

# A Study Shows Improvement in the Performance of Private CBSE School Teachers with Job Security

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**Abstract:-** India implemented fresh economic changes in 1991. One of the key components of this new economic strategy is privatisation. When a government-owned enterprise, activity, or piece of real estate is acquired by a private, non-governmental entity, this is known as privatisation. A corporation going from being publicly traded to being privately held is referred to as privatising. The primary flaw in the previously mentioned idea is job uncertainty. The likelihood that a person will remain employed is known as job security; a position with strong job security means that the likelihood of a person losing their employment is low. One of the most important non-financial motivations is job security. Any action designed to encourage someone to raise their level of performance is considered an incentive. The intangible rewards that don't require money are known as non-financial incentives. In addition to material and long-term security demands, people also have psychological, social, and emotional requirements. Meeting these requirements is crucial to their motivation as well. Non-financial incentives are primarily concerned with meeting these demands, which makes it impossible to quantify them in monetary terms. Through this study, the researcher hopes to learn more about how a teacher's performance is affected by their job stability. In summary, information was gathered using a questionnaire. When workers feel safe in their positions, their stress and anxiety levels drop, employee involvement in the company rises, etc., they feel appreciated. Consequently, there is a strong and favourable link between job security and performance of a teacher.

**Keywords:-** Non- Financial Incentives, Motivation, Job Security, Job Satisfaction and Employee Performance.

## I. INTRODUCTION

Without a doubt, the most significant people in our society are teachers. They install in kids a desire to perform well and thrive in life, offer them a sense of purpose, and position them for success as global citizens. Teachers have a crucial role in preparing students for the future because they are the future leaders of today's youth. In actuality, educators are the pillars of society. They serve as role models for kids, provide direction and commitment, and demonstrate the value of education to youth. Countries are able to advance their social and economic development due

in large part to the performance of their teachers. Additionally, a teacher's level of pleasure affects how well they perform. Individual performance is defined as how an individual carries out the duties assigned to him or her by his immediate superior. "A pleasurable or positive emotional state resulting from the appraisal of one's job or job experience" is how **Fred Luthans (2010)** defines job satisfaction, and he connects it to affective, cognitive, and evaluative reactions or attitudes. Job security is one of the methods used to motivate employees; a pleased employee is a self-motivated individual.

Job security is a sense of knowing that your job is safe from being cut. It's an assurance that you will be able to work in your current employment for the foreseeable future. Job security comes with a feeling of protection against things like layoffs, economic downfalls, and other factors that could impact employment. It has the ability to cover unforeseen healthcare bills, to put food on the table, the monthly deduction from our bank account for rent or mortgage etc.

Any person's level of job satisfaction is influenced by a wide range of circumstances. A few criteria include compensation, benefits, work atmosphere, administration, public influence, responsibilities assigned to employees, job clarity, and hub design, among others. Employees are more content and happy when they are happy in their jobs. The design of a job should eventually increase employee satisfaction. According to **Brkich et al. (2002)**, work design should incorporate job enrichment, job rotation, and job enlargement.

Understanding the importance of teachers' job happiness in light of the industry's uncertainty is crucial. In order to address job satisfaction and workload stress, proper assessment methods must be used, such as rating systems and teachers' satisfaction index evaluations based on the responsibilities and workload assigned to each instructor. **Fawad Hussain (2019)**

According to recent studies, the most crucial factor in raising student accomplishment is the calibre of the teacher. According to **Sanders and Horn's 1998** study, the impact of a teacher on student accomplishment is larger than that of the institution, the size of the class, and the socioeconomic level of the students. Teachers serve as role models for their students, so their job satisfaction and performance become

increasingly important in the educational field. **Hussin (2011) and Ilham (2009)** as defining job satisfaction as "Positive or negative aspects of employees' attitude towards their job or some features of the job." However, job satisfaction reveals workers' emotional states, which indicate how well they are responding to their jobs and working environments **Hussin (2011)**.

