



Job Insecurity and Employee Performance in the Digital Workplace: The Moderating Role of Psychological Resilience

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ARTICLE INFO	ABSTRACT
Submission: August 04, 2026 Revised: August 19, 2026 Accepted: September 08, 2026 Available Online: September 22, 2026 Keywords: Job Insecurity, Employee Performance, Psychological Resilience, Digital Workplace, Employee Well-being, Workplace Transformation Corresponding author: Abdul Rehman Email: abdulrehman012022@gmail.com	This study examined the relationship between job insecurity and employee performance in the digital workplace and investigated the moderating role of psychological resilience. A quantitative, cross-sectional research design was adopted, and data were collected from 487 employees working in digitally enabled organizations through a structured questionnaire administered using an online survey. Purposive sampling was used, and the collected responses were analyzed using SPSS through descriptive statistics, reliability analysis, Pearson correlation, multiple linear regression, and moderation analysis. The findings showed that job insecurity had a significant negative relationship with employee performance, while psychological resilience was positively associated with employee performance. The regression results further indicated that job insecurity significantly predicted employee performance ($\beta = -.462, p < .001$), whereas psychological resilience strengthened employees' ability to maintain performance under conditions of employment uncertainty. The moderation analysis confirmed a significant interaction between job insecurity and psychological resilience ($B = .118, p = .001$), indicating that higher psychological resilience weakened the negative effect of job insecurity on employee performance. The study is significant because it highlights the importance of psychological resilience in helping employees cope with employment uncertainty arising from technological transformation and changing digital work practices. The findings provide useful implications for organizations, managers, and human resource professionals seeking to support employee performance and adaptability in increasingly digital workplaces.

Introduction

Job Insecurity in the Digital Workplace

Digital technologies have changed the nature of work. Organizations are now more flexible and efficient due to digital tools, artificial intelligence, automation, remote work, and data-driven management. Workers, however, have additional forces creating uncertainty related to digital technologies, restructuring, outsourcing, and automation. Job insecurity is the feeling that a worker's job may end in the near future. Insecurity is not about being unemployed. It is about feeling that the future of employment is unpredictable (Cheng & Chan, 2008). Several studies have found that job insecurity is the most dominant workplace stressor and affects the mental and emotional state of employees and affects the way employees carry out their duties (Sverke et al., 2002). Job

insecurity exists in both cognitive and emotional dimensions. In the cognitive dimension, job insecurity relates to how employees think about the likelihood of their job ending. Affective job insecurity relates to fear and anxiety about job insecurity. In digital work environments, these perceptions may be the most relevant. Workers may feel uncertain about their future profession due to the constant digital technology-driven changes that alter job roles and required skills. Research has found that there are numerous negative employee outcomes of job insecurity, such as a lack of well-being and negative attitudes towards the organization.

Employee Performance

Employee performance is defined by the extent to which employees accomplish expected job duties and behaviors within an organization. This can include performance of tasks, contextual performance, and behaviors supportive versus counterproductive to the organization. Task performance is performance of duties relevant to and prescribed for the employee's job. In contrast, contextual performance is the performance of workplace duties beyond the formal job description. Employee performance is a measure of both individual and organizational productivity (Diamantidis & Chatzoglou, 2019).

Adaptation to digital technologies, digital communication, changing work processes and maintaining productivity in uncertain situations characterize the digital workplace. While digital technologies may facilitate organizational performance by providing greater access to information and greater work flexibility, digital practices may also increase the volume of work to be done, work monitoring, and the use of technology, and may create doubt about the security of employment. Thus, it should not be assumed that the performance of an employee is equivalent to task completion. Rather, employee performance should be assessed by the employee's ability to maintain work behavior under challenging and uncertain conditions (Jiang et al., 2022).

The empirical research demonstrates that employee performance can be negatively impacted by job insecurity. A meta-analysis including 106 studies and 50,928 participants demonstrated that job insecurity negatively impacted task and contextual performance as well as positively impacted counterproductive work behavior (Gilboa et al., 2008). Triansyah et al. (2023) indicate employees with concerns over losing their jobs tend to utilize fewer psychological resources and may, therefore, prove less productive and/or construct in the workplace. This is also supported with previous meta-analysis (Vuong & Nguyen, 2022) that suggested a negative association between job insecurity and job performance.

The association between job insecurity and employee performance is attributed to the stress and worry caused by perceived hazards to employment. Employees who are preoccupied with their employment future tend to lose focus of productive work activities and become engaged in coping with uncertainty. Restlessness, lack of concentration and reduced engagement become the hallmark of such employees. Job insecurity also serves to reduce the motivation of employees to undertake work and contribute to the organization. Job insecurity, however, may not always impact employees negatively as some studies suggest in the presence of moderately high levels of job insecurity, employees become motivated to work to ensure job security (Atatsi et al., 2019).

Psychological Resilience

Psychological resilience describes the ability to cope with adversity, adapt, recover from disturbing and taxing situations, and stay psychologically composed in the face of stress. In the workplace, resilience helps employees be flexible when confronted with disturbing events, improve from setbacks, better manage their emotions, and carry on functioning effectively no matter how adverse conditions may be. Resilience is important in settings confronted with technological and organizational disruptions, continuous changes and instability in job demands, and uncertain and insecure employment (Fletcher & Sarkar, 2013).

