



## **A Study on Influence of Job Insecurity during COVID-19 on Hotel Employees' Work-Life Balance**

**Maheshwari Prasad Verma<sup>1</sup>, Dr. Ruchika Yadav<sup>2</sup>**

<sup>1</sup>Research Scholar, School of Management and Commerce, K R Mangalam University,  
Gurugram, India 122103.

<sup>2</sup>Professor, Ph.D Supervisor, School of Management and Commerce, K R Mangalam  
University, Gurugram, India 122103.

### **Abstract**

**Background:** The global health crisis has had a detrimental effect on businesses everywhere, falling production, consumption, and distribution & contributing to an economic slowdown. The growing rate of unemployment is causing workers to feel more insecure in their jobs.

**Aim/Purpose:** This research examines the effects of job insecurity on the work-life balance of hotel workers in Delhi NCR, India, during COVID-19.

**Methodology/Design:** A questionnaire is used to conduct survey-based research. The correlation, and mediation analysis was used for data analysis and hypothesis formulation.

**Result:** The paper findings on job insecurity & work-life balance is consistent with previous studies and the literature. The findings suggested a positive correlation among job insecurity & health issues, suggesting that the two problems worsen in accordance as job insecurity rises.

**Implications:** This research looks on how job insecurity during COVID-19 affected four aspects of Indian hotel employees' ability to have a healthy work-life balance. The hotel industry has taken a major impact from the COVID-19 pandemic. The impact of COVID-19 on the Indian hotel business has been devastating. They're up against tough obstacles including a scarcity of available workers and a general public wary of eating out or staying in hotels. The hotel business should think about using service robots. The most secure method of contactless distribution is service robot acknowledgement.

**Keywords:** COVID-19, Job insecurity, Work life balance, Hotel, Health problems

## **1. Introduction**

The COVID-19 epidemic began in mid-December 2019 in Wuhan City, Hubei, a region in central China. 1 By the end of January 2020, the WHO proclaimed a novel coronavirus pandemic a public health emergency of worldwide concern. 2 The threat of a third COVID-19 wave impacts all regions of the globe. According to Vieira, Franco, Restrepo, and Abel<sup>3</sup>, stress is almost unavoidable in this dramatic and dire circumstance. People endure psychological problems like anxiety, depression, and panic disorder in addition to grave risks to their life and health.

Concern about the COVID-19 pandemic has a major effect on people's willingness to work & their ability to strike a work-life balance. In particular, the psychological effect of COVID-19 is harming public health, as seen by widespread adoption of strict isolation measures, the suspension of educational & recreational activities, and the overloading of already overburdened healthcare services.

Healthcare workers, personal and home care aides, paramedics, and police officers have a higher than average chance of acquiring physical and mental illness because of the stressful nature of their jobs. Yet, not only first responders are feeling the effects of the COVID-19 epidemic's stress. Employees in industries where they regularly interact with the public — like retail, transportation, and financial services — are also at higher risk. The aim of this paper is to study how hotel workers experienced employment instability during the covid-19 period, and how that affected their attendance & productivity.

### **1.1 Job Insecurity**

Many people worry about losing their jobs due to economic or technological factors. Management choices like offshoring and outsourcing, in addition to the decision to lay off workers, contribute to a climate where workers feel increasingly insecure about their own employment situations. A high unemployment rate and widespread feelings of insecurity in one's employment prospects are generally associated with an economic downturn. It has an effect on the quality of life of a substantial working population (Hanappi&Lipps, 2019). Job insecurity tends to increase during periods of economic crises (Keim et al., 2014,

Minnotte&Yucel, 2018). Consequently, individuals who survived the episode of downsizing typically have an elevated awareness of job insecurity (Maertz et al., 2010). The definition of job insecurity is "the perceived incapacity to maintain continuing employment in a job risk situation" (Greenhalgh & Rosenblatt, 1984, Sora et al., 2014). The perceived feeling is subjective and is described as "an overall concern about the continuous existence of the job in the future," according to scholars (Sverke et al., 2002, Chirumbolo &Areni, 2010). Whereas Hellgren et al. (1998) distinguished between quantitative and qualitative job insecurity, the former refers to concerns about the present job, which is the subject of this research article, whereas the latter refers to perceived threats such as deteriorating working conditions, lack of career opportunities, and decreasing salary, etc.

