

## The effect of Job Insecurity on Quality of Work Life in Qualified Industrial Zones: The Mediating Role of Psychological Well Being in Jordan

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### Abstract

This study explored whether psychological well-being could mediate the effect of job insecurity on Quality of Work Life among local employees in the Jordanian Qualified Industrial Zones. A quantitative, cross-sectional and correlational design was employed, with data collected from a sample of 250 employees in manufacturing and service sectors. Measurement model and hypothesized relationships were assessed using Smart-PLS-4. The findings indicated that job insecurity had a statistically significant and negative effect on both psychological well-being and QWL. In addition, psychological well-being positively and strongly influenced QWL, while fully mediating the relationship between job insecurity and employee's perception of QWL. Overall, results support theoretical propositions of the conservation of resources and psychological contract theories, suggesting that job insecurity depletes worker's psychological resources and has a diminished effect on satisfaction and engagement to work. This paper contributes to the literature by providing empirical evidence that psychological well-being defines a mediating role, the context of this study contributes to the developing country in which this data was collected. Practical implications suggest organizing strategies driven to mental well-being and job security could secure morale for employees while maintaining productivity.

**Keywords:** *Psychological Well-Being; Psychological Contract; Job Insecurity; Jordanian Qualified Industrial Zones.*

### 1. Introduction

Today's industrial environment is characterized by the swift changes in economic conditions and labor markets, which shifts how organizations interact with their work forces. For industrial centers like Jordan in the developing world, worries over job insecurity, employee health/wellness, and sustainability of work-life balance are decreasing. In this environment, theorists are putting a higher value on the idea that Quality of Work Life (QWL) matters not just to employees in terms of job satisfaction retention, but is substantially meaningful for productivity in organizational settings and social sustainability (Sirgy et al., 2019; Walton, 2020). As organizations adapt continuously to changing conditions, job insecurity has emerged as a major organizational and psychological issue to employees and organizations that can negatively impact laborers' mental health, motivation, and engagement (Al-Qasmi, 2024). The increasingly complicated world of work, affected by globalization, the development of technology, and other economic changes, have made the psychological work environment (including job insecurity) even more troubling for employees who now view their jobs, and job benefits, to be in danger. Job insecurity has been a growing issue for companies in both developed and developing countries; job insecurity clearly affects employees' behavior and their work performance. A large body of research supports a negative relationship between job insecurity, employee mental health and (mental health issues such as: depression, anxiety, and/or stress) and overall performance (Abdul Jalil et al., 2023). More

specifically, job insecurity is a significant source of psychological and social stress, with negative implications for individuals in terms of psychological functioning, workplace sense of belonging, and overall job satisfaction (Vander et al., 2014; Jiang & Lavaysse, 2018). Moreover, Quality of Work Life (QWL) is the extent to which employees believe their work environment is supportive, stable, and rewards-based, and the foundation includes job satisfaction, work-life balance, fair compensation, career development opportunities, and organizational support (Swamy et al., 215; Siagian et al., 2024). Greater QWL is associated with enhanced employee morale, organizational commitment, decreased turnover, and improved organizational performance (Zhenjing, 2022; Shah, 2020). In contrast, perceptions of job insecurity lead to poorer workplace QWL, as insecurity diminishes employee trust and confidence in their organization, compounded by the impact of insecurity on the psychological contract (Siagian et al., 2024). Job insecurity is becoming more common in both developed and developing economies, especially in labor-intensive industry sectors, and remains an urgent question. Employees working in Qualified Industrial Zones (QIZs) in Jordan often are on tenuous contracts, work demands may fluctuate, and mobility and/or opportunities for advancement may be limited. All of this increases uncertainty and psychological distress.

Research has shown that all this compact uncertainty and instability negatively affects employee mental health, organization commitment and fairness perception (Vander Elst et al., 2014; Chirumbolo & Hellgren, 2019; Ibrahim, 2021). Although the world is increasingly aware of these issues, there is still a lack of direct evidence on how job insecurity shapes quality of work life through psychological well-being in Jordan's industrial sector. This paper seeks to fill that gap and add to context-specific evidence on how insecurity-based stress exhausts psychological resources and quality of life enough to impact productivity and organizational resilience. This study also aims to find out how job insecurity affects quality of work life, using psychological well-being as a mediation to establish theoretical and managerial implications to create frameworks to support improved workforce well-being and stability in Jordan's industrial sector.

## 2. Literature Review

The literature has emphasized the importance of human-centered and agile management to strengthen employee empowerment, and enhance quality of life (Ibrahim et al., 2025; Othman et al., 2024; Shubailat et al., 2025). Similarly, the concept of digital transformation and fintech sustainability (Lootah, 2024; Maabreh, 2024; Wongi, 2025; Al-Zaqeba, 2024) and new technologies such as blockchain, AI, and green finance influence governance today while adding resilience and performance in organizations. Several recent studies recently focused on the influence of AI and digitalization on education, accounting, and governance. For example, other articles (Al-Qasbi, 2024; Shehab, 2025; Alsmadi et al., 2025) positively concluded that using AI responsibly could improve institutional efficiencies. Another subject (Abdallah Qahman et al., 2025; Al-Momani, 2024) noted specific AI-learning and adaptive learning in changes in education due to conflict and/or in under-resourced context. In the socio-economic area, Aloqaily et al. (2024), Al-Taani et al. (2025) and AlZakwani et al. (2025) found that a green culture, tax measures and digital accounting practices are instrumental to sustainable performance and employee retention. Similarly, Azqiba (2024) and Qahman & Abdu (2024) examined the ethical connotations of AI. They identified the necessity of based governance frameworks for the progression of ensuring the human experience and well-being take center stage in technological advancements. Sustainable quality of work life efficiency can be achieved through an integrative approach (integrating mental wellness, job security, digital literacy, organizational ethics) that supports employee satisfaction and institutional competitiveness. Recent studies have collectively

emphasized the growing intersection between human resource management (HRM), digital transformation, and employee well-being in various organizational contexts. Several studies emphasized the strategic role of HRM and talent management to create competitive advantage and to improve organizational performance (Aloqaily, 2023a, 2023b; Aloqaily, 2022; Masa'd & Aloqaily, 2022). Similarly, studies related to green HRM reported positive impacts on employee engagement and creativity and encouraged environmental sustainability (Aloqaily & Al-Zaqeba, 2024). In the digital domain, artificial intelligence (AI) has been explored as an important factor affecting job burnout, work-life balance and employee outcomes (AlOqaily et al., 2025) along with customs modernization and trade facilitation (Al-Zaqeba et al., 2025). Other studies investigated the organizational climate in the context of emerging behaviors like quiet quitting (Alrousan & Aloqaily 2024), while digital finance and technology adoption were examined using frameworks that described consumer behavior in relation to consumer behavior toward e-wallets and performance in customer relationship management (Matar & AlOqaily 2025; Alnassar et al. 2025). Together, the research suggests the role of technological innovation, organizations, and effective HRM practices are interdependent, which help create employee satisfaction, creativity, and overall quality of work life in 21st century organizations. The current study builds upon these theoretical and empirical foundations by empirically validating the mediating role of psychological well-being between job insecurity and quality of work life within the Jordanian industrial context. Thus, this section reviews empirical studies related to the three main constructs of the research (Job Insecurity, Psychological Well-Being, and QWL).