Psychological resilience, in itself, does not imply no stress and negativity. On the contrary, resilient employees are able to manage challenging circumstances to a better extent, and mitigate the adverse consequences of challenging situations from disrupting their functioning. From an organizational perspective, resilience provides employees with the psychological resources to interpret difficult situations in a more constructive manner and help them maintain focus on their work. Resilience compensates for the negative effects of stressful working conditions in emotionally exhausting and cynical workplaces, and mitigates counterproductive behaviors (Shoss et al., 2018).

The importance of resilience becomes evident in situations involving job insecurity. Employees with higher resilience are able to better manage the anxiety related to employment insecurity. These employees are able to sustain their confidence in their ability to manage the changes in their employment situation and maintain focus on their work. Research conducted on university staff demonstrated that resilience mitigated the negative consequences of job insecurity, and a two-wave study further showed buffering effects of resilience on adverse employee outcomes (Vella & Pai, 2019). During the COVID-19 outbreak, other studies conducted on employees showed that psychological resilience showed a positive relationship with task performance (Değirmenci, 2022).

Job Insecurity and Employee Performance

The study of employment insecurity and employee performance is important because employment insecurity is an important psychological cost to employees. Where employees are concerned about their employment, they experience both stress and uncertainty, straining the cognitive and emotional resources needed to perform effectively. Based on a number of studies, job insecurity is correlated with lower job performance, both in terms of task performance and in terms of contextual performance, and with greater performance that is counter to the organization's best interests (Muñoz Medina et al., 2023). Previous research has also reported a significant negative relationship between job insecurity and job performance (Schreurs et al., 2012).

It is more necessary to consider this relationship when thinking about digitally transformed workplaces. In such workplaces, employees experience job insecurity as well as rapid technological changes (Staufenbiel & König, 2010). Job insecurity is further enhanced by the perception that the automation, digital restructuring and changing skills may jeopardize employment. Job insecurity results in employees having poor concentration, diminished willingness to exercise discretionary effort, and increased likelihood of exhibiting maladaptive behaviors. A recent review related to job insecurity and performance indicates that the relationship is more complex and different mechanisms and contexts are more important than employee and workplace homogeneity (Böckerman et al., 2024).

The Moderating Role of Psychological Resilience

Psychological resilience is one of the individual mechanisms that shows why employees with the same level of job insecurity show differences in performance. High psychological resilience gives employees the capacity to cope with uncertainties and helps recovery from work-related stress. Thus, job insecurity shows less potential for disrupting work behavior. (Wang et al., 2023) were the first to provide empirical evidence for the protective role of resilience against the negative consequences of job insecurity. Also, the negative impact of job insecurity on performance was reported to be less pronounced when psychological resilience was high (Ramadhan & Tanuwijaya, 2026).

Supporting the protective role of resilience, some studies investigated the impact of workplace disruption on employees' performance. According to Değirmenci (2022), psychological resilience of employees positively influenced the performance of work-related tasks and resilience was found to mitigate the negative impact of job insecurity. From studies that examined the impact of job insecurity on employees, it was found that employees who are resilient can better cope with the stress of their employment. Overall, previous studies indicate that job insecurity is positively associated with employee performance. However, the impact of job insecurity on the performance of psychologically resilient employees is expected to be less in the case of job insecurity. Psychological resilience serves a protective function against the negative impact of job insecurity on employees' work performance.

This point is especially relevant to the digital workplace where rapid changes in technology present both productivity and employment uncertainty. In this regard, analyzing psychological resilience as a moderator offers additional depth to understand how job insecurity affects employee performance in contemporary digital work (Kolutek et al., 2024).

Research Objectives

- To examine the effect of job insecurity on employee performance in the digital workplace.
- To assess the relationship between psychological resilience and employee performance in the digital workplace.
- To examine the moderating role of psychological resilience in the relationship between job insecurity and employee performance.

Problem Statement

The use of digital technology and the automation of processes in the workplace have increased the concern of employees losing their jobs and having reduced performance levels. As technology and the workplace evolve, the requirements and the functions of jobs are also changing. While most studies show that an uncertain job situation leads to poor employee performance, the literature remains incomplete and requires more studies on the mechanisms and the conditions that determine the different responses of employees to uncertain conditions of the labor market (Salama & Khairy, 2026). Technology and the automation processes in the workplace are also changing. There have been a lot of opportunities created, but there is always the risk of technology causing unemployment. The automation of the workplace may also impact employee performance. Resilience is the ability to change the work situation in order to improve employee performance. In the automation of the workplace, the negative impact of job insecurity

on performance may be lessened by resilience (Abdullahi et al., 2026). More studies are needed to find out whether resilience will lessen the performance of employees in uncertain and changing labor market conditions.

