



## THE IMPACT OF JOB SECURITY ON EMPLOYEE COMMITMENT AND THE MODERATOR ROLE OF COURAGE

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Received: March 11, 2026

Accepted: May 29, 2026

Published: June 01, 2026

### Abstract:

*In an increasingly uncertain and volatile business environment, employees' perceptions of job security have become a critical factor influencing organizational outcomes. This study examines the impact of employees' job security perceptions on their organizational commitment and investigates the moderating role of courage in this relationship. Job security is widely recognized as a fundamental component of sustainable organizational performance within contemporary management approaches. The study employs a relational survey model and was conducted with 300 employees working in five-star hotel enterprises operating in Antalya's tourism sector. Data collected through field research were analyzed using correlation, regression, and moderation analyses to examine the relationships among the variables. The findings reveal that employees' perceptions of job security have a statistically significant and strong positive effect on organizational commitment. Moreover, courage was found to play a significant moderating role in this relationship. Specifically, employees with higher levels of courage are more capable of translating their perceptions of job security into stronger organizational commitment. In terms of demographic variables, the results indicate that male employees demonstrate higher levels of organizational commitment than female employees, while blue-collar employees report higher job security perceptions than white-collar employees. Overall, the findings suggest that providing legal and financial job security alone is insufficient for modern organizations. Developing an organizational culture that encourages proactive and courageous employee behaviors is equally essential for strengthening organizational commitment.*

### Keywords:

Courage, Employee commitment, Moderating effect, Job security

### 1. Introduction

In today's business world, the ability of businesses to achieve sustainable competitive advantage largely depends on the level of commitment of their employees to their organizations. Employee commitment refers to the individual's emotional, cognitive and behavioral forms of commitment to the institution he or she works for, and is directly related to many organizational results such as organizational performance, job satisfaction, motivation and productivity. For this reason, employee engagement has become one of the most important research areas of human resources management in modern organizations (Yenihan, 2014; Swarnalatha and Prasanna, 2013).

One of the important factors affecting employee loyalty is the job security perceived by employees. Job security is considered a basic organizational mechanism that protects employees against the risk of losing their jobs for reasons other than performance and ensures that employees develop a sense of stability in their working life (Bakan and Büyükbeşe, 2004). Job security is not only an element of economic security; It also strengthens employees' perception of psychological security and contributes to their development of a higher level of commitment to their organizations (Çıtır and Kavi, 2010). Individuals with job security develop a stronger sense of responsibility towards their organizations, show more commitment to their jobs, and experience lower levels of stress at work (Clark and Postel-Vinay, 2009).

Especially in labor-intensive sectors such as the tourism sector, employee engagement is of critical importance in terms of service quality and business performance. The fact that service production in tourism enterprises is largely

based on human labor causes the loyalty of employees to the institution to become a strategic element in terms of the sustainability of the enterprises. In this context, examining the effects of employees' job security perceptions on organizational commitment constitutes an important research area both theoretically and practically (Demirel et al., 2017).

However, it is known that employee behavior is affected not only by organizational factors but also by individual characteristics. Courage, one of these individual characteristics, is defined as the individual's capacity to exhibit behaviors that he believes are right despite uncertainty, risk or possible negative consequences (Jeung, 2011). Courage in the organizational context; It is considered an important psychological resource for employees to express their ideas openly, take responsibility and behave in accordance with ethical values (Yücel, 2009). Research conducted in recent years reveals that courage is positively related to employee outcomes such as organizational commitment, job satisfaction and psychological well-being (Mert and Köksal, 2022a; Namal et al., 2024).

Despite the increasing interest in the concept of courage in the organizational behavior literature, studies examining the regulatory role of courage on the relationships between organizational variables are limited. In particular, empirical studies on what role courage plays in the relationship between job security and employee commitment are quite limited. However, courage is considered an important psychological resource that enables employees to maintain their commitment to their organizations even in situations involving uncertainty and risk (Mert and Köksal, 2022).

The main purpose of this study is to examine the effect of employees' perceived job security on employee commitment and to analyze the moderating role of the courage variable in this relationship. Within the scope of the research, an empirical research was conducted on the personnel working in five-star hotel businesses operating in Antalya. In this respect, the study aims to contribute to the job security and employee commitment literature by revealing the moderating role of the courage variable and to offer managerial implications for employee management in the tourism sector.

## **2. Theoretical Framework and Literature Review**

### **2.1. Job Security**

The concept of job security is accepted as one of the most basic building blocks of modern working life and finds a wide place in the literature as an element that directly affects the economic, psychological and social well-being of employees. This concept, in general terms, refers to the protection of an employee against the risk of dismissal for reasons other than performance. Job security covers institutional and legal regulations that ensure that the individual does not lose his job for arbitrary reasons, thus limiting the employer's unilateral and unlimited termination authority. In this respect, job security has become an important tool that balances the power imbalance between employer and employee (Bakan and Büyükbese, 2004).

