



University Ownership as a Moderator Effect: The Impact of Human Security of Academic Staff on Job Retention

Amani Mashhoor Al-Refai ^{1*}, Farida Rachid Boulesnane ², Husam IbrahimArman ³, Fuad Taha Talafha ⁴,
Rose Fowler Al-Hawamdeh ⁵, Ahmed Mohammad Alhawamdeh ⁶, Abdel Hakim Oqlah Akhorshaideh ⁷,
Alaeddin Mohammad Khalaf Ahmad ⁸

¹Department of Basic Sciences and Humanities, Faculty of Arts and Humanities, Applied Science Private University, Amman, Jordan.

² Clinical Psychology Department, Faculty of Arts and Sciences, Al-Ahliyya Amman University, Amman, Jordan.

³ Techno-Economics Division, Kuwait institute for Scientific Research, Kuwait, Kuwait.

⁴ The Department of Psychology, The College of Educational Sciences, Mutah University, Karak, Jordan.

⁵ Department of Languages, School of Social and Basic Sciences, Hussein Technical University, Amman, Jordan.

⁶ Private Law Department, School of Law, Jerash University, Jerash, Jordan.

⁷ Department of Public Administration, School of Business, The University of Jordan, Amman Jordan.

⁸ Department of Marketing, School of Business, The University of Jordan, Amman, Jordan.

Received: 6/7/2024

Revised: 19/7/2024

Accepted: 26/9/2024

Published online: 1/9/2025

* Corresponding author:

a_refai@asu.edu.jo

Citation: Al-Refai, A. M. A.-R.,
Boulesnane, F. R., IbrahimArman,
H., Talafha, F. T., Al-Hawamdeh, R.
F., Alhawamdeh, A. M.,
Akhorshaideh, A. H. O., & Ahmad,
A. M. K. (2025). University
Ownership as a Moderator Effect:
The Impact of Human Security of
Academic Staff on Job
Retention. *Dirasat: Human and
Social Sciences*, 53(2), 8145.
<https://doi.org/10.35516/Hum.2025.8145>



© 2026 DSR Publishers/ The University of Jordan.

This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY-NC) license <https://creativecommons.org/licenses/by-nc/4.0/>

Abstract

Objectives: This paper aims to investigate the impact of the human security of academic staff on job retention at Jordanian universities. Moreover, to examine the moderator effect of university ownership between human security and job retention at Jordanian private and public universities.

Methods: A cross-sectional online questionnaire was used to collect the primary data using a sample of (N=356) respondents who are academic staff at Jordanian governmental and private universities. A structural equation modelling (SEM) was designed to test the relationships between the elements of human security of academic staff and job retention at using University Ownership as a Moderator Effect.

Results: The results showed that human security has a significant positive effect on job retention. In addition, job satisfaction has a partial moderating effect since there is a direct, significant positive relationship between human security and job retention for academic staff at Jordanian universities.

Conclusions: This paper suggests that universities must develop effective human resource strategies to ensure their academic staff feel secure in all aspects (job security, legal security, economic security, research security, personal and moral security).

Keywords: Human security; job retention; academic staff; universities; Jordan.

ملكية الجامعة كمتغير معدل: أثر الأمن الإنساني لأعضاء الهيئة الأكاديمية على الاحتفاظ الوظيفي

أماني مشهور الرفاعي^{1*}، فريدة رشيد بولسان²، حسام إبراهيم عرومان³، فؤاد طه طلافحة⁴، روزفولر الحوامدة⁵،

أحمد محمد الحوامدة⁶، عبد الحكيم عقله أخوراشيدة⁷، علاء الدين محمد خلف أحمد⁸

¹ قسم العلوم الأساسية والإنسانية، كلية الآداب والعلوم الإنسانية، جامعة العلوم التطبيقية الخاصة، عمان، الأردن.

² قسم علم النفس السريري، كلية الآداب والعلوم، جامعة عمان الأهلية، عمان، الأردن.

³ قسم الاقتصاد التقني، معهد الكويت للأبحاث العلمية، الكويت، الكويت.

⁴ قسم علم النفس، كلية العلوم التربوية، جامعة مؤتة، الكرك، الأردن.

⁵ قسم اللغات، كلية العلوم الاجتماعية والأساسية، جامعة الحسين التقنية، عمان، الأردن.

⁶ قسم القانون الخاص، كلية القانون، جامعة جرش، جرش، الأردن.

⁷ قسم الإدارة العامة، كلية الأعمال، الجامعة الأردنية، عمان، الأردن.

⁸ قسم التسويق، كلية الأعمال، الجامعة الأردنية، عمان، الأردن.

ملخص

الأهداف: تهدف هذه الورقة البحثية إلى دراسة أثر الأمن الإنساني لأعضاء الهيئة الأكاديمية على الاحتفاظ الوظيفي في الجامعات الأردنية. علاوة على ذلك، دراسة أثر الدور المعدل للملكية الجامعة بين الأمن الإنساني والاحتفاظ بالوظائف في الجامعات الأردنية العامة والخاصة. المنهجية: تم استخدام استبيان إلكتروني مقطعي لجمع البيانات الأولية باستخدام عينة من (N=356) مستجيباً من أعضاء الهيئة الأكاديمية في الجامعات الحكومية والخاصة الأردنية. تم تصميم نموذج المعادلات الهيكلية (SEM) لاختبار العلاقات بين عناصر الأمن الإنساني لأعضاء الهيئة الأكاديمية والاحتفاظ الوظيفي باستخدام تبعية الجامعة كمتغير معدل.

النتائج: أظهرت النتائج أن الأمن الإنساني له أثر إيجابي كبير على الاحتفاظ الوظيفي. بالإضافة إلى ذلك، كان لرضا العمل أثر معدل جزئي حيث توجد علاقة إيجابية مباشرة كبيرة بين الأمن الإنساني والاحتفاظ الوظيفي لأعضاء الهيئة الأكاديمية في الجامعات الأردنية. الخلاصة: تقترح هذه الورقة أن الجامعات الأردنية يجب أن تطور استراتيجيات فعالة للموارد البشرية لضمان شعور أعضاء الهيئة الأكاديمية بالأمان في جميع الجوانب (الأمن الوظيفي، الأمن القانوني، الأمن الاقتصادي، الأمن البحثي، الأمن الشخصي والمعنوي). الكلمات الدالة: الأمن الإنساني، الاحتفاظ الوظيفي، أعضاء الهيئة الأكاديمية، الجامعات، الأردن.

INTRODUCTION

Security is one of the most essential components of human life. A dignified human life can only thrive in the presence and assurance of security. In such an environment, individuals feel confident about themselves, their families, and their livelihoods. Throughout history, providing security has been a significant concern for nations. The concept has evolved with changing developments and requirements, prompting researchers to examine it more thoroughly.

The understanding of security has expanded beyond military aspects to encompass various dimensions. Security is no longer solely dealt with from a military perspective; it now involves considerations such as unemployment, illness, social conflicts, and political repression. This broader perspective has led to the emergence of new concepts, with humanitarian security being one of the prominent ones.