Significance of the Study

This study has importance because it gives more detail about how insecure job conditions affect performance of employees in the digital work environment and how employees can have effective performance with jobs that are uncertain using psychological resilience. The results can help organizations find the performance issues that occur from businesses going digital and also help them create resources that can support employees with coping with uncertain job conditions. Also, the study can assist the managers and human resources employees to create resilience and performance and psychologically adaptable performance goals with new supportive resources and social support policies. Also, the study adds to existing literature by making psychological resilience a moderating condition to the issues, and creates a starting point for future research on employee performance in the digitized work world.

Literature Review

Job Insecurity in Contemporary Employment

As technology, organizational restructuring, and automation reshape employment relationships, job insecurity grows more pressing. Job insecurity is the uncertainty an employee feels about the future of their employment, not whether they will be jobless in the future. This is important for employees who do not feel insecure about the future of their employment, even without the imminent threat of being dismissed. Kalleberg (2009) argue that job insecurity is the perception of the continuity of a job that is under threat, and (Probst et al., 2023) argue that job insecurity has an impact on various dimensions of an employee's behavior and performance. More recently, Munoz Medina et al. (2023), through a systematic review of 81 empirical studies, argue that research on job insecurity has different conceptualizations and performance outcomes, but important gaps and inconsistencies remain in the literature.

Job insecurity is especially relevant to workplaces that are digitally intensive. Automation and artificial intelligence mean that jobs change and new ways of working are introduced. This means that workers may interpret technological changes at work as both an opportunity to work in a more efficient way, and a threat to their job security.

New research reveals that employees in positions with a greater potential for automation experience more job insecurity. This shows that automation can create job insecurity before positions are eliminated (Rubin, 2014). Digital transformation can also aid or burden employees. Job insecurity is one way that employees experience the challenge of technology.

That means job insecurity needs to be considered a concern outside of the realm of employment. Blyton and Bacon (2001) claim existing research has examined job insecurity mainly from a cognitive and emotional viewpoint, and has linked this to different types of employee performance. In addition, claimed that job insecurity is related to a lack of task and contextual performance. Other studies have demonstrated that the insecurity caused by technology has adversely affected employees' attitudes and behavioral responses. These findings demonstrate that insecure employment can affect how employees allocate their psychological resources to work and respond to organizational demands.

Employee Performance in the Digital Workplace

Employee performance refers to how employees fulfill the requirements of work tasks and how they contribute to the functioning of the organization. Contemporary studies define performance as the fulfillment of formal task requirements and other contextual and voluntary performance. The distinction is important in digital work environments, as employees are expected not only to perform formal task requirements, but also to be flexible and to cooperate through digital tools and meet the demands of changing work requirements. Chatterjee et al. (2023) argue that the insecurity of job position affects performance and a range of work-related tasks including contextual performance, a person's creativity, and other work-related behaviors.

Digitalization has changed the way employee performance is used. New work technologies including AI, office automation, digital communication systems, and work processes consisting of algorithms can change work procedures and lead to improved performance, but also create new requirements and uncertainty. Other studies show that, when people implement workplace robots and feel secure, and remain engaged, employee performance improves, but when people feel that there is job insecurity, the performance of workplace robots does not improve (Aggarwal et al., 2026). This shows that how people perceive technological changes and the psychological responses of people to changes in technology are the most likely to influence performance, rather

than the technology itself. Consequently, studies have focused on the factors influencing employee performance during changes involving technologies and organizations. One such study is a systematic literature review done by (Marsh, 2021) investigated the job insecurity and performance relationship through individual, work-related, attitude, and job-level contexts. Likewise, recent studies on quantitative and qualitative job insecurity demonstrate that employment insecurity displays measurable impacts on multiple components of performance through psychological mechanisms, indicating that the impacts of insecurity are not consistent across employees or work environments (Kim & Shin, 2026). Thus, understanding the performance of employees in the digital workplace necessitates an awareness of the demands introduced by changes in technology and the psychological capacity of employees to respond to said demands.

Psychological Resilience as an Employee Resource

Psychological resilience describes the capacity to adapt to stressful events, overcome difficulty, and continue functioning optimally in the face of challenging environmental circumstances. In the context of research on organizations, resilience is important, as employees face challenges such as unpredictability, rapid technological progress, shifting duties, and demanding work environments. The emphasis is not on being without stress, but rather the ability to adjust and remain effective. (Bardoel et al., 2014) noted that in situations of job insecurity, employee resilience is important because it helps employees to manage existential threats to their employment without negatively affecting how they carry out their work duties. Resilience is also important as a coping mechanism in the face of increases in job insecurity that are characteristic of digital transformation.

Resilience will continue to be important during the ongoing digital transformation. Digital technologies present greater flexibility and productivity at work or the potential for increased technological demands with greater job insecurity. Liu et al. (2025) noted that digital transformation may affect employee resilience by positive and negative routing with job insecurity being one of many ways that digital transformation may create a burden on employees. Resilience may therefore be an important individual psychological resource that helps employees cope with the stress of the digital work environment.

