Job Security and Faculty Commitment within Higher Education Institutions

Binod Ghimire, PhD[1], Rewan Kumar Dahal, PhD[2], Dipendra Karki, PhD[3]

[1]Principal Author
Tribhuvan University, Kathmandu, Nepal
Email: bin.ghimire@ncc.edu.np
https://orcid.org/0000-0002-6474-0222

[2]Corresponding Author
Tribhuvan University, Kathmandu, Nepal
Email: rewan.dahal@ncc.edu.np
https://orcid.org/0000-0002-1629-3720

[3]Co-author
Tribhuvan University, Kathmandu, Nepal
Email: dipendra.karki@ncc.tu.edu.np
https://orcid.org/0000-0001-9045-7423

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Abstract

Purpose: The main objective of this study is to examine the relationship between faculty job security and organizational commitment in Nepalese higher education, focusing on qualitative and quantitative job security parameters.

Methodology: A cross-sectional methodology was used to examine perceived job security and its impact on academic professionals in the Kathmandu Valley. The study involved developing and distributing a self-administered questionnaire to 210 academics associated with Tribhuvan University from different occupational specialties and pay tiers. Descriptive and causal-comparative research designs were employed in the study.

Findings: The study found significant associations between job security and organizational commitment (OC). From the results obtained in regression analysis, the value of adjusted R square was 0.584, signifying that 58.4 % of the variation in organizational commitment was due to qualitative and quantitative aspects of job security. The study's results provide empirical evidence supporting the positive impact of qualitative and quantitative employment security factors on OC. Keeping all other independent measures constant, an increase of one unit in qualitative forces would increase OC by 0.522 units ($\beta = 0.468$, $p < 0.01$), followed by an increase of 0.333 units in OC due to quantitative factors ($\beta = 0.286$, $p < 0.01$).

Implications: Commitment was significantly impacted by both the quantitative and qualitative dimensions of job security, suggesting that improving job security measures could lead to higher levels of commitment. These results illustrate the importance of job security in supporting loyalty and productivity in Nepalese academic institutions, emphasizing the necessity for proactive measures to improve job security to increase faculty members' organizational commitment.

Originality/Value: This study examines how quantitative and qualitative job security affects organizational commitment in Nepalese academic institutions, providing novel insights. It emphasizes the importance of job security in faculty commitment, emphasizing the necessity for focused interventions to improve qualitative and quantitative aspects of job security.

Keywords: Faculties, Job Security, Organizational Commitment, Work Environment

Introduction

Higher Education Institutions (HEIs) in Nepal, comprised of eleven universities established by legislative acts, are tasked with addressing a variety of educational dimensions. HEIs must establish rigorous criteria for assuring the quality of education and develop policies that promote the seamless integration of formal, non-formal, and informal teaching and learning pathways. As specified by UNESCO in 2020, by doing so, HEIs can effectively evaluate their effectiveness in cultivating students' abilities as catalysts for fostering positive societal change. In addition to foundational components such as learning environments, curricular frameworks, instructor training programs, and student assessment methods, HEIs must prioritize faculty members' commitment to the institution and its students.

Employment has altered significantly for individuals and organizations due to the technical advancements brought on by the digitalization-driven Industrial Revolution 4.0. Companies have used strategies like downsizing, reorganizing, and flexible jobs to navigate the unstable world economy. As a result of the convergence of technological advancements and economic concerns, the predictability of employment has decreased in the current surroundings. In this way, the emergence of automation and changes in the global economy are to blame for this uncertainty. Since the early 1990s, academics have studied how employment insecurity affects the caliber of labor (Roskies& Louis-Guerin, 1990). Employees find it mentally challenging to balance their daily responsibilities with the uncertainty of job retention, which also impacts organizational outcomes (Dahal, 2018; Ghimire et al., 2021). Employees employ limited resources to fulfill tasks and solve job security issues. This issue has a wide range of effects. Pay discrepancies could result, and individuals might worry about the future. Additionally, it affects happiness and job satisfaction (Dahal, 2021). Employees worry about a possible workload increase that causes them to be less productive and dissatisfied with their jobs, which negatively influences their performance with organizational productivity (Ghimire et al., 2023; Greenhalgh & Rosenblatt, 1984).