According to Labban (2015), human security aims to protect the vital essence of human life by enhancing human freedoms and self-realization. It encompasses individuals' fundamental rights and freedoms, ensuring protection from harsh conditions and potential threats. Human security includes physical safety, economic and social well-being, respect for dignity and worth, and safeguarding fundamental rights and freedoms.

Alice (2016), as cited in the study by Al-Zaydi (2023), defines human security as a new term that refers to all aspects and requirements of human life, addressing everything needed for security in oneself, family, homeland, work, and finances. It is a comprehensive approach that deals with protecting human rights and freedoms, enabling individuals to live with a high level of dignity. Human security seeks to protect individuals from various risks, whether environmental, economic, or health-related.

Al-Taher (2020) describes human security as a multi-dimensional concept outlined by the United Nations in its 1994 development program, covering seven dimensions. Economic security, ensuring individuals have sufficient means for a safe and stable life, is crucial. Economic security involves possessing enough resources to satisfy basic needs like shelter, food, clothing, and healthcare, indicating a person's sense of economic security.

Human security is influenced by numerous risks and threats affecting people in developed and developing economies. Key challenges include financial instability, job insecurity, and income instability due to global competition. Organizations face rapid and continuous changes, requiring careful selection and retention of skilled and knowledgeable employees. Human resource management must review strategies to ensure employee satisfaction, commitment, and retention.

Naif (2019) emphasizes that retaining employees leads to stability among experienced and competent staff, reducing costs associated with recruiting new employees. Employee retention contributes to morale, loyalty, and commitment, reflecting positively on the organization's reputation and future success.

Al-Bittar (2022) defines employee retention as systematically aligning human resource management plans with various administrative units' plans within the organization. It focuses on creating a safe and comfortable working environment that helps retain employees by providing suitable working conditions, rewards, and fair compensation.

The stability of employees in their work is crucial for organizations, and a sense of job security is among the most critical aspects of employee retention. Feeling secure in their jobs contributes to employees' psychological well-being, fostering a sense of belonging and satisfaction.

Since universities are crucial educational institutions, the quality of human resources leading their operations is vital. As demonstrated by (Talafha et al., 2023), the relationship between university quality and the quality of faculty members emphasizes the importance of faculty members' competence, professional experience, and commitment as key factors for excellence.

Universities must ensure faculty members feel secure in their tasks. Creating a just academic environment where personal factors do not influence reward and punishment procedures is crucial. Faculty members need to feel secure about their academic achievements, and providing psychological and personal security contributes to their job stability. This research explores the concept of human security and links it to the job retention of faculty members in Jordanian universities, distinguishing between university types (i.e. private universities or government).

LITERATURE REVIEW

Human security

Human security as a terminology was first highlighted in the Human Development Report in 1994 (UNDP, 1994), which introduced a new understanding of security known as human security. However, the concept had its roots before this date, with several writings using the term before the end of the Cold War. In 1966, Blatz introduced his individual security concept in a book titled "Human Security: Some Reflections," emphasizing that a secure state doesn't necessarily mean secure individuals (Al-Zaydi, 2023).

Human security can be viewed as the right of individuals to enjoy freedom from fear and freedom from deprivation. Therefore, it has been defined in various ways, linking it to national security but emphasizing a shift from national security to individual security. Human security posits that protecting individuals is not solely achieved through safeguarding the state as a political entity but by focusing on individuals' well-being and quality of life (Laaban, 2015).

Al-Taher (2020) highlighted the United Nations Development Programme's (UNDP) identification of key characteristics of human security, including its comprehensive and global nature, representing a universal right for individuals everywhere. Human security components are interrelated, relying on each other, and early prevention is possible. The report identified the components of human security as freedom from want and freedom from fear, emphasizing the internal conditions necessary for personal and political security, as well as conditions needed for political independence often associated with democratic governance, including competitive political participation among various political forces and freedom of expression.

Building on the expanded vision of the concept, the UNDP identified several dimensions of human security, as outlined by Fuad (2020):

Economic Security: This is a crucial aspect of human security, focusing on measures to protect the economy from surrounding risks, as economic security directly impacts an individual's security and material well-being.

Food Security: It involves the ability to access and obtain food, achieved when everyone has the opportunity to acquire sufficient and healthy food, coupled with the financial means to do so.

Health Security: Protecting individuals from diseases involves providing healthcare and investing in it, ensuring a safe health environment for individuals.

Political Security: The central point of human security is shifting attention from state security to citizen security. Therefore, a precise understanding of political security should extend beyond legal frameworks, drawing its essence from the concept of institutional legitimacy based on representation and participation.

Various Human Development Reports from the UNDP, primarily focused on human development, highlighted factors threatening human security, as categorized by Aboud (2021):

Financial Instability: The speed of goods and services movement in addition to capital due to globalization, continues to contribute to the financial volatility.

Lack of Job Security and Income Stability: The current business environment has created more flexible employment policies which has resulted in weak job contracts and hence job instability.

Lack of Health Security: The ease of disease transmission, such as AIDS, affects freedom of movement, with the 1998 Human Development Report stating that approximately 33 million individuals worldwide were infected, with six million new infections in the same year.

Lack of Cultural Security: Globalization, in its essence, involves the diversity of cultures and smooth exchange of ideas in the presence of high-speed internet and connectivity. The report affirmed that the transfer of information, ideas, and cultures occurs unevenly, mostly from rich to poor countries, posing a threat to local values.

Job retention

The topic of human resource retention has garnered significant attention from researchers due to its substantial impact on the productivity of employees in organizations and their commitment to achieving the organization's goals and mission. The human element is considered the real wealth and the core of production in organizations, making it one of the most

important variables in current economic development – the preservation of human resources, which represents a strategic resource in the production process (Al-Zahrani, 2020; Al Serhan, 2024).

Al-Baytar (2022) defined job retention as the methods and means contributing to employees' commitment to continue working in the organization for the long term. Key practices in job retention include fairness in material and moral incentives, organizational justice, organizational culture, and job performance. Nayef (2019) defined job retention as human resource activities related to the sustainability of employees, such as retaining exceptional human resources for extended periods and focusing on employees with unique skills.

Organizational justice is one of the key strategies to preserve human resources (Mat, 2014), where equality and fairness are achieved in the rights and duties assigned to employees, reflecting the employees' relationship with the organization. The concept emphasizes employees' commitment to the organization and underscores organizational trust. Hoy (2004) defined it as a phenomenon representing equality and justice, emphasizing the manager's use of justice in dealing with employees in various human and operational aspects within the organization.

Interest in organizational justice arises from the need to abandon detrimental organizational policies based on injustice and threat. It aims to regulate or prevent behaviors that are hostile to society and undesirable and may result from the absence of a sense of justice within the organization. When individuals do not feel justice, they may exhibit undesirable behaviors such as reducing effort, constant demands for salary increases, and dissatisfaction with their current salary. This may lead to leaving the job or remaining in the field while comparing oneself to a workgroup that may receive more rewards and incentives (Greenberg, 2004).