Empirical evidence supports the hypothesis that resilient employees are more adept at coping with uncertainty and difficult working conditions, exhibiting emotional stability and continuing to expend effort. This is corroborated by empirical studies on e-commerce workers. (Kuntz et al., 2017) showed job insecurity negatively impacted employee performance. However, increased psychological resilience lessened the adverse impact of job insecurity on employee performance. This provides a foundation for understanding resilience in technology-intensive and digital employment.

Job Insecurity and Employee Performance

Job insecurity has been studied thoroughly, as employees' psychological resources and motivators can be negatively impacted, in addition to responses that can be expected. If employees think their job is threatened, they may direct their attention to dealing with employment uncertainty, instead of worrying about getting their job done. Strain has the ability to decrease an employee's focus, decrease their motivation, and even their willingness to give their job their best effort and go beyond what is needed. Staufenbiel and König (2010) meta-analyzed existing literature and found that job insecurity has a negative impact on employee performance. Piccoli et al. (2017), based on 81 studies, found job insecurity and employee performance do relate to one another, however, the strength of their relationship differs under different mechanisms and contexts.

This relationship is especially important in modern work environments, including those that have been transformed through digital technology. Job insecurity may increase, and employees will think that digital technologies that they have been using at work will make the skills needed to do the work obsolete or reduce the need for certain jobs. Chirumbolo and Areni (2005) found that as more jobs became automated, so did job insecurity. Kapil and Agrawal (2026) found that automation leading to job insecurity at work eroded employee engagement and weakened the positive impact of automation on employee performance. From a psychological standpoint, the technology threat potentially is the most important factor on employees' responses toward digital transformation.

The literature indicates that employees' individual responses will not be equal to one another. Adekiya (2024) provides many circumstances in the workplace and in individuals that can convert job insecurity to job performance. Recent research on job insecurity caused by technology focuses on job performance of basic tasks and various employee behavioral outcomes and identifies individual conditions to explain why certain job security effects happen. It is not just about answering the question of whether job insecurity impacts performance, but also identifying the conditions under which performance is still achieved in the face of job insecurity. This gives us a starting point to examine psychological resilience as a potential boundary condition in the relationship.

Psychological Resilience and Employee Performance

Psychological resilience affects employee performance because resilient employees can adjust to difficult situations better. Employees don't let temporary setbacks disrupt their focus. Employees deal with new technologies, new procedures, greater demands, and the ambiguity of the future role they may have. Goal-directed behavior can be sustained, and demanding situations can be managed, with employee resilience. Cantante-Rodrigues et al. (2021) researched employee resilience during job insecurity, and other more recent studies have shown a connection between employee resilience and flexibility within changing conditions of an organization. References

In situations where performance involves employee flexibility rather than routine, the relation is even more relevant. Digital workplaces involve learning and adjustment as the technologies and work processes can change rapidly. Cherng et al. (2022) found that digital transformation has a dual impact on employee resilience. It can create opportunities and also create a psychological burden. In such situations, employees with greater adaptive resources can respond appropriately and continue to be effective at work. Resilience also positively impacts performance in several related aspects. (Olaleye & Lekunze, 2024) conducted a study on Gen Z employees working in e-commerce and found that resilience strengthened positive performances and alleviated the negative impact of job insecurity. This is very relevant because e-commerce consists of a rapidly changing technology environment that can be coupled with volatile employment. Therefore, resilience is a key personal resource that helps employees to remain productive even in situations with unpredictable or excessively demanding work conditions.

Integrated Perspective on the Study Variables

Job insecurity, employee performance, and psychological resilience share interconnections across today's employment. Job insecurity often causes performance to decline, while resilience allows employees to operate in the face of uncertainty. Systematic research provides evidence of the general negative relationship between job insecurity and performance, but also warns of a lack of understanding of the moderators and contexts. Research in technology-intensive contexts shows that automation and digital transformation can increase job insecurity, and are especially relevant to contemporary Definitions of 'workplace'.

The effects of job insecurity on employees differ based on psychological resilience, and resilience allows individuals to better control stress, technological changes brought on by digitization, and increased uncertainty concerning their work. Empirical research evidences resilience as a buffer of job insecurity on performance in e-commerce employees (Moreira et al., 2013), while other studies have identified individual and contextual factors as significant boundary conditions. Therefore, the study of psychological resilience as a moderator aims to improve our understanding of performance in the digital workplace and the literature's demand of addressing the boundary conditions surrounding job insecurity and performance.

Research Gap

Although previous research has established that job insecurity is generally associated with poorer employee performance, important gaps remain regarding the conditions under which this relationship becomes stronger or weaker. A systematic review of 81 empirical studies found that existing research has produced mixed findings and has examined a wide range of mediating and moderating factors, indicating that the job insecurity-performance relationship is not yet fully understood. Similarly, meta-analytic evidence confirmed an overall negative association between job insecurity and employee performance but highlighted the need for further research across different organizational and cultural contexts. Despite these findings, relatively limited attention has been given to psychological resilience as a moderating factor specifically within the digital workplace, where technological transformation, automation, and changing job requirements may intensify employees' perceptions of employment uncertainty. Earlier research has also called for greater attention to rapidly changing workplace conditions when examining job insecurity and its consequences (Wadhwa et al., 2025). Therefore, the present study addresses this gap by examining whether psychological resilience can weaken the negative relationship between job insecurity and employee performance in the contemporary digital workplace.