## **1.2 Job Insecurity & Work Life Balance**

Employees act dysfunctional in response to job insecurity. Employees' actions & attitudes at home and in the workplace are affected. A person's work-life balance suffers when they begin acting differently at the office and at home due to job insecurity. When workers are afraid for their safety on the job, their demeanour and performance suffer (Chirumbolo & Areni, 2010). They put in extra hours and work on the weekends to satisfy their superiors, which causes tension at home. Several studies have found that job uncertainty and lengthy work hours have major effects on people's ability to strike a healthy work-life balance (Deery & Jago, 2009; Hofacker & Koenig, 2013; Yu, 2014). Workers who are afraid about losing their jobs frequently lack concentration and motivation at work. It negatively influences employee happiness and organisational dedication, as well as performance (Selenko et al., 2013; Van Vuuren et al., 2019). This has additional effects on organisational performance (Kurnia & Widigdo, 2021). On the other side, job insecurity has a detrimental effect on the quality of family time and the work-life balance of an individual. Employment uncertainty is regarded as one of the most significant sources of stress in the workplace and has been connected to increased incidence of physical problems, psychological strain, and poor mental health (Ashford et al., 1989, Chirumbolo & Areni, 2010). Often shown to impact family time, parental demand, and well-being (Hanappi & Lipps, 2019). When parents feel financially and socially pressured to work, they become more stressed than they otherwise would be. This self-reported exploratory study aims to understand how work antecedents, such as work time and work demand, and family antecedents, such as family time and family demand, further impact measured outcomes such as work-life conflict, health issues, and job performance by examining the effect of job insecurity on these antecedents.

A significant amount of research has been conducted on how job insecurity is perceived among temporary or full-time employees (Yu, 2014), as well as how it affects male employees (primary breadwinners) or female employees (secondary income earners) (Giunchi et al., 2016). Researchers are also interested in determining how job insecurity affects well-being, performance, and work-life balance (conflict). In the past, researchers have focused on the impact of job insecurity on work-life balance during the 2008 recession in Pakistan (Imam et al., 2011) and the UK (Green et al., 2016, Stokes & Wood, 2016). However, this exploratory research article will focus on how this concept affects work-life balance in India during the COVID-led recession.

Businesses have been impacted by the ongoing health crisis and lockdowns around the world. According to the World Bank's (2020) forecast, the global economy will contract by 5.2% by the end of 2020, resulting in long-term job losses. According to the World Bank (2020), India's growth will slow by 4.2% by 2020. In 2020/21, output is expected to fall by 3.2%. A downward trend in production, consumption, and distribution of goods and services indicates that a recession is imminent. According to CMIE (2020), India's unemployment rate will be 6.9% by August 2020. The unemployment rate was highest in April 2020 at 23.4% at the start of the lockdown, which was announced on March 24, 2020. McKinsey's (2020) Global Diversity, Equity, and Inclusion/COVID-19 Employee Experience Survey Report found that the sectors hardest hit by the COVID-19 crisis were the travel and hospitality industries, construction, real estate, goods and logistics, oil and gas, textiles, and metals and mining, based on data collected from 600 leaders, including senior economists, financial-market experts, and policy makers, in 100 companies across multiple sectors. The report also found that 78% of Indian workers feel unsafe about their jobs. As a result, companies often choose to minimise costs by laying off staff in order to deal with the exceptional times.

The primary purpose of this research is to evaluate the level to which workers are concerned about their job insecurity during the current economic crisis in India caused by the COVID-19 virus. As a result, we identify & analyse work time and job performance that contribute to a healthy work-life balance. Work insecurity correlates with factors such as job pressure/intensification, number of working hours, family demand, and free time. As a result, it has consequences for an employee's well-being, output, and ability to strike a healthy work-life balance.

## **2. Review of Literature & Hypothesis Formation**

## **2.1 Job Insecurity & Health issues**

Employees' health isn't the only thing hurt by job insecurity; their work suffers as a result. Workers' physical & emotional wellbeing are negatively affected by the stress caused by insecurity in their employment (Glavin&Scheiman, 2014; Minnotte&Yucel, 2018). Subjective work instability significantly correlated with poor mental health in a meta-analysis study that included 53,405 participants. Depression, anxiety, and emotional tiredness have all been linked to job uncertainty (Llosa-Fernández et al., 2018). Another survey of 287 employees found a negative correlation between job instability and poor performance and psychological wellbeing (Chirumbolo & Areni, 2010). Job insecurity was also linked to reduced well-being in a survey of 336 workers in the metal-working industry done at a Belgian factory (De Witte, 1999). Depression, thoughts of suicide, and deteriorating health are also linked to it (Min-seok et al., 2017). Workers who feel their employment is threatened are more likely to put in extra hours at the office to secure their position, or to avoid burnout due to the increased difficulty of their jobs. As a result, job uncertainty is harmful to workers' health since it makes them anxious about losing their income and makes it harder to take care of their families. Men & women experience burnout and exhaustion, senior-level mothers are more likely to be affected by these issues than their male counterparts (Mckinsey & Leanin.org, 2020).

