance relationship and 4) we provide suggestions regarding the design and samples of studies.

### *The conceptualizations of job insecurity and its relationship with performance dimensions*

The first objective of this study was to investigate the conceptualizations of job insecurity and its relationship with different performance dimensions in extant literature. A major finding related to the conceptualization of job insecurity is that extant research included different conceptualizations of this construct, with the quantitative-cognitive and affective dimension being dominant (see also [Table 2](#) including the measures and conceptualizations of job insecurity found in extant literature). Meta-analytical research has shown that affective job insecurity has stronger relations to outcomes as compared to cognitive insecurity ([Jiang and Lavaysse, 2018](#)) and that quantitative and qualitative job insecurity also relate differently to outcomes ([Hellgren et al., 1999](#)). Findings of our study show that the qualitative (both cognitive and affective) dimension, which deals with the fear of losing job characteristics that are considered valuable by the employee ([Hellgren et al., 1999](#)) and its relationship with various performance indicators, remains less clear ([Chirumbolo and Areni, 2010](#); [Roll et al., 2015](#)). Given the importance and relevance of the qualitative dimension of job insecurity in recent studies ([Lee et al., 2018](#); [Shoss, 2017](#); [Sverke et al., 2019](#)) we recommend future studies to specifically include the qualitative (cognitive and affective) job insecurity dimension when it comes to the relationship with different performance indicators. Once there is enough evidence on the qualitative dimension, future literature reviews and meta-analyses could explore if and how consequences differ between qualitative and quantitative as well as the cognitive and affective dimension of job insecurity ([Sverke et al., 2019](#)). Future studies could herewith try to better handle the integration of different conceptualizations and measures of job insecurity and its different approaches.

In addition, as [Table 2](#) shows, extant studies on job insecurity included a variety of measures, without knowing the convergence of the content of these measures ([Lee et al., 2018](#)). We therefore recommend future studies to carefully select the job insecurity conceptualization and undertake an examination of the measures used in previous studies in developing their study and selecting the measurement. Previous research has shown that a job insecurity scale containing multiple items, as compared to only a single item measuring job insecurity, is stronger associated with outcomes ([Sverke et al., 2002](#)). Moreover, our results

show a number of studies that did not include detailed information regarding the specific conceptualization used in their study, which results in a lack of clarity regarding the construct used. To move the literature on job insecurity forward, we recommend conducting empirical tests of the existing measures of the job insecurity constructs to examine the level of convergence to improve the quality of measures used (Lee *et al.*, 2018; Shoss, 2017).

By exploring which conceptualizations of job insecurity in relation to different performance dimensions, we contributed to the limited knowledge on differentiating between the four job insecurity types and how they may render different performance results. Specifically, our research signals that either qualitative or quantitative, or cognitive and affective taxonomies, may not be sufficient to understand the full job insecurity experience (Langerak *et al.*, 2022). A necessary step in job insecurity research is to use psychological measures of job insecurity that are theoretically embedded.

#### *The relationship between JI and different performance dimensions*

Another major point to note relates to the relationship between job insecurity dimensions and different performance indicators. Our literature review focused on the specific employee performance indicators, which was recommended by previous research that categorized performance in broader constructs (Sverke *et al.*, 2019). The results of our review show that task performance is mostly investigated in relation to job insecurity, and that the results related to the quantitative vs qualitative and cognitive vs affective dimensions have different relationships with task performance in such a way that negative, positive and U-shaped relationships were found. This finding also suggests the need to continue to study potential moderators that might affect the job insecurity–task performance relationship. In addition, to gain insights in the relationship between job insecurity dimensions and other performance dimensions next to task performance, we recommend future studies to investigate performance indicators that are studied less often (Lee *et al.*, 2018; Shoss, 2017; Jiang and Lavaysse, 2018). These more specific facets of performance can correspond to individual and organizational citizenship (Shin *et al.*, 2019), voice (Schreurs *et al.*, 2015), and counterproductive behaviors, like theft and job abandonment (Chirumbolo, 2015; De Cuyper *et al.*, 2014), as well as the more detailed distinction between psychosocial and physical safety behaviors (Probst and Brubaker, 2001; Guo *et al.*, 2019).

To date, the literature is inconclusive regarding the relationship between JI and performance. Our study contributes to existing literature by further unraveling how the different job insecurity conceptualizations are related to a variety of performance dimensions. This gap can be bridged by future studies that can provide more information on how job insecurity conceptualizations affect each of the performance dimensions specifically to be able to provide a more informed and accurate assertion about this relationship. Furthermore, research on this relationship could benefit from an exploration of other types of rating sources of job performance outcomes, since performance is a complex construct to measure, and a multi-rater approach is recommended to capture different elements of performance (DeNisi and Murphy, 2017).

#### *Theoretical perspectives used to explain the JI–performance relationship*

The next objective of this study was to explore the theoretical perspectives used to explain the relationship between job insecurity conceptualizations and different job performance dimensions. Our findings show that researchers have adopted a variety of theoretical perspectives in explaining the job insecurity construct used in relation to different performance dimensions. As Table 3 also shows, social exchange theory, psychological contract theory, the stress–strain perspective, conservation of resources theory and self-determination theory are dominant perspectives in extant literature. The results indicate that

the theoretical perspectives discussed can be applied to the different conceptualizations of the job insecurity construct examined, and that there is no perspective that does not fit a certain conceptualization.

A recommendation based on these findings is that studies could integrate the type of conceptualization of job insecurity better in their theoretical underpinning to form expectations about relationship(s) with performance indicators. Currently, some studies integrate a more general line of reasoning in relating job insecurity (as a construct) to a certain performance indicator, while more rigorous theorization, and including the specific conceptualization of job insecurity could be integrated if the theoretical perspective is more explicitly directed toward the construct used (Lee *et al.*, 2018). This is consistent with recent studies arguing that extant research to date mainly focus on job insecurity as motivational lever, while job insecurity can also affect employees' ability to perform at work, by for example influencing their cognitive capabilities, which could add to our understanding of how insecurity affects performance (Probst *et al.*, 2020). A theory that explains the role of cognitive failure as potential mediator is threat rigidity theory (see also Niesen *et al.*, 2014). These theoretical explanations could help us in creating a more extensive understanding of the relationship between job insecurity and performance.

#### *The mechanisms and contextual boundaries that affect the JI–performance relationship*

The final objective of our study was related to the mixed results in extant literature when it comes to the job insecurity–performance relationship, which makes it relevant to explore the potential mechanisms and boundary conditions that affect this relationship. Results (see also Table 4) show that some of the job insecurity conceptualizations, specifically related to the qualitative dimension, are not studied often. As a result, their effects related to performance dimensions have barely been explained with the help of mediating and moderating variables. For the qualitative-cognitive construct of job insecurity in relation to performance indicators we do see a role of mechanism such as basic need satisfaction and work engagement, and moderators such as age and organizational justice to play a role, but research in this area is very limited. It is necessary to address the effects of job insecurity on more specific performance facets in order to assess its consequences and determine the inconsistency of its results (Staufenbiel and König, 2010; Sverke *et al.*, 2002). We therefore recommend future studies to include boundary conditions on different levels of analysis as well as mechanism to explore the relationship between qualitative-cognitive as well as qualitative-affective constructs of job insecurity in relation to performance further.