## 2.1 Job insecurity

Job insecurity became a major and growing importance subject recently. The work environment has changed for the worse in several ways, affecting the labor market. Nowadays, changes such as reductions in staff and organizational restructuring have become more common, these policies were used by organizations as a means to compete and survive. For workers, these changes in the work environment have increased their concerns about losing their jobs, which have come to be known as job insecurity (Mansour et al., 2024). Job insecurity denotes a condition of unpredictability where the future is uncertain, hindering employees from foreseeing expectations and deciding on the suitable actions to take (Yulianti and Fitdiarini, 2023; Ibrahim et al., 2023). Job insecurity refers to the unpredictability regarding the future of one's present employment. This uncertainty is anticipated to influence perceptions and actions regarding one's job and career trajectory. Job security is an important element in assessing job satisfaction, as it encourages effective task performance, boosts competitiveness, and enhances employees' positive attitude towards customers (Park et al., 2020). Currently, there is a general agreement that job insecurity affects the personal health and/or well-being of employees (Burgard et al. 2009). Job insecurity is inherently connected to worsening health and well-being, along with reduced performance and motivation, including commitment and engagement, adversely affecting productivity and behaviors like intentions to quit and turnover (Jiang & Lavaysse, 2018).

In addition to its definitional definition, job insecurity can be viewed as a threat to the continuity of employment, which relates employees' perceptions of the threat to larger attitudinal and organizational outcomes. Recent human resource management literature extends this view to include a discussion of turnover, retention, and displacement. While Ibrahim and Ali (2025) highlight the difference between turnover and displacement in today's work environments, Ibrahim (2025) points to the diversity of predictors and consequences of employee turnover. The contributions also indicate that, beyond simply the fear of losing their job, employees' sense of insecurity can hurt their loyalty to the organization, their perception of employment security, and their intentions to stay on board. Further evidence found that correlates the job satisfaction with

security related work performance, which also shows that employment stability is linked to the employees' evaluation of their work experiences (Abu Jadoo & Ibrahim, 2026). In JQZ, in turn, job insecurity can be defined as a psychosocial and relational condition that can damage the employment relationship and lead into a vicious circle of reduced psychological health and decreased quality of working life.

## 2.2 Quality of Work life

Due to the changes brought by globalization and because of the dynamic business environment worldwide, satisfaction with working life has become a problem that affects most workers during their work almost. The work environment is considered one of the critical factors by which the quality of the employees' working life is measured, which has a link in reducing accidents and absenteeism at the same time, with an increment, institutional effectiveness, productivity, employment and economic development of the country as well (Biswakarma, 2015). Workplace conditions, work-life balance, compensation, and job stability are crucial factors influencing quality of work life, with each element playing a significant role in employees' dedication and retention (Almadaat & Ibrahim, 2021; Gazi et al., 2024). Furthermore, Hackman and Suttle (1977) presented the QWL from multiple perspectives: (i) From a professional perspective, it represents an industrial democracy that enhances employee participation. involvement in corporate decision-making, or a synthesis of the objectives of humanity relations; (ii) from the management viewpoint, it consists of various initiatives aimed at enhancing productivity by enhancing the human aspect instead of focusing on capital or technological contributions to production, (iii) from the perspective of the features of individual employees: it pertains to the extent to which participants of a work group can meet significant personal needs through their experiences in the organization, (iv) from the union's viewpoint: it represents a fairer distribution of the earnings and assets of the workplace along with a more humane and healthier environment working conditions, (v) in terms of a philosophy, signifies the caliber of the substance of connection between a person and their work in all its variety; (vi) this connection may be viewed from various perspectives, encompassing the individual, the entity, and the society, incorporating job structure work arrangement fundamental human requirements and principles and community ideas (Abdullah et al., 2021; Gazi et al., 2024).

Attention to quality of work life helps to improve employee satisfaction, it strengthens learning in the workplace, better management, cooperation among employees, carefully restructuring of the task, improvement of work environments and human resource management. Shrestha et al. (2019) found that work-related social capital had a positive influence on employees' life satisfaction with work-related quality of life acting as a mediator that provided a boost to psychological well-being and overall job satisfaction. These findings suggest that reinforcing quality of work life has enhanced effectiveness for management practice, further exemplifying increased collaboration, and enhanced performance with higher satisfied employees.

The quality of work life should also be considered a multi-faceted and contextually dependent appraisal of the work experience, rather than job satisfaction. This is backed by studies that show a connection between employee health and workplace sustainability and manufacturing conditions. In the manufacturing industry, Sperals (2024) positions employee well-being in the context of sustainable workplace practices, whereas Alqudah et al., (2025) links human resource management practices to organisational health in Jordanian Free and Development Zones. While not the same as the QIZs for which the present study examined employee well-being, the latter is a relevant national and zone-based comparator that further suggests why organizational conditions should be taken into account when interpreting employee well-being. Combined, these studies

indicate that quality of work life is a function of the interplay between employment security, healthy physical conditions, supportive co-worker and employer relations, and workers' psychological assets. The current study, therefore, continues this line of thought by examining whether psychological well-being is the intermediate variable that relates job insecurity to the perception of quality of work life among employees in the Jordanian QIZs.

### **2.3 psychological well-being**

Psychological well-being is defined as the ability to manage all aspects of life in a balanced manner, specifically a state of happiness and contentment when dealing with various challenges, while possessing an ultimately positive outlook (Ryff, 1989; Lucas & Diener, 2000). Currently, organizations globally are engaged in fierce competition, utilizing all their resources to sustain or improve their standing in both local and international markets, with human capital being a vital resource (Becker & Huselid, 2006; Boxall & Purcell, 2016). To maintain this human aspect, organizations need to treat workers justly and create supportive settings, which motivate them to fully participate in their tasks (Podsakoff et al., 2009). Enhancing employees' well-being has emerged as an essential requirement and a significant driving force, as it allows individuals to work efficiently and maintain elevated levels of dedication to their positions (Bakker & Oerlemans, 2011).