Negative health effects have been linked to job insecurity and heavy workloads (Virtanen et al., 2011). A self-reported questionnaire study with 474 Portuguese participants revealed that the link between job insecurity & burnout was partially mediated in men & unmodified in women (Giunchi et al., 2016). 736 workers in a Finnish health care district provided similar data, revealing that job insecurity led to burnout. Employees' mental health can suffer when they worry about losing their jobs, leading them to experience stress and overwork (Minnotte&Yucel, 2018). Therefore, we can infer the following:

**H<sub>1</sub>:** Employees' health suffers as a result of job insecurity.

**H<sub>1.1</sub>:** Job insecurity has a positive impact on work demand, which has a positive impact on health issues.

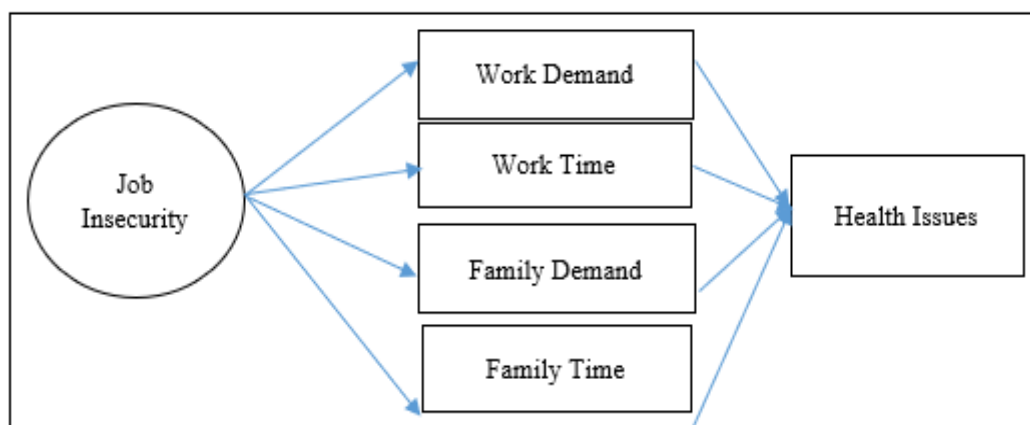
**H<sub>1.2</sub>:** Job insecurity has a positive impact on work time, which has a positive impact on health issues.

**H1.3:** Job insecurity has a positive impact on family time, which has a positive impact on health issues.

**H1.4:** Job insecurity has a positive impact on family demand, which has a positive impact on health issues.

### **3. Research Methodology**

This explanatory study used a questionnaire to collect quantitative data was collected from 154 participants from employees at Delhi NCR hotels who survived a company-wide layoff and shed light on how concerns about job security affected other aspects of their lives, such as their ability to divide their time between work & family obligations. The mediational model was incorporated into a correlational study because of the inferences it makes about cause and effect. A channel of influence was identified using the mediation model; specifically, the impact of the independent variable (job insecurity) on the mediators (work demand, work time, family demand & family time). It is hypothesized that the independent variable may have an effect on health problems. Because it allowed them to account for the impact of a third variable on the connection between two other variables of interest, the researchers opted for a mediational analytic strategy for this study (MacKinnon et al., 2007).



**Figure: 1 Model of the Study**

### **4. Results and Discussion**

There were 154 total respondents to the survey were selected through purposive sampling. The self-administered questionnaire was designed to collect information about all of the relevant variables, such as work time, work demands, family time, family demand, family support, & family characteristics. Socio-demographic questions were followed by inquiries

into job insecurity, job demands, work time, and free time, as well as inquiries into how these factors affected health. The data was exported to IBM SPSS version 25 for in-depth examination. The findings of these frequency calculations are displayed in Table 1 below as descriptive statistics. The researchers employed regression analysis to look for mediation effects and Spearman's rho to calculate the connection between study variables. If a value in a series was missing, the average of the entire series was used instead.

#### **4.1 Descriptive Statistics**

Data from our descriptive statistical analysis of the respondents' demographics are shown in Table 1.

**Table: 1 Descriptive statistic for Respondents' Profile**

<b>Variables</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Age</b>		
20-30 years	85	55.19
30-40 years	38	24.67
40-50 years	29	18.83
50 or above	2	1.29
<b>Gender</b>		
Male	67	43.5
Female	87	56.49
<b>Qualification</b>		
12 <sup>th</sup>	74	48.05
Graduate in hotel Management	47	30.51
Post-Graduate in hotel Management	26	16.88
Doctorate in Hospitality	7	4.54
<b>Marital Status</b>		
Single	70	45.45
Married	82	53.24
Divorce	2	1.29
<b>No. of Children</b>		
0	70	45.45
1-2	46	29.87

2-3	38	24.67
-----	----	-------

Table 1 indicates that 55.19% of the participants were among the ages of 30-40, followed by 24.67% of those among the age of 30-40, 18.83% of those between the age of 40-50, and only 2.2% of those 50 and above. There were more women than men who filled out the survey, at 56.49%. 48.05% of the respondents have passed senior secondary education, 30.51% of the respondents were graduated, 16.88% were post graduated, while only 4.54% of the respondents have doctorate in hospitality. There were 53.24 % married people, 45.45 % single people, and 1.29 % divorcees. 45.45% of the respondents have no children, 29.87% have 1-2 children, and 24.67% of the respondents have 2-3 number of children.