Furthermore, for the quantitative-cognitive dimension of job insecurity in relation to performance indicators, results (see also Table 4) show that a range of mediating mechanisms are investigated. These mechanisms are characterized at the individual, individual work-related, individual-level attitudes and job-level. In addition, individual work-related moderators, such as factors that relate to support and justice, are found to play a role on the quantitative-cognitive job insecurity–performance relationship. On the other hand, research examining the quantitative-affective construct of job insecurity in relation to performance found various moderators at different levels of analysis, while only two mediators were found to influence this relationship. This could indicate that the relationship between quantitative-cognitive job insecurity and job performance indicators is more likely to be influenced by certain mechanisms, while the relationship between quantitative-affect job insecurity and job performance indicators is more direct, which is in line with previous meta-analytical evidence (Jiang and Lavaysse, 2018). In addition, empirical evidence has shown the mediating role of affective job insecurity in the relationship between cognitive job insecurity and outcomes (Jiang and Lavaysse, 2018). Future studies are therefore recommended to further assess moderators and mediators in

	Mediators	Moderators
<i>Quantitative-cognitive job insecurity</i>		
Individual level	Need-fulfillment (Breevaart <i>et al.</i> , 2020) Social identity (Selenko <i>et al.</i> , 2017) Amotivation (Shin and Hur, 2020) Intrinsic motivation (Shin <i>et al.</i> , 2019) Psychological needs (Van den Broeck <i>et al.</i> , 2014) Irritation (Van Hooetegem <i>et al.</i> , 2018) Concentration (Van Hooetegem <i>et al.</i> , 2018) Restoration (Van Laethem <i>et al.</i> , 2019) Sleep quality (Van Laethem <i>et al.</i> , 2019)	Psychological capital (Darvishmotevali and Ali, 2020) Trust (Wong <i>et al.</i> , 2005)
Individual work-related	Psychological contract (fulfillment and breach) (De Cuyper and De Witte, 2007) Procedural fairness (López and Mladinic, 2017) Organizational identification (Callea <i>et al.</i> , 2016) Impression management (Probst <i>et al.</i> , 2020)	Job insecurity (Huang <i>et al.</i> , 2017) Perceived supervisor support (López and Mladinic, 2017) Manager support (Lopez <i>et al.</i> , 2016) Perceived organizational support (Lopez <i>et al.</i> , 2018) Procedural and Interactional justice (Piccoli <i>et al.</i> , 2011) Colleague support (Schreurs <i>et al.</i> , 2012) Supervisor support (López and Mladinic, 2017) Coworker incivility (Shin and Hur, 2019) Type of employer (Wong <i>et al.</i> , 2005)
Individual level attitudes	Subjective well-being (Darvishmotevali and Ali, 2020) Affective commitment (Lopez <i>et al.</i> , 2018) Job satisfaction (Reisel <i>et al.</i> , 2010) Vigor (Selenko <i>et al.</i> , 2013) Emotional exhaustion (Shin and Hur, 2019)	Punishment and reward sensitivity (Schreurs <i>et al.</i> , 2015) Job satisfaction (Chirumbolo and Areni, 2005)
Job-level characteristics	Safety knowledge and motivation (Probst and Brubaker, 2001) Safety compliance (Probst and Brubaker, 2001) Qualitative job insecurity (Chirumbolo <i>et al.</i> , 2020) Perceived control (Vander Elst <i>et al.</i> , 2016)	Contract type (De Cuyper and De Witte, 2006) Employment status (Ma <i>et al.</i> , 2019) Participative decision making (Probst, 2005)
<i>Quantitative-affective job insecurity</i>		
Individual level		Honesty-humility (Chirumbolo, 2015) Intrinsic Motivation (Koen <i>et al.</i> , 2019) Occupational self-efficacy (Konig <i>et al.</i> , 2010) Psychological capital (Probst <i>et al.</i> , 2017)
Individual work-related		Tenure with organization (Chin <i>et al.</i> , 2017) Impression management (Huang <i>et al.</i> , 2013) Work locus control (Konig <i>et al.</i> , 2010) Perceived communication (task and OCB) (Konig <i>et al.</i> , 2010) Leader-member exchange (Probst <i>et al.</i> , 2016)
Individual level attitudes	Affective commitment (Qian <i>et al.</i> , 2019)	Job satisfaction (Chirumbolo and Areni, 2005) Organizational commitment (Chirumbolo and Areni, 2005)

(continued)

**Table 4.** Mediators and moderators in JI-performance relationship

	Mediators	Moderators
Job-level characteristics	Safety-production conflict (Byrd <i>et al.</i> , 2016)	Affective job insecurity climate (Jiang and Probst, 2016) Changes to core task (Lavigne <i>et al.</i> , 2020) Contingent work status (Probst <i>et al.</i> , 2016) Job embeddedness (Qian <i>et al.</i> , 2019) Employment groups (Van Vuuren <i>et al.</i> , 2020)
<i>Qualitative-cognitive job insecurity</i>		
Individual level	Basic need satisfaction (Stynen <i>et al.</i> , 2013)	Age (Stynen <i>et al.</i> , 2013) Organizational justice (Wang <i>et al.</i> , 2015)
Individual work-related		
Individual level attitudes	Affective job insecurity (Huang <i>et al.</i> , 2012) Work engagement (Wang <i>et al.</i> , 2015)	
Job-level characteristics		
<i>Combination</i>		
Individual level	Cognitive failures (Probst <i>et al.</i> , 2020)	Perceived employability (Kang <i>et al.</i> , 2012) Proactive personality (Lin <i>et al.</i> , 2018) Resilience (Shoss <i>et al.</i> , 2018)
Individual work-related	Organization-based self-esteem (Lin <i>et al.</i> , 2018)	Supervisor support for safety (Guo <i>et al.</i> , 2019) Coworker support for safety (Guo <i>et al.</i> , 2019)
Individual level attitudes	Work engagement (Roll <i>et al.</i> , 2015) Burnout (Roll <i>et al.</i> , 2015)	
Job-level attitudes	Qualitative job insecurity (Chirumblo <i>et al.</i> , 2020) Job-related affective wellbeing (Probst <i>et al.</i> , 2020)	Need for closure (Chirumbolo and Areni, 2010) Job dependence (Orpen, 1993)
<b>Note(s):</b> A reference in which the mediator or moderator was examined is shown between brackets		
<b>Source(s):</b> Authors work		

Table 4.

the quantitative-cognitive job insecurity–performance relationship as well as the potential mediating role of affective job insecurity, while integrating quantitative and qualitative dimensions of job insecurity.

Finally, on a more general note, our findings show that the majority of the mediators and moderators investigated focus on the individual level in terms of individual demographics, employment type, psychological resources and perceived levels of support, while research has shown the importance of organizational and environmental level factors, such as cultural values and the role of a social safety net, social class and employability as well (Lee *et al.*, 2018; Shoss, 2017). Stretching this to the broader research area, this study underlines the value of exploring mediators and moderators in the JI–performance relationship (De Cuyper *et al.*, 2020). In addition, the development of cumulative insights in factors impacting the JI–performance relationship can be better monitored if research integrates the taxonomy of job insecurity conceptualizations discussed in this study.

*How could job insecurity–performance research in terms of design and samples of studies?*

Finally, our findings show suggestions for future research related to the methodological aspect of the studies included. Most studies used cross-sectional designs, only a few used longitudinal

designs. The cross-sectional studies presented relevant information and established the significant relationship between the variables they examined. However, they were unable to prove one-way causality and determine the temporal order of variables (De Lange, 2005). Longitudinal studies have helped establish the strength and direction of the relationships among variables of interest (Williams and Podsakoff, 1989). Those that assessed the effects of job insecurity on performance also enabled the establishment of possible causal relationships among the variables involved (Fischman *et al.*, 2018; De Cuyper *et al.*, 2020). Our findings also show that there are no longitudinal studies that have assessed the relationship between job insecurity and performance of creativity and innovation and safety and prevention of occupational accidents. Therefore, future research is recommended to expand this area further by advancing research designs. In addition, within-person level research could contribute to the intra-individual experience of job insecurity (Langerak *et al.*, 2022; Schreurs *et al.*, 2012). Specifically, research using a person-centered approach could investigate how varying experiences of job insecurity over time relate to different performance dimensions. This type of research may be especially relevant when it comes to various types of job insecurity and the effect of job insecurity over time, in particular for groups that have a higher risk from the negative consequences of job insecurity (Sverke *et al.*, 2019).

Furthermore, findings of the literature review show that only a very small number of cross-cultural studies are performed to date. Most studies have compared the effects of job insecurity on performance between countries and geographic locations like the US and China, the US and European countries, and China and European countries (Piccoli *et al.*, 2019; Probst *et al.*, 2020). Some studies have considered cultural differences relevant and proposed the need to integrate them in studies that assess the relationship between job insecurity and performance (Probst and Lawler, 2006). Future studies are recommended to work on this line of research to determine potential relationships and cultural differences between job insecurity conceptualizations and various dimensions of performance (Lee *et al.*, 2018).

## Conclusion

This systematic literature review based on empirical studies on the job insecurity–performance relationship aimed to identify what is known about job insecurity conceptualizations and its relationship with specific performance indicators, and what factors play a role in this relationship. We call for greater attention to the measures of job insecurity used, and the performance indicators other than task and extra-role behavior. We also recommend exploring individual as well as work and organizational factors that influence the JI–performance relationship, since job insecurity literature will continue to be an important and relevant employment issue. Below we discuss the practical implications of the research, and limitations and suggestions for future research.