➤ *Statement of Problem*

After a long experience of teaching, it has been observed that feeling of job insecurity is the root cause of anxiety, extreme stress and lack of mental fitness. As a result it effects to perform at your best. Means performance of a teacher can be negatively affected.

➤ *Objective*

This study's primary goal is to demonstrate that job security can enhance the performance of private school instructors in the CBSE. By the study's conclusion, the researcher will be able to analyse how job stability can enhance an educator's effectiveness.

## II. LITERATURE REVIEW

➤ *(Dhani Shanker Chaubey August 2016):*

In the modern world of intense competition and rapid change, human resource management has become a crucial managerial issue. Due to the effects of globalisation, privatisation, and liberation, youth now have greater options from which to choose. There is a rise in employee mobility. Financial and non-financial incentives are now a vital part of employee retention, morale, and motivation. The concept of financial and non-financial motivation and its utility are being seen from a different angle.

According to **K. N. Subramaniam**: An incentive system is a pay structure that places a strong focus on employee motivation—that is, providing rewards for higher output and productivity.

As per **National Council Educational Research and Training**: Business Studies (2007): Any action designed to encourage someone to raise their level of performance is considered an incentive. There are primarily two kinds of incentives. Incentive programmes come in two flavours: monetary and non-monetary. A reward or incentive that has a monetary value is called a monetary incentive. Employees with higher degrees of physiological, social, and security demands receive these incentives. Pay and allowances, profit sharing, stock options, bonuses, commissions, etc. are examples of frequent financial incentives. Money is not the major motivator for employees who have higher levels of self-actualization and self-esteem; instead, they are happier and more motivated by non-monetary incentives. Incentives that have no financial worth or that cannot be valued in monetary terms are considered non-monetary incentives. Common non-monetary incentive methods include employment stability, job enrichment, organisational atmosphere, status, and career advancement.

➤ *Richard M. Ryan and Edward L. Deci (2000):*

The distinctions between extrinsic and intrinsic motivational strategies have enabled a critical understanding of the processes involved in both education and growth. We address the traditional interpretations of intrinsic and extrinsic motivation in light of recent findings and philosophical theories. The concept of intrinsic motivation is significant since it captures people's natural propensity to learn. It means acting on an interest or something that one finds personally enjoyable. Extrinsic motivation, however, is said to vary widely in terms of relative autonomy, indicating that it may represent external control or true self-regulation.

While it is evident that intrinsic motivation is a significant source of drive, intrinsic motivations do not account for the majority of human action. Anytime a decision is taken in order to achieve a certain goal, the concept of extrinsic motivation is relevant. This could be the result of any incentives or penalties. Hence, intrinsic motivation is in contrast to extrinsic motivation, which is acting out of self-interest rather than taking future gains into account. Eighty-five percent of employees stated in a Genesis Associates survey that they were more driven to give it their all when they had an incentive. In theory, increased motivation might lead to increased levels of worker engagement, loyalty, and retention. Furthermore, during an incentive, 73% of participants reported that the office atmosphere was "excellent" or "very good".

➤ *Abraham Maslow (1943):*

Claims that striving to fulfil one's core needs—safety, social, esteem, physiological, and self-actualization—is what drives motivation. The stress these desires can create on the inside can affect a person's behaviour. The term "physiological needs" describes the essentials that humans require to survive, including warmth, food, water, shelter, and sleep. Safety demands include all aspects of security—financial, emotional, physical, and health. It is crucial for both kids and adults. Social needs include having a supportive network of friends, a loving partnership, and peaceful family relationships. It also includes the feeling of belonging to a social group. The desires that result in status and self-assurance are referred to as esteem needs. Among these demands are those for autonomy, prestige, acknowledgment, and self-respect. Self-actualization is the definition of a person's objectives, driving forces, and social and cultural implications. The company meets these needs by empowering its workers to take initiative and reach their full potential.

There may be another classification scheme for motivation, according to several researchers. This classification places equal weight on employee dissatisfaction as it does on employee satisfaction.