#### 4.2 Inferential Statistics

The results of the correlation analysis between the research variables are shown in Table 2.

**Table: 2 Spearman's Correlation Coefficient Among Study Variable**

Variables	1	2	3	4	5	6
Job Insecurity	0.660**	0.615**	-0.462**	-0.742**	0.602**	0.602**
Work Demand		0.787**	-0.705**	-0.587**	0.682**	0.518**
Work Time			-0.720**	-0.612**	0.705**	0.
Family Demand				-0.716**	-0.610**	0.425**
Family Time					0.582**	-0.656**
Health issues						-0.111*

Source: The Author

Note: \*\* Correlation is significant at the 0.01 level (1-tailed).

\*Correlation is significant at the 0.05 level (1-tailed)

The results of table 2 demonstrated a significant correlation among job insecurity, work demand, & work time, thus supporting hypothesis.

#### 4.3 Mediation Analysis

Mediation model was created for mediation analysis by adhering to all the causal procedures recommended by Baron and Kenny (1986). Problems with health were a dependent variable; job instability was a predictor; and mediators includes work demand, work time, family demand, & family time.

**Table: 3 Direct & Indirect**



	Pathway	B	T	CI	R <sup>2</sup>
<b>Step 1</b>					
Direct effect	c	0.577**	22.14	[0.527, 0.627]	0.565
<b>Step 2</b>					
Direct effect	a				
Work Demand	a <sub>1</sub>	0.630*	27.88	[0.586, 0.673]	0.614
Work Time	a <sub>2</sub>	0.683*	24.53	[0.630, 0.736]	0.604
Family Time	a <sub>3</sub>	-0.608*	-18.47	[-0.660, -0.537]	0.472
Family Demand	a <sub>4</sub>	-0.440*	-18.26	[-0.660, -0.537]	0.466
<b>Step 3</b>					
Direct effect	b				
Work Demand	b <sub>1</sub>	0.805*	27.56	[0.750, 0.861]	0.656
Work Time	b <sub>2</sub>	0.718*	28.50	[0.671, 0.767]	0.670
Family Time	b <sub>3</sub>	-0.671*	-24.03	[-0.727, -0.616]	0.575
Family Demand	b <sub>4</sub>	-0.776*	-22.30	[-0.966, -0.710]	0.540
<b>Step 4</b>					
Indirect effect	c'				
Work Demand	c' <sub>1</sub>	0.200*	5.18	[0.115, 0.263]	0.676
Work Time	c' <sub>2</sub>	0.213*	6.25	[0.137, 0.268]	0.708
Family Time	c' <sub>3</sub>	0.322*	9.86	[0.262, 0.382]	0.670
Family Demand	c' <sub>4</sub>	0.348*	10.42	[0.287, 0.410]	0.650

Note: \*Significant at the 0.01 level

Source: Author

As given in Table 3, the mediation model proposed that job insecurity was a powerful predictor of outcome variables. Work demand, work time, family demand, & family time were all found to significantly influence the association between job insecurity & health problems, further supporting the hypothesis.

