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The Reality of Job Security Among Employees at Northern Technical University and Its Affiliated Formations in Nineveh Governorate/ An Analytical Study

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ABSTRACT

This Study Seeks to Answer a Central Research Question: to What Extent dose the Adoption of Strategic Vigilance Practices Contribute to Achieving Job Security Among University Employees? The Research Aims to Explore the Relationship Between Strategic Vigilance and Job Security, Focusing on the Four Key Dimensions of Job Security: Human, Social, Ethical, and Economic. the Investigation is Conducted Within the Academic Context of the Northern Technical University and its Affiliated Institutions in Nineveh Governorate.

To Address this Question, the Study Employed a Descriptive- Analytical Methodology, Using a Structured Questionnaire as the Primary Tool for Data Collection. The Questionnaire was Distributed to a Randomly Selected Sample of 311 Employees. Data Analysis was Conducted Using SPSS V26 and AMOS V24, and Included Various Statistical Methods such as Means, Standard Deviations, Frequencies, Response Rates, Coefficients of Variation, and Path Analysis for Correlation and Impact Measurement. The Results Revealed a Strong and Positive Correlation Between the Dimensions of Strategic Vigilance and the Four Components of Job Security. These Findings Indicate that the Enhancement of Strategic Vigilance Practices Within the University Contributes Significantly to Reinforcing Job Stability and a Supportive Work Environment. The Study Concludes that Aligning Foresight-Driven Strategies with Employees' Human and Organizational Needs is Essential for Promoting Organizational Sustainability and Long- Term Workforce Retention in Higher Education Institutions.



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Introduction

To join the technological path and keep pace with the development and advancements witnessed globally, particularly in the industrial sector, which serves as the primary driver of the national economy, every organization requires human resources as its fundamental pillar. All organizations must commit to operating ethically and achieving various social objectives. Foremost among these objectives is meeting the needs of individuals based on a set of laws and objective considerations from the employer, in addition to providing a safe working environment. Moreover, achieving and enhancing job security in the educational services sector is one of the fundamental pillars for ensuring stability and efficiency in job performance. When employees feel stable in their positions, it enhances their organizational commitment and motivates them to exert their best efforts toward achieving institutional goals. In this context, the study focused on building a theoretical and practical framework through three main sections. The first section was dedicated to presenting the study's methodology, while the second section focused on the theoretical aspect of the study. The third section addressed the practical aspect by describing and diagnosing the study's variables. Finally, the study concluded by presenting the key findings and recommendations proposed for the researched university.

Research Methodology

Job security is one of the fundamental issues that directly affect employee performance and their levels of satisfaction with the organizations they belong to in the field of educational administration, job security plays a pivotal role in ensuring institutional stability and fostering an environment conducive to academic excellence. The lack of job security in educational service organizations, in particular, can lead to negative psychological, social, and institutional impacts. Psychologically, employees may experience constant anxiety about their job future, which weakens their focus and motivation to innovate and work hard. This anxiety may reflect on their performance and the quality of education they provide to students. Institutionally, the absence of job security leads to higher employee turnover, as individuals seek more stable jobs. This results in the loss of talent and increased recruitment and training costs, affecting the continuity of the educational process. Additionally, the organization's reputation may suffer, making it less attractive to professional talent and more difficult to recruit qualified employees. In this context, and within the scope of educational administration, the researcher defines the study's problem through the following main question:

"What is the reality of job security among employees at Northern Technical University and its affiliated formations in Nineveh Governorate?"

The Importance of the Research

The importance of the current study can be outlined through two main axes, which the researcher presents as follows.

Theoretical Aspect. The study derives its importance from the significance of the variables it addresses. Possessing the dimensions that embody job security is one of the factors that can provide organizations with the means for success and excellence. Contributing to the enrichment of the knowledge domain related to job security.

Practical Aspect . Raising the awareness of the leaders of the researched organization about the dimensions expressing job security, as well as enriching their perceptions and understanding of the requirements for achieving it. This would lead to enhancing job security within the researched university

Research Objectives

In line with the study's problem and research questions, the current study seeks to achieve a set of objectives, which are as follows:

- Determining the level of availability of job security components according to the dimensions expressing it in the researched university.
- Identifying which job security component is the most prevalent at the studied university?

