

Neglected Field of Research Related to Job Insecurity and Outcomes in Pakistan

Naveed Saif¹, Imrab Shaheen², Muhammad Tahir Khan³ and Sadaqat Ali Bangash⁴

Keywords:

Job Insecurity
Burnout
PCB
Cynicism
Emotional Exhaustion
TRS

ABSTRACT

Job insecurity (JIS) becomes one of the most severe threats to employees, organizations, and top management. However, it is not yet explored in its full spectrum in Pakistan and seeking the attention of academicians as well as behavioral scientists. The current research study tries to find out the impact of Job Insecurity and employees attitudinal (Emotional Exhaustion, cynicism, and turnover) response through the meditational effect of Psychological contract breach (PCB) and Perceived control (PC), moderating effect of Trust in management (TRS) and moderating mediating effect of boundary-less career Orientation (BCO) in the pharmaceutical sector of Pakistan. The relationship is based upon the theoretical basis of Appraisal Theory as well as Conservation of Resource Theory, for this purpose, data was collected from sales promotion officers from national and multinational pharmaceutical companies in the southern region of KPK. Data was obtained through an adapted construct from a sample of 224 respondents. An obtained response was analyzed through standard statistical procedures via SPSS. Mediation, moderation, and moderating meditational effect was analyzed through Preacher and Hayes SPSS macros. Findings indicate that with an increase in perception of JIS, employee's emotional exhaustion, cynicism, and burnout attitude, and TRI also increased. Results further validate the previous models of Vander Elst et al. (2016); Charkabi (2017), Saif and Ullah (2018) during the analysis phase for moderation, mediation effect. Results evident that PC acts as a more potent mediator in comparison to PCB. At the same time, Trust did not see evident any buffering impact between JIS and outcomes, while BCO state that it significantly moderate the mediating effect between PCB and TRI. The study opens new vistas of research to inculcate the psychological, mental, and physical impact of JIS in different departments across Pakistan. The current study is helpful for the top management of pharmaceutical sector employees to design strategies that become helpful to the intangible asset.

INTRODUCTION

Talent in an organization has considered as the central component for long term organizational success. Potential talent, like other organizational resources, is an essential source of organizational competency that accomplishes competitive advantage. Loss of potential talent has an unfavorable effect on long term organizational goals, which in turn deteriorate the vision of an institution. The

¹Assistant Professor, Department of Business and Economics, University of Lakki Marwat, KPK. Dr.naveed.saif@hotmail.com

²Assistant Professor, Department of Public Administration, University of Kotli, AJ&K. imrabs@yahoo.com

³Assistant Professor, Department of Management Sciences, Imperial College of Business Studies, Lahore. Dr.tahirkhanm@gmail.com

⁴Assistant Professor, Institute of Management Sciences, University of Science and Technology Bannu. Alisadaqat2007@yahoo.com

burnout process deteriorated the psychological resource of employees and appeared as a workplace stressor in the long-term. The gap between available resources and expected outcomes, as expressed by the senior management, results in work burnout, because employees in organizations do not cope with the differences of available resources as well as expected outcomes. Researchers (Saif, Khan & Adnan, 2018; Saif and Khan, 2020) have identified that employees who are victims of burnout results in the form of impaired job performance and severe health diseases. As a result of turnover intention, employees will leave the job and looking for alternative job opportunities. However, the phenomenon varies from organization to organization as well as from industry to industry (Qureshi et al., 2015). In an organization, turnover intention leads to long working hours along with consecutive shifts that affect unfavorably work-life balance of employees (Qureshi et al., 2015). As a result of a strict schedule, intense environment, and excessive demands of jobs have created stress, burnout as well as uncertainty. On the other hand, limited job opportunities resulted in job insecurity, which ultimately has a multi-dimensional effect on humans. The consequences of turnover intentions are the loss of talent resulting in malfunctioning of an organization and will unable to accomplish the organizational goals in the long term.

Job insecurity affects the functions of organizations and the health of employees (Ferrie, 2001). Distrust of organization has an unfavorable effect on organizational commitment (Saif and Ullah, 2018), loss of morale, anxiety, and depression (Saif and Ullah, 2017), which in turn has an unfavorable effect on actual job as well as organizational performance.

The current study tries to find out the relationship between employees' perception of Job insecurity and various outcomes among the sales promotion officers in pharmaceutical employees as these sales promotion officers face multi-dimensional problems because of its job nature. Because of these problems, the satisfaction of the employees affected. As a result, they cannot focus on their job, which leads to the feeling of turn over intention as well as burnout. However, the relationship between employee's perception of Job insecurity and negative emotions, i.e. (Emotional exhaustion, cynicism, turnover intention) are aroused because of breaching the psychological contract between employers and employees. During the phase of the unfavorable situations among employers and workers, the employee's attitude toward trust in top crest may provide a viable solution to both JIS feelings and to decrease the negative attitude of employees. Hence the current study tries to design the possible path between JIS and (TRI, burnout as well as commitment) through the meditational effect of

psychological contract breach and moderating effect of trust in management as well as moderating mediating role of boundary less career orientation.