Gim (2014) explained two fundamental aspects of organizational justice: distributive justice, which pertains to the rewards employees receive, and procedural justice during the acquisition of these rewards. Employees in the organization assess the justice of any action, relying on the principles of balance and correction. Balance is attained by assessing the employees' output relative to the value of inputs within the organization. Simultaneously, correction pertains to the caliber of decisions or processes, ensuring they seem fair and suitable. Consequently, organizational justice encompasses procedural and distributional aspects.

Shahab (2017) identified empowerment as one of the crucial strategies for job retention. Administrative empowerment is a significant factor in enhancing work, increasing productivity, promoting a sense of belonging and ownership, and enabling individuals to act to improve activities and operations. Administrative empowerment involves giving employees the authority to set their work goals, make decisions, and solve problems within their responsibilities and authority.

Similarly, Al-Baytar (2022) emphasized the importance of performance strategy as one of the key strategies for job retention. Job performance plays a vital role in the organization's overall performance, referring to the collective value of activities in which employees directly and individually participate to achieve the organizational goals. Various factors influence employee job performance, such as technical factors (organizational structure, raw materials, technological progress, and work methods), human factors (employees' ability to perform actual work, including knowledge, education, experience, training, skills, and personal ability), and individual motivation to work.

Employee stability in their work is essential for the success of the organization. Al-Jabali (2018) highlighted aspects of job stability, including team cohesion, a sense of job security, engagement in work, and human resource development. On the other hand, indicators of job instability include absenteeism, complaints and grievances, strikes and protests, and voluntary job leaving. Ibrahim (2015) identified a strong positive relationship between overall organizational trust variables among faculty members and assistant faculty members and the quality of their work life. Al-Jabali's (2018) study found a statistically significant positive relationship between justice and fairness and job satisfaction among employees in private Jordanian universities. It also identified a statistically significant positive relationship between justice and fairness and employee retention in these universities.

A relevant study (Naif, 2019) showed that organizational justice (distributive, procedural) statistically impacts employee retention in private Jordanian universities. However, there were differences in the average responses of the study sample towards the impact of organizational justice on employee retention attributed to variables such as age, educational level,

and job title.

In conclusion, effective job retention strategies involve organizational justice, cultural strategies, administrative empowerment, and a focus on job performance. These strategies create a positive work environment, foster employee satisfaction, and ultimately enhance organizational productivity and success.

The key hypotheses of the research

Based on the reviewed literature, this paper explores the critical connection between human security and university ownership, defined as a public or private university, which, in turn, affects job retention.

Considering the reviewed empirical literature, this paper argues that human security would contribute to university ownership, which has an effect on job retention. *Therefore, this study's hypotheses are:*

H1: Human security has a statistically significant positive effect on job retention at $\alpha \leq 0.05$

H1a: Job security has a statistically significant positive effect on job retention at $\alpha \leq 0.05$

H1b: Legal security has a statistically significant positive effect on job retention at $\alpha \leq 0.05$

H1c: Economic security has a statistically significant positive effect on job retention at $\alpha \leq 0.05$

H1d: Research security has a statistically significant positive effect on job retention at $\alpha \leq 0.05$

H1e: Personal and moral security security has a statistically significant positive effect on job retention at $\alpha \leq 0.05$

H2: University ownership has a statistically significant moderating effect between human security and job retention at $\alpha \leq 0.05$.

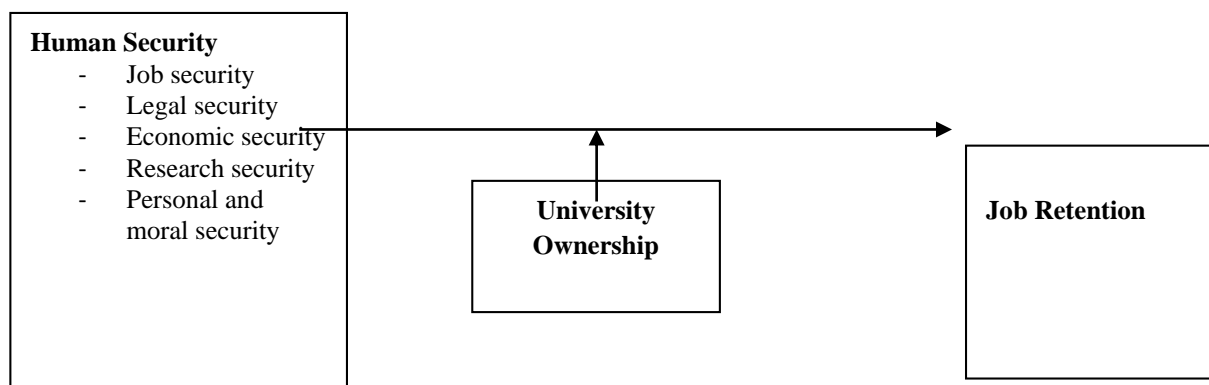


Figure 1: Research Model

RESEARCH METHODOLOGY

To investigate the relationship between the elements of human security and job retention at government and private universities, a sample of 365 individuals (actively working academic staff) were drawn using the convenience sampling technique.

To measure the key variable in the study, a five-point Likert scale was utilized where the participants in the survey would respond to statements by selecting (1) to (5) options indicating the level of agreement with each. The scale starts with (5) indicating strongly agreement, (4) for only agree, (3) for neutral, (2) for disagree, and finally (1) for strongly disagree. Table 1 depicts the full list of statements grouped into job retention and human security. Human security includes five sub-groups: Job security, Legal security, Economic security, Research security, and Personal and moral security.

Table 1. Measurements items

Variable	Items	Adopted from
Human security	Najjar et al., (2021); Coetzer et al. (2023); Afaq et al. (2022) Ahmad et al. (2014)	
<i>Job security</i>		
Academics are secure in their jobs.		Najjar et al, (2021); Coetzer et al, (2023); Afaq et al, (2022)
Confirmation in a permanent service job.		
Promotion procedures.		
Appointment of academic administrators.		
Forming an association is a basic requirement.		
<i>Legal Security</i>		
The rule of law in university life.		Najjar et al, (2021); Afaq et al, (2022)
University environment fairness.		
Reward and punishment procedures.		
Domination of academic management.		
Sensitivity of administrative staff.		
Administrative tyranny, emigration.		
Academic (clique).		
<i>Economic security</i>		
Financial sufficiency and savings.		Najjar et al (2021)
Adequate health insurance system.		
Social security system.		
Additional teaching burdens for financial reasons.		
Financial factor is a major reason for the emigration.		
<i>Research security</i>		
Safe on the results of their research, inventions and scientific achievements.		Najjar et al, (2021); Coetzer, et al, (2023); Afaq et al, (2022)
Academic development.		
Faculty members' research contributes appropriately to development in Jordan.		
The main reason academics do research is promotions.		
<i>Personal and moral security</i>		
Personal security on a physical level.		Najjar et al (2021)
Security at the level of property and belongings.		
Security on a psychological level.		
Recognition they deserve outside the academic community.		
Bear part of the responsibility for the conditions in which they live.		
Sufficient teaching and research freedoms.		
Policy-makers at the national level give due attention to the university sector.		
Graduates of Jordanian universities meet the needs of society.		
Universities suffer from a clear decline in their academic level.		
Deficiencies in human security are reasons for the emigration of academics.		
<i>Job Retention</i>		
I am happy with my salary.		Ahmad et al, (2014)
I am happy with the opportunities for advancement at the university.		
I am happy with my co-worker's relations.		
I am happy with the leadership style of the university.		