Research Hypotheses

In anticipation of answering the study's main question and achieving its primary objectives, the study's hypotheses were formulated as initial assumptions held temporarily by the researcher. They are formulated as follows:

Research hypothesis. Employees at the Northern Technical University and its affiliated organizations in Nineveh Governorate lack a clear understanding of job security and its dimensions. (human dimension, ethical dimension, social dimension, economic dimension.).

Research Limits

Every study, whether practical or theoretical, has boundaries that define its contents. Accordingly, the current research was applied within the following limits:

1. Spatial Limits: The study was applied at the Northern Technical University and its affiliated formations in Nineveh Governorate.
2. Human Limits: The sample included Personnel at the Northern Technical University and its formations in Nineveh Governorate.
3. Temporal Limits: The study began its research project on 4/7/2024 and concluded on 28/11/2024.

Research Methodology

The researcher adopted the descriptive-analytical approach in presenting both the theoretical and practical aspects of the study. This approach assisted the researcher in collecting data and information, as well as in finding diverse means to interpret them. Additionally, it facilitated the derivation of conclusions based on various evidence and indicators, aiming to reach definitive results regarding the study's problem

Methods of Data Collection

The study relied on several methods for collecting data and information, considering both its theoretical and practical aspects, as follows:

1. Theoretical Aspect:

The study relied on available foreign and Arabic sources, including books, research papers, scientific journals, conferences, as well as dissertations and university theses.

2. Practical Aspect:

The study adopted a questionnaire as the primary tool for collecting data from the researched field. The questionnaire was presented to a group of expert reviewers for evaluation to ensure its alignment with the study's topic. A five-point Likert scale was used, with response options ranging from (5-1) as follows: (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree). The questionnaire covered two main axes:

Axis One: It focused on the respondents' demographic information (personal characteristics).

Axis Two: It included items related to the dimensions of job security.

Theoretical Aspect

The Concept of 'Job Security'

The term "security" in the Arabic language is associated with safety and trustworthiness, meaning secure and safety. The verb "I felt secure" denotes a state of security, while "I secured someone else" refers to providing safety and reassurance. Security is the opposite of fear. According to Al-Munjid (a well-known Arabic dictionary), security signifies reassurance, while safety conveys tranquility, commitment, protection, and guarantee. In technical terms, job security is defined as "the employee's feeling of reassurance about their source of income, their stability in the job, and their protection from organizational and personal conflicts and work pressures" [1].

Over time, and with increased years of service, an individual gains new experiences and skills, which are expected to help them secure a higher position or role within the organization. They also feel secure from managerial oppression through the existence of regulations that protect them from any unjust administrative decisions. [2].

Opportunity investment revolves around leveraging capabilities, skills, processes, and resources to introduce improvements and updates to the organization's products, capitalize on opportunities, and enhance employees' competencies to achieve competitive advantage in return [3].

That the concept of job security is not clear in many organizations, even though it is applied indirectly and sometimes relatively. However, its absence is considered one of the most significant pressures faced by employees in modern work life. Moreover, maintaining the organization's continuity requires attention to employee comfort, as the importance of an employee lies in their psychological and social stability. Therefore, it is essential to provide a stable work environment that ensures job security for employees by implementing laws that guarantee their rights at work [4].

The concept of job security can be defined through [5]. Table (1), which presents some definitions based on the perspectives of various writers and researchers that the researcher has reviewed:

Table 1. Definitions of Job Security from the Perspective of Several Writers and Researchers

No	The researcher and year:	Concept:
1	• [6]	Job security also means the stability of the relationship between the individual and the employer, preventing its deterioration. This is crucial not only for the development of the individual's personal and social life but also for their economic well-being and that of their family.
2	• [7]	The empowerment of employees to leverage their past experiences to enhance their knowledge and improve their performance contributing to the development of the organizations future activities and operations. It also strengthens their ability to make informed decisions based on prior knowledge and increases stakeholders confidence in the stability and effectiveness of the organizations operations.
3	• [8]	The feeling of job security among employees is often linked to their future prospects and expected successes, as well as the provision of high-quality safe care. Their sense of insecurity about their jobs can affect their work efficiency.
4	• [9]	Job security allows the individual to build a secure life and achieve personal ambitions. Employees strive to work and enhance their productivity for material, psychological, and social stability.
5	• [10]	It is the employee's desire for psychological and mental security, ensuring the absence of the possibility of leaving work without justifiable reasons, and avoiding the state of fragile security within the organizational life.

Source: The table was prepared by the researcher based on the sources mentioned above.