Historically, the emergence and development of job security technology can be directly linked to the transformations in working conditions following the Industrial Revolution. The increase in labor exploitation with the widespread adoption of industrial production methods led to the emergence of structural frameworks aimed at protecting women. This protection concept, initially conceived as a product development proposal, has been continuously systematized within the framework of universal human rights. Particularly after World War II, with the strengthening of the social state concept, job security was viewed as a fundamental right for both public and private sector employees. With contributions from global entities such as the International Labour Organization (ILO), job security standards have been incorporated into the national legislation of many countries, providing individuals with a framework to protect their rights in the workplace (Zekic, 2016).

The historical development of job security also parallels union movements. The emergence and gain of power of unions has increased the collective bargaining power of employees and allowed them to express their demands for job security more strongly. As a matter of fact, the basis of many strikes and work stoppages throughout history is the lack of job security or being threatened. In this context, job security should be considered not only as an individual right but also as one of the fundamental demands of organized labor. In addition, the concept of job security is being reshaped under the influence of external factors such as globalization and technological developments. The spread of flexible working models, especially in the digitalizing business world, gives rise to new threats and uncertainties regarding job security (Önder and Wasti, 2002).

In today's rapidly changing economic structure, job security does not only mean protecting the employee's job; It also directly affects the sense of psychological safety and belonging in the workplace. Individuals with job security feel more responsibility towards their institutions, show more commitment to their jobs, and experience less stress at work. Therefore, this concept is directly related to many organizational variables such as organizational commitment, motivation, performance and job satisfaction. For this reason, job security should not only be seen as an issue limited to dismissal processes, but also as one of the basic elements required for the healthy functioning of the organizational structure (Çatır and Kavi, 2010).

Job security is not a one-dimensional concept and can be classified and discussed from different perspectives. It is possible to talk about basically legal, economic and psychological types of job security. While legal job security refers to the protection of employees by law, economic job security includes conditions that allow the individual to earn his income sustainably. Psychological job security covers the individual's feeling of confidence in his future and emotional stability in the work environment. These types are complementary to each other and should be evaluated together to achieve a holistic understanding of job security (Makas, 2003).

Economic job security is related to the individual's ability to maintain their living standards with the income they earn from their job. This type of security includes not only the right to stay at work, but also elements such as receiving a regular salary, access to social security rights, and securing severance and notice pay. Being able to earn a regular and sufficient income for employees is one of the factors that directly affects their quality of life. Individuals with a high level of economic security can develop an independent attitude from their employers and make freer decisions within the organization. On the other hand, individuals who lack economic security become vulnerable to the demands of the employer, and workplace pressures and stress factors increase. This situation can negatively affect both the physical and mental health of employees (Hur, 2022).

Psychological job security is related to how safe employees feel at work. This type of assurance means that employees are in a peaceful and supportive working environment without fear of dismissal. Psychological job security is not only related to the individual's confidence in his legal rights, but also to what extent it coincides with the values of the institution and to what extent he can be protected by the fair attitudes of the senior management. In this context, creating a culture of openness, honesty and mutual trust in the workplace is among the most important elements that reinforce psychological job security. In addition, the communication style, empathy levels and supportive attitudes that managers establish with their employees play a decisive role in building such a sense of trust (Çetinkaya, 2004).

## **2.2. Employee Commitment**

Employee commitment has become one of the fundamental concepts in today's organizational structures that directly affects productivity, sustainability, and competitive advantage. This concept is considered a multi-dimensional structure that is not limited to the level at which employees perform their duties, but also encompasses the emotional and psychological relationship they establish with the organization. Employee commitment means a whole that includes the loyalty, sense of responsibility, and willingness to make voluntary efforts that an individual feels towards the organization they work for. This type of commitment is formed not only through external rewards such as salary or promotion, but also through the meaning the individual assigns to their work and their alignment with the organization's values. Therefore, employee commitment arises as a result of a reciprocal interaction at both the individual and organizational levels (Yenihan, 2014).

The concept of commitment has been tried to be explained with different theories over time and has become an important research topic, especially in the fields of human resources management, organizational behavior and psychology. Employee engagement by definition; It is expressed as the emotional and cognitive commitment of the individual to his/her task, work environment, manager and the institution in general. This state of commitment requires the individual not only to continue working, but also to make voluntary efforts for the success of the institution. While some authors in the literature define employee engagement as an attitude that expresses the individual's passion for his job and his meaningful commitment to his job, others consider this situation as an outcome of the identification process with the workplace. Both approaches reveal that employee engagement has not only behavioral but also emotional and cognitive dimensions (Swarnalatha and Prasanna, 2013). One of the most important theoretical frameworks developed to explain employee engagement is the Inclusive Engagement Model. This model explains commitment through three basic components: affective commitment, continuance

commitment, and normative commitment. Emotional commitment is the individual's feeling of love and belonging to the institution he/she works for; continuance commitment, perceiving the high cost of abandoning the current job; Normative commitment, on the other hand, is the individual's perception of commitment to the institution as a duty or moral responsibility. This tripartite structure is very functional in understanding the different dynamics underlying employees' commitment to the workplace. In particular, emotional commitment is seen to be more directly related to organizational success because this type of commitment increases the individual's voluntary effort and dedication (Çakar and Ceylan, 2005).