The collected data was treated using advanced techniques in MS Excel spreadsheets. This included cleaning and coding all the different data points. The data was then imported to the SPSS to explore it and conduct a descriptive analysis that included various tabulations and graphical representations. For the structure equation modeling (SEM) analysis, AMOS software was used to conduct factor analyses and multiple regression analyses since it is an ideal software for such analysis (Lowry & Gaskin, 2014).

RESEARCH ANALYSIS AND RESULTS

Descriptive analysis

Out of the 372 responses received, 356 were considered in the analysis, and hence, 16 responses were dropped due to the lack of completion and accuracy. The demographic data (Table 2) showed that 76% of the respondents were male. Around 18% were aged 30-39, 33% were aged 40-49, 27% were aged 50-59, and nearly 94% held a PhD. Additionally, 64% were from government universities.

Table 2. Demographic data

	Item	Frequency	%
Age	Less than 30	0	0
	30-39	66	18.5
	40-49	118	33.1
	50-59	98	27.5
	More than 59	74	20.8
	Total	356	100.0
Sex	Female	84	23.0
	Male	272	76.4
	Total	356	100.0
Education level	Ph. D	336	94.4
	Master	20	5.6
	Total	356	100.0
Academic Ranking	Instructor	26	7.3
	Assistant Prof.	82	23.0
	Associate Prof.	130	36.5
	Full Prof.	118	33.1
	Total	356	100.0
University ownership	Private	128	35.9
	Government	228	64.1
	Total	356	100.0

Table 3 displays the means and standard deviations for each variable in the questionnaire. The means ranged from 1.923 to 2.158, indicating agreement amongst most respondents with the variables. The highest mean, 2.158, was for Personal and Moral Security, while the lowest mean was for Research Security.

Table 3. Analysis of the variables

	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
JS	2.1135	.59169	-.440	.182	.087	.362
LS	2.0721	.45167	-.979	.182	4.020	.362
ES	2.0180	.55450	.467	.182	-.204	.362
PS	2.1587	.45232	-.094	.182	.971	.362
RS	1.9238	.64741	-.172	.182	.093	.362
HS	2.1039	.32419	.070	.182	2.068	.362
JR	2.1267	.94573	-.321	.182	-.567	.362
Valid N (listwise)	356					

Reliability (Cronbach's Alpha)

Cronbach's Alpha was used to verify the reliability of the variables using the standard function in the SPSS software (Table 4). According to Taber, K. S. (2018) study, the reliability is satisfied if the value of Cronbach's alpha is higher than 0.7.

Table 4. Reliability test (Cronbach Alpha)

Variable	No of items	Cronbach Alpha
Job Security	5	.765
Legal Security	7	.732
Economic Security	5	.814
Research Security	4	.708
Personal and Moral Security	7	.786
Human Security	28	.766
Job Retention	4	.742

Confirmatory factor analysis

Confirmatory Factor Analysis (CFA) was used to assess the reliability and validity of the data prior to executing Structural Equation Modeling (SEM). According to Hair et al. (2014), a composite reliability value of 0.7 or higher is sufficient, while the Average Variance Extracted (AVE) and the factor loadings should be more than 0.5 to satisfy convergent validity (Fornell and Larcker, 1981). The results of (CFA) described in Figure 2 and Table 5 show that all variables satisfy the above conditions. Moreover, the discriminant validity measured by the correlation between variables (Table 6) was also satisfied as per the recommended values of Hair et al. (2014).

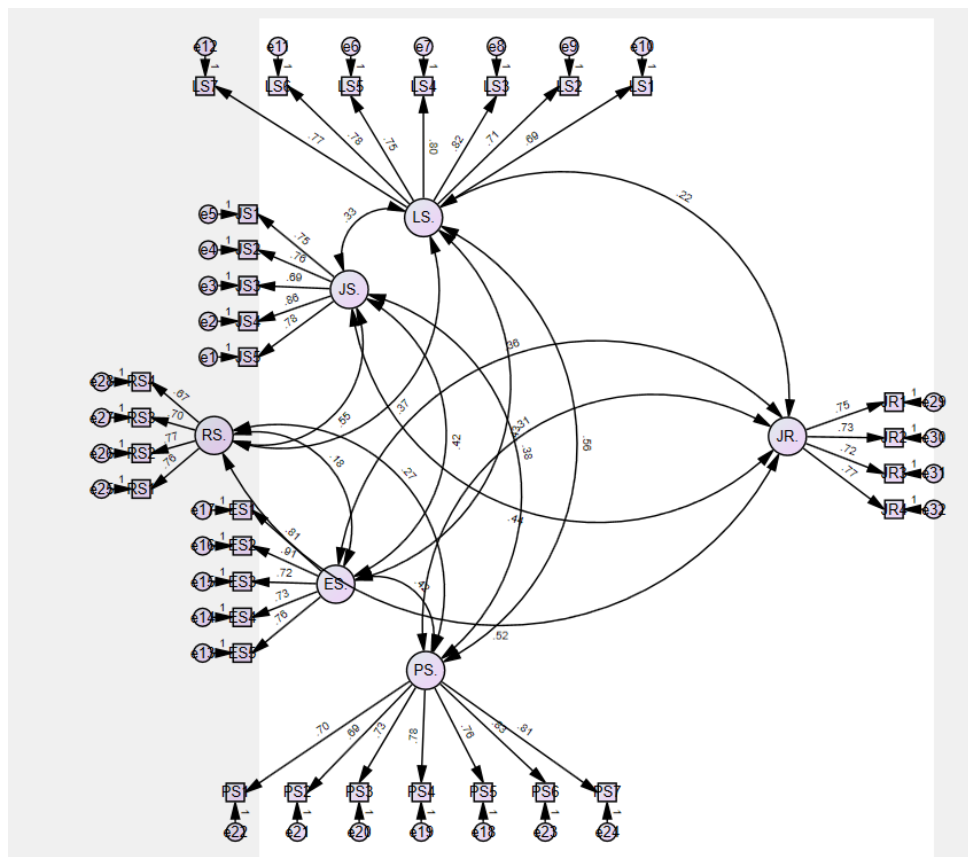


Figure 2: Standardized output of Pool CFA

Table 5. Standardized regression weight output of pool CFA

Path			Factor Loading	(AVE)	(C.R.)	Root Square (AVE)
JS5	<---	JS.	.75			
JS4	<---	J.S.	.76			
JS3	<---	JS.	.69	.59	.79	.77
JS2	<---	J.S.	.86			
JS1	<---	J.S.	.78			
LS5	<---	L.S.	.77			
LS4	<---	L.S.	.78			
LS3	<---	L.S.	.75			
LS2	<---	L.S.	.80	.58	.77	.76
LS1	<---	LS.	.82			
LS6	<---	L.S.	.71			
LS7	<---	L.S.	.69			
ES5	<---	E.S.	.81			
ES4	<---	E.S.	.91			
ES3	<---	ES.	.72	.62	.81	.79
ES2	<---	E.S.	.73			
ES1	<---	E.S.	.76			
PS5	<---	P.S.	.70			
PS4	<---	P.S.	.69			
PS3	<---	P.S.	.73			
PS2	<---	PS.	.78	.56	.79	.76
PS1	<---	P.S.	.76			
PS6	<---	P.S.	.83			
PS7	<---	P.S.	.81			
RS1	<---	R.S.	.67			
RS2	<---	R.S.	.70	.52	.78	.73
RS3	<---	RS.	.77			
RS4	<---	R.S.	.76			
JR1	<---	J.R.	.75			
JR2	<---	J.R.	.73	.55	.80	.74
JR3	<---	JR.	.72			
JR4	<---	J.R.	.77			