Hypotheses

H1: Job insecurity has a significant relationship with employee performance in the digital workplace.

H2: Job insecurity significantly predicts employee performance in the digital workplace.

H3: Psychological resilience significantly moderates the relationship between job insecurity and employee performance in the digital workplace.

Conceptual Framework

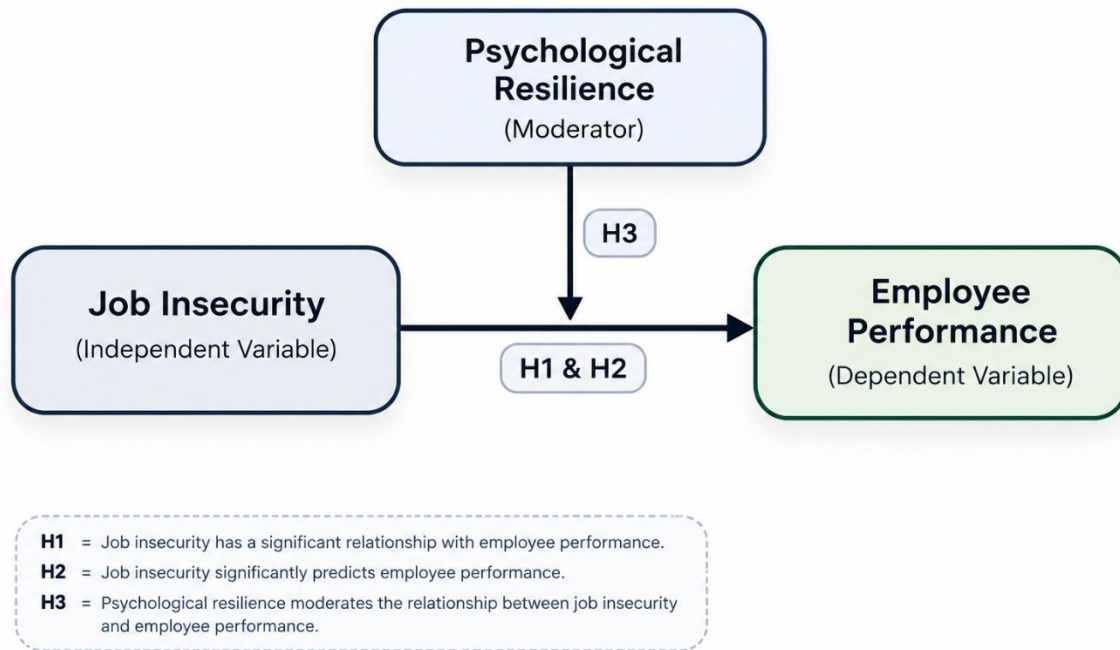


Fig. 1 Conceptual Framework

Methodology

Research Design

The research design used in this study was quantitative and cross-sectional. It was used to analyze job insecurity, employee performance, and psychological resilience within the digital workplace. This study used a structured questionnaire as its primary research tool, and data were collected from the employees of the selected organizations in Pakistan. This study aimed to obtain measurable answers and statistically analyze the relationships between the study variables.

Population

The population included employees of digital organizations and institutions in Pakistan. The research respondents were drawn from organizations in Punjab and Sindh, such as Bahauddin Zakariya University (Multan), the University of the Punjab (Lahore), Government College University Faisalabad, the Islamia University of Bahawalpur, the University of Sargodha, the University of Education Lahore, the Women's University Multan, the University of Sindh Jamshoro, and some private-sector organizations in Lahore, Multan, Faisalabad, Bahawalpur, and Karachi. These organizations were selected since employees in these organizations were exposed to digital communication, computerized work systems, and technology-based workplace practices.

Sampling Technique

The purposive sampling technique was used in this study to select study participants who were employed and had experience working in a digital workplace. This technique was appropriate since the study was interested in participants who could give critical information regarding job insecurity, employee performance, and psychological resilience in a digital workplace.

Sample Size

A total of 487 respondents participated in this study. These respondents were employees of the selected organizations in Pakistan who participated in this study and completed the survey. The sample provided sufficient responses for the planned statistical analysis.

Data Collection

Data Collection and Measurement

Data were collected through a structured questionnaire. The questionnaire included measures for job insecurity, employee performance, and psychological resilience. The questions were adapted and modified according to the context of the digital workplace while maintaining the original meaning and measurement areas of each construct. Job insecurity was assessed through statements related to employees' concerns about the stability and continuity of their jobs. Employee performance was measured through items focusing on employees' ability to perform their assigned work and job-related tasks. Psychological resilience was assessed through statements concerning employees' ability to recover from difficult situations and adapt to challenging experiences. The study was conducted among employees working in selected organizations in Punjab and Sindh. For data collection, the questionnaire was converted into an online Google Form. The form link was shared with potential participants through electronic communication. Participation in the study was voluntary, and respondents completed and submitted the questionnaire electronically. The collected responses were recorded and securely stored for subsequent data analysis.