Psychological well-being is connected to individuals in their life, work and social level and becoming more important. psychological well-being is becoming even more important to the worker, it is to be expected than high level of psychological well-being associates with a better attachment and commitment to the organization and a greater intention to remain in the job compared to their low-level counterpart (Wright and Bonett, 2007). The World Health Organization (2003) has defined as "the individual is physically and mentally healthy individual is able to develop positive relationships with others and participate in the contribute to the individual as well as society". Psychological well-being is one of the important factors that enable individuals to develop his/her abilities as individuals seek to cope with the normal pressures of life, so that they can work productively and contribute to their society.

Psychological well-being includes a person's ability to handle different life difficulties, indicating a feeling of joy and contentment. In the workplace, it is becoming more important, as employees with better psychological well-being often show higher organizational commitment and a greater intention to stay in their roles than those with lower levels (Hemanthakumara, 2024). Additionally, those with improved psychosocial well-being tend to be more committed, efficient, and satisfied in their positions (Yang, 2024). Constructive relationships with supervisors and coworkers promote feelings of respect, trust, and compassion, leading to enhanced psychological well-being (Lee, 2023). In the end, people are accountable for their mental health, shaped by their views on work-related elements, which can present positive or negative experiences (Gulo, 2025). Robertson and Cooper (2011) describe psychological well-being as the emotional and intentional psychological condition that people undergo during their work

The positive relationship and employee satisfaction with supervisors and co-workers allow them to obtain feelings of respect, trust and sympathy; which lead towards greater psychological wellbeing (Kim et al., 2016). Individuals are responsibility of their psychological well-being by perception of the work nature and causes either positive or negative. Psychological well-being is in its very nature an individual experience. It is the individual who is satisfied with his or her job or who experiences tension or fatigue (Abdallah Qahman, 2025). According to Robertson and Cooper (2011) define psychological well-being as the affective and purposive psychological state that people experience while they are at work.

## 2.4 Job insecurity and psychological well-being

Job insecurity became a major and growing importance subject recently. The successive economic crises in recent years played an important role, which was reflected worldwide led to a decrease in the financial security of many organizations, which led to job insecurity for the employees of these organizations. According to (Piccoli and Bellotto, 2015), Job insecurity is considered a work stressor that generates stress reactions and reduces the psychological well-being of the individual. According to Vásquez et al. (2019), many studies found that there is a negative consequences of job insecurity on employee's health and well-being. Employment instability has consistently been recognized as a significant psychosocial stressor that negatively affects workers' mental health. For instance, Abdul Jalil et al. (2023) discovered that elevated feelings of job insecurity among unstable Malaysian employees correlated with diminished psychological well-being, illustrating how this association functions in actual work environments with low employment stability. Wang et al. (2024), showed that greater job security, conversely and job insecurity is significantly associated with serious psychological distress and anxiety among working adults in the U.S., showing the public health significance of this association. Furthermore, these findings substantiate more traditional theoretical perspectives (e.g., Thosony, 2025) which characterize job insecurity as a chronic threat which depletes employees' psychological resources and general life satisfaction. Recent studies have further clarified how job insecurity limits well-being by pinpointing both mediators and moderators of the effect. Abdul Jalil et al. (2023) indicated work-life balance (WLB) mediates the relationship between insecurity and well-being: when insecurity disrupts an employee's ability to balance work and family, psychological well-being decreases. In addition, one study suggested that self-efficacy and perceived supervisor support could mitigate or moderate the effects of job insecurity: by examining self-efficacy as a mediator, higher work self-efficacy reduced the negative impact of working in a precarious employment situation on well-being, while supportive supervisor reduced the detrimental influence of job insecurity on engagement and emotional health. These findings focus on mechanisms, and point to concrete goals (WLB initiatives, self-efficacy programming, supervisor training) that organizations can target to protect the mental well-being of their employees. Finally, longitudinal and occupational health studies show that job insecurity can have long-term impacts (temporal effects) on health and organizational outcomes as well. Vásquez et al. (2019) have documented the persistent negative consequences of insecurity for employee well-being and sickness absence, while recent occupational-health analyses (e.g., Wang et al., 2024) link insecure work to increased anxiety and higher odds of psychological distress in representative national samples.

## 2.5 Job insecurity and quality of work life

Job insecurity has been demonstrated to have a distinct and negative impact on the quality of work life (QWL). In a research conducted by Castro-Castañeda et al. (2023), the researchers examined 842 Mexican workers and discovered that individuals facing less job insecurity had notably higher scores in areas like work-family balance, job satisfaction, career and professional growth, workplace motivation, overall well-being, and safe working environments.

This suggests that secure employment includes not only holding a job, but also acknowledging the quality of the work life experience the relationship of balance, meaning, and safety in the work context. Organizations where workers experience insecurity may have a stigma not only with increased turnover but also decreased work life quality among the employees. Moreover, job insecurity affects not only the subjective experience of work quality but also behavioral indicators of deterioration in work-life quality. For example, Papantoniou et al. (2023) showed that

comparably with therapists on temporary contracts, during surveys with increased job insecurity, reported significant reductions in quality of life, demonstrated fewer positive emotions, more negative emotions, and reduced work environment expectations, than therapists in permanent contracts. This demonstrates that insecurity in the workplace leads to a reduction in emotional well-being, which is a core element of QWL. The implication is to consider contract type, employment stability, and perceived security to be a central part of how to increase working quality of life, particularly in industries with high temporary work.

## **2.6 Psychological well-being as mediator**

Psychological well-being (PWB) is identified as a significant mediator in the relationship among job insecurity and quality of work life (QWL). Singh et al. (2025) recently studied educators and established that emotional well-being mediates the relationship between job insecurity and work engagement, illustrating the emotional pathway a job insecurity would take to impact work outcomes. Pires (2025) explored the associations of job insecurity and psychological well-being on work engagement, addressing the idea of perceived psychological well-being as relevant to the discussion. Pires (2025) also discussed the importance of emphasizing mental health to mitigate the adverse impacts of job insecurity on life quality at work. Sobaih et al. (2025) also examined the role work alienation plays as a mediator and the role psychological safety plays as a moderator of job insecurity on work-related anxiety. This study illustrates the broader influences and implications for psychological aspects in the workplace yet still focused on work alienation. Indicating that if workplaces focused on promoting psychological well-being and creating a psychologically safe environment it would alleviate the negative influences of job insecurity and positively impact QWL.