➤ *Frederick Herzberg's (1959):*

There are two aspects that drive human motivation: hygienic considerations and motivational factors. Both of these elements—factors that promote job happiness and prevent job discontent through cleanliness—are necessary for motivation. Workplace satisfaction and motivational

factors are related. They handle requirements like success, acclaim, and promotion. Motivational elements support professional growth and contribute to job satisfaction. Extrinsic influences including peer relationships, workplace policies, and pay grade are examples of hygiene factors. To end the dissatisfaction, the management had to identify and remove its causes. It takes the addition of those desired attributes to raise contentment. But this will only be effective if the causes of the discontent are removed.

The theories of motivation held by many researchers are connected to and dependent upon one another. Both Maslow's and Alderfer's theories have significant differences in addition to certain commonalities. **Clayton Paul Alderfer (1969)** stated: The three domains of basic needs—existence (E), relatedness (R), and growth (G)—are denoted by the acronym ERG. The primary material needs we have to survive are known as existence needs. They include demands that Maslow categorised as safety-related as well as physiological needs. Keeping up relationships with others is a relatedness desire. These needs align with Maslow's hierarchy of needs and wants for love and belonging since they are centred on interpersonal interactions. Last but not least, growth describes a person's personal growth. This represents Maslow's requirements for respect and self-actualization. Maslow contends that needs must be satisfied one at a time and in ascending sequence, in contrast to Alderfer who thinks many needs can be satisfied simultaneously. Put another way, the ERG hypothesis asserts that people satisfy their needs to differing degrees and in a variety of ways.

➤ *Wanjau Mary Ngima Joanes Kyongo Vol. 3 No. 14 (Special Issue - July 2013):*

He agreed with the ideas that good inspiring management is necessary to get employees to feel valued and dedicated to achieving company objectives. Managers should be concerned with their employees' attitudes because they have an impact on their productivity. The ideas also show that, in appropriate situations, the average person may learn to embrace and pursue responsibility. They corroborate the researcher's findings about the importance of the workplace, working conditions, interpersonal interactions, organisational policies, job nature, and job content to worker motivation and output. It has been determined that the manager's responsibility is to identify the right motivating reason and give it to his staff.

➤ *Muhammad Ibrar, Owais Khan (2015):*

Compared to other business, organisation, institution, or educational setting, the incentive has a greater impact on the worker's job performance. It is a natural process that human performance is based on motivation, and that drive can be strengthened through rewards. When better performance is compared to receiving no compensation. This study illustrates the positive relationship between employee performance and the educational system.

➤ *Michael Owan OFRE, Helen A. ANDOW:*

According to the study's findings, Berger Construction Company of Nigeria employees perform better when they have a secure job. According to the study's goals, job stability has an impact on workers' performance in terms of pay and promotions, but not on their ability to grow. Thus, the rationale behind the staggered

The reason behind the poor performance of employees at Berger Construction organisation of Nigeria could be because the organisation prioritises staff development over employee advancement and pay. The fact that overall job security has a substantial impact on worker performance indicates that most employees desire job stability throughout their careers.

Because of this, workers may concentrate on improving their work and developing their careers when they are confident in their ability to maintain their jobs. A clear job security strategy must be created and communicated by employers and business owners in order to increase workplace productivity and success. It is suggested that such a job security strategy cover promotions and remuneration for employees based on the study's findings. Regarding the policy on employee promotions, it is advised that promotions should always provide a greater status at work, occur frequently and guarantee a better compensation, lead to a high rank, and be given recognition for hard effort. The compensation policy states that it must be paid on a regular and timely basis. Even if the pay may be set for a year, it should be raised every year.