Table 6. Correlations between variables in CFA

Path			Correlation
J.S.	<-->	L.S.	.33
L.S.	<-->	R.S.	.37
L.S.	<-->	E.S.	.43
L.S.	<-->	P.S.	.56
L.S.	<-->	J.R.	.22
J.S.	<-->	R.S.	.55
J.S.	<-->	E.S.	.42
J.S.	<-->	P.S.	.43
J.S.	<-->	J.R.	.44
E.S.	<-->	R.S.	.18
P.S.	<-->	R.S.	.27

Path			Correlation
R.S.	<-->	J.R.	.52
P.S.	<-->	J.R.	.31
E.S.	<-->	P.S.	.42
E.S.	<-->	J.R.	.36

Structural equation modeling

The resulting simulation of the SEM enabled the researchers to test the research hypotheses identified earlier. The Human Security construct includes five components (J.S., E.S., P.S., R.S., and L.S.) as shown in Figure 3.

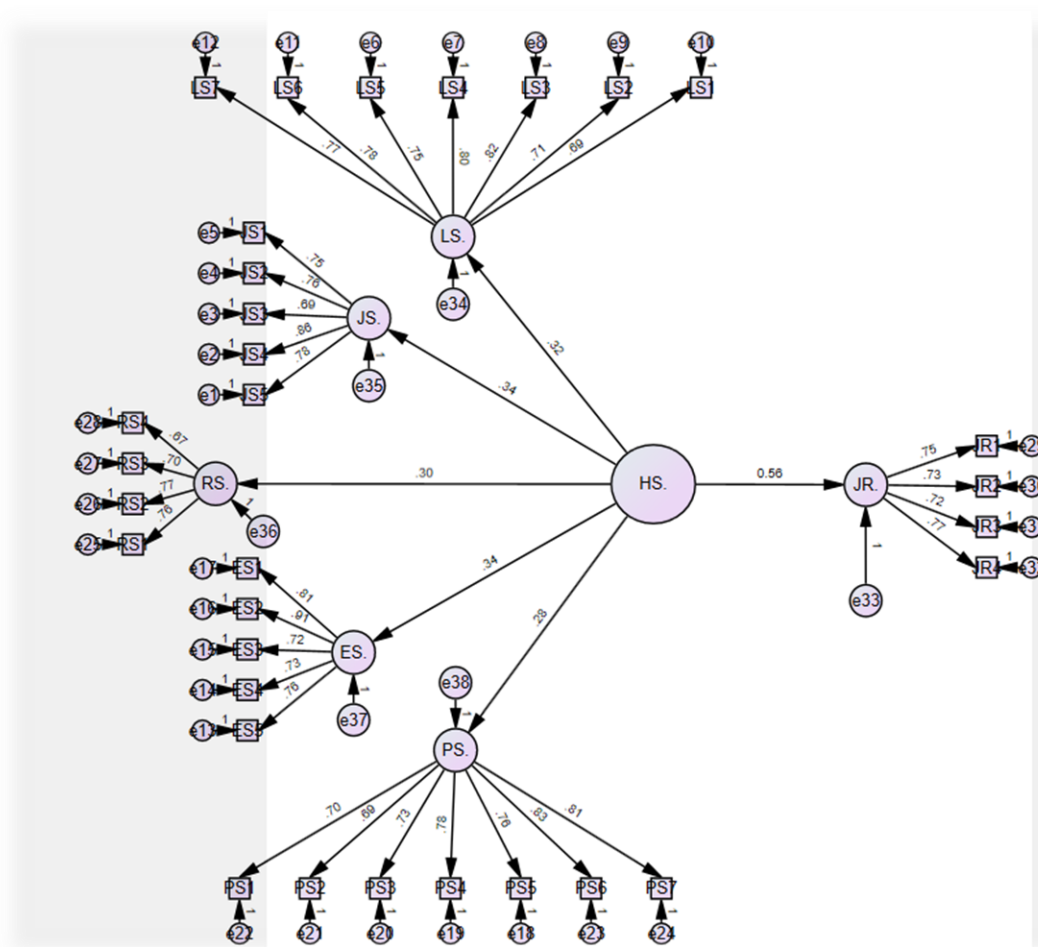


Figure 3. Standardized output of SEM

The results obtained from SEM confirm the significant relationship between Human Security and Job Retention and show that about 32% of Job retention is explained by Human security.

Model goodness-of-fit

To test the the goodness-of-fit of the model (Asparouhov and Muthén, 2009; Jöreskog et al. ,2016; Tarka, 2018),, the following parameters were tested:

- 1) - CMIN/df: Reference to the study of Kline (2016) shall be less than 3.0.
- 2) - Comparative Fit Index (CFI): shall be more than 0.90.

3) - Root Mean Square Error of Approximation (RMSEA), which shall be less than 0.08.
The output of the evaluation of these goodness-of-fit measures shows that all model fit values were satisfied (Table 7).

Table 7. Goodness-of-fit measures

Measure	Estimate	Limit	Interpretation
CMIN	1238.4	--	--
DF	445	--	--
CMIN/DF	2.782	Between 1 and 3	Excellent
CFI	0.94	>0.90	Excellent
RMSEA	0.063	<0.08	Excellent

Structural equation modeling by grouping

A Structural Equation Modeling (SEM) was conducted for each group separately to study the relationships between variables for each group.