## **3. Hypotheses Development**

Job insecurity, psychological well-being, and quality of work life have received increased attention in organizational and occupational psychology literature, especially in contexts characterized by economic uncertainty and instability. Job insecurity is rapidly being recognized as a chronic stressor in the workplace that can negatively affect employees' emotional stability, motivation, and sense of belonging. Conservation of resources theory, indicates that people work to conserve their resource, which include job stability, income, and status; when the resource is threatened, psychological strain and anxiety will develop. There is an established body of research that shows perceived job insecurity affects mental health, satisfaction, and organizational commitment (Jiang & Lavaysse, 2018; Abdul Jalil et al., 2023). In Jordan, specifically in the Qualified Industrial Zones (QIZ), job insecurity poses a significant challenge for many employees as they are often employed on temporary contracts and subject to changing production demands.

### **3.1 Job Insecurity and Quality of Work Life**

Extensive research has shown that perceptions of job insecurity negatively affect employee evaluations of their work environment and their overall job and life satisfaction. Employees that feel their job is insecure typically trust their employer less, and experience higher stress, and lower motivation; this means they experience a loss of quality of work life (Castro-Castañeda et al., 2023;

Siagian et al., 2024). The diminished perceptions of support and fairness also worsen the losses, eroding employees' psychological contracts and emotional ties to their organization. Studies conducted in diverse occupational settings have regularly shown that feelings of job insecurity correlate with lower levels of satisfaction at work, lower levels of engagement at work, and overall lower levels of well-being at work (Papantoniou et al., 2023; Vander Elst et al., 2014). Because of this research, it is reasonable to suppose that job insecurity negatively affects perceptions of quality of work life among Jordanian QIZ employees. The following hypothesis is proposed.

*H1: Job insecurity has a significant negative effect on quality of work life.*

### **3.2 Job Insecurity and Psychological Well-Being**

Psychological well-being is the ability of a person to sustain positive emotional wellness, resiliency, and purpose in life even in the face of difficulties (Ryff, 1989). When employees experience significant job insecurity, they often are confronted by a chronic unknown that depreciates their emotional balance and their sense of agency (Al-Zaqeba, 2024; Alawneh et al., 2026).

Piccoli and Bellotto (2015) suggest that job insecurity serves as a work stressor and deducts from wellness as it elicits anxiety and psychological distress. Abdul Jalil et al. (2023) found lower psychological well-being and greater emotional exhaustion were associated with job insecurity for precarious workers in Malaysia. Based on longitudinal studies (e.g., Wang et al., 2024), employees experiencing job instability over time report greater psychological distress, and burnout, and higher rates of depression (Al-Zaqeba et al., 2026b). Therefore, both theoretically and empirically, it is expected that greater job insecurity will indicate lower psychological well-being for employees in the QIZ setting. The following hypothesis is proposed.

*H2: Job insecurity has a significant negative effect on psychological well-being.*

### **3.3 Psychological Well-Being and Quality of Work Life**

Psychological well-being is increasingly seen as a central factor in how employees assess their work setting and their overall life satisfaction. Employees with higher well-being have a tendency to view their work environment as more supportive, satisfying, and meaningful, contributing to their quality of work life (Lee, 2023; Yang, 2024). Conversely, low psychological well-being (indicated as stress and anxiety or emotional fatigue), leads to reduced engagement, satisfaction, and perceptions of fairness in the work setting. Research suggests that employees with greater psychological well-being are more committed to their organizations, more motivated at work, and less likely to leave their jobs (Wright & Bonett, 2007; Robertson & Cooper, 2011). Within the industrial context of employment, psychological well-being represents not only a personal resource, but it also provides a level of protection against environmental stressors, for example, workload, conflict, or insecurity. Therefore, the following hypothesis is proposed.

*H3: Psychological well-being has a significant positive effect on quality of work life.*

### **3.4 The Mediating Role of Psychological Well-Being**

Beyond direct links, psychological well-being may act as a mediating factor in the relationship between job insecurity and quality of work life. Job insecurity causes psychological strain within the stress-strain model (De Witte, 1999), which negatively impacts well-being, leading to negative work attitudes and lower life satisfaction. Experimental studies have provided evidence. For example, Singh, Kharwar and Mishra (2025) found that affective well-being mediated the relationship between job insecurity and teacher work engagement, indicating that employees'

emotional states represent the channels through which job insecurity affects work outcomes. Likewise, Pires (2025) illustrated that psychological well-being was a mediator in the relationship between job insecurity and work engagement, and Sobaih, Balouch and Zafar (2025) indicated that promoting psychological safety and well-being might offset the negative effects of job insecurity and alienation. Altogether, the question these studies raise is whether employees who have job insecurity will initially experience psychological drain from it which in turn reduces their experience of quality of work life. With the QIZ, where employment insecurity is the rule of the day, this mediating pathway is particularly useful for implementing policy directions that involve mental resiliency and job satisfaction. The next hypothesis follows.

*H4: Psychological well-being mediates the relationship between job insecurity and quality of work life.*

QWL denotes the participants' general evaluation of their work environment in respect to support, satisfaction, balance, and opportunity for development. QWL was evaluated according to the multidimensional framework of Swamy et al. (2015) which included six domains: working conditions, equity of pay, job satisfaction, organizational support, and opportunity for professional and personal growth. QWL is intended to be a general evaluation based on participants' perceptions of their work context in support, satisfaction, balance, and opportunity for development. It was evaluated according to the multidimensional framework of Swamy et al. (2015) which included: working conditions, equity of pay, job satisfaction, organizational support, and opportunity for professional and personal growth. This theoretical conceptualization develops and extends earlier empirical research (e.g., Abdul Jalil et al., 2023; Singh et al., 2025; Pires, 2025) by creating a theoretical conceptualization of psychological well-being as an important explanatory mechanism in the relationship between job insecurity and QWL. The framework visually illustrates the proposed relationships between Job Insecurity, Psychological Well-Being, and Quality of Work Life as presented in Figure (1).