Indirectly, job uncertainty is a problem for organizations. Since employees continue to perform their duties in the face of uncertainty regarding their employment in the future, their internal perspective on organizational outcomes matters most. Employees use resources to accomplish tasks and respond to perceived risks to their work. Employee stress over this increased burden reduces job satisfaction, which in turn causes a distraction that could hurt output and organizational productivity (Dahal, 2022; Sverke et al., 2002). While the corporate environment is undergoing rapid transformation, employees must be competitive. In this case, the organization must ensure employees feel content with their jobs. Job security is among the most critical factors in encouraging corporate citizenship activity. Job insecurity is employees' unpleasant reactions to events that impact their jobs (Joshi et al., 2023; Sverke & Hellgren, 2002). Davy et al. (1997) defined job security as the individual's anticipated level of stability within a professional environment. It consists of desirable job qualities like room for progress, the nature of the task, and long-term career possibilities (Borg & Elizur, 1992).

Insecurity at work has been defined in two ways: (a) qualitatively, as concerns about losing the position and the perceived threats of deteriorating the quality of the working relationship, threatening workplaces, risk of a pay cut, or loss of an opportunity for professional growth; and (b) quantitatively, as concerns about the possible continuation of the present position and the loss of an essential job characteristic. Despite different experts defining work insecurity differently, the consensus is that it depends on the individual. Low job security views among employees adversely affect their work, personal lives, and health because they worry about their future employability (Shoss, 2017). The workforce is now under more significant strain, and most OECD countries are seeing a decline in the safeguards provided by trade unions. Mankelow (2002), however, suggested that businesses would have to pay the cost of job

insecurity rather than experience transitory flexibility and temporary benefits. The most crucial thing is that the workforce's goodwill would be lost. Compared to employees in a safe position, a workforce experiencing insecurity has lower motivation and reliance on top management (De Gilder, 2003). In the context of Nepal, this kind of study is extremely uncommon. Even though these links have been extensively studied in Western nations, this is one of the reasons why they still need to be researched in the circumstances of Nepal. This study focuses on the job insecurity factors and their influence on organizational commitment and attempts to address the following primary research questions:

a. Does an employee's attitude about the qualitative aspects of job security have a positive effect on their commitment to the organization?

b. Does an employee's perspective on the quantitative aspects of job security have a positive effect on their commitment to the organization?

Review of Literature

Research has shown that even though organizational loyalty may stay strong despite the potential of losing their jobs, workers in unstable companies tend to have a low belief in top management (Mankelow, 2002). Employment insecurity is a worker's unfavorable reaction to employment changes (Sverke & Hellen, 2002). Greenhalgh and Rosenblatt (1984) argued that job insecurity is characterized by failing to maintain the necessary level of continuity in an uncertain employment setting. Lazarus' (1984) stress theory posits that assessing a stressor involves two distinct evaluative processes, namely primary and secondary evaluations. Initially, individuals determine the potential peril associated with a stressor. The subsequent phase is individuals assessing their ability to cope with the stressor given their existing resources. If the agent is manageable, people tackle the issue to alter the course of events. People try to reduce stress-related issues using an emotion-focused coping approach if the stressor is uncontrollable.

In the words of Greenhalgh and Rosenblatt (1984), the perception of job insecurity is influenced to a greater extent by employees' subjective evaluations, namely their primary perception of risk and secondary perception of control, rather than objective measures of actual risks and uncertainties. In their study, Greenhalgh and Rosenblatt (1984) adopted Lazarus's (1984) theoretical framework to investigate this phenomenon. As Adams (1965) proposed, justice perception pertains to the individual's subjective evaluation of the disparity between the input and the outcome of a specific referent. Similarly, employment uncertainty encompasses the difference between an individual's existing degree of perceived security and their desired position. Even when two persons experience the same external and organizational reasons, the degree of work insecurity differs by individual due to the subjective nature of the issue (Mishra & Spreitzer, 2002). Employees who actively search for a transfer to another company, feel confident in their employability, or are not concerned about losing their positions will not be impacted by job instability (Sverke et al., 2002). While some individuals passionately favor restructuring and shrinking a company, others may feel frightened by being laid off (Spreitzer & Mishra, 1998).