Another important theoretical foundation for employee commitment is Social Exchange Theory. This theory states that employees' commitment to an organization is based on reciprocity. When organizations provide their employees with a supportive, safe, and fair work environment, employees reciprocate this positive environment by exhibiting higher levels of commitment. This approach is particularly helpful in understanding how employees react to elements such as job security, fair compensation, development opportunities, and leadership support. According to social exchange theory, commitment is not only a behavior dependent on employee initiative but also a reciprocal process directly shaped by the organization's practices. The Work Engagement approach also plays an important role in understanding the concept of commitment. Work engagement is characterized by an individual's high energy, dedication, and focus on their work. In this sense, work engagement is considered a more intense and motivating form of employee commitment (Koçak, 2017). Individuals who approach their work with passion play an active role not only in achieving corporate goals but also in improving the quality of the work environment.

The common point of theories on employee engagement is that the individual evaluates his/her relationship with the organization in both rational and emotional dimensions. Therefore, commitment is not only a factor that keeps employees at work; It is also associated with positive outcomes such as job satisfaction, organizational citizenship behaviors, innovation and teamwork. In addition, employee engagement is directly linked to the individual's career development and job expectations. Employees who feel that they have realized their potential are more strongly connected to the organization and contribute to mutual value production. Theoretically, commitment; It interacts with many variables such as organizational justice, leadership style, job design, employee participation and work-life balance. In particular, transformational leadership stands out as an important factor that strengthens employees' trust and loyalty to the institution (Korkmaz and Erdoğan, 2014).

### **2.3. Courage**

Although courage has traditionally been examined as a virtue based on ethics, today's organizational behavior studies conceptualize courage as a psychological capacity in business environments (Mert, 2007; Mert, 2010). Recent interdisciplinary research also positions courage at the intersection of motivation, ethics and action, and sees courage as a psychological capacity that makes it possible to face uncertainty, risk and moral dilemma in organizational life (Mert, 2023c; Mert, 2025a; Mert, 2025b). In this context, courage also appears as a motivational language tool (Mert, 2011; Mert et al., 2011).

Beyond heroic or exceptional actions, courage is revealed as an element embedded in routine organizational behaviors such as speaking out, resisting injustice, and maintaining integrity under pressure (Mert, 2018; Mert, 2021b). Conceptual analyzes also show that courage is a multidimensional construct that encompasses moral, social, psychological, and occupational dimensions, each of which is activated by different situational demands (Mert, 2024). Some studies on courage have been conducted in Türkiye in recent years (Bayramoğlu and Mert, 2024; Mert and Bayramoğlu, 2024; Mert et al., 2025; Köksal et al., 2022; Mert, 2022; Aydemir and Mert, 2018; Şen and Mert, 2020; Mert, 2022b; Mert and Aydemir, 2019; Mert, 2021c; Mert, 2021d) shows that courage is increasingly the subject of research in social sciences. Recent empirical research highlights the positive relationship between grit and key employee outcomes, including organizational commitment, job satisfaction, life satisfaction, and psychological well-being (Mert and Köksal, 2022a; Mert et al., 2022). Since courage enables values-consistent action and self-integrity in the face of organizational pressures, courageous employees tend to show stronger emotional commitment to their organizations (Mert, 2021a; Mert, 2023a). Moreover, grit indirectly increases engagement by promoting perceptions of fairness, dignity, and respect, which are key antecedents of sustainable employee engagement ( Namal et al., 2024 ). Qualitative and quantitative evidence also shows that grit acts as a psychological buffer that allows employees to remain committed and motivated despite adverse conditions (Sert et al, 2025). Additionally, in the organizational behavior literature, workplace social courage has emerged as a key tool that enables employees to cope with interpersonal risk and organizational constraints (Mert and Köksal, 2022b). Social courage in the workplace refers to

employees' willingness to take actions that may threaten social acceptance or career security in order to maintain ethical standards, express dissent, or protect collective interests (Mert et al., 2022). Empirical findings consistently link social courage with perceptions of organizational justice, psychological safety, and trust in management (Köksal et al., 2022; Köksal and Mert, 2024). Recent research increasingly conceptualizes grit as a moderating variable that shapes how employees respond to adverse organizational conditions (Mert and Köksal, 2026). Courage has been shown to weaken the negative effects of stress factors such as job insecurity, injustice, and uncertainty by enabling employees to act in accordance with personal values despite perceived risks (Tufan et al., 2024). This regulatory role is consistent with the conservation of resources theory, which proposes that personal resources protect individuals from resource loss under stressful conditions (Mert and Köksal, 2022a). Empirical evidence shows that courageous employees are more likely to maintain commitment, engage in constructive voice behavior, and adopt problem-focused coping strategies even when job security is threatened (Namal et al., 2023).

Occupational safety is widely recognized as a key determinant of employees' attitudes and psychological well-being. High levels of perceived job security reduce uncertainty and encourage employees to invest emotionally and cognitively in their work roles; Job insecurity is associated with stress, emotional exhaustion and decreased organizational commitment (Diaby and Mert, 2025). From an organizational justice perspective, job insecurity often points to procedural and distributive injustice, leading to the perception of psychological contract violation (Köksal et al., 2022). It shows that constant job insecurity erodes trust in management and increases emotional tension, especially in professions that require high pressure (Köksal and Mert, 2024).