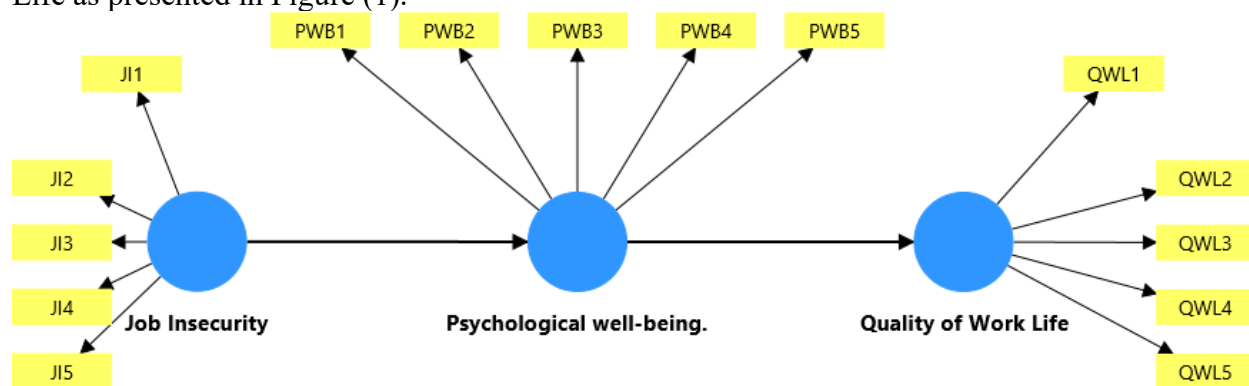


Figure (1): Research Model

#### 4. Method

In order to determine whether psychological well-being mediated the relationship between job insecurity and quality of work life for local employees within the Jordanian QIZ, this study utilized a quantitative, cross-sectional, correlational design. The sample included Jordanian employees in the manufacturing and service industries which made up the QIZs; commonly associated with precarious employment and job security. Using stratified proportionate random sampling method, questionnaires were distributed proportional to the demographic's distribution across industrial zones producing 250 valid responses from 300 distributed surveys, meeting the minimum sample size recommendations for mediation analysis in PLS-SEM (Hair et al., 2019; Shubailat et al., 2025;

Zaqeeba, 2024; Issaa, 2024; Qahman et al., 2025). Data were collected through a self-administered questionnaire, distributed February to April 2025. Ethical approval was received, and responses were assured anonymity and that they could decline to participate. A pilot test with 30 participants confirmed clarity of items and reliability. A validated scale was used for each outcome for the questionnaire: Job Insecurity using Vander Elst, De Witte, and De Cuyper's (2014) scale; Psychological Well-Being using Ryff's (1989) multidimensional model; and Quality of Work Life using Swamy et al.'s (2015) scale. Participants rated the items on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Demographic variables, capturing gender, age, education, job tenure, and type of employment, were recorded as potential control variables.

Data analysis was conducted utilizing SPSS 29 and SmartPLS 4. Descriptive statistics summarized demographic data while PLS-SEM was conducted to assess the measurement model and structural model. Reliability and validity were established through Cronbach's alpha, composite reliability, and average variance extracted (AVE). Discriminant validity was confirmed with the Fornell-Larcker criterion and HTMT ratios. In addition, bootstrapping resampling was used at 5,000 to test direct, indirect, and total effects for the structural model. To establish model adequacy, the following values were also used to assess the structural model (Namoura et al., 2026): SRMR,  $R^2$ , and VIF. The investigation revealed that psychological well-being has a substantial mediating effect on the relationship between job insecurity and quality of life for local employees at the Jordanian QIZ.

## 5. Results

The demographic characteristics of the study sample ( $N = 250$ ) reveal important information about the employee composition among the Jordanian Qualified Industrial Zones (QIZ). The descriptive statistics indicate that the gender distribution was fairly balanced at 54 percent male and 46 percent female. This suggests a comparable prevalence among employees of either gender within the industrial workforce. The average age of participants was 32 years, with the majority of the sample between the ages of 26 – 38 years old. This is a demographic profile demonstrating the overwhelmingly younger, and mid-career, employees that are the foundation of operational and production activities of QIZ's companies. In terms of education background, about 60% of the respondents had a bachelor level education, 20% a diploma level education, and 20% a master's level education. This shows that the industry employs a full range of educational backgrounds and simply has more at the bachelor level. Furthermore, the support of educational background diversity is consistent with the nature of education variation amongst the working population in the industrial zones, which includes both skilled employees and semi-skilled employees, this is important as employers are supposed to facilitate a workforce that increases productivity and innovation. In regard to job tenure, respondents had an average job tenure of 5 years with a wide range of experience from less than a year to greater than 15 years. This included both newer employees who were newly hired, and those with prior work experience. This range adds strength to a sample that is representative of the employee data as it depicts those that have expertise and those that are developing their career.

On employment type, nearly 60% of the sample held permanent employment contracts, while 40% were temporarily employed or under an informal, short-term contract agreement. This distribution is similar to the employment type structure that is typically found in industrial precincts, which often combine both contractual and flexible employment types, in order to better respond and meet changing production demand.

Figure (2) shows the structural model generated from Smart-PLS-4 from this study analyzing the relationships between Job Insecurity, Psychological Well-Being, and Quality of Work Life (QWL). The items all strongly loaded on their respective constructs, with loads greater than 0.87, indicating excellent reliability of the indicators. The coefficients indicate that Job Insecurity has a meaningful effect on Psychological Well-Being ( $\beta = 0.675$ ), which also has a significant effect on QWL ( $\beta = 0.710$ ). The model explained 45.5% of the variance in Psychological Well-Being and 50.4% of the variance in QWL, indicating that the proposed model has moderate to strong explanatory ability.

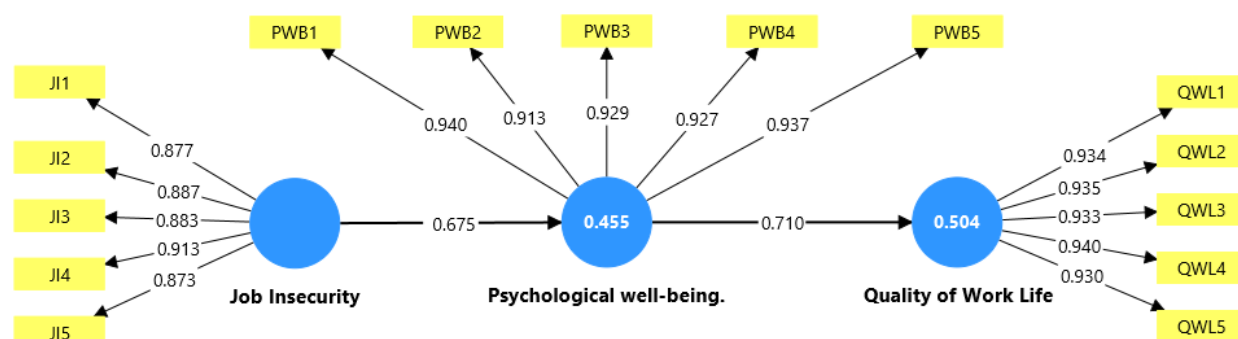


**Figure (2): Structural Model Results**

Table (1) presents a summary of the measures of the measurement model, including Cronbach's alpha, composite reliability, and average variance extracted (AVE) for all constructs. As can be seen from the table, all of the Cronbach's alpha and composite reliability ( $\rho_a$  and  $\rho_c$ ) measures exceed the recommended cutoff value of 0.70, which indicates satisfactory levels of internal consistency. In addition, all AVE values exceeded the 0.50 benchmark indicating sufficient convergent validity.