Ashford et al. (1989) suggest that job insecurity encompasses two dimensions: the severity of the perceived risk to one's career and the sensation of powerlessness. Based on the two-component form of job insecurity, it is posited that levels of job insecurity are expected to exhibit the following patterns: (1) they are anticipated to be at their highest when individuals perceive high threats and low controls; (2) conversely, they are expected to be at their lowest when individuals perceive low threats and high controls; and (3) when both threats and controls are either high or low, level of job insecurity are predicted to be moderate (Brockner et al., 1992). The fact of job insecurity can be comprehended as an

outcome arising from the complex interplay of multiple elements. The job insecurity instrument that Greenhalgh and Rosenblatt (1984) developed comprises four dimensions. These dimensions include the perception of threat to different job features, the individual's perception of the value of each feature, the perception of threat regarding events that could negatively impact the individual's overall job, and the significance attributed to each of these potentialities. Perceived control is associated with helplessness as a fifth component. The state of being unable to defend oneself against the hazards outlined in the initial four elements indicates a lack of power or agency. Even when they perceive a threat to their work or job-related traits, people who can reduce risks—especially those who show low levels of powerlessness—should experience less job insecurity than those who show high levels of powerlessness.

The research of Greenhalgh and Rosenblatt (1984) marked the beginning of systematic research on employment insecurity. Today's jobs are more precarious than ever (Roskies& Guerin, 1990). The emphasis is shifting from job security to joblessness due to the appearance of a flexible job marketplace and the concurrent downsize and layoffs (Sverke et al., 2002). Consequently, the concept came to be perceived as a stressor instead of a motivator, resulting in research growth on job insecurity. What has led to the increased prevalence of job insecurity? Ladipo and Wilkinson (2002) recognized three contextual factors contributing to precarious employment in Europe: technical innovation, trade globalization, and privatization of the communal sector. Due to the intensifying global competition, organizations have been driven to reduce production costs and improve flexibility and leanness. New technologies make less labor-intensive production possible (Sverke & Hellgren, 2002).

Antecedents of Job Insecurity

Studies on job insecurity (Ashford et al., 1989) have identified many antecedents (Sverke et al., 2002), including changes in external circumstances, organizational contexts, interpersonal connections, and individual characteristics. Several studies proposed moderators for precursors like locus of control or individuality (Greenhalgh & Rosenblatt, 1984). Massive external changes like mergers, downsizing, and restructuring scenarios can significantly impact job insecurity (Ashford et al., 1989; Brockner et al., 1992; Greenhalgh & Rosenblatt, 1984; Spreitzer & Mishra, 1998). Job insecurity for an individual is based on changes in their external settings and can be exacerbated by social uncertainty (Yamagish & Yamagish, 1994). Despite the paucity of studies on the relationship between macro changes and job insecurity (Brockner et al., 1992; Mishra, 1996), little research has been done on a survivor's work effort amid an organizational crisis. In proportion to their perceptions of fairness and trust, an employee's relationship with the company may reduce job insecurity (Lee, 2006). According to Spreitzer and Mishra (2002), retrenchment survivors who witnessed their top management respect distributive and procedural justice reported less job insecurity than those who did not. As a consequence, they displayed greater confidence in the leadership. By having faith in upper management and a sense of fairness, survivors could adjust more successfully to the downsizing by reducing their anxiety. Consequently, it can be concluded that job insecurity is negatively correlated with one's relationship with top management.

Additionally, when faced with job instability, employees who feel empowered by their company do not react destructively or helplessly (Mishra & Spreitzer, 1998). Even though they perceive the same threat level as powerless employees, they do not exhibit the same level of anxiety because they can deal with perceived threats from their employers. Compared to the aforementioned external circumstances, individual differences, particularly those in the locus of control and personality, significantly impacted work insecurity (Greenhalgh & Rosenblatt, 1984; Roskies et al., 1993). Individuals with an internal locus of control tend to believe they can mitigate the hazards presented by their surroundings. On the other hand, persons with an external locus of control tend to feel that environmental events have a diminished

impact on their lives (Ashford et al., 1989). Individuals who possess an internal locus of control are more prone to experiencing decreased levels of job volatility.