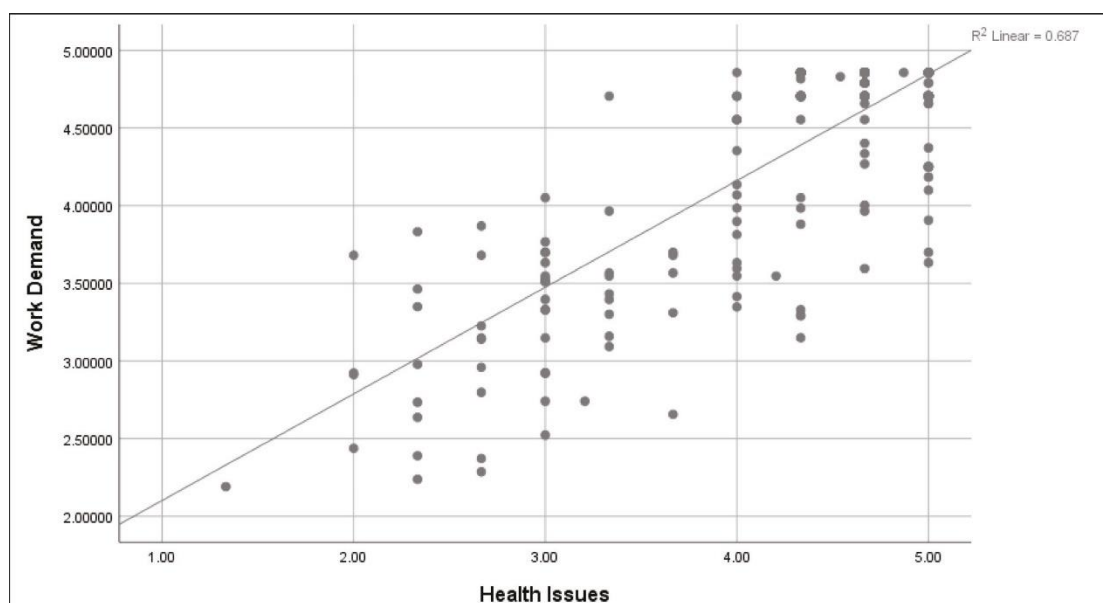


Figure 1: Mediation effect of work demand on association among job insecurity & health issues

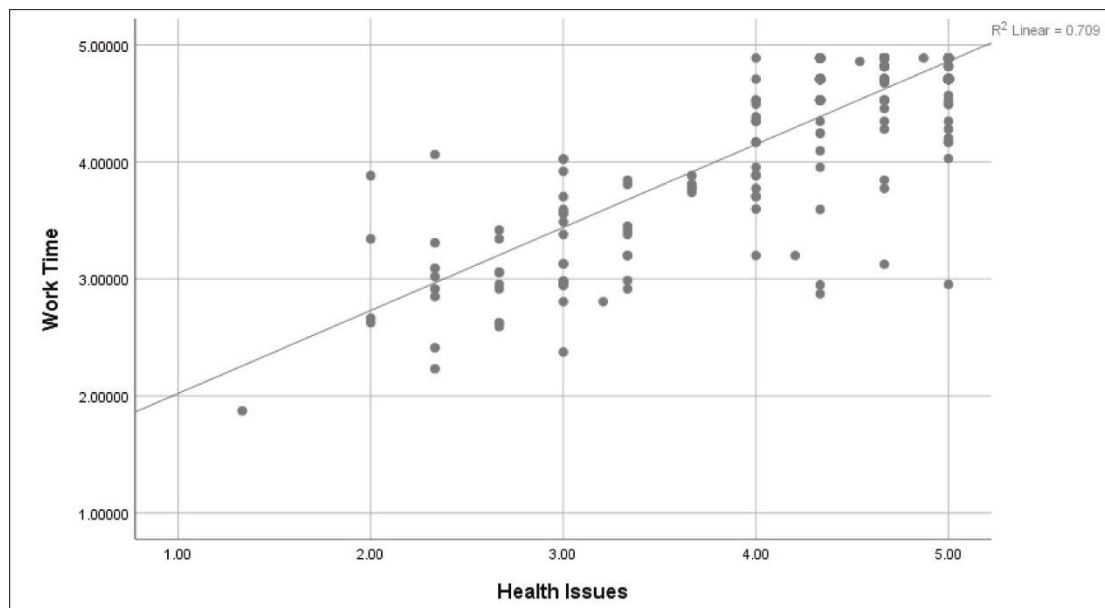


Figure 2: Mediation effect of work time on association among job insecurity & health issues