In line with the above, the researcher believes that an employee's sense of reassurance and stability in their workplace positively reflects on their performance and loyalty to the organization. Job security encompasses several aspects that provide professional stability and alleviate anxiety and fear of sudden or unfair job loss. Additionally, it involves ensuring fairness in providing satisfactory wages and benefits such as health insurance, retirement plans, and the development of reward and incentive systems. These measures enhance the employee's sense of security and appreciation, supported by laws that guarantee and protect employees' rights.

The Importance of Job Security

The issue of job insecurity is one of the biggest challenges facing organizations today and in the near and distant future, whether in the public or private sector. Most organizations focus on generating profits for their owners and managers, often overlooking the stability and well-being of their employees. A secure job treats the employee as part of the organizational family, enhancing their psychological and financial stability. In contrast, an insecure employee feels like a mere resource to be exploited, which negatively impacts their performance and productivity. [12]

Over the past two decades, there has been increasing interest among academics and practitioners in studying the effects of job insecurity as one of the most significant stressors in contemporary work life. These effects have been examined in both educational and non-educational environments. These studies have highlighted the importance of job security in organizational life through its contributions to the following: [13].

1. The role of job security not only positively or negatively influences employee behavior but can also be seen as both a barrier and a motivator for challenge simultaneously.
2. The absence of job security leads to decreased performance due to the discrepancy between what employees aspire to (job security) and what employers provide (lack of job security). This results in reduced effort by employees, leading to poor performance. Most studies have indicated that individuals who lose their sense of security, whether psychological, social, or professional, often exhibit symptoms of psychological illnesses.

That reducing the number of employees increases the effort required and diminishes the sense of security and control in the workplace.. This highlights the necessity of job security to achieve the necessary performance that aligns with the organization's goals. Based on the above, the researcher believes that job security is a fundamental need that individuals strive to achieve, as it ensures the continuity of their work and recognizes their efforts. A sense of security in the workplace enhances the importance of the job for the individual, boosting their productivity and loyalty to the organization. The lack of job security creates a fear of job loss or lack of recognition, which negatively impacts overall performance. Therefore, achieving job security is one of the key factors that motivate employees to perform at their best, positively reflecting on the organization's overall performance and contributing to the efficient achievement of its goals [14].

Objectives of Job Security

That organizations that provide job security for their employees contribute to creating a healthy environment that encourages change and growth. An example of this is the Japanese system, which guarantees lifetime employment, leading to a lack of resistance to change. The appreciation and praise that an employee receives from their supervisor and colleagues for their achievements at work reflect their fundamental need for recognition and self-esteem. Ensuring job continuity or a stable income is one of the most important goals employees strive for, especially in societies characterized by rapid technological advancement and the risk of human replacement by machines [15]. This issue constitutes one of the most critical aspects of

employment contracts and negotiations between management and labor organizations in advanced societies, that the objectives of job security encompass a set of fundamental elements aimed at enhancing employee stability and increasing their productivity [16]. These objectives include:

1. **Providing Continuous Training:** Job security aims to ensure ongoing training and development for employees, enabling them to keep up with new trends in business and technology. This enhances their ability to adapt to changes and maintain their jobs.
2. **Improving Management's Attitude Toward Employee Well-being:** One of the goals of job security is to strengthen management's focus on employee well-being through policies that respect their rights and provide a supportive work environment, reducing feelings of job insecurity.
3. **Overcoming Economic Challenges:** It seeks to minimize the impact of economic challenges on employees through robust policies that maintain job stability even in difficult economic conditions.
4. **Developing Skills and Increasing Education:** Enhancing employees' skills and education levels to ensure they align with evolving job requirements, thereby reducing the risk of job loss.
5. **Promoting Professional Behavior and Discipline:** Aiming to instill a culture of discipline and good professional behavior, which helps retain jobs and reduces the likelihood of termination due to inappropriate conduct.
6. **Providing Stable and Secure Employment Contracts:** Ensuring that employees feel secure in their jobs by offering stable, long-term contracts, especially for those working in industrial sectors or with limited skills.
7. **Addressing Technological Changes:** Mitigating the impact of introducing new technologies that may reduce the need for employees through policies that support retraining and continuous development.

Types of Job Security

in today's context, job security is viewed as a fundamental right that ensures a dignified life for employees, encouraging them to prefer jobs that offer this security, even if it sometimes means accepting lower wages. Accordingly, several researchers have agreed on identifying the types of job security as follows: [17]. All security systems, regardless of their differences in time and place, ultimately aim to protect individuals and their interests. This protection extends to their person, location, information, activities, possessions, and finances.