According to Ashford et al. (1989), individuals with an external locus of control tend to feel that environmental events have a diminished impact on their lives. Individuals who possess an internal locus of control are more prone to experiencing decreased levels of job volatility. According to the proposition by Hellgren et al. (1999), positive and negative affectivity are distinct dimensions of mood that correspond to significant personality traits. Strong vigor, excitement, enthusiasm, and joyful involvement are characteristics of positive affectivity. In contrast, negative affectivity is typically associated with a tendency to assess oneself, others, and the world negatively. Similarly, those with negative personalities are less likely to feel happy and more likely to perceive hazards (Roskies et al., 1993). The results suggest that good personality qualities have the opposite effect on mental health from negative ones. With this, the authors concluded that it is crucial to research the interactions between personality and object threat.

Consequences of Job Insecurity

Job insecurity is noted for employees' unpleasant reactions to events that impact their jobs (Sverke & Hellgren, 2002). From an organizational viewpoint, Job uncertainty may negatively impact employees' attitudes, including organizational commitment and trust. From the social exchange viewpoint, employees can decrease their loyalty with commitment to organizations that do not offer job security to maintain equilibrium in an exchange relationship. In this regard, higher education institutions (HEIs) must cultivate a culture that fosters knowledge creation and recognizes the significant contributions made by instructors (Loon, 2019).

Table 1
Consequences of Job Insecurity

Authors	Findings
Greenhalgh & Rosenblatt (1984)	Employee reactions to job instability have a negative impact on organizational effectiveness.
Ashford et al. (1989)	The locus of control is argued to be a personal issue that ought to have a direct relationship with the perceived powerless dimension of job insecurity.
Brockner et al. (1992)	People lose their drive to work hard in environments that are really insecure.
Ashford et al. (1989) and Hellgren et al. (1999)	Research findings have demonstrated that individuals who experience apprehension regarding the stability of their future employment tend to exhibit higher levels of job dissatisfaction.
Kinnunen et al. (2000)	The presence of job instability is associated with a heightened inclination to leave one's current employment.
Lee (2006)	Competitiveness discourages employees from assisting others since there is a limited mental area for cooperation.
Piccoli et al. (2017)	Job instability may lower employees' perceived obligation to engage in OCB due to an organization's social exchange breach.
Richter et al. (2020)	Rumination over job insecurity may be a strain-based strategy that focuses on recurring thoughts about job loss in response to job

Research has indicated that an ambiguous employment climate negatively influences organizational citizenship behavior, which encompasses voluntary and altruistic behaviors. Even though job instability has detrimental effects on employees and organizations, recent research suggests that these effects may have been overstated in earlier studies (Hellgren et al., 1999; Sverke et al., 2002). Recent investigations have indicated incongruous and conflicting results on the relationship between organizational commitment and job effort, as opposed to earlier research (Brockner et al., 1992; Spreitzer & Mishra, 1998; Mankelow, 2002). An example that leaves much to be discussed is work effort. According to research, there is likely no linear connection between a survivor's work effort and the job insecurity brought on by a layoff (Brockner et al., 1992).

Job Security and Organizational Commitment
Prior research has demonstrated that job security increases organizational commitment among employees, whereas job insecurity decreases it (Ashford et al., 1989; Brockner et al., 1994; Iverson, 1996; Yousef, 1998; Sverke et al., 2002). For instance, survivors of major downsizing tend to demonstrate greater organizational commitment (OC) and loyalty because they wish to continue existing by demonstrating tough organizational commitment and affection to their group (Mankelow, 2002; Spreitzer & Mishra, 2004)

Table 2

Job Security and Organizational Commitment

Authors	Findings
Yousef (1998)	For expatriate employees, job security might be essential in reinforcing their commitment to their organization.
Yousef (1998)	Stated that job security satisfaction was positively associated with organizational commitment, and job performance stated that job security satisfaction was positively associated with organizational obligation and job performance.
Brockner et al. (1994)	They claimed that survivors perform hardest when job instability is optimal.
Ashford et al. (1989)	This study aimed to investigate the effects of work uncertainty on organizational commitment, job satisfaction, and job performance.
Vujičić et al. (2015)	There are notable positive associations between organizational commitment and work satisfaction, whereas negative associations are observed between job insecurity and both organizational commitment and job satisfaction.
Ghimire (2018)	If employees are promised fair treatment, it is realistic to anticipate they will have high trust and commitment in the company.
Herrera et al. (2021)	Organizational commitment is a critical part of high performance and low turnover, and the link between organizational commitment and the psychological contract is a valid theme for research addressing justice, HR management, and job insecurity. However, ideologically charged psychological contracts and cultural and demographic factors are understudied.