➤ *Firdaus Ujianto, Riyadi Slamet (2023):*

MSMEs must contend with the potential of multiple pandemics in addition to intense commercial competitiveness in this highly competitive period. In this situation, MSMEs need to concentrate on human resource management by taking note of job security, attractiveness, and employee involvement at work in order to decrease employee intention to leave and increase cost effectiveness. Here, job security has a favourable impact on an employee's propensity to quit. This result demonstrates how crucial it is to provide job security for employees. Similarly, the desire of employees to leave is positively impacted by the attractiveness of the employment. This research suggests that in order to lower staff attrition intentions, MSMEs should maximise employee attraction.

➤ *Marco De Angelis 1 , Greta Mazzetti 2 and Dina Guglielmi 2 (2021):*

The acquired results add to our present understanding. Understanding the protective function of organisational justice and could aid in the creation of relevant measures. Our findings imply that Work-family relationships and mental health can suffer as a result of employees' insufficient reactions to job instability when there is organisational fairness.

Employees who work for a company that encourages organisational justice despite being a part of an uncertain workplace are therefore more likely to fulfil their given tasks to the best of their abilities and are less likely to suffer corresponding negative consequences. These results imply that when implementing HRM methods, organisational fairness needs to be properly taken into account. Companies should, for example, clearly outline the organisational goals that staff members are expected to fulfil as well as the processes for doing performance reviews. Another tactic is to assign appropriate incentives and pay based on workers' performance, with fair and equal procedures ensuring that all workers have equal access to these benefits (Bryant and Allen, 2013).

➤ *Udeobasi Obianuju Chinyelu (2018):*

According to the study, raising job security will boost worker productivity. Based on the study's results, it can be concluded that employees highly value job stability from their employers. Therefore, when this isn't provided, employees often use subpar work and a lack of devotion to their jobs to vent their frustration. Therefore, in order to maintain industrial harmony, it is imperative that organisations take into account and not ignore the feelings of their workforce, as "a happy worker is a productive worker." However, it is important to note that, despite the impression that employees are more focused on job security and the associated extrinsic benefits, intrinsic rewards also contribute to employee motivation.

➤ *Shaheen Ahmed (2017):*

Every organization's top priority in the highly competitive business world is its ability to survive worldwide practitioner. As a result, company executives are considering various factors that significantly impact employee productivity. Job security for employees helps them focus on their work responsibilities since it relieves them of the anxiety of an unexpected job loss. The study reveals that sustained employment continuity produces high-caliber and productive employee performance. When examining Bangladesh's ready-made garment industry, job security is a good indicator of both increased employee engagement and improved performance levels. Thus, it is expected that policy makers and practitioners will take into account the issue of job security for employees in the workplace in order to ensure strong employee engagement

and performance in the growing setting, especially in Bangladesh.

➤ *Shouvik Sanyal (2018):*

The issue of job security is a major concern for workers in Oman, particularly in light of the negative effects that the decline in oil prices has had on the country's economy. The reduction in hiring by both the government and the private sector, as well as reports of job losses in the private sector, have contributed to feelings of job insecurity, particularly among expatriate workers. Over time, this sense of insecurity, when combined with a sense of unfair treatment by the organisation, can lead to a significant decline in employee satisfaction and, eventually, in terms of performance. These findings are consistent with **De Witte's (2003)** findings. In a situation like this, managers and employers need to go above and beyond to make sure that workers feel safe at work, which will enable them to flawlessly accomplish the objectives of their organisations. Establishing open lines of communication is necessary to ensure that staff members are always given the whole picture. Employee confidence will soar and they will be well-prepared for a new position, should one become necessary, with training and retraining. To inspire employees, a personal touch in the form of one-on-one and group talks is necessary.

➤ *Muhammad Yousif (2021):*

After that, the researcher decided to undertake a study at OGDCL Pakistan, where they discovered a positive correlation between job security and job satisfaction and a negative correlation between job security and employee performance. Although OGDCL is a public sector organisation and has less influence, the researcher discovered that job security had a favourable impact on employee happiness and a negative impact on job performance. The knowledge this thesis gives regarding employee behaviour will assist OGDCL Pakistan's high authorities in making more informed decisions.