1. **Organizational Security:** This protection extends to their person, location, information, activities, possessions, and finances. This type is reflected in employees' confidence in the organization's management and their desire to remain within it. When this feeling exists, the organization can retain its best employees and achieve their job satisfaction, fostering a positive and sustainable relationship between employees and the organization, leading to better outcomes.
2. **Incentive Security:** This type of job security is considered one of the highest levels, as it motivates employees to deliver exceptional performance. It is achieved when employees feel that good performance is the key to retaining their jobs, while poor performance may lead to job loss.
3. **Natural Security:** This type of job security represents a moderate level, where employees feel that the organization is committed to them and will not let them go. Here, there is a balance between the employee's stability within the organization and their motivation to work, making this security a middle ground between incentive-driven security and stability.
4. **Continuity Security:** This type represents the highest level of job security, where employees feel that the organization cannot do without them, providing them with a sense of confidence and ongoing stability.

Dimensions of job security

Scholars and researchers have classified the dimensions of job security into several vital aspects that help organizations address various challenges in their internal environments. This contributes to developing effective strategies for the growth and survival of these organizations

and ensures the achievement of their goals. [18, 19] agree that the dimensions of job security are as follows:

Human Dimension. Job security is a primary need and demand for workers as it is linked to the concept of a dignified life, which is based on two main pillars [20]:

The ability of an individual to meet their basic needs, including food, medicine, shelter, and others.

Providing a level of job security that reduces obstacles and enhances the ability to achieve organizational goals, thereby improving performance and increasing employee productivity.

It can be said that the second pillar is more important, as it is closely linked to achieving organizational goals and increasing employee satisfaction.

Ethical Dimension. Organizations must recognize that the relationship between ethics and job security is one of mutual causality and influence. Ethics serve as a cause for the stability or instability of job security [21].as ethical values contribute to fostering a

stable and secure work environment. At the same time, ethics are also an effect, clearly manifested through employees' adherence to high moral standards in their behavior, which is more evident in organizations where employees enjoy high levels of job security [19].

Social Dimension. Providing a social system based on the principle of justice contributes to enhancing the concept of job security and increasing motivation to work within the organization. This is achieved by ensuring fairness in the distribution of salaries and profits, which reduces gaps between different social classes and promotes harmony and cohesion among them [18].

That the social dimension of job security reflects the existence of a work system based on the principles of objectivity and equality in rights and duties. This system aims to ensure equal opportunities for all employees regarding promotions and benefits, with competence and merit as the primary criteria, free from the influence of other factors [22].

Economic Dimension. The role of economic activities within the organization and their ability to meet the needs of employees can be affirmed by adopting methods to address pressing economic conditions, high cost of living, low salaries, and inflation. The economic dimension encompasses everything related to the economic aspect and the goal of the development process to achieve well-being and ensure a decent life for employees [22, 23] define the economic dimension as the measures taken by organizational leaders to assist employees in overcoming economic challenges they may face, such as the high cost of living. That the economic dimension refers to all the material and non-material benefits an employee receives in exchange for the work they perform and the efforts they exert, including a salary they consider sufficient to meet their needs without having to seek additional employment [1]

The Applied Aspect

This section includes a description and diagnosis of the study variables based on the analysis of responses from the study sample, represented by the staff of the Northern Technical University and its affiliated formations in Nineveh Governorate. The statistical software (SPSS V26) was used to infer percentages, standard deviations, arithmetic means, and relative importance, which the researcher presents as follows:

Description and Diagnosis of Job Security

The content of this paragraph describes and diagnoses the variable of job security in terms of the dimensions expressed in light of the respondents' answers to the items representing each dimension, as follows:

Human Dimension. The results of Table (2) indicate a consensus among the respondents' opinions regarding the items of the human dimension (Y1-Y5). The overall agreement rate for the respondents' answers ("Strongly Agree," "Agree") was (65.47%), indicating a degree of agreement among the respondents on the items of the human dimension. In other words, the respondents' opinions lean toward positivity based on the five-point Likert scale. Meanwhile, the overall disagreement rate ("Disagree," "Strongly Disagree") for the respondents' answers on the human dimension items was (12.67%). As for the percentage of responses indicating "Somewhat Agree," it was (21.86%). The arithmetic mean was (3.81), and the standard deviation was (1.10). The relative importance rate for the human dimension was (76.20%), which is good relative importance, indicating a clear agreement among the respondents on these items according to their personal perspectives. At the partial level, item (Y1), which represents "Our organization's management ensures a work environment that respects employees," achieved the highest relative importance of (80.60%), with an arithmetic mean of (4.03) and a standard deviation of (1.10). On the other hand, item (Y4), which represents "Our organization's management transparently safeguards the rights of its employees," achieved the lowest relative importance of (73.20%), with an arithmetic mean of (3.66) and a standard deviation of (1.12).