Research conducted in a variety of professional contexts, including healthcare, military institutions, banking, legal services, and security organizations, shows that grit plays a critical yet context-sensitive role in shaping employees' attitudes and behaviors (Köksal and Mert, 2024). In high-risk industries such as healthcare and military organizations, courage has been associated with ethical decision-making, resilience, and sustained commitment under pressure (Mert and Holiev, 2024; Mert, 2025c). Similarly, studies conducted in the professional service and security sectors reveal that courage enables employees to manage moral dilemmas, customer pressures and organizational restrictions without breaking away from their roles (Diaby and Mert, 2025; Tufan et al., 2024).

Bibliometric and methodological analyzes reveal that courage research has expanded rapidly in recent years, especially within the scope of organization and management studies (Mert, 2022a). Despite this increase, the literature remains fragmented due to limited theoretical integration between grit and established organizational constructs such as job security and employee engagement (Mert, 2023b). While quantitative studies dominate the field, qualitative studies have provided valuable insight into how courage is subjectively interpreted and enacted in everyday work contexts (Mert, 2023a).

Job security is a critical organizational factor that strengthens employee retention by reducing uncertainty and increasing employees' long-term retention in the organization. Research shows that employees stay in organizations not only for rational reasons, but also because they identify with organizational values and believe it is morally appropriate to stay. In this context, satisfaction from management and colleagues plays an important role in increasing normative commitment, as positive workplace relationships create gratitude and lead employees to perceive staying in the organization as a moral responsibility (Bekmezci et al., 2019). Empirical findings also confirm that satisfaction with coworkers and satisfaction with management are positively and significantly related to normative commitment, supporting that workplace support mechanisms directly contribute to organizational commitment (Bekmezci et al., 2019). Additionally, informal communication and trust-based relationships within organizations are important drivers of engagement; because it shows that communication satisfaction and a constructive communication climate can predict normative commitment (Mert et al., 2016). Beyond contextual organizational factors, grit also emerges as a moderating variable that strengthens commitment outcomes in risky and uncertain work environments. Findings from a study showed that courage strengthened the relationship between personality traits and organizational commitment, especially high courage increased the effects of conscientiousness and emotional stability on normative commitment (Mert and Köksal, 2022). Therefore, while occupational safety practices and supportive organizational climates can directly increase employee commitment, courage strengthens employees' commitment, especially under challenging conditions (Mert and Köksal, 2022).

## **2.4. Research Hypotheses Development**

### **2.4.1. Job Insecurity and Employee Commitment**

In today's working life, factors such as uncertainty, flexible working models, and global competition significantly affect employees' perception of job security. Job insecurity is defined as the perceived risk of employees losing their jobs and the feeling of uncertainty about the future. This situation is considered a significant source of psychological stress that directly affects employees' attitudes and behaviors towards their organizations (Clark and Postel-Vinay, 2009). In the literature, it is frequently emphasized that job insecurity has negative effects on the psychological well-being and organizational attitudes of employees. Employees with a high perception of job insecurity experience uncertainty about the future, their sense of trust in their organization weakens, and this may lead to a decrease in organizational commitment (Centel, 2013). Additionally, job insecurity can lead to negative consequences such as stress, burnout, and intention to quit jobs in employees (Köksal & Mert, 2024).

From the perspective of social change theory, the attitudes of employees towards their organizations are closely related to the level of trust and support offered by the organization. When employees think that their organization does not provide them with long-term employment security, their psychological ties with the organization weaken and their organizational commitment levels decrease (Swarnalatha & Prasanna, 2013). In this context, many studies in the literature reveal that there is a negative relationship between job insecurity and employee engagement. As the perception of job insecurity increases, it is expected that the loyalty of employees to the organization will decrease. In this direction, the following hypothesis has been developed:

H1: Job insecurity negatively affects employee commitment.

### **2.4.2. Job Security and Employee Engagement**

Job security is an important organizational mechanism that expresses the protection of employees against the risk of losing their jobs due to non-performance reasons and enables employees to develop a sense of stability in working life (Bakan and Büyükbeşe, 2004). Job security not only provides economic security, but also increases organizational commitment by strengthening employees' sense of trust in their organizations (Çıtır & Kavi, 2010). When employees develop a strong belief that they can continue their jobs, they invest more in their organizations, are more willing to achieve organizational goals, and contribute to long-term organizational success. It is stated that employees with a high perception of job security show more commitment to their jobs and develop a stronger sense of responsibility towards their organizations (Demirel et al., 2017).

In the organizational commitment literature, it is emphasized that the environment of trust plays an important role in the development of emotional and psychological attachment of employees towards their organizations. A safe working environment strengthens employees' sense of belonging to the organization and increases organizational commitment (Sun & Bunchapattanasakda, 2019). Based on these statements, it is expected that the perception of job security will positively affect employee loyalty. Based on this, the following hypothesis was developed:

H2: Job security positively affects employee commitment.