➤ *Research Framework*

Figure 1 shows the research framework of this study. The independent variable is the Job Security, motivation of teachers' is mediating variable and teachers' performance is the dependent variable.

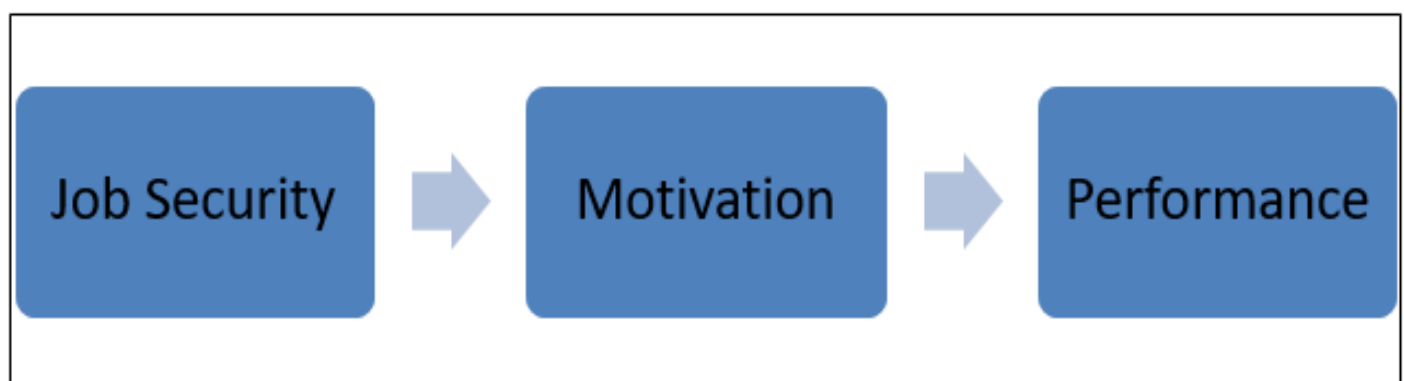


Fig 1 Based on the above Framework, there is Null Hypothesis & Alternative Hypothesis



➤ *The Hypothesis is Listed below:*

➤ *Hypothesis*

- **H0:** The performance of CBSE private school teachers will not improve with job security as one of the non-financial reward.
- **H1:** Job security as one of the non-financial reward will improve the performance of CBSE private school teachers.

### III. RESEARCH METHODOLOGY

➤ *Population & Respondent*

This quantitative descriptive study aims to determine the correlation between job security, an independent variable, and the performance of a population, a dependent variable. Teachers from private CBSE schools in Ahmedabad, Gujarat participated in the study. There were a total of 100 responses. Using random numbers, the population was sampled at random, and the appropriate number of participants was selected for each stratum to ensure sufficient data collection and the desired representation from the population's diverse subgroups.

➤ *Data Collection*

The basic data collected by the researcher via questionnaires and observations were the focus of the study. The surveys had both closed-ended and open-ended questions to enable a more in-depth response. To save money and time, Google Form was used.

The researcher also observed the teachers as they carried out their daily duties, taking notes on their actions and attitude. This allowed the researcher to observe how teachers carried out their duties and felt about their positions.

### IV. RESULTS AND FINDINGS

The data analysis covered in this section will include demographic, descriptive and correlation analysis. A total of 100 responses were received from the 150 teachers who were requested to respond. With a response rate of 67%, this data is deemed important enough to serve as the foundation for an accurate and trustworthy examination of teacher performance.

➤ *Demographic Analysis:*

Google Form was used to help disseminate and collect the questionnaires. The examination of demographics is shown in Table 2.1. There were 100 responders in total, of whom n = 80 (80%) were female and n = 20 (20%) were male. 89 (89%) of the respondents were married, whilst 11 (11%) of the respondents were single.