SEM for governmental universities (Group A)

Figure 4 and Tables 10,11 and 12 describe the results of SEM for group A

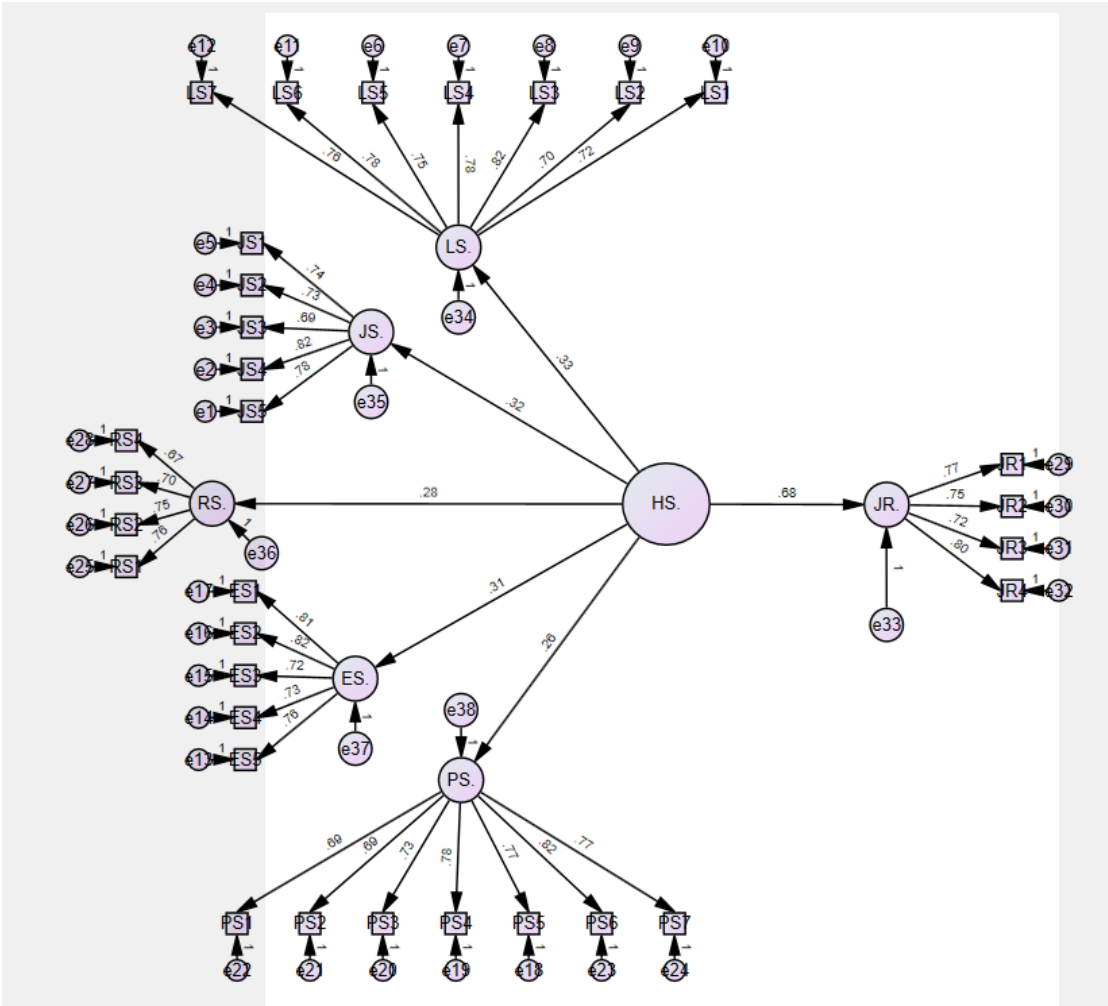


Figure 4. Standardized output of SEM for group A

The results obtained from SEM confirm the significant relationship between Human Security at governmental universities and Job Retention and show that Human Security explains 46.5% of Job retention at governmental universities.

SEM for private universities (Group B)

Figure 5 and Tables 13 and 14 describe the results of SEM for group B

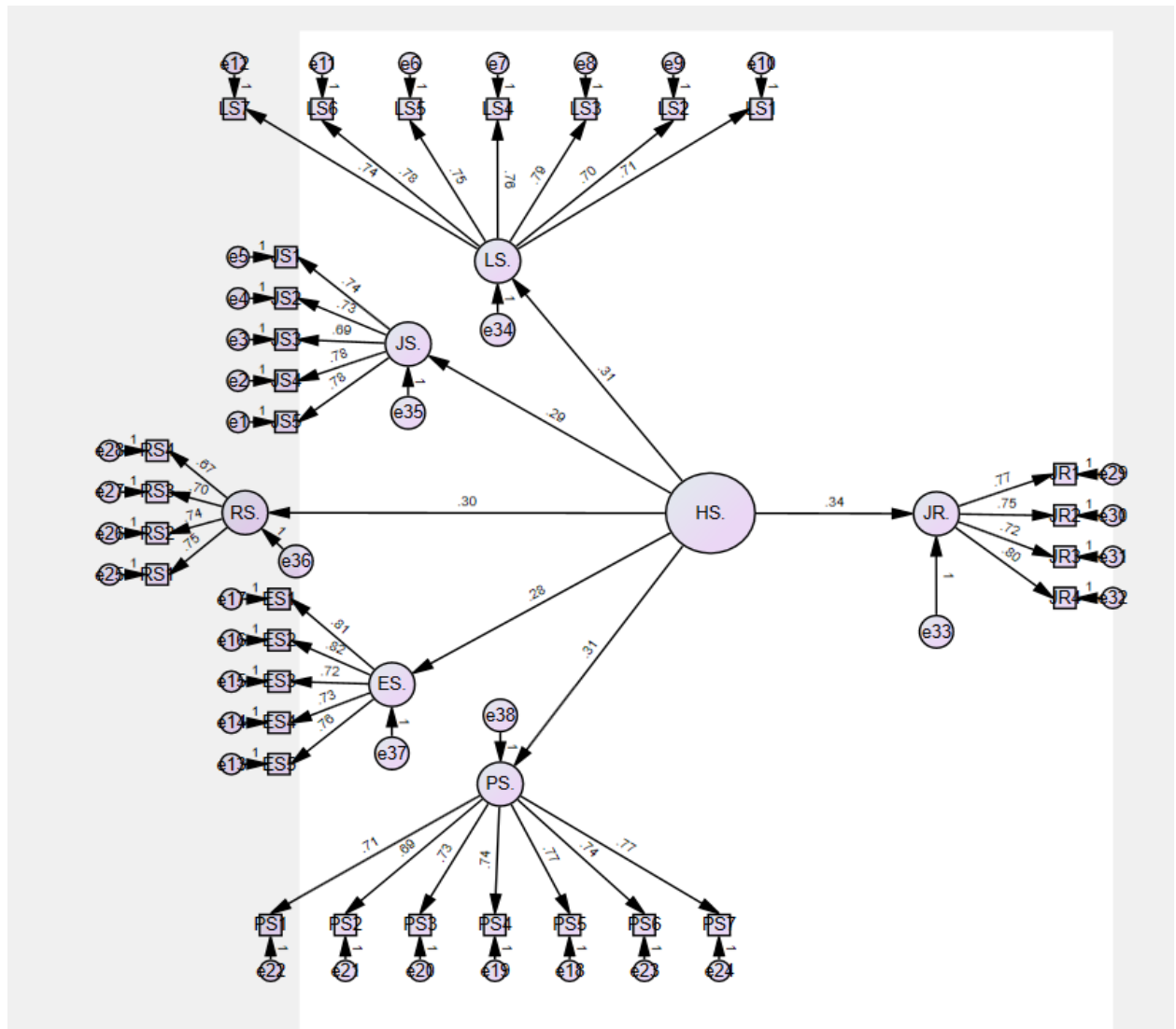


Figure 5. Standardized output of SEM for group B

The results obtained from SEM confirm the significant relationship between Human Security at private universities and Job Retention and show that 11.6% of Job retention at private universities is explained by Human security.