### **2.4.3. The Moderator Role of Courage**

Employees' organizational attitudes and behaviors are shaped not only by organizational factors but also by individual psychological resources. One such individual characteristic is courage, which is defined as an individual's capacity to act according to what they believe is right despite risks, uncertainty, or potential negative consequences (Jeung, 2011). In the organizational behavior literature, courage is considered an important psychological resource that enables employees to act in accordance with ethical values, voice organizational problems, and contribute to organizational goals even under difficult conditions (Yücel, 2009). Recent studies indicate that courage is positively associated with employee outcomes such as organizational commitment, job satisfaction, and psychological well-being (Mert & Köksal, 2022a; Namal et al., 2024).

According to Conservation of Resources Theory, individuals are able to cope more effectively with stressful and uncertain conditions through the psychological resources they possess. Courage is therefore regarded as a significant psychological resource that enables employees to remain committed to organizational goals despite perceived risks (Mert & Köksal, 2022a). In this context, courage may function as a moderating variable that can influence the effects of organizational factors such as job insecurity and job security on employee commitment. It is suggested that courageous employees tend to maintain their organizational commitment even under unfavorable conditions such as job insecurity (Tufan et al., 2024). Similarly, employees with higher levels of courage may benefit more strongly from

their perceptions of job security and consequently develop stronger organizational commitment. Based on this reasoning, the following hypotheses were developed: H3: Courage moderates the relationship between job insecurity and employee commitment.

H4: Courage moderates the relationship between job security and employee commitment.

### 3. Method

#### 3.1. Population and Sample

The population of the current research consists of individuals working in five-star hotels in the Antalya region. To reflect the general characteristics of the population, blue-collar and white-collar employees included in the study were proportionally selected. Stratified sampling was used as the sampling method, based on the type of employee's job. In this context, blue-collar and white-collar employees were considered as separate strata (groups), and an equal number of individuals from each stratum (Özen and Gül, 2007) were included in the research. A questionnaire was distributed to 380 people, and 320 people responded, resulting in a response rate of 86%. Of the 325 questionnaires obtained, 25 were incorrectly completed and were therefore not included in the study. Analyses were performed using the remaining 300 questionnaires.

When the descriptive statistics regarding the demographic characteristics of the employees participating in the study are examined, it is observed that 61.9% of the participants are male ( $n = 185$ ) and 38.1% are female ( $n = 114$ ). This indicates that male employees are more highly represented in the sample group. In terms of age distribution, the largest group of participants falls within the 25–34 age range (30.7%,  $n = 92$ ). This is followed by the 35–44 age group (24.4%,  $n = 73$ ) and the 15–24 age group (19%,  $n = 57$ ). Additionally, 18% of the participants are between 45–54 years old ( $n = 54$ ), while 7.6% are aged 55 and above ( $n = 23$ ).

When workplace tenure is examined, most employees have been working in their current workplace for 1–3 years ( $n = 130$ ). This is followed by employees working for less than 1 year ( $n = 71$ ), 4–6 years ( $n = 46$ ), 7–9 years ( $n = 31$ ), and more than 9 years ( $n = 20$ ). In terms of total work experience, a considerable proportion of participants fall within the 0–7 year range ( $n = 145$ ). Regarding education level, the majority of employees are secondary school graduates ( $n = 169$ ), followed by bachelor's degree holders ( $n = 87$ ) and primary school graduates ( $n = 43$ ). In addition, most participants are blue-collar workers ( $n = 178$ ), and a significant proportion do not hold managerial positions ( $n = 221$ ). It was also found that most participants do not work in the same workplace as their spouses ( $n = 287$ ), and a notable portion of them do not have children ( $n = 137$ ).

#### 3.2. Data Collection Instruments

##### 3.2.1. Job Security Scale

In this study, the “Job Security Scale” developed by Hellgren, Sverke, and Isaksson (1999) was used to measure employees' perceptions of job security. The scale consists of two dimensions: quantitative and qualitative job insecurity. Quantitative insecurity refers to the fear of completely losing one's job, whereas qualitative insecurity reflects expectations of negative changes in job characteristics such as career development and financial opportunities. The scale includes 9 items rated on a 5-point Likert scale, with items 5 and 9 reverse coded. The first four items measure quantitative insecurity and the remaining five measure qualitative insecurity. Factor analysis revealed a total explained variance of 63.14%, and reliability coefficients were reported as  $\alpha = .79$  for the quantitative dimension and  $\alpha = .75$  for the qualitative dimension. The scale was theoretically grounded in the work of Ashford et al. (1989) and De Witte (1999). The Turkish version was prepared through translation and expert review.

##### 3.2.2. Employee Engagement Scale

To measure employees' psychological engagement with their work, the Utrecht Work Engagement Scale (UWES-9) developed by Schaufeli et al. (2006) was used. The scale consists of nine items and three subdimensions: Vigor, Dedication, and Absorption. Vigor reflects employees' energy and resilience at work, dedication refers to feelings of inspiration and meaning derived from work, and absorption measures the degree of being fully concentrated in work. The scale is rated on a 7-point Likert scale ranging from 0 (Never) to 6 (Always). Previous studies conducted across different countries have confirmed the scale's strong validity and reliability, with Cronbach's alpha values above .80 for all dimensions.