### *Practical implications of the research*

Our findings are relevant and may be of interest to decision makers in organizations and national authorities that must have information on quality concerning the effects of job insecurity on performance. Our review contributes to the systematization of the current empirical evidence on this area of research. This is especially important and enables room to take an additional step toward understanding the consequences of job insecurity on performance. Specifically, it is important for organizations and policy makers to be aware of the different conceptualizations of job insecurity that exist and how they impact employee performance. In addition, an overview of potential mechanisms and boundary conditions that affect this relationship provides insights as to how organizations can intervene to affect reactions to job insecurity.

*Limitations and suggestions for future research*

This study has a number of limitations. The first pertains to the exclusion of articles in languages other than English and non-peer reviewed papers. It is possible that the search strategy used may not have identified other studies that may have met the established criteria in order to be included in our research. However, this method was chosen to guarantee the quality of the included articles in this study and in line with previous meta-analyses and literature reviews (De Witte *et al.*, 2016; Sverke *et al.*, 2019). Second, one selection criteria focused on how performance was assessed in the studies incorporated in this literature review. We excluded studies that addressed performance from the perspective of the organization (i.e. studies that measured performance at the organizational level). We herewith might have excluded studies that focused on one or multiple job insecurity constructs, but we herewith included studies that were comparable in terms of performance indicator outcomes. Future studies could expand the search by investigating, as a next step, the impact on organizational performance. Finally, since the focus of this literature review was on the relationship between job insecurity and performance indicators, including the mechanisms and boundary conditions that affect this relationship, we did not include focus on how job insecurity can be influenced (Shoss, 2017), and herewith lack information on the predictors side of job insecurity. However, by narrowing our focus to mediators and moderators, we were able to come up with an extensive list of factors that impact the job insecurity–performance relationship and herewith provide fruitful areas for future research. Future studies could expand these findings by providing an overview of predictors of different job insecurity constructs, to see whether there are potential different predictors of job insecurity conceptualizations (Jiang and Lavaysse, 2018).

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Appendix

Author(s) (year of publication)	Journal	Study design	Sample	Conceptualization and measure of job insecurity	Mediator(s), Moderator(s), and theory used	Type of performance	Findings related to job insecurity and performance
Abrams (1994)	<i>Psychological Reports</i>	Quantitative, longitudinal (4 rounds), correlation analysis, and analysis of variance	281 workers from the US. Female = 129. Average age = 41 years	Qualitative, cognitive (Caplan <i>et al.</i> , 1973)	Theory: Interference theory, information-processing theory, expectancy theory	TP: Technical performance. CP: Social performance. CWB: Absenteeism, tardiness	JI - TP JI - CP JI + CWB
Akanni <i>et al.</i> (2018)	<i>North American Journal of Psychology</i>	Quantitative, cross-sectional, multiple regression analysis	256 workers from Nigeria. Male = 62.9%, female = 37.1%. Age = 27.7% (20-29 years), 46.1% (30-39 years), and 18% (50-59 years). 0.73% were operative-level employees and 27% were mid-level employees	Powerlessness (quantitative, cognitive), perceived threat of job loss (quantitative, cognitive) (Ashfold <i>et al.</i> , 1989)	Theory: Border theory	CWB: Counterproductive work behavior	JI (both dimensions) + CWB
Armstrong-Stassen (1983)	<i>Anxiety, Stress and Coping</i>	Quantitative, cross-sectional, hierarchical regression analysis, univariate and multivariate analysis of covariance	74 workers from production areas of companies in Canada. Age = 47 years, male = 89%, female = 11%	Quantitative (two items which asked respondents the extent to which they felt their job and their future in the company were secure)	Theory: Stress theory	TP: Job performance	JI - TP
Breevaart <i>et al.</i> (2020)	<i>Career Development International</i>	Quantitative, weekly diary data (5 weeks) structural equations	97 workers from Chile. Male = 46.4%, female = 52.6. Age = 31 years. 13.4% worked at administrative level, 42.3% had technician positions, 11.3% were professionals, 6.2% were supervisors, 3.1% were managers, and 14.4% were executives	Quantitative, cognitive (De Witte, 2000)	ME: Need fulfillment Theory: Self-determination theory	CP: Voice and silence	JI - need fulfillment - CP (voice) JI - need fulfillment - CP (silence)
Brockner <i>et al.</i> (1982)	<i>Academy of Management Journal</i>	Quantitative, cross-sectional, experimental design, hierarchical multiple regression analysis	597 workers from small retail stores in the United States. Female = 91%. Mean age = 37 years. 74% were sales clerks or store managers	Job insecurity via manipulation	MO: Economic need to work, perceived threat and control Theory: Cognitive or arousal-based theories of motivation	CP: Work effort	JI (associated with layoff) inverted U-shape with CP

(continued)

**Table A1.**  
An analysis of selected studies on job insecurity and performance

Author(s) (year of publication)	Journal	Study design	Sample	Conceptualization and measure of job insecurity	Mediator(s), Moderator(s), and theory used	Type of performance	Findings related to job insecurity and performance
Byrd <i>et al.</i> (2016)	<i>Safety Science</i>	Quantitative, cross-sectional (2 waves), regression analyses	389 workers from a public transport agency in the US. Departments were operations (71.7%), capital projects (12%) and maintenance (6.7%), median age = 50–54 years, Male = 71.1%	Quantitative, affective (Probst, 2008)	ME: Safety-production conflict Theory: Conservation of resources theory, theory of reasoned action.	SP: Behavioral safety compliance, and unreported safety events	JI + safety production conflict – workplace safety outcomes
Calcea <i>et al.</i> (2016)	<i>Journal of Management Development</i>	Quantitative, cross-sectional, structural equations	201 workers from Italy. Male = 94, female = 107. Age = 41 years. White-collar workers = 53.4%	Potential loss of important aspects linked to job characteristics (qualitative) job insecurity (qualitative) was measured using the scale created by Chirumbolo and Areni (2010), which comprised five items	ME: Organizational identification Theory: Social exchange, identification theories.	TP: Job performance. OCB	JI – OID + OCB JI – OID + job performance
Chin <i>et al.</i> (2017)	<i>Journal of Construction Engineering and Management</i>	Quantitative, cross-sectional, hierarchical multiple regression analysis	305 construction workers in China. Dyad (subordinate-supervisor). Supervisor sample. Male = 98%. Age = 37 years. Subordinate sample. Male = 92%. Age = 30 years	Quantitative, affective (Johnson <i>et al.</i> , 1984)	MO: Tenure (with the organization) Theory: conservation of resources theory.	TP: In role performance	Psychological contract breach + JI – TP Moderating role of organizational tenure
Chirumbolo <i>et al.</i> (2020)	<i>Journal of Organizational Effectiveness: People and Performance</i>	Quantitative, cross-sectional, multiple regression analysis	431 workers from Italy. Male = 49.5%, female = 54.1%. Age = 40 years. Large, medium, and small companies. 74.5% white-collar workers, 25.5% blue-collar workers	Quantitative, affective (Sverke <i>et al.</i> , 2004); qualitative, cognitive (Hellegren <i>et al.</i> , 1999)	ME: Qualitative job insecurity. MO: Economic sector Theory: Stress theory	TP: Task performance. CWB: counterproductive work behavior	QJJI + CWB QJJI + CWB QJJI – TP QJJI – QJJI – TP QJJI – QJJI – CWB Economic sector as moderator on QJJI – QJJI relationship
Chirumbolo and Areni (2005)	<i>SA Journal of Industrial Psychology</i>	Quantitative, cross-sectional and multiple regression analysis	425 workers. Private firms (64.9%) and public firms (35.1%). Age = 37 years. Male = 219, female = 203, 3 (without data)	Quantitative, affective (Sverke <i>et al.</i> , 2004)	MO: Job satisfaction, organizational commitment Theory: Social exchange theory	TP: Job performance. CWB: Absenteeism	JI – TP JI + CWB Satisfaction and commitment moderated the JI – JP relationship

(continued)