A maximum of 43% of the respondents were between the ages of 45 and 54. The second-highest age group (32%), was that of people between the ages of 35 and 44. The age groups of those over 54 and those between 25 and 34 were 9% and 12%, respectively. The age category with the fewest respondents—4%—is those under 25 years of age. Joint families made up 47% of the respondents, while nuclear families made up 53% of the total. One of the key variables in determining how job security will affect performance is the number of family members. According to this table, 38% of respondents said their family consists of four persons, 30% said it consists of three, 20% said it consists of six, and just 12% said it consists of more than 6 members.

Of the respondents, 46% claimed that they had between 6 and 15 years of experience, while 9% indicated that they had less than 5 years in the profession. Of the 100 respondents, thirty percent had 16 to 25 years of experience, and fifteen had 26 to 35 years.

Respondents were enough qualified. Majority of the respondent that is 65% were Post Graduate, 33% were Graduate and 1% each were Doctorate and from other field.

Respondents hold good professional degree. Out of 100 respondents 60% were B.Ed., 9% were M.Ed. and 6% were Montessori.

Table1 Demographic Analysis

S. No.	Particulars	N	%
1.	Gender:		
	Male	20	20%
2.	Female	80	80%
	Marital Status:		
3.	Married	89	89%
	Unmarried	11	11%
3.	Age:		
	Below 25 Years	04	04%
	25-34 Years	12	12%
	35-44 Years	32	32%
	45-54 Years	43	43%
	Above 54 Years	09	09%

4.	Type of Family: Nuclear Joint Extended	53 47 Nil	53% 47% Nil
5.	Number of Family members: 3 4 6 More than 6	30 38 20 12	30% 38% 20% 12%
6.	Total Work experience: Below 5 Years 6 to 15Years 16 to25 Years 26 to 35Years	09 46 30 15	9% 46% 39% 15%
7.	Qualification: Doctorate Post Graduate Graduate Any Other	01 65 33 01	01% 65% 33% 01%
8.	Professional Degree: B.Ed. M.Ed. B.P.Ed. Montessori Others	60 09 02 06 23	60% 09% 02% 06% 23%

The data was tested for reliability using Cronbach Alpha test and the results are as follows:

➤ *Reliability Statistics*

Table 2 Reliability Statistics Test Survey

Cronbach's Alpha	No. of Items
0.85	20

The above table shows that the value of **Cronbach's alpha is 0.85** (85%) which indicates high level of internal consistency for the scale with the selected sample.

Table 3 Relationship between Independent Variables and Mediating Variable

S. No.	Non-Financial Incentives	R
1.	Positive Organisational Climate	0.94
2.	Balance Between Authority & Responsibility	0.93
3.	Job Security	0.97
4.	Career Advancement Opportunity	0.96
5.	Employee Recognition	0.97

Table 4 shows the results of the correlation study. It illustrates the connection between instructors' effectiveness and non-financial incentives. Various non-monetary incentive schemes have been employed in the analysis. The data demonstrates a very strong positive link between teacher performance and all non-financial incentives.

The link between the independent and mediating variables—teacher motivation and job security—is shown in Table 3. Teachers' motivation levels have been examined using a variety of non-monetary reward schemes. The correlation coefficients between teachers' motivation and a positive work environment ( $r=0.94$ ), teachers' motivation and a balance between authority and responsibility ( $r=0.93$ ), and teachers' motivation and job security ( $r=0.97$ ) are all positive. The favourable association between teacher motivation and the correlation coefficient is demonstrated.

Positive organisational climate and teachers' performance have a correlation coefficient of ( $r=0.98$ ), as does the balance between authority and responsibility and teachers' performance ( $r=0.88$ ), career advancement opportunities and teachers' performance ( $r=0.998$ ), employee recognition and teachers' performance ( $r=0.93$ ), and job security and teachers' performance ( $r=0.999$ ) have the highest correlation.

Table 4 Relationship between Independent Variables and Dependent Variable

S. No.	Non-Financial incentives	R
1.	Positive Organisational Climate	0.98
2.	Balance Between Authority & Responsibility	0.88
3.	Job Security	0.999
4.	Career Advancement Opportunity	0.998
5.	Employee Recognition	0.93

➤ *Descriptive Statistics on Different Variables*

Which non-financial incentive has motivated you maximum in your career?