Data Analysis

The collected data were entered into Microsoft Excel to check for completeness and accuracy. After data cleaning and verification, the dataset was transferred to SPSS for further analysis. Descriptive statistics were used to summarize the data and variables for the respondents. Cronbach's alpha was used to assess the scale measurement for the internal consistency for the constructs. Job insecurity and employee performance measurement was done using Pearson correlation. This study utilized multiple linear regression to analyze the impact of job insecurity on employee performance, while also analyzing the role of psychological resilience. The last step was to use PROCESS Macro Model 1 to conduct a moderation analysis to determine whether psychological resilience altered the relationship between job insecurity and employee performance. Judgment of statistical significance was made at the $p < .05$ threshold.

Table 1: Demographic Characteristics of the Respondents (N = 487)

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	274	56.3
	Female	213	43.7
Age	18–25 years	96	19.7
	26–35 years	178	36.6
	36–45 years	132	27.1
	46–55 years	61	12.5
	56 years and above	20	4.1
Education	Bachelor's degree	126	25.9
	Master's degree	214	43.9
	MPhil/MS	103	21.1
	PhD	44	9.0
Work Experience	Less than 5 years	143	29.4
	5–10 years	166	34.1
	11–15 years	105	21.6

Demographic Variable	Category	Frequency (n)	Percentage (%)
Employment Sector	More than 15 years	73	15.0
	Public sector	263	54.0
	Private sector	224	46.0
Organization Type	University/Higher education	185	38.0
	Corporate/Business	137	28.1
	IT/Digital organization	94	19.3
	Other organizations	71	14.6
Total	—	487	100.0

According to demographic analyses, 487 participants from varied demographic groups and employment backgrounds were included in the study. Of the sample, 56.3% were males and 43.7% were females. In terms of age, the largest group (36.6%) was respondents within the age group 26 to 35, and the second largest group of respondents (27.1%) was within the age group of 36 to 45. Concerning educational background, the largest group (43.9%) of respondents had a Master's degree, and the second largest group (21.1%) had a MPhil/MS, while only 9.0% had a PhD. Regarding work experience, respondents who had 5 to 10 years of experience was the largest group (34.1%). Public sector employees formed the larger group (54.0%) as compared to private sector employees (46.0%). In summary, the sampled employees showed the required diverse demographic characteristics of different age, educational attainment, work experience, and employment in diverse organizations, and therefore are sufficient to examine the concept of job insecurity, psychological resilience, and employee performance in digital workplace environments.

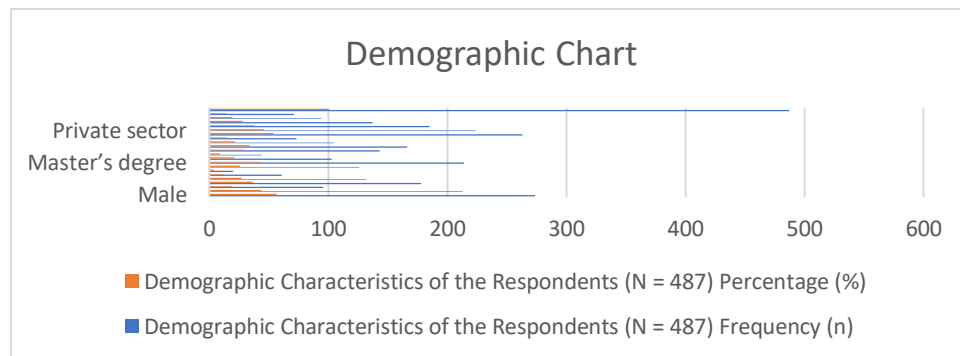


Fig. 2 Demographic Characteristics of the Respondents (N= 487)

Table 2: Descriptive Statistics and Reliability Analysis of the Study Variables (N = 487)

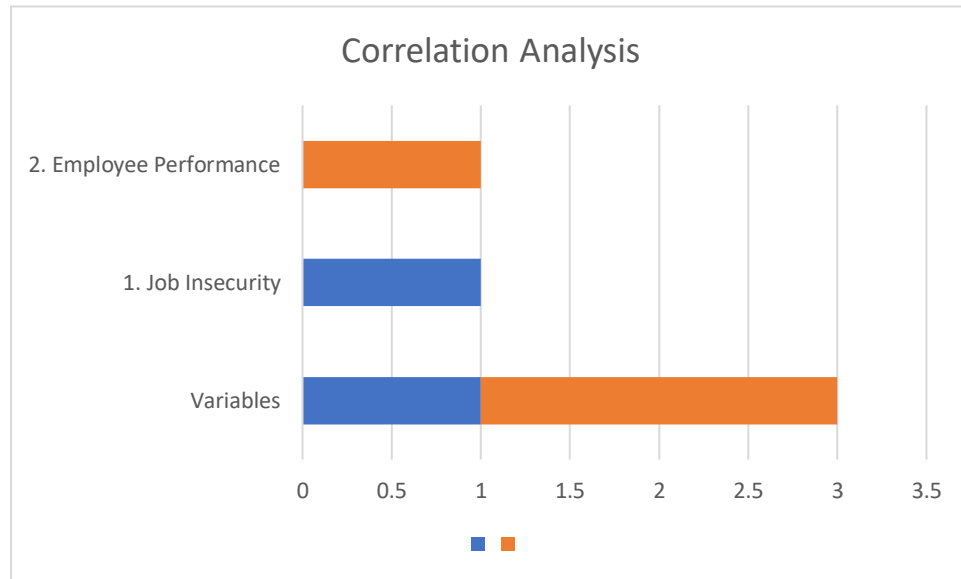
Variables	No. of Items	Cronbach's Alpha (α)	Mean (M)	Std. Deviation (SD)
Job Insecurity	8	.884	3.71	0.76
Employee Performance	7	.912	3.82	0.68
Psychological Resilience	6	.873	3.76	0.71
Overall Scale	21	.902	3.76	0.72