Author(s) (year of publication)	Journal	Study design	Sample	Conceptualization and measure of job insecurity	Mediator(s), Moderator(s), and theory used	Type of performance	Findings related to job insecurity and performance
Chirumbolo (2015)	<i>The Journal of Psychology</i>	Quantitative, cross-sectional, moderated and hierarchical regression analysis	203 workers from Italy. Age = 41 years. Male = 94, female = 109. White-collar workers represented about 53.4% of the participants, blue collar were 9%, and 71.1% were managers	Quantitative, affective (Sverke <i>et al.</i> , 2004)	MO: Honesty – humility Theory; Stress theory	CWB: Deviant behavior, counterproductive work behavior	JI + CWB Honesty-humility moderated the JI + CWB relationship
Chirumbolo and Areni (2010)	<i>Economic and Industrial Democracy</i>	Quantitative, cross-sectional, hierarchical regression analysis	287 workers from Italy. Male = 136, female = 151. Age = 35 years. 21.3% were blue-collar workers, 36.6% were white-collar workers, and 31% were teachers	Quantitative, affective (Sverke <i>et al.</i> , 2004); qualitative, cognitive (Helgren <i>et al.</i> , 1998)	MO: Need for closure Theory; Stress theory	TP: Job performance	JI – TP Need for closure moderates the QNJI – TP and QJJI – TP relationships in opposite ways
Darvishmotevali and Ali (2020)	<i>International Journal of Hospitality Management</i>	Quantitative, cross-sectional, hierarchical multiple regression, structural equations	288 frontline hotel workers from Iran. Female = 52%, 0.85% were between the ages of 29 and 38 years, 3% were aged between 49 and 58 years	Quantitative, cognitive (De Witte, 2000)	ME: subjective wellbeing. MO: psychological capital Theory; Transactional stress theory	TP: Performance	JI – SWB – TP Psychop moderates JI – SWB relationship
De Cuyper and De Witte (2006)	<i>Journal of Occupational and Organizational Psychology</i>	Quantitative, cross-sectional, ANOVA and regression analysis	544 workers from Belgium. Industrial setting ( <i>n</i> = 135), service industries ( <i>n</i> = 55), research institute ( <i>n</i> = 65), and a hospital ( <i>n</i> = 309) 0.73.2% White-collar workers. Age = 37 years. Male = 40%, female = 60%	Quantitative, cognitive (De Witte, 2000)	ME: Psychological contract MO: Contract type Theory; Psychological contract	TP: Self-rated performance	JI – TP Relational psychological contract fulfillment mediates the JI – TP relationship
De Cuyper and De Witte (2007)	<i>Work and Stress</i>	Quantitative, cross-sectional, hierarchical regression analysis	477 workers from Belgium. Industrial setting ( <i>n</i> = 249), public enterprise ( <i>n</i> = 80), retail sector ( <i>n</i> = 71 and <i>n</i> 2 = 47). Male = 36.6%, female = 63.4%. Age = 34 years. 73.2% Blue-collar workers	Quantitative, cognitive (De Witte, 2000)	MO: Contract type ME: Psychological contract fulfillment Theory; Psychological contract	TP: Self-rated performance	JI – TP JI – transactional fulfillment + TP

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Table A1.

Author(s) (year of publication)	Journal	Study design	Sample	Conceptualization and measure of job insecurity	Mediator(s), Moderator(s), and theory used	Type of performance	Findings related to job insecurity and performance
De Cuyper <i>et al.</i> (2014)	<i>Personnel Review</i>	Quantitative, cross-sectional, moderated hierarchical regression analysis	433 workers from Romania. Female = 58%, age = 35 years. 75% white-collar workers and other respondents were unskilled blue-collar workers	Quantitative, cognitive (De Witte, 2000)	MO: Job insecurity Theory: Social exchange theory	TP: Role performance CP: Helping behavior. CWB: Counterproductive work behavior	Jl moderates the employability – TP relationship CWB: Counterproductive work behavior
De Spiegelaere <i>et al.</i> (2014)	<i>Creativity and Innovation Management</i>	Quantitative, cross-sectional, structural equations	927 workers from Belgium. Banking, retail, hotels and restaurants, the chemical industry, and the social work sector. Age = 43 years, male = 48%, female = 30% blue-collar workers, 59% white-collar workers, 11% managerial positions	Job insecurity (quantitative) was measured using a single item	ME: Work engagement Theory: Job adaptation theory	CI: Idea generation, implementation	Jl – CI Jl – engagement – CI
Filipkowski and Merle Johnson (2008)	<i>Journal of Organizational Behavior Management</i>	Quantitative, cross-sectional, correlation analysis, ANOVA	214 workers from an automotive company in the US. Participants from plant production and non-management office	Qualitative, cognitive (Ashford <i>et al.</i> , 1989)	Theory: Not clearly indicated	TP: Task performance. CWB: absenteeism	Jl + CWB Jl – TP
Fischmann <i>et al.</i> (2018)	<i>European Journal of Work and Organizational Psychology</i>	Quantitative, longitudinal (3 waves), structural equations	337 workers from Romania. Age = 35 years. Female = 55% 0.3% were unskilled blue-collar workers, 14% skilled blue-collar workers, 29% lower-level white-collar workers, 26% intermediate white-collar workers, 22% upper white-collar workers and 6% held managerial jobs	Qualitative, cognitive (De Witte <i>et al.</i> , 2010)	Theory: Social exchange theory, job preservation motivation model	TP: Role performance	QlJl – TP TP – QlJl
Fischmann <i>et al.</i> (2015)	<i>Psihologia Resurselor Umane</i> <i>Revista Asociației de Psihologie Industriala și Organizațională</i>	Quantitative, cross-sectional, structural equations	225 workers from Romania. 11% manual laborers; 15% administrative white-collar workers, 27% mid-level white-collar workers, 39% high-level white-collar workers and middle management and, 8% senior management. Age = 29 years. Female = 112	Qualitative, cognitive (De Witte <i>et al.</i> , 2010)	Theory: Social exchange, transactional stress, and threat-rigidity theories	TP: Individual, team, and organizational level performance (proficiency, adaptivity, and proactivity)	Jl – TP (proficiency) Jl – TP (adaptivity)

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Author(s) (year of publication)	Journal	Study design	Sample	Conceptualization and measure of job insecurity	Mediator(s), Moderator(s), and theory used	Type of performance	Findings related to job insecurity and performance
Guo <i>et al.</i> (2019)	<i>Safety Science</i>	Quantitative, cross-sectional, hierarchical regression analysis	470 workers, train drivers, in China. Male = 100%. Age = 86% (25–35 years), 14% (36–45 years)	Quantitative, qualitative, cognitive, affective (Helligren <i>et al.</i> 's, 1999)	MO: Supervisor support for safety. Coworkers support for safety. Theory: Conservation of resources theory ME: Affective job insecurity Theory: Appraisal theory of emotion and stress theory	SP: Safety compliance and participation TP: Task performance	Jl – SP Supervisory support for safety and coworker support for safety moderates the Jl – SP relationship CJI + A.Jl - TP
Huang <i>et al.</i> (2012)	<i>Journal of Organizational Behavior</i>	Quantitative, longitudinal (2 rounds) and structural equations	462 workers from China, dyads (supervisor-subordinate). Construction, manufacture, and electronics companies. Male = 70%. Average age = 36–40 years	Qualitative, cognitive, affective (Huang <i>et al.</i> , 2010)	MO: Attributed motive on impression management and performance and Jl Supervisor linking on impression management and Jl and performance theory Theory: Social influence theory	TP: Role performance	Jl – Impression management + TP
Huang <i>et al.</i> (2013)	<i>Journal of Applied Psychology</i>	Quantitative, longitudinal (3 rounds) and structural equations	271 dyads (subordinate-supervisor) of workers in China. Construction and manufacturing companies. Male = 72%. age = 54%. between 20 and 40 years	Quantitative, affective (Huang <i>et al.</i> , 2010)	MO: job insecurity Theory: Self-determination theory	Counterproductive work behaviors	Jl moderates the self-determined motivation – CWB relationship
Huang <i>et al.</i> (2017)	<i>Journal of Organizational Change Management</i>	Quantitative, cross-sectional, partial least squares regression	292 bank workers from Taiwan. Male = 89, female = 203. Age = 41 (48%) employees whose age was less than 35 years	Quantitative (Sverke, 2003)	Theory: Equity theory of motivation	CWB: Absenteeism	Jl + CWB
Ifonma <i>et al.</i> (2019)	<i>Research in World Economy</i>	Quantitative, cross-sectional, regression analysis	222 workers from Nigeria. Manufacturing companies. Female = 115, male = 107	Quantitative (No reference indicated)	MO: Affective job insecurity climate Theory: Affective events theory	SP: Behavioral safety compliance, experienced safety events, unreported safety events	Jl – SP Affective job insecurity climate moderates the Jl – SP relationship
Jiang and Probst (2016)	<i>Journal of Occupational Health Psychology</i>	Quantitative, cross-sectional, hierarchical linear modeling, multilevel analysis	171 workers from a public transport agency in the US. Median age = 50–54 years. Male = 73.9%/0.65, 1% worked in the operations division, 12.2% in the capital projects division, 7% in the maintenance division, 4.1% in the public affairs/communications division, and 2.9% in an executive office	Quantitative, affective (Probst, 2003)			

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Table A1.