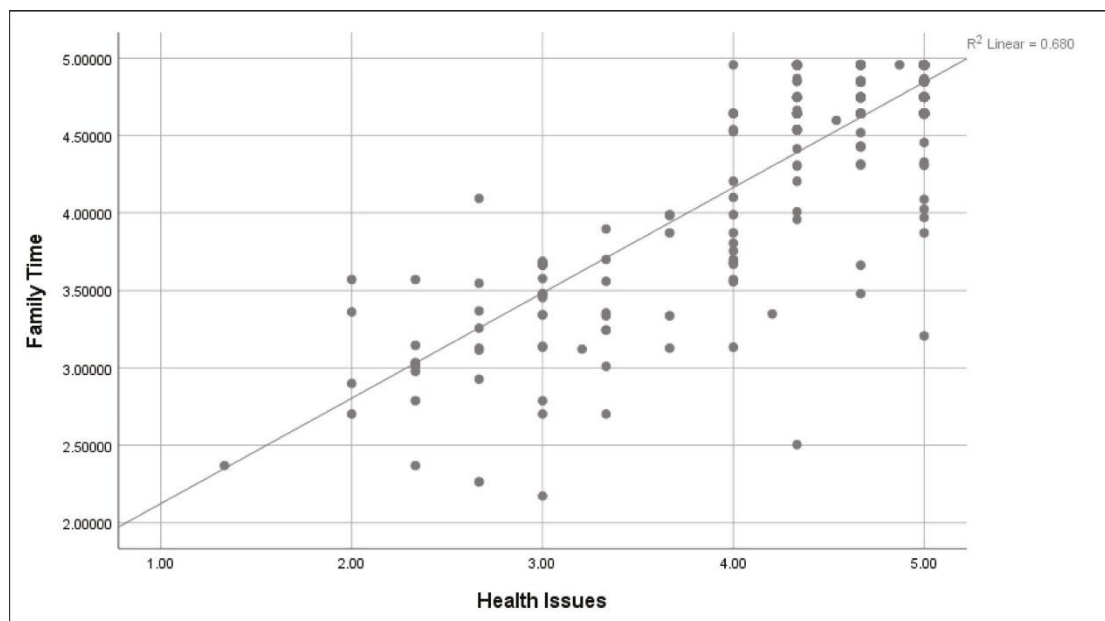
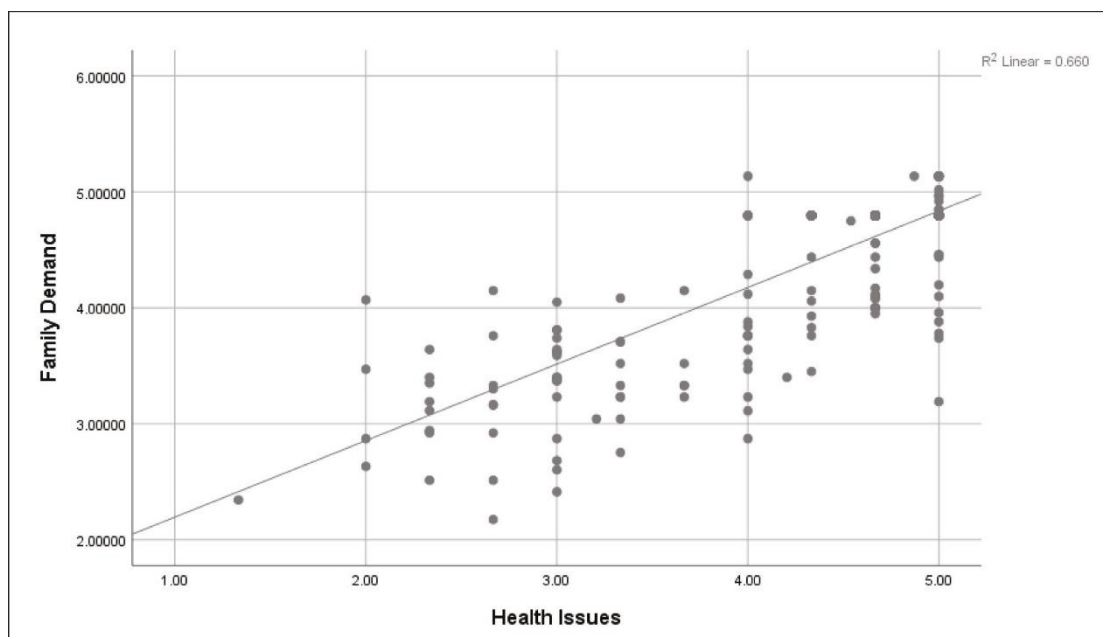


Figure 3: Mediation effect of family time on association among job insecurity & health issues



**Figure 4: Mediation effect of family demand on association among job insecurity & health issues**

According to figures 1- 4, the relationship between employment instability and health problems is considerably mediated by work demand, work time, family time, &family demand. Hence, we accept hypotheses H<sub>1</sub>, H<sub>1.1</sub>, H<sub>1.2</sub>, H<sub>1.3</sub>, and H<sub>1.4</sub>.

## Discussion & Conclusions

COVID-19 devastating impacts on the hospitality industry were felt in every aspect of daily operations. COVID-19's extreme contagiousness has had a devastating effect on the mental health and productivity of workers. This poses health risks to frontline workers & also increases a number of associated costs. In this paper, the effects of the COVID-19 epidemic on the Indian hotel sector were examined. Previous studies and the literature on job insecurity & work-life balance is corroborated by the results of this study. The findings suggested a positive correlation among job insecurity & health problems, suggesting that the health issues two problems worsen in tandem as job insecurity rises. The effect of COVID-19 has attracted researchers' attention to individuals' health issues (i.e., anxiety).

Lastly, in order to compare the current findings to those in other contexts, similar studies should be done in which hotel personnel have access to a wider range of employment opportunities. Future studies could also evaluate the impact of COVID-19 on various

segments of the hotel's workforce, such as those working in different departments or at varying degrees of guest contact (like front line vs. management staff).