Table 2. Frequency Distributions, Arithmetic Means, Standard Deviations, and Relative Importance of the Human Dimension

Organization of items	Relative importance %	Standard deviation	Arithmetic mean	Response Scale										Items
				Strongly disagree (1)		Disagree (2)		Agree to some extent (3)		Agree (4)		Strongly agree (5)		
				No	%	No	%	No	%	No	%	No	%	
1	80.60	1.10	4.03	12	3.86	20	6.43	52	16.72	89	28.62	138	44.37	Y1
3	75.40	1.17	3.77	14	4.50	38	12.22	59	18.97	94	30.23	106	34.08	Y2
4	75.20	1.11	3.76	16	5.14	24	7.72	69	22.19	111	35.69	91	29.26	Y3
5	73.20	1.12	3.66	16	5.14	30	9.65	78	25.08	106	34.08	81	26.05	Y4
2	76.40	1.01	3.82	9	2.89	18	5.79	82	26.37	112	36.01	90	28.94	Y5
	76.20	1.10	3.81		4.31		8.36		21.86		32.93		32.54	Total average
							12.67		21.86		65.47			Total

The table was prepared by the researcher based on the outputs of the (SPSS V.26) program, n=311

The Ethical Dimension. The results of Table (26) indicate a consensus among the respondents' opinions regarding the items of the ethical dimension (Y6-Y10). The overall agreement rate for the respondents' answers ("Strongly Agree," "Agree") was (62.38%). This indicates a degree of agreement among the respondents on the items of the ethical dimension, meaning that the respondents' opinions lean toward positivity based on the five-point Likert scale. Meanwhile, the overall disagreement rate ("Disagree," "Strongly Disagree") for the respondents' answers on the ethical dimension items was (11.38%). As for the percentage of responses indicating "Somewhat Agree," it was (26.24%). The arithmetic mean was (3.74), and the standard deviation was (1.04). The relative importance rate for the ethical dimension was (74.80%), which is good relative importance, indicating a clear agreement among the respondents on these items according to their personal perspectives. At the partial level, item (Y6), which represents "Our organization's management adheres to the principle of integrity in its field of work," achieved the highest relative importance of (79.20%), with an arithmetic mean of (3.96) and a standard deviation of (0.95). On the other hand, item (Y8), which represents "Our organization's management ensures fairness among its employees," achieved the lowest relative importance of (69.80%), with an arithmetic mean of (3.49) and a standard deviation of (1.17).

Table 3. Frequency Distributions, Arithmetic Means, Standard Deviations, and Relative Importance of the Ethical Dimension

Organization of items	Relative importance %	Standard deviation	Arithmetic mean	Response Scale										Items
				Strongly disagree (1)		Disagree (2)		Agree to some extent (3)		Agree (4)		Strongly agree (5)		
				No	%	No	%	No	%	NO	%	No	%	
1	79.20	0.95	3.96	6	1.93	14	4.50	70	22.51	118	37.94	103	33.12	Y6
4	74.00	1.00	3.70	10	3.22	24	7.72	82	26.37	127	40.84	68	21.86	Y7
5	69.80	1.17	3.49	20	6.43	39	12.54	94	30.23	84	27.01	74	23.79	Y8
3	75.20	1.05	3.76	11	3.54	23	7.40	81	26.05	110	35.37	86	27.65	Y9
2	75.60	1.01	3.78	9	2.89	21	6.75	81	26.05	118	37.94	82	26.37	Y10
	74.80	1.04	3.74		3.60		7.78		26.24		35.82		26.56	Total average
						11.38			26.24		62.38			Total

Source: The table was prepared by the researcher based on the outputs of the (SPSS V.26) program, n=311.