Author(s) (year of publication)	Journal	Study design	Sample	Conceptualization and measure of job insecurity	Mediator(s), Moderator(s), and theory used	Type of performance	Findings related to job insecurity and performance
Jiang (2018)	<i>Journal of Applied Social Psychology</i>	Quantitative, cross-sectional, experimental design, hierarchical regression analysis, moderating effect	122 workers from the US. Age = 35. Male = 38%, female = 62%. 0.51% held supervisory positions	Quantitative via manipulation	MO: Self-affirmation Theory; Stress theory	CI: Creativity	Self-affirmation moderates the JI - CI relationship
Kang et al. (2012)	<i>Career Development International</i>	Quantitative, cross-sectional, moderated hierarchical regression analysis	207 workers from Korea. Supervisor-subordinate dyad. Banking and financial institutions. Age = 34 years. Male = 51.8%	Quantitative and qualitative (Isaksson et al., 1998)	MO: Perceived employability Theory; Stress theory	CP: Extra role behavior	JI - CP
Koen et al. (2019)	<i>Career Development International</i>	Quantitative, cross-sectional, multilevel analysis	125 technical maintenance workers of a public transport company in the Netherlands. Age = 46 years. Male = 98%, female = 2%	Quantitative, affective (Hellegrén et al., 1999)	MO: Intrinsic motivation, distributive justice Theory; Stress theory	TP: Overall performance. CP: OCB	JI + TP, only for low intrinsic motivation JI + TP, only for low experienced distributive justice
König et al. (2010)	<i>Economic and Industrial Democracy</i>	Quantitative, cross-sectional, hierarchical regression analysis	Sample 311 (self-rating), 273 (supervisor rating), Workers from Switzerland. Logistics company. Male = 80%, female = 20%. Age = 35% were 30-39, 30% 40-49, 18% 50-59, 11% 20-29 and 4% 60 years	Quantitative, affective (Borg and Elzour, 1992)	MO: Occupational self-efficacy, work locus control, perceived communication (task and ocb) Theory; Stress and conservation of resources theory	TP: Task performance. CP: OCB	JI (low) - TP, moderating role of work locus of control and perceived communication
Lavigne et al. (2020)	<i>Career Development International</i>	Quantitative, cross-sectional, multilevel modeling	136 workers from the US. The first organization provided clinical, evaluation, and mental health services. Age = 44 years, female = 76%. The second organization was a technology company. Age = 42 years, male = 60%	Quantitative, affective (Hellegrén et al., 1999)	MO: Changes to core task Theory; Stress theory	TP: Adaptive performance	JI - TP, moderating role of (low levels of) changes to core tasks moderated
Lin et al. (2018)	<i>Journal of Business Research</i>	Quantitative, cross-sectional, structural equations	176 dyads (176 subordinates, 41 supervisors) from China. Telecommunications company. Male = 61%, Female = 39%. Mean age = 29 years	Quantitative, qualitative, cognitive (Ashford et al., 1989)	ME: Organization-based self-esteem, MO: proactive personality Theory; Self-consistency motivational theory	TP: Job performance	JI - OBSE - TP Proactive personality moderates the JI - OBSE relationship

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Author(s) (year of publication)	Journal	Study design	Sample	Conceptualization and measure of job insecurity	Mediator(s), Moderator(s), and theory used	Type of performance	Findings related to job insecurity and performance
López and Mladinic (2017)	<i>Review of Business Management</i>	Quantitative, cross-sectional, regression analysis	707 workers of a metal-mechanic company in Chile. Male = 75.4%, female = 24.6%. Age = 35 years; 29% operator level, 22.8% administrative positions, 19.8% executives, 20.0% supervisors, and 2.6% managers or assistant managers	Quantitative, cognitive (De Witte, 2000)	ME: Procedural fairness. MO: Perceived supervisor support Theory: Social exchange theory	CP: OCB	J1 – PP + OCB PSS moderates PF – OCB relationship
López et al. (2016)	<i>The International Journal of Human Resource Management</i>	Quantitative, cross-sectional, regression analysis, moderated mediation (process)	615 workers from Chile. Metal companies and gas company. Female = 28%, male = 72%. Age = 36 years	Quantitative, cognitive (De Witte, 2000)	ME: Psychological contract breach, MO: manager support Theory: Social exchange theory	TP: In role performance. CP: OCB	Mass layoffs – J1 – PCB – TP Manager support moderates the PCB – TP relationship
López et al. (2018)	<i>Journal of Business Management</i>	Quantitative, cross-sectional, moderated multiple regression analysis	400 workers of retail companies in Chile. Male = 21%, female = 72%. Age = 34 years	Quantitative, cognitive (De Witte, 2000)	ME: Affective commitment, MO: Perceived organizational support Theory: Social exchange theory	TP: Performance	J1 – AOC – TP POS moderates J1 – AOC relationship
Ma et al. (2019)	<i>Personnel Review</i>	Quantitative, cross-sectional, confirmatory factor analysis, multigroup analysis	212 worker dyads (supervisor-subordinate) from China. Air transportation group company. Female = 59%, 47% were less than 30 years of age	Quantitative, cognitive (Kraimer et al., 2005)	ME: Psychological contract breach, MO: Employment status Theory: Social exchange theory	CWB: Counterproductive work behavior	J1 + PCB + CWB difference for permanent and contract workers
Mäder and Nessen (2017)	<i>Human Performance</i>	Quantitative, longitudinal (2 waves), path analysis, with MEDCURY spss	131 workers from China (supervisor-subordinate dyad). Panel supplier company. T1, Employee sample age = 37 years; Male = 52.7%. Supervisors age = 46 years. Male = 69.5%. Public sector (30.5%), financial and business services (25.2%), manufacturing industry (15.3%), retail (14.5%), building industry (6.9%), hotel and catering industries (4.6%), and other industries (3.6%). T2 (n = 72) supervisor	Quantitative, affective (Borg and Elizur, 1992)	Theory: Theories on resources and self-regulation	TP: Adaptive performance	U-shape J1 – TP

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Author(s) (year of publication)	Journal	Study design	Sample	Conceptualization and measure of job insecurity	Mediator(s), Moderator(s), and theory used	Type of performance	Findings related to job insecurity and performance
Darvishmotevali and Ali (2020)	<i>International Journal of Contemporary Hospitality Management</i>	Quantitative, cross-sectional, structural equations	250 employees and 21 supervisors (dyads) from four- and five-hotel stars in Tehran (Iran). Male = 62%, age: 38% between age of 38 ad 47, 5% between age of 28-37	Quantitative, cognitive (De Witte, 2000)	MO: psychological capital ME: subjective well-being Theory: Job demand-resource theory	TP: Job performance	JI – subjective well-being – TP Psychop moderates JI – well-being relationship
Niesen et al. (2018)	<i>Scandinavian Journal of Work and Organizational Psychology</i>	Quantitative, cross-sectional, hierarchical regression analysis	1420 supervisory workers from Belgium. Male = 61.6%, female = 38.4%. Age = 66% (35–54 years), 19.7% (above 55 years)	Quantitative, cognitive (De Witte et al., 2010); quantitative (De Witte, 2000)	ME: Psychological contract breach Theory: Psychological contract theory	CI: Idea generation	JI – PCB – idea generation
Niesen et al. (2018)	<i>Psychologica Belgica</i>	Quantitative, cross-sectional, hierarchical regression analysis, indirect effects	190 workers from Belgium. Male = 84.5%, female = 15.5%, mean age = 45 years. Blue-collar and white-collar workers	Quantitative, cognitive (De Witte, 2000)	ME: Psychological contract breach, subjective well-being Theory: Psychological contract theory	CI: Idea generation and implementation	JI – PCB – CI
Orpen (1993)	<i>Psychological Reports</i>	Quantitative, cross-sectional, moderated multiple regression analysis	135 workers (electronic manufacturers, cleaners, production workers, and senior managers) from Australia. Mean age = 30 years. Male = 72%	Quantitative, qualitative, cognitive (Ashford et al., 1988)	MO: Job dependence Theory: Stress theory	TP: Job performance	Job dependence interacted with job threat in predicting differences in JI, but not in TP.
Piccoli et al. (2017)	<i>Personnel Review</i>	Quantitative, cross-sectional, structural equations	291 workers from Italy. Male = 94, female = 107. Age = 41 years; 53.4% were white-collar workers	Quantitative, cognitive (Sverke et al., 2004)	ME: Organizational identification Theory: Social identity theory	TP: Task performance. CP: OCB	JI – OI – TP JI – OI – OCB
Piccoli et al. (2011)	<i>Romanian Journal of Applied Psychology</i>	Quantitative, cross-sectional, hierarchical regression analysis	248 workers from Italy. A paper company. 100% Blue-collar workers. Male = 75.6%, female = 24.4%. Age = 33.2% (18–35 years) 41.2% (36–45 years) and 25.6% (46–65 years)	Quantitative, cognitive (De Witte, 2000)	MO: Procedural and interactional justice Theory: Psychological contract theory	TP: Job performance. OCB	JI – TP, moderated by procedural justice