**Table (1): Reliability and Convergent Validity of Constructs.**

|                                  | <b>Cronbach's alpha</b> | <b>Composite reliability (rho_a)</b> | <b>Composite reliability (rho_c)</b> | <b>Average variance extracted (AVE)</b> |
|----------------------------------|-------------------------|--------------------------------------|--------------------------------------|-----------------------------------------|
| <b>Job Insecurity</b>            | 0.932                   | 0.936                                | 0.948                                | 0.786                                   |
| <b>Psychological well-being.</b> | 0.961                   | 0.961                                | 0.969                                | 0.864                                   |
| <b>Quality of Work Life</b>      | 0.964                   | 0.964                                | 0.972                                | 0.873                                   |

Following the confirmation of the constructs' reliability and convergent validity in Table (1), the discriminant validity of the measurement model was examined using the Heterotrait–Monotrait Ratio (HTMT) criterion.

**Table (2): Discriminant Validity**

|                       | <b>Job Insecurity</b> | <b>Psychological well-being.</b> | <b>Quality of Work Life</b> |
|-----------------------|-----------------------|----------------------------------|-----------------------------|
| <b>Job Insecurity</b> | -                     | -                                | -                           |

|                                  |       |       |   |
|----------------------------------|-------|-------|---|
| <b>Psychological well-being.</b> | 0.710 | -     | - |
| <b>Quality of Work Life</b>      | 0.630 | 0.736 | - |

As demonstrated in Table (2), all HTMT statistics fell below the conservative threshold of 0.85, suggesting that each construct (Job Insecurity, Psychological Well-Being, and Quality of Work Life) was both empirically and conceptually distinct. This finding shows that the measurement model is demonstrating adequate discriminant validity, demonstrating that the latent variables were measuring unique dimensions without excessive overlap.

Once the measurement model's reliability, validity, and discriminant distinctiveness have been confirmed, the next phase was to assess the structural model to assess the explanatory and predictive power of the proposed relationships.  $R^2$  (coefficient of determination) and  $f^2$  (effect size) were analyzed to assess the extent to which the exogenous constructs account for the variance in the endogenous variables.

Table (3):  $R^2$  Results

|                                  | <b>R-square</b> | <b>R-square adjusted</b> |
|----------------------------------|-----------------|--------------------------|
| <b>Psychological well-being.</b> | 0.455           | 0.453                    |
| <b>Quality of Work Life</b>      | 0.504           | 0.502                    |

As shown in Table (3), the  $R^2$  value for Psychological Well-Being was 0.455, and for Quality of Work Life (QWL) it was 0.504, suggesting that 45.5% of the variance in Psychological Well-Being and 50.4% of the variance in QWL are explained by their predictors. As stated by Hair et al. (2021), these values reflect a moderate level of explanatory power for PWB and a strong level of explanatory power for QWL. Moreover, the impact size ( $f^2$ ) results in Table (4) also illustrate the relative effect of each construct on its corresponding dependent variable. Job Insecurity has a large effect on Psychological Well-Being ( $f^2 = 0.836$ ), while Psychological Well-Being has a large effect on QWL ( $f^2 = 1.015$ ). This confirms that both paths are going to be of practical significance to consider in the research context.

Table (4): Effect Size ( $f^2$ )

|                                  | <b>Job Insecurity</b> | <b>Psychological well-being.</b> | <b>Quality of Work Life</b> |
|----------------------------------|-----------------------|----------------------------------|-----------------------------|
| <b>Job Insecurity</b>            |                       | 0.836                            |                             |
| <b>Psychological well-being.</b> |                       |                                  | 1.015                       |
| <b>Quality of Work Life</b>      |                       |                                  |                             |

Building on it, the predictive relevance ( $Q^2$ ) test using the PLSpredict / CVPAT algorithm confirmed the model's predictive ability relative to endogenous constructs. Following the criteria proposed by Hair et al. (2021),  $Q^2$  values in excess of 0 demonstrate acceptable predictive relevance. The  $Q^2$  values for Psychological Well-Being (0.312) and QWL (0.427) indicate moderate and strong predictive relevance respectively (as shown in Table (5)). Chin (1998) and Henseler et al. (2009) indicate that these values are above the criteria for large predictive relevance, supporting the contention that the proposed model is both explanatory and predictive.

Table (5): Predictive Relevance ( $Q^2$ ) Results

| <b>Endogenous Construct</b> | <b><math>Q^2</math> Value</b> | <b>Predictive Relevance Level</b> | <b>Interpretation</b> |
|-----------------------------|-------------------------------|-----------------------------------|-----------------------|
|-----------------------------|-------------------------------|-----------------------------------|-----------------------|

|                                |       |                             |                                                                                       |
|--------------------------------|-------|-----------------------------|---------------------------------------------------------------------------------------|
| Psychological Well-Being (PWB) | 0.312 | Medium Predictive Relevance | The model has moderate predictive power for employees' psychological well-being.      |
| Quality of Work Life (QWL)     | 0.427 | Strong Predictive Relevance | The model demonstrates strong predictive accuracy in predicting quality of work life. |

Measuring the structural model was to confirm the projected relationships among Job Insecurity (JI), Psychological Well-Being (PWB), and Quality of Work Life (QWL). All hypothesized paths are statistically significant and in the expected direction as shown in Figure (3).

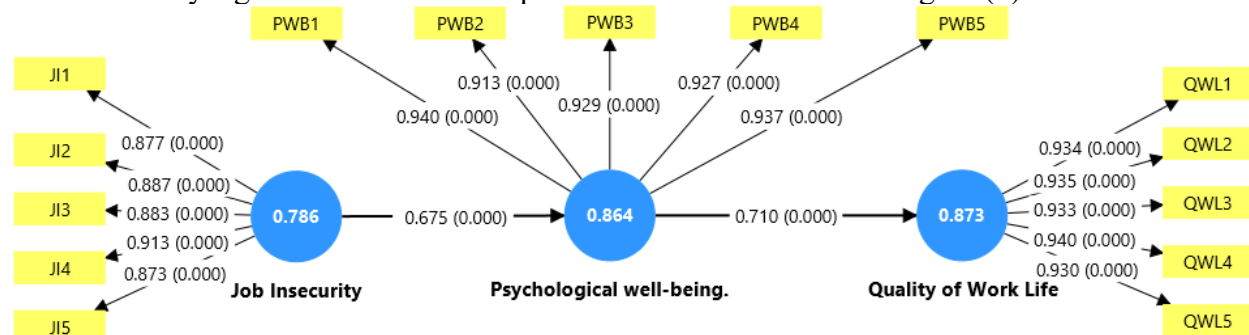


**Figure (3): Structural Model Results**

The findings depicted in Table (6) indicate that job insecurity has a significant negative effect on psychological well-being ( $\beta = 0.675$ ,  $t = 19.607$ ,  $p < 0.001$ ), thus preserving H2. This means that increasing job insecurity negatively affects employees' psychological health and emotional stability. Furthermore, it is shown that psychological well-being positively and significantly affects quality of work life ( $\beta = 0.710$ ,  $t = 23.899$ ,  $p < 0.001$ ), hence preserving H3. Employees who are psychologically more resilient or well are more likely to report a higher level of satisfaction and quality in their work life.