Research has noted the impact of work uncertainty on performance, commitment, and job satisfaction, identifying positive correlations between commitment and satisfaction but negative associations with job insecurity. It emphasized the significance of organizational commitment in relation to performance and attrition while also advocating for additional research into the relationship between the psychological contract and factors pertaining to justice, HR management, and job insecurity.

Theoretical Framework

Job security means wanting a peaceful and stable society where people are not afraid or stressed. At work, those who value safety might resist changes and prefer things like having a regular job, getting help if they are hurt at work, and having a good retirement plan (Hoy & Miskel, 1991)." With this concern, this research paper attempts to understand the relationship between qualitative and quantitative factors on organizational commitment.
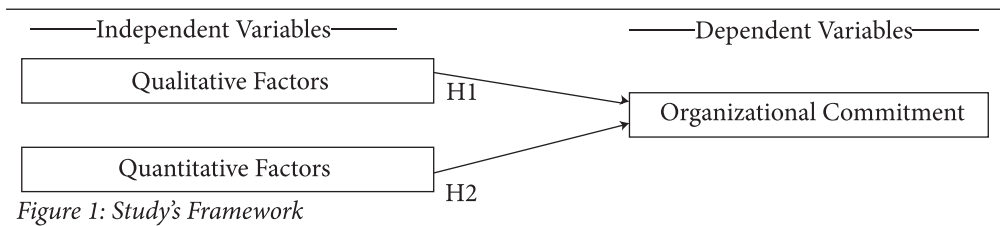

Figure 1: Study's Framework

According to Hellgren et al. (1999), one of the most popular psychological definitions of work insecurity makes a distinction between its qualitative and quantitative aspects. While the quantitative aspect of job insecurity relates to the expected loss of the employment situation as a whole, the qualitative factor is the perceived threat of losing important aspects of the job (Greenhalgh & Rosenblatt, 1984; Hellgren et al., 1999). There are qualitative factors that contribute to trust in job stability. A sense of confidence is cultivated through open performance reviews and clear communication from management. Collaborative work environments and supportive coworkers greatly improve stability. Moreover, well-defined responsibilities and expectations increase the sense of security. Programs for professional advancement and development strengthen job security. As a result of the interplay of these elements, an individual's employment narrative is characterized by the assurance of a stable position within the organization. While discussing quantitative factors, Competitive pay and extensive benefits packages make it easier to maintain a good work-life balance. Consistent profitability, combined with the company's financial soundness, maintains job stability. Clients' long-term commitments offer a comforting sense of confidence in one's position. Furthermore, measurable goals and explicit performance metrics also play a major role in increasing confidence and job stability. All of these elements work together to provide a comforting ambiance that fosters stability and self-assurance in one's place in the company. Organizational commitment indicates strong ties that show confidence and concern for the organization's future. The considerable financial reward, perceived costs, and difficulty of quitting show commitment. Combining those feelings shows a deep link that makes leaving difficult since joy, emotional involvement, and profound commitment to the organization's future promote loyalty and resistance to leaving. Based on this, hypotheses were developed as:

Hypothesis 1:   *Qualitative factors in Job security positively influence organizational commitment.*

Hypothesis 2:   *Quantitative factors in Job security positively influence organizational commitment.*

Research Methodology

Tribhuvan University is the oldest and leading university in Nepal, with 61 constituent campuses, 1,084 affiliated institutions, and approximately 8,000 instructional staff members dispersed throughout the country (University Grant Commission, 2016). The respondents to this survey incorporate faculties from Tribhuvan University who were serving in the university from different ranges of occupational specialties and pay tiers.

Consistent with the principles of quantitative research methodology, the study collected the required data via a structured survey questionnaire. A survey was undertaken in the initial six months of 2023, wherein survey questionnaires were distributed to the designated participants. A distribution of 300 survey questionnaires was conducted, with each campus affiliated with Tribhuvan University receiving an average of 20 questionnaires in the Kathmandu Valley. Two hundred ten questionnaires were collected and carefully recorded for subsequent research by the conclusion of June 2023. The survey instrument comprised three sections pertaining to the participant's information and seventeen questions on the study variables.