(continued)

Author(s) (year of publication)	Journal	Study design	Sample	Conceptualization and measure of job insecurity	Mediator(s), Moderator(s), and theory used	Type of performance	Findings related to job insecurity and performance
Piccoli <i>et al.</i> (2017)	<i>Scandinavian Journal of Psychology</i>	Quantitative, cross-sectional, indirect effects (Process)	570 blue-collar workers from Italy. Male = 76%, female = 24%, age = 43 years	Quantitative, cognitive (Vander Elst <i>et al.</i> , 2014)	ME: Psychological contract breach, organizational injustice (procedural and interactional) Theory: Social exchange theory and group value model	CP: OCB, CWB; Counterproductive work behavior	J1 + PCB - OCB J1 + PCB + CWB J1 + OI - OCB J1 + OI + CWB
Piccoli <i>et al.</i> (2021)	<i>Journal of Career Development</i>	Quantitative, cross-sectional, structural equations	Study 1: 302 workers of manufacturing companies in Italy. Blue-collar workers 100%. Male = 78%, female = 22%. Age = 38 years. Study 2: 320 workers and students of MBA programs in the US. The participants held managerial positions in industries of technology, banking, services, engineering, hospitality, and retail. Age = 36 years. Female = 34%	Quantitative, cognitive (Vander Elst <i>et al.</i> , 2014); quantitative, cognitive (Francis and Barling, 2005)	Study 1, ME: job satisfaction, affective commitment Theory: Stress and job preservation motivation theories	TP: Task performance, CP: OCB	J1 - work attitudes + TP J1 - work attitudes + OCB
Piccoli <i>et al.</i> (2013)	<i>International Journal of Business Research</i>	Quantitative, cross-sectional, structural equations	570 workers from Italy. Paper and logistics service companies. Blue-collar workers 100%. Male = 75.5%, female = 24.4%. Age range = 36-45 years (42%)	Quantitative, cognitive (De Witte, 2000)	ME: Affective organizational commitment, job satisfaction Theory: Social exchange and rational choice theories	TP: Task performance, in role performance, CP: OCB	J1 - job attitude + TP J1 - job attitude + OCB
Probst (2002)	<i>Journal of Occupational Health Psychology</i>	Quantitative, cross-sectional, experimental design, multivariate analysis of variance, mediating effect	37 non-traditional university college students in the Pacific Northwest of the US. Female = 22, male = 15. Age not indicated	Job insecurity via manipulation	ME: Production quantity theory Theory: Stress and equity theory	TP: Productivity and work quality, SP: Safety compliance	J1 + TP J1 - SP

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Table A1.

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Probst (2005)	<i>Journal of Occupational Health Psychology</i>	Quantitative, cross-sectional, multiple regression analysis, and interaction effects	807 workers from companies in China and the US. Six different organizations, a steel manufacturing company, a pharmaceutical company, a software manufacturer, and two food processing plants. Male = 406, female = 355. Mean age = 28 years	Quantitative, cognitive (Probst, 2003)	MO: Participative decision making Theory: Stress theory	CWB: Work withdrawal	JI + CWB Participative decision making moderates the JI + CWB relationship
Probst et al. (2017)	<i>Safety Science</i>	Quantitative, longitudinal (three rounds) hierarchical multiple regression analysis	300 workers from the US. Male = 54%, age = 37 years	Quantitative, affective (Probst, 2003)	MO: Psychological capital Theory: Conservation of resources and social exchange theories	TP: In role performance CP: OCB	U-shape JI - TP and OCB Moderating role of psychcap in JI - TP relationship
Probst et al. (2020)	<i>Career Development International</i>	Quantitative, cross-sectional (two rounds, crossed), structural equations	Sample 1: 380 workers from the US, male = 56%, age = 35 years. Sample 2: 346 workers from China, age = 33 years, male = 48%	Qualitative, cognitive, quantitative, affective (Hellgren et al., 1999)	ME: Cognitive failures, job-related affective well-being Theory: Threat-rigidity and broaden-and-build theories	CI: Creative performance at work, and idea generation	JI - affective WB - CI JI - cognitive failures - CI
Probst et al. (2020)	<i>Career Development International</i>	Quantitative, longitudinal (2 rounds), path analysis	184 workers from the US. Male = 54%, age = 37 years. Retail, education, information services, healthcare, professional/business services, finance/banking, hospitality, government/public sector, manufacturing and construction	Quantitative, cognitive (Probst, 2003)	ME: Impression management Theory: Social exchange and conservation of resources theories	TP: In role performance	IM - JI - TP

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Author(s) (year of publication)	Journal	Study design	Sample	Conceptualization and measure of job insecurity	Mediator(s), Moderator(s), and theory used	Type of performance	Findings related to job insecurity and performance
Probst et al. (2020)	<i>Journal of Business Ethics</i>	Quantitative, cross-sectional (2 waves), moderated mediation model with SPSS PROCESS macro	388 workers from the US, Time 1 ( <i>n</i> = 499), time 2 ( <i>n</i> = 398). Different industry sectors such as healthcare (13%), retail trade (13%), manufacturing (10%), construction (9%), and transportation/warehousing (7%). Male = 57%. Age = 35 years	Qualitative, cognitive, quantitative, affective (Helgren et al., 1999)	ME: Moral disengagement, MO: Perceived and supervisor organizational support on job insecurity and safety compliance and safety OCBs Theory: Conservation of resources and social exchange theories, and psychological contract breach	SP: Safety compliance and safety OCBs	JI – disengagement – SP Moderating role of POS and PSS in JI – disengagement relationship
Probst et al. (2007)	<i>Journal of Occupational and Organizational Psychology</i>	Quantitative, cross-sectional, experimental design, repeated measures ANOVA, and hierarchical multiple regression analysis	Study 1, 131 undergraduate students from the US, 70% female, age = 30 years. Study 2, 144 workers from the US from 5 organizations (a state-funded elementary school for the disabled, a technical vocational college, a dental clinic, a bank branch, and a computer chip manufacturer). Age = 35 years, female = 65%	Job insecurity via manipulation; quantitative, cognitive (Probst, 2003)	Theory: Stress theory	TP: Task performance, counterproductivity work behavior, CI: creativity	JI – CI JI – CWB
Probst and Brubaker (2001)	<i>Journal of Occupational Health Psychology</i>	Quantitative, cross-sectional and longitudinal (2 waves), structural equations, regression analysis	Workers from a food processing plant in the US, Time 1: <i>N</i> 1 = 92, <i>N</i> 2 = 76, Modal age category (35–39 years), Male = 58%, female = 42%. Managers 16%, Time 2: <i>N</i> time 1 and time 2 = 72. Modal age category (35–39 years), Male = 52%, female = 48%. Managers 21%. Modal age final sample (40–44 years), Male = 57%, female = 43%. Managers 22%	Quantitative, cognitive (Probst, 2003)	ME1: Job satisfaction, ME2: Safety knowledge and motivation, ME3: Safety compliance Theory: Expectancy theory and theory of reasoned action.	SP: Safety motivation, knowledge, and compliance	JI - JS - safety motivation - safety compliance