## **References**

1. Adkins, C. L. A., & Premeaux, S. F. (2012). Spending time: The impact of hours worked on work-family conflict. *Journal of Vocational Behavior*, 80, 380-389.
2. Akanni, A. A., Oladejo, O. E., & Oduaran, C. A. (2018). Worklife balance, job insecurity and counterproductive work behaviour among brewery workers. *North American Journal of Psychology*, 20(2), 289-299.
3. Baron, R. M., & Kenny, D. A. (1986). The moderator -mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.
4. Baruch, G. K., & Barnett, R. (1986). Role quality, multiple role involvement, and psychological well being in midlife women. *Journal of Personality and Social Psychology*, 578-585.
5. Beckett, L., & Howell, L. P. (2015). Do family responsibilities and a clinical versus research faculty position affect satisfaction with career and work-life balance for medical school faculty? *Journal of Women's Health*, 24(6), 471-480.
6. Blom, N., Verbakel, E., & Kraaykamp, G. (2019). Couples' job insecurity and relationship satisfaction in the Netherlands. *Journal of family and Marriage*, 82(3), 875-891.
7. Bohle, S. A. L., Chambel, M. J., Medina, F. M., & Silva da Cunha, B. (2018). The role of perceived organizational support in job insecurity and performance. *RAE: Revista de Administração de Empresas*, 58(4), 393-404.
8. Boles, J. S., Wood, J. A., & Johnson, J. (2003). Interrelationships of role conflict, role ambiguity, and work-family conflict with different facets of job satisfaction and the moderating effects of gender. *Journal of Personal Selling & Sales Management*, 23(2), 1557-7813.

9. Boddy, C. R. (2016). Sample size for qualitative research. *Qualitative Market Research. An International Journal*, 19(4), 426-432.
10. Carlson, D. S., Kacmar, K. M., Wayne, J. H., & Grzywacz, J. G. (2006). Measuring the positive side of the work-family interface: Development and validation of a work-family enrichment scale. *Journal of Vocational Behaviour*, 68(1), 131-164.
11. Carr, E., & Chung, H. (2014). Employment insecurity and life satisfaction: The moderating influence of labour market policies across Europe. *Journal of European Social Policy*, 24(4), 383-399.
12. Cheng, T., Mauno, S., & Cynthia, L. (2014). Do job control, support, and optimism help job insecure employees? A three-wave study of buffering effects on job satisfaction, vigor and work-family enrichment. *Social Indicators Research; Dordrecht*, 118(3), 1269-1291.
13. Cheung, A. K.-L., & Lui, L. (2017). Hiring domestic help in Hong Kong: The role of gender attitude and wives income. *Journal of Family Issues*, 38(1), 73-99.
14. Chirumbolo, A., & Areni, A. (2010). Job insecurity influence on job performance and mental health: Testing the moderating effect of the need for closure. *Economic and Industrial Democracy*, 31(2), 195.
15. CMIE. (2020). Unemployment in India: A statistical profile. CMIE.
16. D'Souza, R. M., Strazdins, L., Broom, D. H., Rodgers, B., & Berry, H. L. (2006). Work demands, job insecurity and sickness absence from work. How productive is the new, flexible labour force? *Australian and New Zealand Journal of Public Health*, 30(6), 205-212.
17. De Witte, H. (1999). Job Insecurity and psychological wellbeing: Review of the literature and exploration of some unresolved issues. *European Journal of Work and Organizational Psychology* 8(2), 155-177.
18. Deery, M., & Jago, L. (2009). A framework for work-life balance practices: Addressing the needs of the tourism industry. *Tourism and Hospitality Research*, 9(2), 97-108.

19. Dzurizah, I. (2014). The effect of working hours on workers work life intefration in Malaysia. Proceedings of SOCIOINT14- International Conference on Social Sciences and Humanities (pp. 532-541).
20. Field, A. (2013). *Discovering statistics using IBM SPSS statistics*. SAGE Publications.
21. Gallie, D., Felstead, A., Green, F., & Inanc, H. (2016). The hidden face of job insecurity. *Work, Employment and Society*, 31(1), 36-53.
22. Ghasemi, A., & Zahediasl, S. (2012). Normality tests for statistical analysis: A guide for non-statisticians. *International Journal of Endocrinology and Metabolism*, 10(2), 486-489. <https://doi.org/10.5812/ijem.3505>
23. Giunchi, M., Emanuel, F., José, M. C., & Ghislieri, C. (2016). Job insecurity, workload and job exhaustion in temporary agency workers (TAWs): Gender differences. *Career Development International*, 21(1), 3-18.
24. Glavin, P., & Scheiman, S. (2014). Control in the face of uncertainty: Is job insecurity a challenge to the mental health benefits of control beliefs? *Social Psychology Quarterly*, 77(4), 319-343.
25. Goff, S. J., Mount, M. K., & Jamison, R. L. (1990). Employer supported child care, work/family conflict and absenteeism: A field study. *Personnel Psychology*; Winter, 793.
26. Harr, J. M., Sune, A., Russo, M., & Malaterre, A. O. (2018). Antecedents of Work Lie balance from fit and Balance perspective. <https://upcommons.upc.edu/handle/2117/116111>
27. Hayes, A. F. (2013). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. Guilford Press
28. Hellgren, J., Sverke, M., & Isaksson, K. (1998). A two-dimensional approach to job insecurity: Consequences for employee attitudes and wellbeing. *European Journal Of work and Organizational Psychology*, 8(2), 179-195.