LITERATURE REVIEW

Job Insecurity

Many changes have occurred in the meaning of Job insecurity during the last decade. Job insecurity was regarded as a motivator as compared to stressors during the 1960s and 1970s. In mid (1980), Greenhalgh and Rosenblatt (1984) interpreted Job insecurity for the first time in significant hypothetical context along with the hypothetical model and explained meanings of job insecurity and analyzed potential causes, effects, hierarchical outcomes on the phenomenon of Job insecurity. Green and Rosenblatt (1984) defined job insecurity in the following words, " Perceived powerlessness to maintain desired continuity in a threatened job situation and that job insecurity is based on the individual's interpretation of the immediate work environment and perception regarding that environment" (p.438).

Subjective (Perceived) Job insecurity (JIS) results in the form of negative behavior towards one employee job and institution. Employees feel hesitation in attaching with their institution (Sverke et al., 2002). Mohr (2000) investigated that Subjective job insecurity has a strong effect on mental health illness rather than biological and physical health consequences (Mohr, 2000).

Employees move towards a secure work environment from an insecure work environment. The threat to the job as a stressor leads to high turnover intentions (Saif and Khan, 2017; Arshad, 2017; Saif et al, 2017). The association between Job insecurity and turnover intention was studied by the mediating effect of occupational well-being (Mauno et al., 2014). Findings indicate that a decrease in well-being leads to the unfavorable effects of Job insecurity (Mauno et al., 2014). On the other hand (Charkhabi, 2017) investigate the possible relationship between JIS and employee turnover through mediating the role of psychological contract breach and moderating the mediating role of perceived control.

Burnout

Employees in an organization deal with Job strain in the form of exhaustion, Job-detachment, disengagement, health complaints as a result of a demandable job, and high expectations (Schaufeli & Greenglass, 2001). Burnout leads to the inability to deal with work-related stress, degeneration of social relations, and a reduced interest in the job (Sacco, 2011). Previous literature has explained the

phenomenon of “Burnout” in organizational psychology since the last decade. The construct of burnout has described in terms of three components. The first component is “Emotional exhaustion” that explain the feeling is depletion or loss of physical as well as emotional resources that contain, a) lower level of Job control, b) less access to information, c) supervisory support, d) reduced Social climate (Qureshi et al., 2015; Hakanen et al., 2006).

“Cynicism (depersonalization)” refers to de-motivation, distant and insensible attitude towards one’s job. “Lack of professional efficacy or reduced personal accomplishment” is a result of intense occupational stress (Maslach et al., 2001). The imbalance equation between Job demand and worker’s resources in the long-term resulted in burnout (Hobfoll & Shirom, 2001). Ahola et al. (2006) described that high workload, lack of participation, lack of social support at work enhances burnout risk in organizations. Hakanen et al. (2006) investigated that according to Job-demand and resource model, burnout and decreased work engagement is the result of high job demands and lack of job resources. Cinar et al. (2014) investigated that Organizational Cynicism analyzes job insecurity, turnover intention through the moderating role of demographic variables. However, the moderating roles of demographic variables are debatable.

Turnover Intentions

According to Meyer and Allen (1984), the turnover intention is “an employee’s intention to quit his or her present job or organization.” Carmelli and Weisberg (2006) described turnover intention in the following words, “It starts thinking about leaving an organization finding another alternative and finally having a turnover intention.” Employees will work in an organization without having an alternative job opportunity. While the change in attitude, as well as reduced job performance, minimizes productivity, and effectiveness of work due to Burnout (Maslach et al., 2001). Jiménez, Milfelner, ŠarotarŽižek, & Dunkl, (2017) findings based upon the sample from Australian and European context. Their result shows that JI is strongly associated with higher TRI and lower satisfaction. Jamal (2007) interpreted another research work in Pakistan and expressed that Job burnout leads to turnover intention. Similar results were found by (Saif & Khan., 2017) in the pharmaceutical and Higher Education Institutions of Pakistan. Arshad (2017) conduct their study in public and private varsities of KPK and found that private sector universities witness the same results.