### 3.2.3. Courage Scale

The Workplace Social Courage Scale developed by Howard et al. (2017) was used to assess employees' tendency to display courageous behaviors in the workplace by taking social risks. The scale measures social courage as a single dimension and consists of 11 items rated on a Likert scale. Reliability analyses across different samples reported Cronbach's alpha values between .70 and .85. The Turkish adaptation was conducted by Uysal and Bayramoğlu (2022) and Mert and Köksal (2022b). Following exploratory and confirmatory factor analyses, the scale was reduced to a 9-item single-factor structure. Model fit indices were found to be acceptable, and the Cronbach's alpha coefficient was .849. The scale contains no reverse-coded items.

### 3.3. Data Collection and research procedure

The data of this research were collected from blue-collar and white-collar employees working in five-star hotels operating in Antalya province in 2025. The data collection process was carried out between 01.04.2025 and 10.08.2025. Questionnaire forms were delivered to the participants face-to-face. Necessary permissions were obtained from hotel managements, allowing employees to apply surveys at appropriate times. During the research, participants were given clear information about the completion time of the surveys and the privacy principles in order to increase response rates.

## 4. Findings

The distribution of the findings obtained in the normality analysis, in which the data of the study was examined, was examined and a normality test was performed. As seen in Table 1, although the kurtosis and skewness coefficients were between +/- 1 values, it was statistically calculated that they were out of +/- 2 when compared to the standard error, and according to the results of the normality test applied, the distribution was significantly different from the normal distribution ( $p=.00$ ;  $p<0.05$ ). According to the results of the normality test obtained in the study, non-parametric tests were preferred, Mann Whitney-u test was used for differences between the two groups, Kruskal Wallis test was used to look at differences between more than two groups, Spearman analysis was used to perform correlation analysis between scales, and regression analysis was used to test the significance and predictability of the model.

Table 1. Normality Test Analysis

	Mean	Standard Deviation	Skewness	Kurtosis	Kolmogorov–Smirnov	p-value
<b>Employee Engagement</b>	50,47	8,23	-1,04	2,41	,941	.000
<b>Job Insecurity</b>	7,56	3,52	1,49	2,50	849	.000
<b>Perceived Job Security</b>	19,23	4,35	-1,06	1,15	,917	.000
<b>Courage</b>	62,40	10,39	-1,63	3,74	,868	.000

### 4.1. Factor Analysis

Exploratory Factor Analysis (EFA) was conducted to examine the construct validity of the employee engagement, job security, job insecurity, and courage scales used in this study within the current sample. Although these scales have been used in previous studies with different samples, factor structures may vary depending on the research context and sample characteristics. Therefore, it was empirically tested whether the measurement instruments maintained their expected dimensional structures in this study. The suitability of the data set for factor analysis was evaluated using the Kaiser–Meyer–Olkin (KMO) measure of sampling adequacy and Bartlett's Test of Sphericity (Table 2).

**Table 2. KMO and Bartlett's Test of Sphericity Results**

<b>Statistik</b>	<b>Value</b>
<b>KMO</b>	.846
<b>Bartlett's Test of Sphericity</b>	$\chi^2(406)=3130.04, p<.001$

The KMO value of .846 indicates that the sample has strong adequacy for factor analysis. The significant Bartlett Sphericity Test ( $p<.001$ ) shows that the inter-item correlations are at a sufficient level for Exploratory Factor Analysis (EFA) and that the data is factorable. The Principal Axis Factoring approach was used for factor extraction. Oblimin was chosen as the rotation method, assuming that the factor structure could be theoretically related. The number of factors was determined by considering the eigenvalue (Eigenvalue > 1) approach, scree plot analysis, and theoretical expectations together. The primary criterion for retaining items in a factor was that factor loadings should be .40 or higher; in cases of low loadings, the decision was made in conjunction with theoretical suitability and scale reliability indicators.

The analysis resulted in a four-factor structure. The items were generally grouped into four separate factors, consistent with theoretical expectations. The vast majority of factor loadings were above .40. One item within Factor 1 had a relatively low factor loading of .31; However, it was not excluded from the analysis because its negative impact on the internal consistency of the scale was limited and theoretical integrity was preserved.

**Table 3. Factor Statistics (Item Range, Loadings, Reliability)**

<b>Factor</b>	<b>Items</b>	<b>Factor Load Range</b>	<b>Cronbach</b>	<b>Scale</b>
<b><math>\alpha</math></b>				
<b>F1</b>	1–9	.31 – .67	.847	Employee Commitment
<b>F2</b>	10–13	.68 – .74	.817	Job Insecurity
<b>F3</b>	14–18	.50 – .83	.823	Job Security
<b>F4</b>	19–29	.38 – .76	.825	Courage

The four-factor solution, the total variance of approximately 42% explains. Multidimensional psychological and organizational structures in the Social Sciences, a 40% variance ratios described above is often regarded as the acceptable level. In this context, the obtained variance represents the ratio of the scales of the structures suggests that an adequate level you want to measure. As a result, the findings of the scale expected in the current AFA four sample sizes is protected to a large extent; of substances under the internal consistency of the scales related factors gathered in a meaningful format and offers a good level of demonstrates that. In light of these findings for each Scale item scores obtained from the total/average scores (scale scores) advanced statistical analysis such as regression and analysis from the standpoint of methodological moderator is suitable to be used in.