Testing of hypotheses

H1: Human security has a statistically significant negative effect on Job retention at $\alpha \leq 0.05$

H2: University ownership has a statistically significant moderating effect on the relationship between human security and job intention.

H5.1: Governmental universities strengthen the relationship between human security and job intention at $\alpha \leq 0.05$

H5.2: Private universities weaken the relationship between human security and job intention at $\alpha \leq 0.05$

Direct effect hypothesis H1

The direct effect between human security and job retention was investigated using SEM to test Hypotheses H1:

H1: This hypothesis was supported since there is a significant relationship between Human security and Job retention ($P=.000$).

Moderating effect hypothesis H2

SEM was conducted for each group based on university ownership separately to investigate the grouping effect on the relationship between Human security and Job retention. It was concluded that:

- Governmental universities: There was a statistically significant positive relationship between Human security and Job retention ($\text{Beta}=.68$).
- Private universities: There was a statistically significant positive relationship between Human security and Job retention ($\text{Beta}=.34$).

To test the moderating effect, a critical ratio differences test was conducted between groups A and B for the effect of Human security on Job intention. The value of the critical ratio was 3.493, which supports Hypothesis H2, and concludes that:

- University ownership has a statistically significant moderating effect on the relationship between human security and job intention.
- Governmental universities strengthen the relationship between human security and job intention, which supports H2.1.
- Private universities weaken the relationship between human security and job intention, which supports H2.2.

DISCUSSION

The results obtained from the various SEM analyses demonstrated a statistically significant positive relationship between human security and job retention. This suggests that government universities, in particular, play a significant role in enhancing employee job retention. This can be achieved by digging deeper into the essence of human security and its ingredients. This result can be interpreted as human security being fundamentally established to protect individuals' primary rights and freedoms, ensuring protection from harsh conditions and threats they may face. It encompasses individuals' personal security, physical safety, economic and social well-being, respect for their dignity and worth, protection of their property rights and basic freedoms.

This is supported by Al-Zahrani (2020), who stated that when government universities provide human security, they protect employees' rights and freedoms, making them more likely to retain their jobs and feel stable in them. This is achieved by providing conducive conditions for their stability. Thus, job security is considered one of the most critical aspects of job retention, leading to employees' psychological comfort, a sense of belonging, and satisfaction with their jobs.

Additionally, the study revealed that government universities strengthen the relationship between human security and job retention. This can be explained by the stability provided to employees in government universities, where they feel secure in their positions compared to private universities. Employees in government universities are less likely to be dismissed arbitrarily, unlike those in private universities. Therefore, they are more inclined to retain their jobs and strive to showcase their skills and talents. They enjoy economic and health security in government universities, unlike private ones, where employees may feel threatened by the possibility of losing their jobs at any moment.

Furthermore, there is fairness among employees in government universities regarding material and moral incentives, organizational justice, organizational culture, job performance, providing equal opportunities for all, and fostering harmony among employees. These factors contribute to their commitment and retention.

On the other hand, private universities weaken the relationship between human security and job retention. This can be attributed to their focus on financial aspects and profit-making, potentially compromising employees' freedom from need, fear, and expression. Unlike government universities, employees in private universities may lack job security and income stability, leading them to seek more stable employment elsewhere. Human resource management in private universities should systematically review their programs and strategies to address employees' desires and preferences to achieve job excellence, employee satisfaction, and commitment.

These efforts are crucial for retaining experienced, skilled, knowledgeable employees. This contrasts with the findings of Jabali (2018), which indicated a statistically significant positive relationship between justice and fairness in retaining employees in private Jordanian universities.

CONCLUSION

The research paper provided compelling empirical evidence showcasing the significance of integrating the concept of human security within higher education institutions. This human security concept extends far beyond mere job security, encompassing various dimensions such as legal, economic, research, and personal and moral security. The paper elucidated how prioritizing human security is pivotal in fostering job retention among academic staff members.

This paper investigated the relationship between human security and job retention using structural equation modelling. The key finding was the highly significant positive impact of human security on job retention moderated by university ownership. This study contributes to important issues in the context of Jordanian universities, particularly the difference between government and private academic institutions. Dismantling human security to its key components and adding university ownership as a moderator was critical. It distinguishes this study from the previous relevant literature, as discussed in the background section of this paper.

The study showed that university ownership partially moderated the relationship between human security components and job retention. However, job retention is affected directly by human security. The study demonstrated how universities that actively incorporate specific human security principles tend to cultivate a more conducive and fulfilling atmosphere for their academic staff. In stark contrast, universities that neglect to embrace the components of human security are likely to grapple with higher rates of job turnover among their academic personnel.

In terms of practical implications, this study highlights the importance of human security and its key components for achieving job retention in the context of higher education institutions. Hence, universities must design effective human resource strategies that enhance job security, legal security, economic security, research security, and personal and moral security. In the case of Jordan, it seems that private universities are lacking in this area. Hence, urgent policy interventions are needed to enhance human security aspects, which will eventually improve job retention, as discussed in this paper.

This study opens the door for future research to deepen our understanding of the complex interactions between human security and the academic profession while informing policy and practice for supporting the academic staff in diverse contexts. For instance, investigating the correlation between human security and the well-being of academic staff, work-life balance, and professional development.

REFERENCES

- Aboud, Z. (2021). Human security and youth problems. *Journal of Educational and Human Sciences*, 6, 127-143.
- Afaq, A., Khan, Q., Arshad, S., Sibbt, M., Ali, M., & Malik, A. (2022). The job satisfaction of academic staff in higher educational institutes. *Journal of South Asian Studies*, 10(1), 95-101.
- Ahmad, A., Alsharqi, O., Sindi, T., & Rhbeini, Y. (2014). The retention policy determinants and physicians' job satisfaction and organizational commitment: A study of hospitals in Saudi Arabia. *American Academic & Scholarly Research Journal*, 6(4), 393-406.
- Al Serhan, B., Al-Refai, A., Ahmad, A., & Ali, N. (2024). Retention policy and academic staff job satisfaction: Jordanian private universities context. *QUALITY Access to Success*, 25(199), 240-246.
- Al-Anzi, S. (2010). Training needs of faculty members in emerging Saudi universities from their perspective. *Journal of Reading and Knowledge*, 109(2), 237-262.
- Alice, E. (2016). Human security and the rights of refugees: Transcending territorial and disciplinary borders. *Michigan Journal*