Table 5 Descriptive Statistics on Different Variables

S. No.	Non-Financial Incentives	Mean	Median	Mode	Standard Deviation	Variance
1.	Positive Organisational Climate	4.11	4	5	1.023	1.048
2.	Balance Between Authority & Responsibility	4.03	4	4	0.915	0.837
3.	Job Security	4.04	4	5	1.004	1.008
4.	Career Advancement Opportunity	3.92	4	5	1.060	1.124
5.	Employee Recognition	4.01	4	5	1.049	1.100

The descriptive statistics for the various variables are shown in Table 5. The greatest mean score is 4.11 for a positive organisational atmosphere, followed by 4.04 for job security. The chance for career growth has the lowest mean value (3.92). The majority of the medians and means are

four, while the modes are five. The standard deviation is mostly centred at 1.0.

Which non-financial incentive can improve the performance of a teacher?

Table 6 Descriptive Statistics on Different Variables

S. No.	Non-Financial Incentives	Mean	Median	Mode	Standard Deviation	Variance
1.	Positive Organisational Climate	4.09	4	5	0.964	0.931
2.	Balance Between Authority & Responsibility	3.99	4	4	0.948	0.898
3.	Job Security	4.10	4	5	0.979	0.959
4.	Career Advancement Opportunity	4.08	4	5	0.971	0.943
5.	Employee Recognition	4.08	4	5	1.001	1.003

The descriptive statistics for the various variables are shown in Table 6. The highest mean is 4.10 for job security, followed by 4.09 for a positive organisational climate. With a mean value of 3.99, Balance between Authority & Responsibility has the lowest score. The majority of the medians and means are four, while the modes are five. The standard deviation's majority is approximately 0.9.

imminent job loss will undoubtedly negatively impact the well-being of your staff. Uncertainty in the workplace can have a serious negative impact on your employees' physical and mental wellbeing. The report claims that job instability has a significant negative influence on employee engagement. Gallup gathered some fascinating facts that lend credence to this statistic. People who are unhappy in their occupations are 37% more likely to be disengaged from their jobs at work. But when workers feel valued, safe, and secure, their level of participation increases.

**V. CONCLUSION**

The purpose of this study was to investigate how job security affected the performance of private CBSE schoolteachers in Ahmedabad. Based on the research, direct and strong positive correlation found between these variables, it can be concluded that job security has a positive and significant impact on teachers' motivation and performance. Having a stable job is linked to a sense of protection against prospective events that could affect employment, such as layoffs and economic downturns. It should come as no surprise that employees feel valued and safe in their roles. If an employer can create a sense of security, then workers feel appreciated as persons first and as employees second.

Positive spill over effects are produced by a motivated workforce. Examples of this include increased business performance overall, reduced employee turnover, and better employee retention. Moreover, job security plays a crucial role in defining an employee's sense of belonging to their organisation.

The study's shortcomings, such as its small sample size, notwithstanding, the results rather clearly infer that teachers are driven by respectable non-financial incentives such as job satisfaction, a healthy organisational atmosphere, employee recognition, etc., which also makes them happy.

Your employees' well-being comes first. Performance and employee well-being, particularly stress, anxiety, and burnout, are well established to be correlated. The fear of

### ACKNOWLEDGEMENT

All the praise is upon **Almighty**, he has always bestowed upon me and provided me courage, power, and direction to end this research paper. I would adore being grateful to him for all the blessings. Words cannot express my gratitude to my professor **Mr. Ashish Rami (Dean of Commerce and Management Department Swaminarayan University, Kalol, Ahmedabad)**. This work would not have been possible without his support, commitment, and encouragement on a daily basis. Under his guidance, I learned many new things. He has taught me to remain motivated, positive, and calm every time and for all these, I sincerely acknowledge him from the core of my heart.

I would also like to thank my friends and respondents for their support, without whom it was not possible to complete the paper.

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