The study variables showed good to excellent internal consistency with all Cronbach's alphas ranging from .873 to .912. Variables of Employee Performance, Job Insecurity, and Psychological Resilience recorded the highest reliability ($\alpha = .912$), ($\alpha = .884$), and ($\alpha = .873$) respectively. Mean scores were from 3.71 to 3.82, while standard deviations were from 0.68 to 0.76 showing moderate variation among the respondents. The scales had satisfactory reliability and were considered fit enough for the successive statistical analyses.

Table 3: Pearson Correlation Analysis among the Study Variables (N = 487)

Variables	1	2
1. Job Insecurity	1	
2. Employee Performance	-.462*	1

According to the Pearson correlation analysis, job insecurity and employee performance have a strong correlation with a value of $r = -0.462$ and p lying in the range of <0.001 . This shows that with the growing levels of job insecurity reported by employees, the performance of such employees declined. This correlation is of the moderate to high level. Altogether, the interaction between employment insecurity and a decrease in performance by employees in the digital environment is very much established.

**Fig.3 Pearson Correlation Analysis among the study variables (N= 487)****Table 4: Multiple Linear Regression Analysis of Job Insecurity and Psychological Resilience on Employee Performance (N = 487)**

Predictor	B	SE	β	t	p
Constant	4.821	0.182	—	26.49	<.001
Job Insecurity	-0.286	0.041	-.462	-6.98	<.001
Psychological Resilience	0.318	0.044	0.331	7.23	<.001

Multiple regression analysis suggests that overall the model was statistically significant with $F(2, 484) = 111.34$, $p < .001$, and was able to explain 31.5% of the variance in employee performance. Job insecurity was shown to negatively impact employee performance ($\beta = -.462$, $p < .001$), meaning that employee performance was negatively impacted with an increase in job insecurity. On the other hand, employee performance was positively impacted by psychological resilience ($\beta = .331$, $p < .001$). It was shown that job insecurity and psychological resilience had a significant impact on the performance of employees.

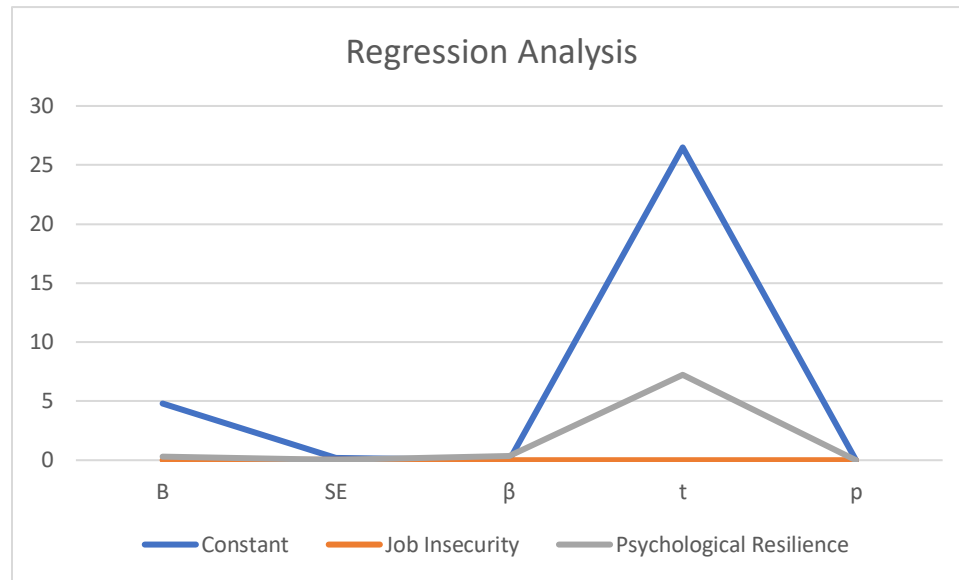


Fig. 4 Multiple Regression Analysis

Table 5: Moderation Analysis of Psychological Resilience in the Relationship between Job Insecurity and Employee Performance (N = 487)

Predictor	Coefficient (B)	SE	t	p
Constant	3.814	0.071	53.72	<.001
Job Insecurity	-0.271	0.039	-6.95	<.001
Psychological Resilience	0.294	0.041	7.17	<.001
Job Insecurity × Psychological Resilience	0.118	0.035	3.37	.001