- of *International Law*, 30(5), 2213-2220.
- Asparouhov, T., & Muthén, B. (2009). Exploratory structural equation modeling. *Structural Equation Modeling*, 16(3), 397-438.
- Coetzer, J., Morales, U., Flynn, P., Pop, L., Barkoczi, N., Munteanu, S., Campian, C., & Rajmil, D. (2023). Enhancing human security by transforming education through science, technology, and innovations. *C A D M U S*, 5(1).
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50.
- Gim, C. (2014). The impact of distributive justice, procedural justice, and affective commitment on turnover intention among public and private sector employees in Malaysia. *International Journal of Social Science and Humanity*, 4(6), 487-492.
- Greenberg, J. (2004). Organizational justice: Yesterday, today, and tomorrow. *Journal of Management*, 16(2), 399-432.
- Honoree, A. (2006). Job satisfaction and pay satisfaction levels of university faculty by discipline and by geographic region. Retrieved January 18, 2018, from <http://www.search.ebscohost.com>.
- Howard, J., & Meyer, B. (2009). Commitment in organizations: Accumulated wisdom and new directions. *Organizational Frontier*.
- Hoy, K., & John, T. (2004). Organizational justice in school: No justice without trust. *International Journal of Educational Management*, 18(4), 250-263.
- Jöreskog, K. G., Olsson, U. H., & Wallentin, F. Y. (2016). *Multivariate analysis with LISREL*. Springer.
- Kline, R. B. (2016). *Principles and practice of structural equation modeling* (4th ed.). Guilford Press.
- Ibrahim, A. (2015). The role of organizational trust in improving work quality. *Scientific Journal of Business Research*, 12(2), 111-186.
- Lowry, P. B., & Gaskin, J. (2014). Partial least squares (PLS) structural equation modeling (SEM) for building and testing behavioral causal theory: When to choose it and how to use it. *IEEE Transactions on Professional Communication*, 57(1-2), 123-146.
- Mat, M. (2014). Relationship between organizational justice and burnout at the work unit level. *Journal of Stress Management*, 12(2), 101-109.
- Najjar, M., Shehadeh, N., Ahmad, M., Omar, M., & Jarrar, Y. (2021). Human security for academics in Jordan: A field study. *Dirasat Human and Social Sciences*, 48(4).
- Talafha, F., Al-Refai, A., Arman, H., Abdallah, A., Boulesnane, F., & Ahmad, A. (2023). Job satisfaction as a mediator: The impact of human security on organizational commitment of academic staff at Jordanian universities. *Migration Letters*, 20(S8), 359-376. <https://doi.org/10.1741-8992>.
- Tarka, P. (2018). An overview of structural equation modeling: Its beginnings, historical development, usefulness, and controversies in the social sciences. *Quality & Quantity: International Journal of Methodology*, 52(1), 313-354.
- United Nations Development Programme (UNDP). (1994). *Human development report 1994: New dimensions of human security*. New York.

المراجع بالعربية

- أبو خضير، ب. (2018). مستوى الرضا الوظيفي لدى أعضاء هيئة التدريس في الجامعات الأردنية الواقعة في محافظات الشمال. *مجلة العلوم التربوية والنفسية*, 19(2)، 605-569.
- البيطار، أ. (2022). أثر استراتيجية الاحتفاظ الوظيفي على الالتزام التنظيمي للعاملين في المستشفيات الخاصة الأردنية، رسالة ماجستير غير منشورة، جامعة عمان العربية، عمان-الأردن.
- الجبالي، س. (2018). تأثير الحوكمة الجامعية على رضا الموظفين والاحتفاظ بهم: دراسة ميدانية في الجامعات الخاصة الأردنية. *مجلة اتحاد الجامعات العربية للبحث في التعليم العالي*, 38(2)، 182-161.
- الحري، م. (2020). أثر العدالة التنظيمية في الالتزام التنظيمي: دراسة تطبيقية على أعضاء هيئة التدريس بجامعة الطائف. *مجلة البحوث التجارية / المعاصرة*, 34(3)، 214-173.
- الزهراني، ع. (2017). الأداء الوظيفي وعلاقته بالالتزام التنظيمي لدى أعضاء هيئة التدريس بجامعة الباحة. *مجلة البحث العلمي في التربية*, 1(18)، 276-247.
- الزهراني، ن. (2020). التمكين وعلاقته بالتميز الوظيفي من منظور القيادات الأكاديمية في جامعة أم القرى. *مجلة الجامعة الإسلامية للدراسات التربوية والنفسية*, 28(4)، 278-234.
- الزبيدي، ق. (2023). الأمن الإنساني وتأثيره على السيادة. *مجلة كلية القانون للعلوم القانونية والسياسية*, 12(44)، 38-17.
- شهاب، و. (2017). نظام التعويض وتأثيره على الاحتفاظ بالموظفين في وزارة النقل. رسالة ماجستير غير منشورة. كلية العلوم المالية وإدارة الأعمال، جامعة آل البيت، الأردن.
- صبح، ص. (2019). الرضا الوظيفي في ضوء بعض المتغيرات: دراسة ميدانية على أعضاء الهيئة التدريسية في جامعة تشرين. *مجلة جامعة تشرين للبحوث والدراسات العلمية*, 41(4)، 503-483.

- الطاهر، ي. (2020). تحديات الأمن الإنساني في ظل النظام العالمي الجديد. *مجلة الدراسات الحقوقية*، 7(1)، 347-383.
- العاكوري، س. (2020). الرضا الوظيفي لدى أعضاء هيئة التدريس في كلية التربية. *مجلة العلوم الإنسانية*، 21، 329-353.
- عطيه، ق.، وزيدان، ف. (2023). الأمن الإنساني وتأثيره على السيادة. *مجلة كلية القانون للعلوم القانونية والسياسية*، 12(44)، 17-38.
- العمرات، م. (2020). الالتزام التنظيمي وأثره في جودة الأداء التدريسي لدى أعضاء هيئة التدريس في جامعة الطفيلة التقنية. *مجلة العلوم التربوية*، 28(3)، 293-332.
- فؤاد، ه. (2020). الأمن الإنساني: المفهوم والعلاقات والأبعاد. *مجلة الحيوية الوطنية*، 63(2)، 1-35.
- القيشة، ن.، والزعيم، ز. (2016). تأثير جائزة الموظف المثالي على الاحتفاظ بالكفاءات المتميزة في القطاع العام في المملكة الأردنية الهاشمية. *المجلة الدولية*، 7(3)، 34.
- لعابان، م. (2015). *الأمن الإنساني في الدول العربية (دراسة حالة الأردن)*. رسالة ماجستير غير منشورة، كلية القانون والعلاقات الدولية، جامعة طاهر مولاي، الجزائر.
- موفق، أ. (2016). *جودة الأداء التدريسي لأساتذة الجامعة من منظور الطلاب*. رسالة ماجستير غير منشورة، جامعة باتنة، الجزائر.
- نايف، م. (2019). *تأثير العدالة التنظيمية على الاحتفاظ بالموظفين: دراسة ميدانية في الجامعات الخاصة الأردنية في المنطقة الشمالية*. رسالة ماجستير غير منشورة، كلية الاقتصاد والعلوم الإدارية، جامعة آل البيت.
- يازي، أ. (2012). الأمن الإنساني وأبعاده في القانون الدولي العام. *مجلة جامعة دمشق للعلوم الاقتصادية والقانونية*، 28(2)، 533-552.