**Table (6): Direct Effects**

|                                                             | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics ( O/STDEV ) | P values |
|-------------------------------------------------------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| <b>Job Insecurity -&gt; Psychological well-being.</b>       | 0.675               | 0.677           | 0.034                      | 19.607                   | 0.000    |
| <b>Psychological well-being. -&gt; Quality of Work Life</b> | 0.710               | 0.710           | 0.030                      | 23.899                   | 0.000    |

There is also a significant indirect effect of job insecurity on quality of work life through psychological well-being ( $\beta = 0.479$ ,  $t = 13.131$ ,  $p < 0.001$ ), as shown in Table (7). This finding is consistent with H4, meaning that psychological well-being fully mediates the relationship of job insecurity to quality of work life. In other words, job insecurity negatively affects QWL mainly through damaging workers' mental and emotional health.

**Table (7): Indirect Effect**

|                                                  | <b>Original sample (O)</b> | <b>Sample mean (M)</b> | <b>Standard deviation (STDEV)</b> | <b>T statistics ( O/STDEV )</b> | <b>P values</b> |
|--------------------------------------------------|----------------------------|------------------------|-----------------------------------|---------------------------------|-----------------|
| <b>Job Insecurity -&gt; Quality of Work Life</b> | 0.479                      | 0.481                  | 0.036                             | 13.131                          | 0.000           |

To examine the mediating role of psychological well-being in the relationship between job insecurity and quality of work life, a bootstrapping procedure with 5,000 resamples was performed. As reported in Table (8), the indirect effect of job insecurity on quality of work life via psychological well-being was significant ( $\beta = 0.479$ ,  $t = 13.131$ ,  $p < 0.001$ ). This finding suggests that psychological well-being serves as a full mediator, indicating that job insecurity influences quality of work life mainly via its effect on employees' mental and emotional well-being. In other words, job insecurity leads to reduced psychological well-being, which then decreases employees' quality of work life.

Table (8): Mediating Effect Results

|                                                                                  | <b>Original sample (O)</b> | <b>Sample mean (M)</b> | <b>Standard deviation (STDEV)</b> | <b>T statistics ( O/STDEV )</b> | <b>P values</b> |
|----------------------------------------------------------------------------------|----------------------------|------------------------|-----------------------------------|---------------------------------|-----------------|
| <b>Job Insecurity -&gt; Psychological well-being. -&gt; Quality of Work Life</b> | 0.479                      | 0.481                  | 0.036                             | 13.131                          | 0.000           |

Finally, the total effects summarized in **Table (9)** confirm that all hypothesized relationships are significant, validating the proposed mediation model. These findings support H1–H4 and offer empirical proof that psychological well-being is an important mechanism linking job insecurity to employees' assessments of their overall work-life quality.

Table (8): Total Effects

|                                                             | <b>Original sample (O)</b> | <b>Sample mean (M)</b> | <b>Standard deviation (STDEV)</b> | <b>T statistics ( O/STDEV )</b> | <b>P values</b> |
|-------------------------------------------------------------|----------------------------|------------------------|-----------------------------------|---------------------------------|-----------------|
| <b>Job Insecurity -&gt; Psychological well-being.</b>       | 0.675                      | 0.677                  | 0.034                             | 19.607                          | 0.000           |
| <b>Job Insecurity -&gt; Quality of Work Life</b>            | 0.479                      | 0.481                  | 0.036                             | 13.131                          | 0.000           |
| <b>Psychological well-being. -&gt; Quality of Work Life</b> | 0.710                      | 0.710                  | 0.030                             | 23.899                          | 0.000           |

The results from the structural model provide complete empirical backing for all suggested hypotheses (H1–H4). To be specific, H1 was supported in that job insecurity has a significantly negative effect on employees' quality of work life, meaning higher levels of insecurity are associated with lower satisfaction, balance, and perception of support in the workplace. H2 was also supported in that job insecurity negatively affects employees' psychological well-being, stressing the negative emotional and cognitive implications of perceived job instability. The data revealed sufficient support for H3, as psychological well-being has a significant positive effect on the quality of work life, as employees reporting greater psychological health and resilience tend to report greater satisfaction and engagement with their work context. Lastly, H4 was supported, due to the statistical significance of the indirect effect, indicating that psychological well-being is a full mediator between job insecurity and the quality of work life. In other words, the harmful effects of job insecurity on employees' perceptions of quality of work life mainly occurs through the depletion of their psychological resources. All in all, the results endorse the theoretical model and highlight the important role of psychological well-being in alleviating the negative impact of job insecurity among employees in the industrial sector in Jordan.

The results of this research are aligned with a recent emergence of international positions which emphasized the rising effect of human-centered management practices and digital transformation that have shaped employees' work experiences. Current studies have pointed out that a sustainable quality of work life situation is based on the aspects of job security and well-being along with agile human resource management (Ibrahim et al., 2025), responsible implementation of digital technologies (Lootah, 2024; Maabreh, 2024), and ethically managed governance in artificial intelligence (Qahman & Abdu, 2024; Shehab, 2025). Additionally, the influence of technological transformation opportunities in areas such as education, finance, and business (to include blockchain and fintech intervention to AI data analytics) is also redefining employee empowerment, skills acquisition, and quality of workplace (Jango & Mohamed, 2024; Sharadgah et al., 2025; Thosony, 2025; Wongi, 2025; Zagibah, 2025). All of these facets indicate a greater challenge to apply synergetic quality of work life and psychosocial adaptation with the changing information technology (IT) landscape toward sustainable organizational resilience and sustainable work-life quality (Othman et al., 2024; Shubailat et al., 2025; Zaqeeba, 2024; Issaa, 2024; Qahman et al., 2025).