#### **4.2. Internal Consistency Reliability**

The internal consistency reliability for each factor was evaluated using the Cronbach's Alpha coefficient. The obtained Alpha values ranged from .817 to .847, indicating a good level of internal consistency for all scales.

**Table 4. Reliability (Cronbach's Alpha)**

Sclae	Items	Cronbach $\alpha$
Employee Commitment	9	.847
Job Insecurity	4	.817
Job Security	5	.823
Courage	11	.825

#### 4.3. Relationships Between Research Variables

Table 5 examined the relationship of the scales used in the correlation analysis performed with the aim of measuring the test statistics table, according to the relationship between employee engagement and job precariousness calculated at a weak level in the negative direction ( $r=-,235$ ), employee engagement and positive relationship between the scale of business assurance calculated in the direction of the detection of weak ( $r=,291$ ), a weak positive relationship between the level of employee loyalty and courage scale ( $r=,259$ ) was detected in. With the perception of job security, job precariousness is a weak relationship between the scale level in the negative direction ( $r=-,189$ ), job precariousness of courage and a weak negative relationship between the scale with ( $r=,193$ ) were calculated.

**Table 5. Correlation Analysis Results**

	Employee Commitment	Job Insecurity	Job Security	Courage
Employee Commitment	1	-,235	,291	,259
Job Insecurity	-,235	1	-,189	-,193
Job Security	,291	-,189	1	,183
Courage	,259	-,193	,183	1

**Table 6. Regression Analysis Results**

Model	Independent variable	Dependent variable	R2	Beta	p.
1	Job Insecurity	Employee Commitment	20,261	0,0283	.000
	Job Security			0,6671	.000
	Courage			0,2246	.000

ANOVA:  $F=20,261$ ,  $p=.00<.001$

The calculated regression analysis of the model considered in the research model, the scale of the dependent variable, employee engagement, job precariousness, the perception of job security and courage of the scale were included in the model as independent variables. According to the value of the determination coefficient R2 in the regression model, the running addiction scale, 20% of the scale could be explained by the other three variables. The value of F

calculated at the level of 0.001 ( $p < 0,01$ ) applies. The dependent variable, job precariousness addiction running with all the other scales, the scale between the perception of job security and courage of the affected significantly ( $p = .00$ ;  $p < .01$ )

#### 4.4. Moderator Relationship Analyses

This study investigated whether the variable of courage plays a moderating role in the relationship between job security and job insecurity and employee commitment. Analyses were conducted using the mean-centering method. In this section, the potential moderating roles of courage, job security, and job insecurity variables on employee commitment were tested. Analyses were conducted using an expanded moderation set to ensure model integrity and evaluate possible alternative interaction structures.

Moderator analyses were conducted using the mean-centering method. Multiple linear regression models were tested by creating interaction terms ( $X \times M$ ). In all models, the dependent variable is employee commitment.

**Tablo 7. Etkileşim Terimlerine Ait Regresyon Sonuçları**

Model	$X \times M$ Etkileşimi	$\beta$	p	R <sup>2</sup>
	Job Insecurity × Courage	0.195	.001	.219
	Job Security × courage	-0.074	.092	.179

In Table 7, the moderating role of courage in the relationship between job insecurity and job security and employee engagement was examined. The results of the analysis were evaluated based on the significance levels of the interaction terms between variables and the model explanatory power (R<sup>2</sup>).

According to the findings, the regression coefficient of the job insecurity × courage interaction is positive and statistically significant ( $\beta = 0.195$ ;  $p < .001$ ). This result indicates that the level of courage significantly moderates the relationship between job insecurity and the dependent variable. In other words, as the level of courage increases, the negative effect of job insecurity weakens, or the direction and strength of the relationship may change. The R<sup>2</sup> value of .219 indicates that the moderation model explains approximately 22% of the variance in the dependent variable. In this context, courage can be considered a strong and significant moderating variable.

On the other hand, the regression coefficient of the job security × courage interaction is negative but not statistically significant ( $\beta = -0.074$ ;  $p = .092$ ). This finding suggests that the courage variable does not create a strong moderating effect in the relationship between job security and the dependent variable, although it may indicate a marginal or borderline effect. The R<sup>2</sup> value of .179 shows that the explanatory power of this model is relatively lower.

## 5. Discussion

The main purpose of this study is to examine the effects of employees' perceived job security and job insecurity on employee engagement and to reveal the moderating role of courage in these relationships. The analyses conducted based on the data obtained from individuals working in five-star hotel businesses operating in Antalya indicate that the relationships proposed in the research model are largely supported.