In contrast (Qureshi et al., 2015) conduct their study in the Health care institution of Karachi and indicate that Job stress during uncertain conditions leads to job insecurity, which directly infuses the

feeling of turnover among medical personals. Qureshi and Khan (2016) conduct their study in a private organization, and state that perceived job insecurity leads to Stress (Jiménez et al., 2017; Vander Elst, 2016), Anxiety (Vander Elst, 2016; Saif and Khan, 2017) and uncertainty. This kind of Psychological outcomes affects organization performance (Awan and Salam, 2014), commitment (Saif and Khan, 2017), Satisfaction, (Arshad, 2017) Turnover Intention (Jiménez et al., 2017; Qureshi et al., 2015; Saif et al., 2017) Mental Health complaint (Vander Elst, 2016; Saif and Khan, 2017). Ozbag et al. (2014) scrutinized a research work in turkey and studied the association of burnout, turnover intention on top, middle, and lower-level managers. They expressed that employees who face the expression of exhaustion, Cynical, less professional efficacy. Bakker and Costa (2014) suggested that employees who face job burnout usually lead to health issues like depression, anxiety, memory impairment, sleep disturbance, and neck pain. Similar results were found by (Saif and Khan, 2017) in Pakistan and (Jiménez et al., 2017) in the Australian and Slovenian work context. Zhang et al. (2014) studied the association of job burnout, job satisfaction, and turnover intention among Chinese nurses in the health care sector of china. It was analyzed that a moderate level of emotional exhaustion, depersonalization as well as low level of personal accomplishment are the resulted of turnover intention among the health care sector of china. A study conducted by (Bosman and Buitendach, 2005) revealed that JI is negatively associated with affective and normative commitment as well as a higher level of burnout. Similarly, Saif and Khan (2017) also found the same findings in the relationship between JI and commitment attributes among the Pakistan work context.

Relationship between Job insecurity and Burnout attitude as well as TRI through the meditational role of PCB and Perceived Control.

Robinson and Morrison (2000) define psychological contract breach (PCB) as unseen and blind trust among employees and employers to safeguard the needs of employees. McLean Parks, Kidder, & Gallagher express in (1989) that PCB is the direct relationship between employer's obligation (Expectation by the organization) and workers entitlement (Expectation of outcomes by employees). The contract-based upon psychological obligation, may continue in its true spirit until and unless employees perceive any threat to their job in the future (Charkhabi, 2017). Employee's feelings of a perceived threat to their job lead to violet the contract by breach it in the form of negative consequences (Vander Elst, 2016; Saif and Ullah, 2018; Charkhabi, 2017). The contract based on psychological obligation between employees and employers based upon the theoretical integration of Gouldner, (1960) theory related to Norms of Reciprocity) and (social exchange theory).

On the other hand, employees Perceived Control (PC) is defined as the attitude based upon the theoretical base of (Appraisal theory) proposed by Lazarus & Folkman (1984). The concept of PC is based upon evaluating one's resources to deal with the demands of their job. In PC employees, job characteristics are evaluated by employees themselves and compare them with other possible alternatives. Hence it is termed as a situational appraisal (Vander Elst, De Cuyper & De Witte 2011; Vander Elst et al., 2016). There are a limited number of studies that have investigated the relationship between JIS and outcomes through the mediating role of PC. Stanczyk, Paulson, & Roy report the indirect effect of PC between quantitative JIS and employee satisfaction as well as emotional exhaustion (2005). Vander Elst et al. (2011) conduct their first study to evaluate the role of PC as a mediator between JIS and commitment, turnover, and Psychological Distress. Their findings indicate that PC mediates the relationship between JIS and outcome association. Similar results were found by (Saif and Ullah, 2018) In the Pakistani work context.

The previous studies of Charkabi (2017) also validate the model of JIS and outcomes via mediating effect of PCB, and it was concluded that PCB mediates the relationship between JIS and burnout, employee satisfaction, and turnout attitude among USA and Belgium employees. While Vander Elst et al. (2016) findings depict that PCB acts as a more potent mediator between JIS and outcomes than PC. At the same time, the study of Picolli and De-Witte (2015) states that PCB mediates the effect of JIS on emotional exhaustion. Findings of Saif and Ullah (2018) from public and private sector HEI's indicate that PC, as well as PCB, Mediate the impact of JIS on turnover intention, job burnout.

Moderating Role of Trust in Management (TRS) and moderating mediational role of boundary-less career Orientation (BCO).

During last twenty years, fast-growing change environment and contentious competitiveness have to change the entire structure of career (Hall, 2004; Charkhabi, 2017; Sullivan & Arthur, 2006) as well as the attitude of employees to continue their overall life tenure with single organizations (Baruch, 1998). These rapid changes in employee attitude lead to the emergence of the "Boundary-less Career Orientation" concept (Charkabi, Probost, & De-Witte, 2016). Different researchers try to define the concept of BCO from their angle to reflect its original meaning. According to Sullivan & Aruther (2006), BCO has two significant facets, i.e., Physical and Psychological Mobility. The level of BCO perception may be different among different employees. It is perceived that employees with a higher level of BCO perceive JIS as less threat and take a lower level of stress related to their burnout and life satisfaction. The BCO concept is based upon the theoretical underpinning of Appraisal Theory, which

states that a person facing job insecurity may possess higher BCO, will stress them too physically or psychologically move from the current organization.