The Social Dimension. The results of Table (4) indicate a consensus among the respondents' opinions regarding the items of the social dimension (Y11-Y15). The overall agreement rate for the respondents' answers ("Strongly Agree," "Agree") was (62.32%). This indicates a degree of agreement among the respondents on the items of the social dimension, meaning that the respondents' opinions lean toward positivity based on the five-point Likert scale. Meanwhile, the overall disagreement rate ("Disagree," "Strongly Disagree") for the respondents' answers on the social dimension items was (9.51%). As for the percentage of responses indicating "Somewhat Agree," it was (28.17%). The arithmetic mean was (3.71), and the standard deviation was (0.94). The relative importance rate for the social dimension was (74.20%), which is good relative importance, indicating a clear agreement among the respondents on these items according to their personal perspectives. At the partial level, item (Y11), which represents "Our organization's management fosters friendly relationships among work parties,"

achieved the highest relative importance of (76.80%), with an arithmetic mean of (3.84) and a standard deviation of (0.90). On the other hand, item (Y13), which represents "Our organization's management continues to provide ongoing support to employees to face challenges," achieved the lowest relative importance of (72.80%), with an arithmetic mean of (3.64) and a standard deviation of (1.01).

Table 4. Frequency Distributions, Arithmetic Means, Standard Deviations, and Relative Importance of the Social Dimension

Organization of items	Relative importance %	Standard deviation	Arithmetic mean	Response Scale										Items
				Strongly disagree (1)		Disagree (2)		Agree to some extent (3)		Agree (4)		Strongly agree (5)		
				No	%	No	%	No	%	NO	%	No	%	
1	76.80	0.90	3.84	5	1.61	16	5.14	76	24.44	140	45.02	74	23.79	Y11
2	74.80	0.87	3.74	5	1.61	18	5.79	83	26.69	151	48.55	54	17.36	Y12
5	72.80	1.01	3.64	9	2.89	31	9.97	88	28.30	119	38.26	64	20.58	Y13
3	73.40	0.91	3.67	7	2.25	15	4.82	110	35.37	120	38.59	59	18.97	Y14
4	73.00	1.03	3.65	10	3.22	32	10.29	81	26.05	122	39.23	66	21.22	Y15

74.20	0.94	3.71	2.31	7.20	28.17	41.93	20.39	Total average
			9.51		28.17	62.32		Total

Source: The table was prepared by the researcher based on the outputs of the (SPSS V.26) program, n=311.

Economic Dimension. The results of Table (5) indicate a consensus among the respondents' opinions regarding the items of the economic dimension (Y16-Y20). The overall agreement rate for the respondents' answers ("Strongly Agree," "Agree") was (55.50%). This indicates a moderate degree of agreement among the respondents on the items of the economic dimension, meaning that the respondents' opinions lean toward positivity based on the five-point Likert scale. Meanwhile, the overall disagreement rate ("Disagree," "Strongly Disagree") for the respondents' answers on the economic dimension items was (17.17%). As for the percentage of responses indicating "Somewhat Agree," it was (27.33%). The arithmetic mean was (3.56), and the standard deviation was (1.11). The relative importance rate for the economic dimension was (71.20%), which is good relative importance, indicating a clear agreement among the respondents on these items according to their personal perspectives. At the partial level, item (Y16), which represents "Our organization's management considers wage satisfaction as an entry point for improving performance," achieved the highest relative importance of (74.20%), with an arithmetic mean of (3.71) and a standard deviation of (1.10). On the other hand, item (Y19), which represents "Our organization's management reviews the wage and salary system in light of inflation," achieved the lowest relative importance of (67.80%), with an arithmetic mean of (3.39) and a standard deviation of (1.10).

Table 5. Frequency Distributions, Arithmetic Means, Standard Deviations, and Relative Importance of the Economic Dimension

Organization of items	Relative importance %	Standard deviation	Arithmetic mean	Response Scale										Items
				Strongly disagree (1)		Disagree (2)		Agree to some extent (3)		Agree (4)		Strongly agree (5)		
				No	%	No	%	No	%	No	%	No	%	
1	74.20	1.10	3.71	13	4.18	34	10.93	66	21.22	114	36.66	84	27.01	Y16
2	72.00	1.21	3.60	21	6.75	41	13.18	67	21.54	95	30.55	87	27.97	Y17
4	70.80	1.09	3.54	16	5.14	35	11.25	88	28.30	109	35.05	63	20.26	Y18
5	67.80	1.10	3.39	16	5.14	47	15.11	102	32.80	91	29.26	55	17.68	Y19
3	70.80	1.06	3.54	14	4.50	30	9.65	102	32.80	103	33.12	62	19.94	Y20
	71.20	1.11	3.56		5.14		12.03		27.33		32.93		22.57	Total average
							17.17		27.33		55.50			Total

Source: The table was prepared by the researcher based on the outputs of the (SPSS V.26) program, n=311.