According to the research findings, there is a negative and significant relationship between employee engagement and job insecurity. This finding indicates that as employees' perceptions regarding the possibility of losing their jobs increase, their commitment to their organizations weakens. The literature frequently emphasizes that job insecurity has negative effects on employees' psychological well-being and organizational attitudes. In particular, Clark and Postel-Vinay (2009) state that job insecurity can weaken organizational commitment by increasing stress and concerns about the future among employees. Similarly, Centel (2013) argues that job insecurity reduces employees' trust in their organizations and that this situation may lead to negative consequences for organizational commitment. In this respect, the findings of the present study are consistent with previous research demonstrating that job insecurity negatively affects employees' attitudes toward their organizations.

Another important finding of the study is the positive relationship between perceived job security and employee engagement. Having a strong belief that they will be able to maintain their jobs increases employees' emotional commitment to their organizations. When evaluated within the framework of Social Exchange Theory, this finding provides a meaningful explanation. According to Social Exchange Theory, employees develop stronger commitment to their organizations in return for the support and trust they receive from them (Swarnalatha & Prasanna, 2013). Similarly, Demirel et al. (2017) state that job security is an important factor that increases employees' levels of organizational commitment. In addition, job security strengthens the sense of organizational belonging by encouraging employees to establish a long-term relationship with their organizations.

The findings obtained in the study also show that the courage variable plays a significant moderating role in the relationship between job insecurity and employee engagement. This result indicates that employees with higher levels of courage are able to maintain stronger commitment to their organizations despite adverse conditions such as job insecurity. This finding is consistent with studies in the organizational behavior literature emphasizing that courage is a resource that enhances employees' psychological resilience. Mert and Köksal (2022a) state that courage is an important psychological capacity that enables employees to act in line with their values under conditions of uncertainty and stress. Similarly, Namal et al. (2024) report that courage is positively related to employees' levels of organizational commitment and psychological well-being.

This result is also consistent with the Conservation of Resources (COR) Theory. According to this theory, individuals are able to cope more effectively with stressful and uncertain situations through the psychological resources they possess. Courage can therefore be considered an important psychological resource that enables employees to maintain their commitment in the face of organizational risks and uncertainties (Mert & Köksal, 2022a). Indeed, studies conducted by Tufan et al. (2024) show that courageous employees are able to preserve their commitment despite unfavorable organizational conditions and are more likely to display constructive behaviors.

On the other hand, the research findings reveal that the courage variable does not show a strong moderating effect in the relationship between job security and employee engagement. This finding suggests that courage functions more as a factor that increases employees' psychological resilience under negative organizational conditions. In other words, when positive organizational conditions such as job security exist, employee engagement already emerges at a high level, and therefore the moderating effect of courage remains limited.

The correlation findings obtained in the study also support these results. The positive relationship between employee engagement and courage indicates that employees with higher levels of courage tend to develop stronger commitment to their organizations. The literature also suggests that courage is related to organizational commitment, job satisfaction, and employees' psychological well-being (Mert & Köksal, 2022a; Mert et al., 2022). Furthermore, courage is reported to be associated with perceptions of organizational justice, trust, and psychological safety (Köksal et al., 2022).

Overall, these findings indicate that employee engagement is closely related not only to organizational practices but also to the psychological resources possessed by employees. Therefore, when developing strategies aimed at increasing employee engagement, it is important to address both organizational policies and practices that strengthen employees' psychological capacities.

## **6. Conclusion**

The main purpose of this study is to examine the effects of employees' perceived job security and job insecurity on employee engagement and to reveal the moderating role of courage in these relationships. The analyses conducted based on the data obtained from individuals working in five-star hotel businesses operating in Antalya indicate that the relationships proposed in the research model are largely supported.

According to the research findings, there is a negative and significant relationship between employee engagement and job insecurity. This finding indicates that as employees' perceptions regarding the possibility of losing their jobs increase, their commitment to their organizations weakens. The literature frequently emphasizes that job insecurity has negative effects on employees' psychological well-being and organizational attitudes. In particular, Clark and Postel-Vinay (2009) state that job insecurity can weaken organizational commitment by increasing stress and concerns about the future among employees. Similarly, Centel (2013) argues that job insecurity reduces employees' trust in their organizations and that this situation may lead to negative consequences for organizational commitment.

In this respect, the findings of the present study are consistent with previous research demonstrating that job insecurity negatively affects employees' attitudes toward their organizations.

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Nonetheless, the research findings reveal that the courage variable does not show a strong moderating effect in the relationship between job security and employee engagement. This finding suggests that courage functions more as a factor that increases employees' psychological resilience under negative organizational conditions. In other words, when positive organizational conditions such as job security exist, employee engagement already emerges at a high level, and therefore the moderating effect of courage remains limited.

The correlation findings obtained in the study also support these results. The positive relationship between employee engagement and courage indicates that employees with higher levels of courage tend to develop stronger commitment to their organizations. The literature also suggests that courage is related to organizational commitment, job satisfaction, and employees' psychological well-being (Mert & Köksal, 2022a; Mert et al., 2022). Furthermore, courage is reported to be associated with perceptions of organizational justice, trust, and psychological safety (Köksal et al., 2022).

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