Regression Equation

This research endeavors to examine the relationships that exist between organizational commitment traits and the following influencing variables: job security (qualitative and quantitative aspects), and organizational commitment. It was anticipated that these independent factors would have an impact on organizational commitment, the dependent variable.

Organizational Commitment (OC) = $\beta_0 + \beta_1 Q1 + \beta_2 Q2 + \varepsilon$

Where,

OC = Organizational Commitment,

Q1= Qualitative aspects of job security,

Q2= Quantitative aspects of job security

β_0 = Intercept of the regression (i.e., Y-intercept) and

$\beta_1, \beta2,$ = beta coefficient of respective variables

ε =Error term

The present study utilizes a causal and descriptive research design. The research comprised a sample of 210 individuals who were administered a self-administered questionnaire in order to examine their viewpoints regarding job security and commitment. Table 3 displays the general information provided by the respondents to the study.

Table 3

The Respondents

	Respondents in			Respondents in	
	Nos	%		Nos	%
Marital Status:			*Respondent's sex:*		
Single	78	37.1	Male	153	72.9
Married	132	62.9	Female	57	27.1
Age group:			*Years of experience:*		
30 years and less	126	60.0	2 years and below	111	52.9
31 to 40 Yrs.	60	28.6	2 to 5 Yrs.	45	21.4
41 Yrs. and above	24	11.4	5 Yrs. and more	54	25.7
Occupation:			*Working level:*		
Intermediate level	33	15.8	Assistant Lecturers	74	35.2
Bachelor level	78	37.1	Lecturers	88	41.9
Masters or/and above	99	47.1	Asso. Professors/Professors	48	22.9
	210	100.0		210	100.0

Table 3 shows participant distribution by marital status, age, occupation, gender, years of experience, and working levels in a study on qualitative and quantitative job security determinants affecting organizational commitment. Proportions within each category are shown. In particular, more men participated in the study. Participants range in age and career level, providing views from both new and experienced professionals. Experience is scarce for most. Many respondents are lecturers in their organizations.

The survey instrument was divided into three segments. The first section of the survey comprised five demographic inquiries, while the subsequent unit focused on participants' impressions of job security. This section explored both qualitative and quantitative aspects and included a total of 11 questions. The third segment comprised a set of six inquiries pertaining to the concept of organizational commitment. The study variables of the survey instrument were constructed utilizing a 5-point Likert-type scale, where 5 points represented a high level of agreement and 1 point indicated a high level of dissent. The questionnaire statement is displayed in Table 4.

Table 4
Questionnaire on Qualitative and Quantitative Factors

Attitude toward Qualitative factors
1. I am confident in the security and longevity of my employment in the organization.
2. Clear communication from management about corporate plans enhances job security.
3. Having helpful colleagues and a collaborative work environment improves job stability.
4. Clear job expectations and consistent role descriptions enhance job security perception.
5. Company growth, training, and professional development opportunities ensure job security.
6. Fair and transparent performance reviews and promotions boost job stability and confidence.

Attitude toward Quantitative factors
1. Large benefits packages, like health insurance and retirement programs, make me feel more comfortable at work.
2. Competitive pay and consistent compensation increases improve job security.
3. The company's financial soundness and steady profitability support job stability.
4. I feel secure in my role due to long-term contracts or commitments from clients or customers.
5. Having defined performance measures and achievable targets boosts job security and confidence.

Attitude towards Commitment
1. I have a profound emotional connection to this organization.
2. Being a member of this organization makes me proud.
3. I consider this organization's long-term future consistently.
4. It would take too much sacrifice to leave this organization.
5. Even if I wanted to, I think it would be difficult to quit this organization.
6. My financial commitment to this company is too great to contemplate quitting.

Data Reliability

The reliability assessment in this study examines measuring item internal consistency and dependability within each dimension. This assessment sets the stage for studying organizational commitment factors. Table 5 shows the variables' internal consistency statistics

Table 5
The Reliability Assessment of the Study Variables

Constructs	Cronbach's Alpha	No. of Items
Qualitative Factors - Job Security	0.745	6
Quantitative Factors – Job Security	0.712	5
Organizational Commitment	0.730	6

Cronbach's alpha was utilized in the study to assess the inner consistency of the constructs under examination and to analyze the magnitude of the associations between these variables. Table 5 shows that all the constructs were higher than the cut-off level of 0.7, as Nunnally (1993) recommended. Therefore, it is concluded that all the constructs used for this study were reliable and consistent.