A Summary of the Description and Diagnosis of the Job Security Variable. Based on the above, it can be concluded that all responses for the dimensions of the job security variable were higher than the hypothetical arithmetic mean of (3). Table (6) illustrates the relative importance of the dimensions of the job security variable from the perspective of a sample of staff at the Northern Technical University and its affiliated formations in Nineveh Governorate. Through the values of the arithmetic mean, standard deviation, and relative importance, it is evident that the most important dimension of the job security variable is the human dimension, with an arithmetic mean of (3.81), a standard deviation of (1.10), and a relative importance of (76.20%). In second place is the ethical dimension, with an arithmetic mean of (3.74), a standard deviation of (1.04), and a relative importance of (74.80%). The social dimension ranks third,

with an arithmetic mean of (3.71), a standard deviation of (0.94), and a relative importance of (74.20%). Finally, in fourth place is the economic dimension, with an arithmetic mean of (3.56), a standard deviation of (1.11), and a relative importance of (71.20%).

Table 6. Relative Importance of the Dimensions of the Job Security Variable

No	Dimensions	Arithmetic mean	Standard deviation	Relative importance	Organization
1	Human	3.81	1.10	76.20	First
2	Ethical	3.74	1.04	74.80	Second
3	Social	3.71	0.94	74.20	Third
4	Economic	3.56	1.11	71.20	Fourth

Source: The table was prepared by the researcher based on the outputs of the (SPSS V.26) program, n = 311.

Discussion

The results related to the description of the job security variable and its dimensions—human, ethical, social, and economic—revealed the following:

1. The staff members at the Northern Technical University and its affiliated formations in Nineveh Governorate possess a good level of job security across all four dimensions. The human dimension ranked highest, indicating the administration’s commitment to providing a stable work environment that respects employees, thereby fostering positive interpersonal relationships among work teams.
2. The ethical dimension received a relatively high level of importance, suggesting that the administrative policies support integrity in dealings with employees and adopt an ethical approach when addressing work-related challenges within the university.
3. The social dimension also achieved notable importance, reflecting the university’s interest in strengthening relationships between employees and management, and encouraging teamwork.
4. Although the other dimensions scored high, there is a need to improve wage and financial benefit policies, which are a core component of job security. The economic dimension ranked last among the four, primarily due to the inadequacy of the university’s wage system in coping with the inflation rates prevailing in the broader economic context.

Conclusion

1. The organization under study demonstrates a generally good performance in fulfilling the requirements of job security. However, there is a need to improve certain dimensions whose indicators fell below the desired level. Recommendations can be made as follows:

Economic Dimension: There is a decline in the wage and salary system’s ability to meet employees’ needs amidst the prevailing inflation in market prices. This calls for the development of financial proposals to revise the wage and incentive systems, in a way that achieves a balance between the salaries offered and the cost of living. Such improvements are expected to have a positive impact on the effective and efficient achievement of organizational goals.

Social Dimension: While the economic dimension imposes a real burden on public organizations, including universities—especially since they are subject to a centralized accounting system—universities still possess sufficient flexibility to meet the requirements of the social dimension. Therefore, securing these requirements is largely dependent on the university’s will, which can be realized through the following measures:

1. Monitoring group activities to foster mutual understanding and harmony among individuals, as well as providing continuous support in the face of challenges or obstacles.
2. Ensuring the necessary support to promote a spirit of teamwork among employees by providing a comfortable work environment and encouraging collaboration through team-based work structures
2. The organizations studied show more than adequate attention to meeting the requirements of the ethical dimension. However, to strengthen and further enhance this aspect, it is necessary to review the mechanisms through which fairness among employees can be better achieved, particularly since this item received the lowest agreement score from respondents. This can be accomplished by:

Enforcing laws fairly and equally among all employees without discrimination.

Providing equal opportunities for training and development regardless of employees' backgrounds.

Establishing an independent committee to receive and transparently address employee complaints.

Encouraging open communication between management and employees by adopting objective problem-solving approaches and an open-door policy.

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