On the other hand, employees may try to retain the organization to face the challenges and to cope with a stressful situation. Employees' BCO behavior is not yet understood in its full spectrum as Charkhabi et al. (2016) investigate the BCO role as moderating mediation between JIS and outcomes through PCB as a mediator among employees in the USA and Belgium. Their findings depict that from the sample of the USA, BCO buffer the association between JIS and Burnout, and while Belgium data depicts that the BCO effect is more significant between JIS and turnover and life satisfaction. Another study was conducted by Saif and Ullah (2018) to validate the Charkhabi (2017) model in the work context of HEI's in Pakistan. Results show that BCO buffer the relationship between JIS, work satisfaction, burnout, life satisfaction, and TRI.

Trust can be defined as "Behavior of positive attitude toward organization and individuals based on words and actions." A similar definition of trust was express by Cook and Wall (1980), stating that it is extant of individuals to possess a good reputation in terms of words and actions. Trust in management is the belief and understanding of employees to protect them in uncertain situations. Trust in management is used by many researchers to correlate it to workplace effectiveness (Tzafir, 2006), employees performance (Drinks and Ferrin, 2001), employees OCB (Wong et al., 2005), Job strain (Charkhabi et al., 2016; Charkhabi, 2017), work satisfaction (Saif & Ullah, 2018), and employees psychological well-being (Jiang, & Probst, 2016). However, it is documented that the concept of Trust in management arouses as the outcome of JIS (Sverke et al., 2002; Ashford, 1989). However, the studies of (Jiang, & Probst, 2016; Saif and Ullah, 2018) indicate that Hobfoll's (1989) theory of conservation of recourse (COR) became an underlying assumption for inculcating the role of trust in management as a possible mediator. According to COR theory, trust in management is arouse as a potential source to cope with the job-related strain. Limited studies have explored the role of trust in management between JIS and outcomes. The findings of Brockner et al. (1997) state that trust in an organization is highly correlated with employee's commitment during the phase of layoff victims. Wong, Wong, Ngo, & Lui, (2005) and Fryxell, Dooley, & Li (2004) also investigate the concept of trust in management as a moderator in Chinese companies passes through the restructuring process. While Wong et al. (2005) depict the relationship, JIS and employees OCB is moderated by trust in the organization. The findings of Wong et al. (2005) used two Factor 9 trust in organization and trust in management) to evaluate its role as a moderator. While the findings of (Tan & Tan, 2000; Jiang, &

Provost, 2016) indicate that by using this two factor simultaneously may lead to problematic findings. Hence (Jiang, & Probst, 2016; Saif & Ullah, 2018) use the critical dimension, namely trust in management, to evaluate its potential role between JIS and outcomes. The findings of both the studies (Jiang, & Probst, 2016; Saif & Ullah, 2018) are based upon the information obtained from the higher education setup.

However, no single study is yet conducted to validate the role of BCO as a moderator between employee burnout attitude and JIS. Hence the current study tries to bridge the gap by associating JIS with burnout facets (Emotional Exhaustion and Cynicism) via PCB as a mediator and BCO as moderating mediation among the sample of pharmaceutical employees in Pakistan. Based on the previous literature (Saif and Ullah, 2018; Vander Elst et al., 2011; Vander Elst, 2016; Charkhabi, 2017; Charkhabi et al., 2016; Picolli and De Witte, 2015; Jiang, & Provost, 2016; Wong et al., 2005) it is hypothesized that;

H1: Job insecurity is related to a higher level of Emotional Exhaustion (H1a), Cynicism (H1b), and overall burnout.

H2: Job insecurity leads to higher turnover intention.

H3: PCB mediates the relationship between JIS and EE (H3a), JIS, and cynicism (H3b), and burnout (H3c).

H4: Perceived control mediates the relationship between JIS and EE (H4a), JIS and Cynicism (H4b) and burnout (H4c)

H5: PCB mediates the relationship between JIS and turnover Intention.

H6: Perceived Control mediates the relationship between JIS and turnover Intention.

H7: BCO act as moderating mediation between JIS and EE (H7a), JIS, and Cynicism (H7b), and burnout (H7c).

H8: BCO act as moderating mediation between JIS and turnover Intention.