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Probst <i>et al.</i> (2016)	<i>Journal of Safety Research</i>	Quantitative, cross-sectional, omnibus multivariate multiple regression analyses, and hierarchical regression analysis	212 workers at a copper mine in the US. Median age = 40–44 years with 10–13% of the sample falling into each age bracket ranging from “20–24 years” up to “55 years and above.” Male = 82%/0.13% were supervisors, and 16% were crew leaders	Quantitative, affective (Probst, 2003)	MO: Leader-member exchange (LMX) Theory: Conservation of resources theory.	SP: Safety knowledge	LMX moderates the JI – SP relationship
Probst <i>et al.</i> (2018)	<i>Safety Science</i>	Quantitative, cross-sectional, ANOVA, chi-squared tests, multiple regression analysis	1228 workers from public (43%) and private (57%) companies in Italy, including manufacturing, construction, transportation, military, service, and healthcare industries. Male = 74.8%, female = 25.2%. Age = 40 years. Blue-collar workers 39%, white-collar workers 49.2%, 9.8% managers, and 2.5% left the item blank	Quantitative, affective (Probst, 2003)	MO: Contingent work status Theory: Stress and expectancy theories	SP: Safety knowledge, motivation, compliance, and participation	JI – SP relationship is moderated by worker type
Qian <i>et al.</i> (2019)	<i>Journal of Management and Organization</i>	Quantitative, cross-sectional, hierarchical regression analysis, and indirect effects (Process)	725 workers from 2 manufacturing companies in China. Male = 59%, age = 28 years	Quantitative, affective (Huang <i>et al.</i> , 2012)	ME: Affective commitment, MO: Job embeddedness Theory: Conservation of resources and social exchange theories.	TP: Job performance	JI – TP moderated by job embeddedness
Reisel <i>et al.</i> (2010)	<i>International Studies of Management and Organization</i>	Quantitative, cross-sectional, structural equations	320 MBA students and workers from the US. Age = 35 years, male = 66%, female = 34%	Quantitative, cognitive (Francis and Barling, 2005)	ME: Job satisfaction Theory: Exchange theories	CP: OCB, CWB: Deviant behavior	JI – satisfaction + OCB JI – satisfaction – CWB
Roll <i>et al.</i> (2015)	<i>Journal of Organizational Effectiveness: People and Performance</i>	Quantitative, cross-sectional, direct and indirect effects (Process), multivariate analysis	579 workers: 205 from China and 374 from Germany. German sample: female = 65.1%; mean age = 38 years. Chinese sample: female = 37.9%; mean age = 36 years	Quantitative and qualitative (De Witte, 2000)	ME: Work engagement, burnout Theory: Stress theory	CI: Idea generation, SP: Attention-related cognitive errors (ARCES)	JI – burnout – SP JI – engagement – SP (only German sample)

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Author(s) (year of publication)	Journal	Study design	Sample	Conceptualization and measure of job insecurity	Mediator(s), Moderator(s), and theory used	Type of performance	Findings related to job insecurity and performance
Roskies and Louis-Guerin (1990)	<i>Journal of Organizational Behavior</i>	Quantitative, cross-sectional, regression analysis, MANCOVA	1291 managers from Canada. Technology and manufacturing companies. Male = 87%, female = 13%. Age: 30–44 years = 46%, 45–54 years = 23%, 55 years and above = 15%. foreman/supervisor: 37% professional; 33% manager	Long and short term job insecurity (no reference included)	Theory: Stress theory	CP; Work effort	Jl – CP
Schreurs <i>et al.</i> (2015)	<i>Journal of Organizational Change Management</i>	Quantitative, cross-sectional, structural equations	232 workers from the US and the UK. Companies were from the telecommunications, media, and energy industries, and included department stores. Male = 53.9%. Age = 34 years. 47.4% were not supervisors or management. 34.1% were team leaders and 6.1% were team leaders and 6.1% directors/CEOs	Quantitative, cognitive (De Witte, 2000)	MO: Punishment and reward sensitivity Theory: Reinforcement sensitivity theory	CP: Voice	Jl – CP
Schreurs <i>et al.</i> (2012)	<i>Human Resource Management</i>	Quantitative, weekly diary data (3 weeks), multilevel analysis with hierarchical linear modelling	56 workers from Belgium. Financial institutions, food and drink companies, security services company, and a car manufacturer. Mean age = 33 years. Female = 46%, WC: 81%. Management positions: 8%	Quantitative, cognitive (De Witte, 2000)	MO: Social support from colleagues and from the supervisor Theory: Conservation of resources and psychological theories.	TP: In role performance. CP: Extra role performance	Jl – TP, moderated by supervisor support

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Table A1.

Author(s) (year of publication)	Journal	Study design	Sample	Conceptualization and measure of job insecurity	Mediator(s), Moderator(s), and theory used	Type of performance	Findings related to job insecurity and performance
Selenko et al. (2017)	<i>Journal of Organizational Behavior</i>	Quantitative, longitudinal (3 rounds), structural equations	337 British workers. Age = 44 years. Male = 60%. Blue-collar workers, clerks, service workers or sales workers, craft or related trades worker, persons working in elementary occupations, plant or machine operators or assemblers, and skilled agricultural workers (fishery workers), White-collar workers, legislators, senior officials, managers, people in professional occupations or associate professional/technical occupations	Quantitative, cognitive (De Witte, 2000)	ME: Social identity (as an employed person) Theory: Social identity perspective	TP: In role performance and organizational proactivity	JI – SI + TP
Selenko et al. (2013)	<i>Journal of Occupational and Organizational Psychology</i>	Quantitative, longitudinal (2 waves), hierarchical regression analysis, indirect effects (Process)	T1 sample 2085 workers from two universities in Finland. Female = 65%, age = 42 years. T2, same sample with 1289 workers. Female = 67%.	Quantitative, cognitive (De Witte, 2000)	ME: Vigor, MC Supervisory support and optimism Theory: Stress theory	TP: Job performance	JI – TP U-shape Moderating role of optimism and supervisory support
Shi et al. (2013)	<i>Journal of Applied Sciences</i>	Quantitative, cross-sectional, hierarchical regression analysis	360 workers from China. (No sample described)	No conceptualization or scale indicated	ME: Counterproductive work behavior Theory: Not clearly indicated	TP: Performance, counterproductive work behavior, SP: Safety behavior	JI – TP U-shape
Shin and Hur (2020)	<i>The Journal of Psychology</i>	Quantitative, longitudinal (2 rounds), multilevel analysis	321 workers, administrators, and teachers from kindergartens in South Korea. Female = 99%, age = 32 years	Quantitative, cognitive (De Witte, 2000)	ME: Job insecurity and amotivation (sequential mediation) Theory: Stress and self-determination theories	TP: In role performance	Inactivity + JI + amotivation – TP
Shin et al. (2019)	<i>International Journal of Environmental Research and Public Health</i>	Quantitative, cross-sectional, structural equations	152 male workers from South Korea. Manufacturing company. Age distribution was 20–29 years ( <i>n</i> = 43), 30–39 years = 81, 40–49 years = 27, and over 50 years = 1	Quantitative, cognitive (De Witte, 2000)	ME: Intrinsic motivation Theory: Self-determination and conservation of resources theories	TP: Job performance, CP: OCB, Change-oriented OCB	JI – motivation + TP JI – motivation + OCB