According to the moderation analysis, the overall model was statistically significant, $F(3, 483) = 83.42$, $p < .001$, with 34.1% of the variance in employee performance accounted for. In this study, job insecurity negatively impacted employee performance ($B = -0.271$, $p < .001$), while psychological resilience positively impacted employee performance ($B = 0.294$, $p < .001$). The moderation effect of psychological resilience [$B = 0.118$, ($p = .001$)] on job insecurity and employee performance was also shown to be significant. The positive interaction revealed that if job insecurity was high, psychological resilience would lessen the negative effect of job insecurity on employee performance. Considering the results of the study, employees who have stronger psychological resilience are expected to maintain their performance in case of job insecurity.

Discussion

This study contributes to the existing knowledge on employee performance in the digital workplace by showing that job insecurity plays an important role in influencing how employees perform at work. The correlation and regression analysis showed that job insecurity negatively related to employee performance ($r = -.462$, $p < .001$; $\beta = -.462$, $p < .001$) and that job insecurity predicted employee performance. This finding falls in line with empirical research, in particular (Anasori et al., 2023) meta-analysis that identified job insecurity as a barrier to task and contextual performance. Similarly, Sadaf et al. (2026) in their review of empirical studies, found the relationship job insecurity and performance to be important, although the strength of that relationship varies based upon personal and workplace factors.

The negative relationship in this study indicates that job insecurity causes employees to struggle in maintaining normal standards of work performance. This may be an especially great concern in the digital workplace as employees have to adjust to continuous technological changes, new work systems, and automation with changing work skills. Uncertain terms of employment may use up employees' psychological resources that they would be able to apply to their work tasks. These findings complement (Darvishmotevali & Ali, 2020) who reported that job insecurity negatively affects all performance: task performance, contextual

performance, and safety performance. There is some evidence that job insecurity can prompt workers to try harder. MS1 However, literature does suggest that at least some situations exist in which attempts may be made to enhance performance as a way of preserving a job. MS1 (Kumar et al., 2026). Closing intentions and workplace exits: Predictors and consequences for individual employees. *Human Resource Management*, 50(4), 499-514.

Regression results indicated that psychological resilience positively and significantly related to employee performance ($\beta = .331$, $p < .001$). Results revealed that employees with higher levels of psychological resilience exhibited higher levels of performance. Findings corroborated that of Mushtaque et al. (2022) who stated employee resilience is most prominent when employees experience job insecurity as well as other stressors that are related to the employment process. The authors found that resilient employees are able to adjust to difficulty and continue to function. The present study adds to the literature regarding resilience and the changing digitized workplace.

The moderation analysis indicated that the interaction between job insecurity and psychological resilience was significant ($B = .118$, $p = .001$). The positive interaction indicated that the negative effect of job insecurity on employee performance was mitigated by psychological resilience. This supports the consideration that employees related to employment uncertainty do not act the same way. Employees with psychological resilience are able to adjust to the uncertainty and continue to fulfill their work obligations. These results correlate who studied employee resilience with regard to job insecurity and reconcile the lack of research in moderators and context boundaries of the relationship between job insecurity and performance described in (Al Nahyan et al., 2026).

The results show job insecurity negatively impacts performance and that psychological resilience mitigates its negative impacts. Because of these results, we now understand the performance of employees in digital workplaces more completely and have seen how job insecurity is impacted by employees' psychological resilience. This line of reasoning is supported by other studies that show job insecurity must be studied beyond its direct impacts to see the employees' psychosocial work environments.

Conclusion

The study concluded that job insecurity is a primary concern in the digital workplace and significantly negatively impacts employee performance. Further indicating that job insecurity is a primary concern, employees who were more uncertain of their jobs reported lower performance. Among the study's participants, job insecurity was a primary concern, and psychological resilience positively impacted performance. These observations suggest that employment concerns are primary in an organization where the environment is mainly digital and constantly changing. A further conclusion of this study is that psychological resilience significantly moderates the relationship between job insecurity and performance of employees. This is reported in the study with a significant job insecurity concern of study participants, where high job insecurity was noted and combined with low psychological resilience and performance. It can be argued that psychological resilience is a vital personal resource coping with employment uncertainty and technological changes. Overall, findings suggest that organizations must account for more than just reducing unnecessary employment uncertainty; they must build employees' psychological flexibility so that the employees are better able to cope with changing flexibility conditions of the digital workplace.

Future Implications

Further studies can extend this research to accommodate more industry types, levels and geographies etc. and therefore improve the scope of the findings. Other factors of interest can include the impact of digital workplace uncertainty on employees' responses, for example, digital workplace skills, organizational support, leadership, engagement, job autonomy, psychological resilience, flexible working remotely, and automation and AI technologies. Longitudinal studies can examine the changes to levels of job insecurity and psychological resilience of employees in the context of the new technologies of working that organizations are incorporating. Further, there is an opportunity to study whether psychological resilience offers protection from job insecurity for different digital work environment types when compared to different occupational groups.

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