H9: Trust moderates the relationship between JIS and EE (H9a), JIS, and Cynicism (H9b), JIS, and Burnout (H9c), JIS, and TRI (H9d).

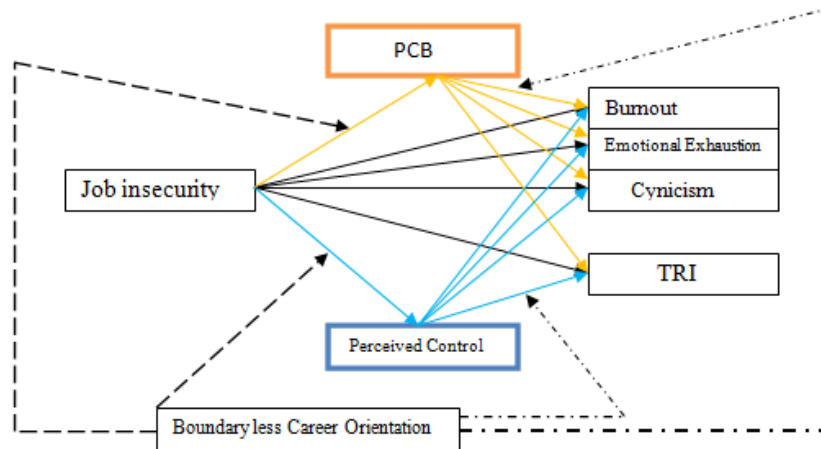


Figure 1: Study Framework

RESEARCH METHODOLOGY

Population and Sample

The population of the study consists of the entire salesperson working in the pharmaceutical sector of the Southern region. Through comparative sampling, data is obtained from national and multinational company's worker. A total of 250 questionnaires was distributed, and a response rate of 92.5 % (230) filled questionnaires were obtained through personally distributed technique. After evaluating missing data analysis, a total of 224 useable questionnaires were used for further analysis.

Measures

Job Insecurity. Job insecurity perception among pharmaceutical employees was assessed through adapted construct formulated by (De-Witte, 2000) and used by (Saif and Khan, 2017). The adopted questionnaire consists of 11 items, and the response was obtained through 5 points Likert Scale.

Burnout. Employee's burnout feelings were measured through (Malash Burnout inventory) developed by (Malash, Jackson, & Leitter, 1996). The three significant components of burnout are Emotional Exhaustion (EE) (five items), Cynicism (Five Questions), and efficacy related to professional attitude. However, in the current study, two attributes, namely EE and Cynicism, are used. The response rate was based upon 5 points Likert Scale.

Perceived Control (PC)

Perceived Control was assessed through Ashford, Lee, and Bobko's (1989) adopted construct consist of three questions. A similar construct was used by Vander Elst al (2016) in the European work context, while Saif and Ullah (2018) used it Higher Education setup of Pakistan to validate PC as a

mediator between JIS and outcome relationship. The response was recorded on a 5-point Likert scale denoting 1 for Totally Disagree to 5 Agree.

Psychological Contract Breach (PCB)

PCB was measured based upon the adopted (4) items from the study of Robinson and Morrison (2000). The response was recorded on a 5-point Likert scale, ranging from 1 denoting “Totally disagree” to 5 “Totally agree.” Earlier studies (Saif and Ullah, 2018, Charkhabi, 2017; Vander Elst et al., 2016) have also used Robinson and Morrison (2000) construct for assessing the mediational role of PCB in the JIS and outcome relationship.

Boundary-less Career Orientation

For the measurement of Boundary-less career orientation (BCO) attributes of employees working in an organization was assessed through 5-item adopted construct developed by (Brescoe et al.,2006). The response was obtained through a 5 point Likert scale. A similar scale was validated by (Charkabi, 2017) in the different work contexts of the USA, Iran, and Belgium.

Trust In Management (TRS)

In the current study, Trust in management is used as a possible moderator between JIS and outcome relationship. For this purpose, TRS was measured from the adopted construct of Cook and Wall’s (1980). The same construct was applied by Jiang and Probst (2016) in the HEI’s work context of the USA, while Saif and Ullah (2018) also applied the same construct from the perspective of HEI’s in Pakistan. The response was recorded based on the 5-Point Likert scale.

Turnover Intention

Employee turnover over intention attitude was measured from a scale developed by (Schalkwyke et al., 2010). It consists of two items for the current study, and three items after validated from field experts were also added. The response was obtained through a 5 point Likert scale.

Analysis of the Data

After getting a response and pointing missing data, in the first stage, reliability of the construct along with mean and standard deviation was assessed. In the next stage, correlation analysis was performed to check the relationship among variables. Moreover, in the final stage, regression analysis for each dependent variable was conducted to check the cause and effect analysis. For Moderation, Mediation, and Moderated Mediation analysis SPSS macros developed by Preacher and Hayes (2004) and Hayes (2012), the statistical procedure was adopted.