29. Hobson, C., Delunas, L., & Kesic, D. (2001). Compelling evidence of the need for corporate work life balance initiatives: Results from national survey of stressful events. *Journal of Employment Counselling*, 38, 38-43.
30. Jordan, P. J., & Troth, A. C. (2020) Common method bias in applied settings: The dilemma of researching in organizations. *Australian Journal of Management*, 45(1), 3-14. <https://doi.org/10.1177/0312896219871976>
31. Karatepe, O. M. (2010). The effect of positive and negative workfamily interaction on exhaustion: Does work social support make a difference? *International Journal of Contemporary Hospitality*, 22(6), 836-856.
32. Karatepe, O. M., & Bektashi, L. (2008). Antecedents and outcomes of work-family facilitation and family-work facilitation among frontline hotel employees. *International Journal of Hospitality Management*, 27(4), 517-528.
33. Kim, H. Y. (2013). Statistical notes for clinical researchers: assessing normal distribution (2) using skewness and kurtosis. *Restorative Dentistry & Endodontics*, 38(1), 52-54. <https://doi.org/10.5395/rde.2013.38.1.52>
34. Kurnia, C., & Widigdo, A. M. N. (2021). Effect of work-life balance, job demand, job insecurity on employee performance at PT Jaya Lautan Global with employee well-being as a mediation variable. *European Journal of Business and Management Research*, 6(5), 147-152.
35. Larson, J., Wilson, S. M., & Rochelle, B. (1994). The impact of job insecurity on marital and family relationships. *Family Relations*, 43(2), 138-143.
36. Lawson, K. M., Davis, K. D., Crouter, A. C., & O'Neill, J. W. (2013). Understanding work-family spillover in hotel managers. *International Journal of Hospitality Management*, 33, 273-281.
37. Lindner, J., Murphy, T., & Briers, G. (2001). Handling nonresponse in social science research. *Journal of Agricultural Education*, 42. <https://doi.org/10.5032/jae.2001.04043>

38. Llosa-Fernández, J. A., Menéndez-Espina, S., Agulló-Tomás, E., & Rodríguez-Suárez, J. (2018). Job insecurity and mental health: A meta-analytical review of the consequences of precarious work in clinical disorders. *Anales de Psicología*, 34(2), 211-223.
39. MacKinnon, D. P., Fairchild, A. J., & Fritz, M. S. (2007). Mediation analysis. *Annual Review of Psychology*, 58, 593-614. <https://doi.org/10.1146/annurev.psych.58.110405.085542>
40. McDonough, P. (2000). Job insecurity and health. *International Journal of Health Services*, 30(3), 453-476.
- Mckinsey, & Leanin.org. (2020). Women in the workplace. <https://www.mckinsey.com/business-functions/risk/our-insights/covid-19-implications-for-business>
41. Mckinsey. (2020). Getting ahead of coronavirus: Saving lives and livelihoods in India. <https://www.mckinsey.com/featured-insights/india/getting-ahead-of-coronavirus-savinglives-and-livelihoods-in-india>
42. Minnotte, K. L. & Yucel, D. (2018). Work-family conflict, job insecurity, and health outcomes among US workers. *Social Indicators Research*, 139(2), 517-540.
43. Pilipiec, P. (2020). The role of time in the relation between perceived job insecurity and perceived job performance. *Work*, 66(1), 3-15.
44. Probst, T. M., Stewar, S. M., Gruys, M. L., & Tierney, B. W. (2007). Productivity, counterproductivity and creativity: The ups and downs of job insecurity. *Journal of Occupational and Organisational Psychology*, 80(3), 479-497.
45. Selenko, E., Mäkikangas, A., Mauno, S., & Kinnunen, U. (2013). How does job insecurity relate to self-reported job performance? Analysing curvilinear associations in a longitudinal sample. *Journal of occupation and Organizational Psychology*, 86(4), 522-542.
46. The World Bank. (2020). COVID-19 to plunge global economy into worst recession since World War II. World Bank Group.



47. Van Vuuren, T., Jong, D. J., & Smulders, P. G. (2019). The association between subjective job insecurity and job performance across different employment groups: Evidence from a representative sample from the Netherlands. *Career Development International*, 28(3), 229-246.
48. White, M., Hill, S., McGovern, G. P., & Mills, C. (2003). "High Performance" management practices, working hours and work life balance. *British Journal of Industrial Relations*, 41(2), 175-195.
49. Yang, N., Chen, C. C., Choi, J., & Zou, Y. (2000). Sources of work-family conflict: A Sino-US comparison of the effects of work and family demands. *Academy of Management Journal*, 43(1), 113-123.
50. Yu, S. (2014). Work-life balance-Work intensification and job insecurity as job stressors. *Labour & Industry: A Journal of the Social and Economic Relations of Work*, 24(3), 203-216.