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Author(s) (year of publication)	Journal	Study design	Sample	Conceptualization and measure of job insecurity	Mediator(s), Moderator(s), and theory used	Type of performance	Findings related to job insecurity and performance
Shin and Hur (2019)	<i>International journal of environmental research and public health</i>	Quantitative, cross-sectional (2 points in time), effects of moderated mediation (Macro M-pts)	264 retail, tourism, and banking workers from Korea. Age = 36 years, female = 57%	Quantitative, cognitive (De Witte, 2000)	ME: Emotional exhaustion MO: coworker incivility Theory: Affective events and conservation of resources theories	TP; Job performance	Jl + exhaustion – TP Moderating role of coworker incivility on Jl – exhaustion relationship
Shoss et al. (2018)	<i>Journal of Occupational Health Psychology</i>	Study 1, cross-sectional, hierarchical regression analysis. Study 2, longitudinal (2 rounds), hierarchical regression analysis	Study 1, 1,071 university employees from the US. Female = 64%, Male = 34%. Age: 47 years. Study 2, 335 workers from the US. Study 2: n = 335. Male = 32%. Representative sample of the work force in the US. Role supervisor: 38%. Health, service, education, financial, sales, information and technology, police and military, and science industries. Age = 42 years Study 1: 23,000 workers from 31 countries. Age = 45 years. Study 2: 289 workers from the US. Age = 18 to above 55 years with a median age category of 30–34 years and a modal age range of 25–29 years. Male = 56% 0.31% held a management position. Study 3 (2 rounds): 335 workers from the US. Male = 52%. Industries included law, hospitality, primary and higher education, finance, sciences, sales, information technology, operations police and military, and computer science. Age = 42 years	Quantitative cognitive (Probst, 2003); Qualitative, cognitive (Van den Broeck et al., 2014)	MO: Resilience Theory: Cognitive-relational theory and psychological contract breach	CWB; Counterproductive work behavior	Moderating role of resilience on Jl – CWB relationship
Shoss et al. (2020)	<i>Journal of Business and Psychology</i>	Quantitative, cross-sectional and longitudinal, multilevel regression analysis		Quantitative cognitive (Probst, 2003); Qualitative, cognitive (Van den Broeck et al., 2014)	MO: job satisfaction Theory: Conservation of resources theory	CWB; Counterproductive work behavior	Moderating role of satisfaction on CWB

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Author(s) (year of publication)	Journal	Study design	Sample	Conceptualization and measure of job insecurity	Mediator(s), Moderator(s), and theory used	Type of performance	Findings related to job insecurity and performance
Symen <i>et al.</i> (2013)	<i>Economic and Industrial Democracy</i>	Quantitative, cross-sectional, path analysis, and <i>T</i> -test	3,243 workers from Belgium. Operative workers (26%), clerical workers (9%), professional staff members (32%), line managers (27%) and senior managers (6%). Age = 35 years. Male = 57% 71 workers from Canada. Male = 21, female = 50	Qualitative, cognitive (Helgren <i>et al.</i> , 1998)	ME: Basic need satisfaction. MO: Age Theory: Self-determination theory	CP: OCB	JI – need satisfaction + OCB Moderating role of age
Tivendell and Bourbonnais (2000)	<i>Psychological Reports</i>	Quantitative, cross-sectional, multiple regression analysis	451 workers from Romania. Market research company and voluntary participants. Age = 35 years. Female = 58% 0.3% unskilled blue-collar workers, 12% skilled blue-collar workers, 25% lower level white-collar workers, 25% intermediate white-collar workers, 26% upper white-collar workers, 8% held managerial jobs	Quantitative, cognitive (Daoust, 1996)	MO: job insecurity Theory: Not clearly indicated	TP: Task performance	No relationship found between JI and TP
Van den Broeck <i>et al.</i> (2014)	<i>Career Development International</i>	Quantitative, cross-sectional, structural equations	Market research company and voluntary participants. Age = 35 years. Female = 58% 0.3% unskilled blue-collar workers, 12% skilled blue-collar workers, 25% lower level white-collar workers, 25% intermediate white-collar workers, 26% upper white-collar workers, 8% held managerial jobs	Quantitative, cognitive (De Witte <i>et al.</i> , 2000)	ME: Psychological needs Theory: self-determination theory.	Counterproductive work behavior	JI – need frustration + CWB
Van Hootegem <i>et al.</i> (2018)	<i>Creativity and Innovation Management</i>	Quantitative, cross-sectional, structural equations	394 workers, Belgium. Male = 57%. Mean age = 42 years. 9% blue-collar workers, 19% lower white-collar workers, 23% higher level white-collar workers, 36% in middle-management and 13% on the board. Construction, public services, education, healthcare, and social-cultural sectors, public service and semi-governmental institutions	Quantitative, cognitive (De Witte, 2000)	ME: Irritation, concentration Theory: Threat rigidity theory	CI: Idea generation and implementation	JI + irritation - CI JI – concentration – CI

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Author(s) (year of publication)	Journal	Study design	Sample	Conceptualization and measure of job insecurity	Mediator(s), Moderator(s), and theory used	Type of performance	Findings related to job insecurity and performance
Van Laethem <i>et al.</i> (2019)	<i>Journal of Occupational and Organizational Psychology</i>	Quantitative, longitudinal (3 rounds), structural equations	920 Finnish workers from education, public sector, information and technology, and communications companies Men = 37.5%, Women = 62.4%, Undisclosed 0.1%. Age 21–29 years = 5%, 30–39 years = 18.8%, 40–49 years = 29.8%, 50–59 years = 37.6%, 60–66 years = 8.6%, and Undisclosed = 0.2%	Quantitative, cognitive (De Witte, 2000)	ME: Restoration and sleep quality Theory: Stress theory	TP: Task performance. CP: Contextual performance	J1 – restoration + TP J1 – sleep quality + CP
Van Vuuren <i>et al.</i> (2020)	<i>Career Development International</i>	Quantitative, cross-sectional, hierarchical regression analysis	89,000 workers from the Netherlands. Male = 53.5%, female = 46.5%. Age 15–24 years = 13.9%; 25–34 years = 20.7%; 35–44 years = 21.9%; 45–54 years = 25.6; and 55–64 years = 17.9%	Quantitative, affective (Van Vuuren, 1990; Hartley <i>et al.</i> , 1991)	MO: Different employment groups Theory: Psychological contract theory	TP: Job performance	J1 – TP differs per employment group
Vander Elst <i>et al.</i> (2016)	<i>Stress and Health</i>	Quantitative, cross-sectional, structural equations	2,413 workers from Belgium, private ( <i>n</i> = 1567, 65%) and the public sectors ( <i>n</i> = 846, 35%). IT, healthcare, industry, trade and education. Age = 38 years, male = 36%, female = 64%. 0.24% ( <i>n</i> = 578) were managers (i.e. supervisors and members of the board), 65% ( <i>n</i> = 1576) were white-collar workers and 11% ( <i>n</i> = 239) were blue-collar workers	Quantitative, cognitive (De Witte <i>et al.</i> , 2000)	ME: Perceived control, psychological contract breach Theory: Appraisal theory and psychological contract breach	TP: Task performance. CI: Idea generation and implementation	J1 – perceived control – TP J1 – PCB – TP J1 – perceived control – IWB

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Vander Elst <i>et al.</i> (2014)	<i>European Journal of Work and Organizational Psychology</i>	Quantitative, cross-sectional, and structural equations	1,966 Workers from Belgium ( $n = 377$ ), the Netherlands ( $n = 394$ ), Spain ( $n = 516$ ), Sweden ( $n = 310$ ), and the UK ( $n = 369$ ). Manufacturing and the retail or service sector (shops, travel agencies, banks, and insurance companies). Age = 34 years. Male = 49%, female = 51%. White-collar workers = 41%, blue-collar workers = 45%, and managers = 14%	Quantitative, cognitive (De Witte, 2000)	Theory: Appraisal theory and psychological contract breach	TP: Self-rated performance	Jl – TP
Wang <i>et al.</i> (2015)	<i>Journal of Applied Psychology</i>	Quantitative, longitudinal (2-wave data in Study 1 and 3-wave data in Study 2. Moderated multiple regression analysis	Study 1, 140 workers from insurance companies in China. Male = 51, female = 89, age = 30 years. Study 2, supervisor-employee dyad, 125 workers from insurance companies in China. Male = 62, female = 63, age = 29 years	Qualitative, cognitive (Caplan <i>et al.</i> , 1973)	MO: Organizational justice. ME: Work engagement Theory: Uncertainty management theory	TP: Job performance	Jl – engagement – TP Organizational justice moderates the Jl – TP relationship
Wong <i>et al.</i> (2005)	<i>Human Relations</i>	Quantitative, cross-sectional, hierarchical regression analysis	548 workers from China, factory employees. Supervisor-subordinate dyads. Sample 1, $n = 295$ , female = 187, male = 108. Sample 2, female = 253, male = 102. Mean age = 27 years	Quantitative, cognitive (Caplan <i>et al.</i> , 1973)	MO: Trust, type of employer Theory: Social exchange and rational choice theories.	TP: Job performance. OCB	Moderating role of org type and trust in org on Jl – OCB and Jl – TP relationship

**Note(s):** MO: moderator; ME: mediator; TP: task performance; CP: contextual performance; CWB: counterproductive work behavior; CI: creativity and innovation; and SP: safety performance

**Source(s):** Authors work