RESULT AND DISCUSSION

Table 1 depicted the detailed results about alpha values of all the constructs and their factors along with Mean and Standard Deviation values. The standard of autocorrelation is 0.70 (Khan, Jabri, and Saif, 2019). The highest values of reliability are associated to Job Insecurity (JI) 11 item ($\alpha=0.811$; $M=3.4000$ and $SD=1.10927$) followed by 3 items construct of Perceived Control ($\alpha=0.801$; $M=3.3411$ and $SD=1.75091$) and 05 items adopted questionnaire for Emotional Exhaustion ($\alpha=0.801$; $M=2.7987$ and $SD=0.98944$). While the lowest values of reliability belong to the employee's Psychological Contract Breach ($\alpha= 0.709$; $M=3.2213$, $SD=0.97654$).The values of the other construct and their subset are also in an acceptable range. According to Table 1, the reliability values higher than (0.7) are in a good range, and the construct can be used for further analysis.

Table 1: Descriptive Statistic and Reliability

	Mean	S.D	Items	Author/s	Reliability
JIS	3.4000	1.10927	11	De-Witte, (2000)	.811
BOT	2.7885	.89704	10	Malash, Jackson, & Leitter, (1996)	.796
EE	2.7987	.98944	05	Malash, Jackson, & Leitter, (1996)	.801
CYN	2.6969	1.05518	05	Malash, Jackson, & Leitter, (1996)	.792
TRS	3.0165	0.65201	6	Cook and Wall's (1980)	.741
PC	3.3411	1.75091	3	Asford, Lee and Bobko, (1989)	.801
BCO	2.6754	0.78651	5	Brisco et al., (2006)	.722
PCB	3.2213	0.97654	4	Robinson and Morrison, (200)	.709
TRI	2.9329	.95724	2+3	Van Schalkwyk et al. (2010)	.722

BOT=Burnout, EE=Emotional Exhaustion, CYN=Cynicism, TRI= Turn Over Intention. BCO= Boundaryless Career Orientation, TRS= Trust in Management, PC= Perceived control, PCB= Psychological Contract Breach.

Table 2 depicted the correlation between JIS and outcome variables. Results indicate that JIS is strongly correlated with emotional Exhaustion($r=.655$; $p<0.001$) cynicism ($r=0.485$; $p<001$) and overall burn out ($r=0.711$; $p<001$) attitude among employees. It indicates that as the perception of JIS increases among employees, the level of emotional exhaustion also increases, which leads to higher

falling of burnout to the current job. On other side employees JIS is negatively associated with TRS ($r = -0.467$; $p < 0.001$), Psychological Contract Breach ($r = 0.540$; $p < 0.001$), and Perceived Control ($r = -0.134$; $p < 0.005$). The negative correlation depicts that increase in feelings of JIS perception among worker leads to reduce the trust of their management, weaker the psychological bond (PCB) and also reduce perceived control feelings. This result supports the findings of (Saif & Khan, 2017; Arshad, 2017; Saif et al., 2017; Saif and Ullah, 2018; Charkabi, 2017; Vander Elst., 2016). Findings of the current study related to JIS and burnout are in line with (Qureshi and Khan, 2016; Bosman et al., 2005). Correlation related to trust in management and JIS, as well as TRS with burnout, is also in line with the findings of (Jiang and Probst, 2016).

Table 2: Correlation Analysis

	JIS	EE	CYN	BOT	TRS	PCB	PC	BCO	TRI
JIS	1	.655**	.458**	.711**	-.467**	.540**	-.134*	-.477**	.526**
EE		1	.268**	.540**	-.41**	.340**	.112*	.065**	.342**
CYN			1	.372**	-.22**	.412**	.220**	.081*	.370**
BOT				1	-.37**	.45**	-.021	.111**	.193*
TRS					1	-.129**	-.08	-.165*	-.179
PCB						1	-.22	.119**	.332**
PC							1	-.331*	-.065
BCO								1	-.069
TRI									1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

BOT= Burnout, EE= Emotional Exhaustion, CYN= Cynicism, TRI= Turn Over Intention.

BCO= Boundary less Career Orientation, TRS= Trust in Management, PC= Perceived control, PCB= Psychological Contract Breach.