The findings of the present research align with a growing volume of literature underscoring the interplay of psychological, technological, and organizational challenges shaping contemporary workplace contexts. In fact, recently published articles have also presented links between job function, governance, and wellbeing and digital transformation and AI (Al-Qasmi, 2024; Alsmadi et al., 2025; Abdallah Qahman et al., 2025). Furthermore, often in more experimental contexts, innovative models connecting green human resource management, sustainability, and taxes have emerged as relevant contributors to resilience and productivity within regional economies (Aloqaily et al., 2024; Al-Taani et al., 2025; Al-Zaqeba, 2024; AlZakwani et al., 2025).

From an educational and social perspective, adaptive digital systems and AI-enabled learning have been found to support positive development in conflict-affected and resource-limited contexts (Al-Momani, 2024; Abdallah Qahman et al., 2025). At the same time, ethical and governance of AI use remains a central issue regarding sustaining human centered development (Azqiba, 2024; Qahman & Abdu, 2024). Consequently, these findings support the argument that improving quality of life at work and relate to psychological well-being must offer a multidimensional approach, integrating mental health supports, agile practice, and responsible technology use (Ibrahim et al., 2025; Shehab, 2025; Shubailat et al., 2025).

## 6. Discussion

This research provides insight into the effect that job insecurity has on employees' psychological well-being and quality of work life in the context of the Jordanian Qualified Industrial Zones (QIZ). The findings add evidence to support each of the four hypotheses. Regarding H1, job insecurity was shown to have a statistically significant, negative relationship on employees' quality of work life. This finding corroborates relevant research, which found that job insecurity perceptions negatively related to job satisfaction, engagement, and perceived equity at work (De Witte et al., 2016; Pires, 2025). Job insecurity generally creates decreased motivation levels and emotional alienation for employees, which ultimately makes employees less likely to achieve fulfilment and overall well-being at work. Specifically, the QIZ sector (due to temporary contracts and fluctuating production demands) further exaggerates this experience with job insecurity, given the precarious nature of employees' work conditions and lack of promotion opportunities.

The results also confirmed hypothesis H2, indicating that job insecurity exerts a demonstrable negative influence on psychological well-being. This is in line with Vander Elst, De Witte, and De Cuyper (2014), who have identified job insecurity as a prolonged stressor that may lead to anxiety, low self-confidence, and emotional exhaustion. Abdul Jalil et al. (2023) and Jiang & Lavaysse (2018) described how repeated instances of uncertainty and insecurity in one's job weakened people's psychological resilience and produced a cycle of stress impacting functionality at work. According to the COR theoretical viewpoint, this level of insecurity also drains valuable psychological resources and takes its toll on an individual's capacity to be able to cope with job demands and develop states of positive emotions.

Regarding H3, the strong and positive relationship between psychological well-being and QWL, underscores mental health as an important component for employee satisfaction and organizational effectiveness, and it has been documented in the literature (Swamy et al., 2015; Shah, 2020; Siagian et al., 2024). Happy employees have been found to have improved morale and commitment to the organization and higher life satisfaction. The current study's findings indicate that employees will evaluate their working conditions as supportive and satisfying, after becoming psychologically balanced and autonomous, meaning all of these results relate to experiencing a stronger QWL, as perceived by the employees.

The mediation analysis (H4) illustrated that psychological well-being serves as a full mediator between job insecurity and quality of work-life. In other words, job insecurity does not have a direct negative impact on quality of work-life, but in fact, it affects quality of work-life by detrimentally impacting workers' mental and emotional condition. This finding is consistent with COR and psychological contract theories, which argue that insecurity detrimentally impacts internal psychological resources and undermines the implicit trust and relationship between workers and their employer. In fact, Singh et al. (2025) and Pires (2025) both demonstrated similar mediation processes to the current study, where wellbeing was demonstrated to explain how workplace stressors lead to lower satisfaction and engagement. Overall, this study demonstrates the importance of psychological well-being as a necessary psychological mechanism that the organization must intervene in if they want to reduce the harm of perceived job insecurity.

With respect to the specific context of the QIZs in Jordan, these findings extend to practice. The service and manufacturing sectors rely on human capital competing under the duress of externally driven production and global competition. In these contexts, psychological well-being is more than a concern for an employee's welfare; it is an organizational imperative. When organizations embrace practices of support for their people, being transparent in their communications, and engaging with mental health and other workplace programs, they can displace the negative impact of job insecurity and protect enhanced productivity and morale.

## 7. Conclusion

The objective of this research was to examine the effect of job insecurity on employees' quality of work life (QWL), as well as the mediating role of psychological well-being among employees in Jordanian Qualified Industrial Zones (QIZs). Using a quantitative cross-sectional design along with analysis of the data in Smart-PLS-4, the results provided total empirical support for all the proposed hypothesized relationships.

Job insecurity had a significant negative correlation with psychological well-being and QWL which was significantly and negatively affected by psychological well-being and work-life quality. Psychological well-being is significantly positively associated with the QWL. Those findings indicate evidence that workers' perceptions of job insecurity will impact their mental health, thereby diminishing their job satisfaction, motivation and sense of fulfillment in their work. From the COR and psychological contract perspectives, the study recognizes psychological well-being as a significant mediator of the relationship between job insecurity and decreased work-life quality. From a pragmatic viewpoint, the evidence illustrates the need for organizations (particularly those situated in the context of a qiz) to develop policies and interventions that encourage employees' psychological resilience and develop a sense of stability. For instance, firms may start utilizing types transparency, communications, employee assistance programs, and supportive leadership to reduce the negative consequences of job insecurity and improve overall well-being, to innocent ate such employees. This article add value both to theory and practice- providing greater insights into how job insecurity, via psychological processes, influence subjective experiences of employees in the workplace. It suggests a well-being emphasis as the central point- necessitating a multi-faceted approach to workforce management, in consideration of an organization's performance and employee welfare for sustainability of the industrial sector.

This extended contribution adds to the literature valuable knowledge on how psychological well-being mediates between job insecurity and quality of work life, while there is still more to learn about possibilities to extend. First, future research could apply longitudinal designs to infer causality as well as change in relationships over time, particularly as employment market conditions change. Second, future research could provide additional knowledge of the moderating effects reported in this study by including cross-cultural or cross-industry comparisons of socio-economic and institutional context. Third, this model could be extended within future research by including moderator variables such as organizational support, leadership style, or emotional intelligence, to identify boundary conditions that buoy any negative effects of job insecurity. Finally, utilizing mixed-methods may provide a richer and deeper qualitative understanding of employees lived experiences to complement quantitative methodologies. Future directions would thus strengthen theoretical models and provide support for more sophisticated interventions that support employees in psychological well-being and in achieving sustainable quality of work life in potentially stressful employment settings.

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