Presentation and Analysis

A multiple regression study was utilized to find the impact of qualitative and quantitative factors on organizational commitment. Multiple linear regression is conducted using SPSS, and the results are presented. Table 6 displays the model synopsis of the relationships between the variables.

Table 6
Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	F Change	Sig. F Change
0.773	0.598	0.584	0.31352	154.058	0.000
Predictors:	*(Constant), Quantitative Factors, Qualitative Factors*				
Dependent variable:	*Organizational Commitment*				

From the results obtained in regression analysis, as shown in Table 6, the value of adjusted R square was 0.584, signifying that 58.4 % of the variation in organizational commitment was due to qualitative and quantitative aspects of job security

Table 7
ANOVA Result

	Sum of Squares	df	Mean Square	F	Sig.
Regression	30.286	2	15.143	154.058	0.000
Residual	20.347	207	0.098		
Total	50.633	209			
Dependent variable: Organizational Commitment					
Predictors:	*(Constant), Qualitative Factors, Quantitative Factors*				

Table 7 shows the SSR (Sum of squares for regression) and SSE (Sum of squares for the residuals) as well as a corresponding degree of freedom and mean square. The F-test performed in the ANOVA interprets the difference in the dependent variable. Here, in this study, the P-value was low (less than 1% significance level), so the model is significant, and there is a goodness of fit.

Table 8
Regression Coefficients

Model	Unstandardized Coefficients [a]		Standardized coefficients	t-statistics	Sig.	Variance Inflation Factor	Observations on the hypotheses
	B	St. Error	Beta				
(Constant)	.513	.155		3.312	.001		-
Qualitative Factors	.468	.050	.522	9.307	.000	1.621	Accepted
Quantitative Factors	.285	.048	.333	5.930	.000	1.621	Accepted

The study's outcomes provide pragmatic evidence supporting the positive influence of qualitative and quantitative factors on organizational commitment. Keeping all other independent variables constant, an increase of one unit in qualitative factors would increase to 0.522 units in organizational commitment ($\beta = 0.468$, $p < 0.01$), followed by quantitative factors that increase of 0.333 units in organizational commitment ($\beta = 0.286$, $p < 0.01$). Explaining the two independent variables using the multiple regression equation contributed significantly to the model. This finding provides support for Hypothesis 1 as well as Hypothesis 2.

Discussions and Conclusion
While there is evidence linking employment instability to lower employee organizational commitment, research casts doubt on the extent of these associations' negative effects, suggesting that earlier studies may have overstated their effects (Hellgren et al., 1999; Sverke et al., 2002). Divergent data indicates that job security may not have an equivalent impact on organizational commitment and work effort despite the fact that numerous studies show that job security positively affects employees' commitment (Brockner et al., 1992; Spreitzer & Mishra, 1998).

In this study, with an R-square value of 0.584, it can be concluded that job security, in both qualitative and quantitative forms, accounts for 58.4% of the variance in organizational commitment. This finding highlights the importance of addressing job security issues and their impact on organizational employee behavior and commitment. The study's results align with previous research conducted by Sverke et al. (2002), which indicated that job instability is associated with decreased individual performance and organizational citizenship behavior (Lee, 2006; Liu et al., 2017; Shahi et al., 2022). In light of the increasingly important role of job security in a highly competitive environment, implementing measures to ensure job security has the potential to foster greater levels of organizational commitment among academic professionals.

The study's findings provide useful insights into the views of qualitative and quantitative aspects of job security among academics and its influence on organizational commitment. Therefore, it is imperative for Nepalese institutions to cultivate a secure working environment in order to foster a favorable perception of the organization. In Nepal, HEIs have to widen knowledge-creating customs and value the contribution of teachers (Loon, 2019). It is significant for HEIs to recognize and appreciate the significant

role that teachers play in the education system. This recognition can be through various means, including acknowledging their research contributions, teaching excellence, and mentorship. HEIs should invest in the professional development of their faculty members, ensuring quantitative and qualitative aspects of security on the job.

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