Results from the Table 3 indicated the variation in the different behavioural outcomes because of job insecurity perception. Results indicate the Job insecurity is significantly associated with emotional exhaustion ($\beta = 0.0834$; $p < 0.005$), feeling of cynicism ($\beta = 0.3810$; $p < 0.005$), and overall burnout ($\beta = 0.3278$; $p < 0.005$), attitude. It shows that because of job insecurity, 32% change occurs in individual burnout feelings. If an employee faces any kind of threat to their current job, it leads to emotional exhaustion, which ultimately affects his/her physical and psychological outcomes. Results of (Qureshi and Khan, 2016) depict the same findings among the employees in the private sector of Karachi. While

Saif and Ullah's (2018) findings from HEI's also depict that JIS leads to higher burnout, cynicism, and EE among employees. Employees' feeling of cynicism also arose because of Job insecurity among pharmaceutical sector employees, and the current result shows that a 1 percent change in the perception of JI results in 38 increases in cynicism. Once employees perceive job insecurity at their organization than their intention to leave the current job and searching for a suitable place in other organization also arouse. The intention to leave evaluate the current scenario and looking for other job opportunities is based upon the theoretical background of COR theory and emerge the feelings of BCO among workers. Based on the result of the current study, the direct relationship hypothesis between JIS and outcomes are accepted.

In the current study, two meditational effects of PCB and Perceived control are also assessed. Results from Table 3 stated that PCB partially mediates the relationship between JIS and EE ($\beta=0.1918$; $p<0.05$), JIS and CYN ($\beta=0.1788$; $P<0.05$), JIS and BOT ($\beta=0.5133$; $p<0.05$) and JIS with TRI ($\beta=.2711$; $P<0.05$). Findings from the study of (Charkhabi, 2017) also confirm similar findings in the case of JIS with TRI and Burnout among the employees from the USA, Belgium, and Iran. Similar results were reported by (Saif and Ullah, 2018) in detail insight of public and private HEI's sector of Pakistan. Piccoli and De Witte (2015) validate the meditational effect of PCB between JIS and EE among blue color employees in Italy. Findings also evident that Perceived Control (PC) mediates the relationship between JIS and (EE, Cynicism, burnout, and TRI). The findings of the current study indicate that PC fully mediates the relationship between JIS and employee's cynicism behavior. The results of (Saif & Ullah, 2018; Vander Elst et al., 2016) evident the meditational effect of PC between TRI and burnout attitude. In contrast, the current study moves one step forward to assess the meditational role of PC among JIS and burnout facets, i.e. (EE and Cynicism). It is also proved that PC act as a more potent mediator as compare to PCB to bridge the relationship between JIS and Burnout and TRI.

The role of trust in management (TRS) as a moderator depicts entirely new information. For the current study, it was found that TRS did not see evident any strength to buffer the relationship between JIS and outcome variables. The study of Saif and Ullah (2018) states that TRS did not buffer the relationship of JIS with employee's turnover intention. While it moderates the effect of JIS with employee commitment, psychological Distress, Burn out, and life satisfaction. Findings of Jiang and Probst (2016) show that TRS significantly buffer the strength of the relationship between JIS and burnout and other variables.

Table 3: Regression Analysis for Perception of Job Insecurity and Outcomes

Hypothesis	IV	MV	MOV	MMV	DV	R ²	B	F	P	Results
H1a	JIS	---	----	---	EE	.4857	.080	181.79	.004	Accepted
H1b	JIS	-----	----	----	CYN	.1534	.3610	28.78	.000	Rejected
H1c	JIS	----	----	----	BOT	.1978	.3278	38.480	.000	Accepted
H2	JIS	-----	-----	-----	TRI	.0826	.2511	18.29	.000	Accepted
H3a	JIS	PCB	-----	-----	EE	.3242	.1918	36.22	.000	Accepted
H3b	JIS	PCB	-----	-----	CYN	.2149	.1178	22.77	.001	Accepted
H3c	JIS	PCB	-----	-----	BOT	.3322	.5133	88.21	.000	Accepted
H5	JIS	PCB	-----	-----	TRI	.4311	.2777	19.11	.000	Accepted
H4a	JIS	PC	-----	-----	EE	.4857	.6110	181.79	.000	Accepted
H4b	JIS	PC	-----	-----	CYN	-	.0589	28.78	.144	Rejected
						.0075				
H4c	JIS	PC	-----	-----	BOT	.3510	.1836	38.480	.000	Accepted
H6	JIS	PC	-----	-----	TRI	.0826	.2660	19.29	.000	Accepted
H7a	JIS	PCB	-----	BCO	EE	.4976	-.0089	63.720	.830	Rejected
H7b	JIS	PCB	-----	BCO	CYN	.8661	-.0406	397.22	.083	Rejected
H7c	JIS	PCB	-----	BCO	BOT	.1846	.0857	14.29	.1048	Rejected
H8	JIS	PCB	-----	BCO	TRI	.5529	.0248	79.83	ULCI- LLCI Not 0	Accepted
H9a	JIS	----	TRS	----	EE	.4840	-.0247	99.11	.4342	Rejected
H9b	JIS	----	TRS	----	CYN	.1518	-.0400	18.910	.3582	Rejected
H9c	JIS	----	TRS	----	BOT	.1611	.0065	20.29	.8702	Rejected
H9d	JIS	----	TRS	----	TRI	.0702	.0228	7.978	.6325	Rejected

BOT=Burnout, EE=Emotional Exhaustion, CYN=Cynicism, TRI= Turn Over Intention. BCO= Boundary-less Career Orientation, TRS= Trust in Management, PC= Perceived control, PCB= Psychological Contract Breach.MV= Mediating Variable, MOV= Moderating Variable, MMV=Mediating Moderating Variable.

Finally, the role of BCO as a moderating mediating between JIS and selected variables in the current study is validated based on the Appraisal theory. Results of the current study state that BCO acts as a moderating mediation between JIS and TRI, while the rest of the variables, i.e., burnout and its facets, did not show evident any significant association. Earlier, the studies of Saif and Ullah (2018) state the BCO act as moderating mediation with JIS and TRI, JIS and work satisfaction, commitment, and

psychological distress. While Charkhab (2017) evident the moderating effect of BCO between PCB and TRI among the workers from the USA, and no evidence was found for employees from Belgium. Hence the findings of the current study are partially in line with previous studies of (Saif and Ullah, 2018; Saif and Ullah, 2017; Charkhabi, 2017; Jiang and Probst, 2016; Piccoli and De-Witte, 2015). On the other hand, JI shows a significant and adverse relationship with the employee's commitment. Results indicate that change in employees JI feeling leads to decrease the commitment ($\beta = -0.157$; $p < 0.005$), of employees by 15 percent. It means that if employees are facing problems related to their jobs, it will decrease employee satisfaction, which ultimately affects the commitment. These findings are in line with (Saif et al., 2017; Arshad, 2017). Results of the Arshad (2017) provide evidence from higher education institutions (HEI's) of KP.

CONCLUSION

Although globalization provides an opportunity for the world to provide better job opportunities to people across the world, at the same time earning more profit and materialistic approach triggers the perception of Job Insecurity among the pharmaceutical sector. Perception of JIS became one of the standard practices among sales promotion officers because of lower sale growth, incapable leadership, a strict schedule, and underdeveloped systems. The negative causes of JIS and its implication on psychological (mental health, satisfaction, work-family conflict), physical (TRI, job burnout, work dissatisfaction), and other outcomes seriously question the life of individuals. JIS outcomes not only affect individuals, but they also question organization top crest priority/ policies to get the desired results. Employees became intangible assets for organizations, but it is severely affected by job insecurity feelings, that directly affect organizational outcomes. In the case of JIS, employees face multi-dimensional problems ranging from wok family conflict, psychological distress, mental and health problems. In such a scenario, the psychological bond between employer and employees began to break down, which spur the feelings of boundary-less career orientation and employees turnover their intention for looking jobs in other organizations. That ultimately reduces its affection with the current organization and will leave for another organization.

RECOMMENDATIONS

Organization long term success depends upon the retention of its useful human resource. Moreover, this success can be achieved through the reduction of JIS perception among employees. This will

enhance employee's confidence; as a result, a higher level of commitment workforce will be achieved. Hence it is recommended to create an environment of confidence between employees and employers to reduce the perception of JIS. The current data is obtained from only the southern region in KPK. It is recommended to obtain data from various parts of the provinces as well as countries to get detailed insight into the phenomena. It is recommended to create an atmosphere of open communication to reduce JIS.

LIMITATION OF THE Study

The current study was limited to the only pharmaceutical sector in Khyber Pakhtunkhwa. However, due to Corona Virus Disease (COVID-19), almost every sector of the economy is severely affected by contentious lockdown, and the situation of job insecurity across the globe becomes one of the significant threats to humans. Hence the current model may be applied to other segments, e.g., Private school employees, Insurance and marketing agencies, SME's and small entrepreneurial start-ups. Similarly, in the current study, data were obtained once via questionnaire. However, future researchers may investigate the model with the mixed method technique to get appropriate findings. The current study was limited to only one province and the male gender. However, in future data from the various province (districts) as well as both gender may be obtained.

FUTURE DIRECTIONS

The current model may be evaluated in other sectors, e.g., Insurance, Private schools/ Varsities/ Hospitals leaders' attitude during the insecurity phase. In future studies, the role of leadership styles, trust, and organization justices may also be investigated as moderators or mediators between JIS and outcomes. Impact of JIS with other variables, e.g., mental health issues, family-work conflict, and psychological contract breach, may also be explored through more detailed research.

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