

Investigating the Effect of (Covid-19) on Fear of Job Insecurity and Psychological Outcomes Moderation Meditational Analysis

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Abstract

The emergence of Corona virus from the city of Wuhan China in December 2019 has seriously affected the countries across the globe. The current try to align the impact of Job insecurity (JIS) and employee's outcomes through mediating role of psychological contract Breach (PCB) and buffering role of trust in management (TRS). Data was obtained through adopted construct validated in previous literature, and personally administrated technique was used to get appropriate response. Confirmatory factor analysis through CFA as well as Preacher and Hayes statistical procedure was adopted for moderation meditational analysis. Findings depict that PCB intervene the effect of JIS, with Employees emotional Exhaustion (EE), mental and physical health complaints. But didn't evident for meditational effect of innovative work behavior. Similarly TRS buffer the impact of JIS and employees EE as well as MHC, while could not find evidence for moderating for IWB and physical health complaints. The relationship is based upon social exchange as well as contract theory and Appraisal theory.

Keywords: Job Insecurity, EE, Appraisal Theory, TRS, Mental Health Complaint, IWB.

Introduction

The emergence of Corona virus from the city of Wuhan China in December 2019 has seriously affected the countries across the globe. From Asia to other continent of the world the disease spread to quickly that it effect more than 209 countries with 1,347,689 cases. During such a condition most of the countries start lock down as a precautionary step to tackle the menace. Due to (COVID-19) almost 90% businesses across the globe are shutdown and most of the organization start downsizing, restructuring and slimming down policies to tackle the financial losses. Due to such economic condition associated by employment instability, association between employee as well as organization has changed in the form of job insecurity (JIS). It has analyzed from the survey that workers describe job insecurity as a stressor in the working context of an organization (Probst, 2008). Job insecurity related to the many negative outcomes in the form of psychological distress as well as high level of emotional exhaustion (EE) e.g. Saif, Khan, & Adnan (2018). Variation in mental and physical health condition expresses cost for an institution and the current lock down position seriously affected the mental health of daily wages employees as well as that perform ought jobs. On the basis of organizational exchange relationship, few research papers analyzed how there is a connection between different forms of well-being and perception of employees JIS as well as their trust

on management in an institution (Jaing and Probst., 2019; Saif et al., 2018; Robbins, Ford & Tetrick, 2012). Limited research work has performed between JIS and its relation to well being in the form of EE during uncertain, downsizing, and economic recession. The prolonged exposure of JIS results in the form of burnout and stress reaction which also leads to infuse various physical and psychological problems (Piccoli & De Witte, 2015). Emotional exhaustion represent employee burnout dimension (Saif et al., 2018) and predict different necessary work attitudes and behaviors (Laba, Buitendach, & Bosman, 2005; Piccoli & De Witte, 2015).

The workers which possess uncertain job positions compare their investment and outcomes they receive from the institution. The workers also appraise quality as well as nature of association with the institution (Festinger, 1954). On the basis of assumptions, the researchers test either perceived imbalance leads to meditational mechanism due to which job insecurity effects employees well being (Saif et al., 2018; Reimann, & Guzy, 2017; Charkhabi., 2017; Laba et al., 2005). This research study also focuses on burnout literature so that to understand development of EE in institutional context. On one side, at the individual level much research literature has investigated burnout in the form of relationship between individuals, as well as social exchange processes (Maslach, 1993). On other hand, many research literatures have related burnout to job characteristics (Cesário, 2017). The current research study expresses the significance of quality relationship with organization in order to explain burnout. On the basis of various exchange relationship lack of reciprocity can be evaluated. At institutional level, unfair treatment of employees during social exchange phenomena results in psychological explanation for creation of EE (Saif et al., 2018; Piccoli & De Witte., 2015) mental/physical health complaints (Vander Elst et al., 2016; Reimann, & Guzy, 2017) reduced commitment (Saif and Khan., 2020; Laba et al., 2005) and lower level of innovative work (Niesen et al., 2018a; Vander Elst et al., 2016; Charkhabi., 2017; Niesen et al., 2018b; Saif et al., 2018).

The current research study leads to the understanding of the impact of JIS perception on Psychological well-being and addresses relevant research gaps. First of all, on the basis of theoretical explanation the researchers extended the knowledge of emotional exhaustion. The theoretical framework of transactional stress theory explains the association between JIS and strain related issues (; Charkhabi., 2017; Vander Elst., 2016; Lazarus and Folkman, 1984). From the context of exchange relationship between employer and employees the threat of job loss leads to the “trust deficit”. On the basis of Social exchange theory proposed by (Cropanzano and Mitchell, 2005), Conservation of resource theory (COR) and psychological contract approach, the study explains two distinctive and related explanatory mechanism in the form of trust in management as well as psychological contract breach which reflect unfair social exchange association (Robinson, 1996).

The currents study will be helpful to understand the reaction of employees toward their JIS and it effect of various outcomes through mediating role breaching the contract philosophy as well as their level of trust on management in private schools of district Bannu. It will also helpful to understand the amalgamation of three different theories on human behavior and their social attributes.

Literature Review

Job insecurity represents anxiety when an employee feels in the conduct of future job employment or when an employee feels the threat of losing current job position (Saif et ., 2018; Charkhabi., 2017). In case of stress related research, the expectancy of stressful event expresses a significant source of anxiety as the event itself (Vander Elst., 2016). Recent study of (Charkhabi., 2017) analyzed that stress itself as well as their various kinds of impacts are the part of primary as well as secondary appraisal. Primary appraisal concept arouse when insecure employee analyzes the threat of losing their current job positions (Saif et al., 2018). While secondary appraisal arouse as a result of uncertain future, and it is complex way to evaluate coping strategies required for the solution of insecure situation (Vander Elst et ., 2016; Saif et al., 2018; Charkhabi., 2017). In the context of job insecurity, appraisal process causes strain. The fact is that the

demand of the situation exceeds accessible resources and makes coping strategies ineffective (Miller & McCool, 2003).

According to transactional stress theory, JIS can be viewed as a stress related concept at workplace. Individual appraisals as well as evaluation of coping resources are necessary concept to determine either insecure employee feel stress. The situation is similar to the definition of JIS adopted in the research study which is a subjective feeling raised from evaluating ones current job positions (Vander Elst et al., 2016; Sverke et al., 2002). Research literature has evaluated that JIS is an abiding experience and contentiously create stress for individuals at work (Charkhabi., 2017). However job insecurity has regarded as chronic job stressor. Uncertainty of job loss is termed as workplace stressor concept which remains in the long run during uncontrollable situations (downsizing, lock down, restructuring, and economic recessions), while effecting future well being also.

Previous research study expresses the association between JIS and burnout (Laba et al., 2005; Ismail, 2015; Saif et al., 2018; Clotter-Woods, 2015) but limited studies investigate the role of JIS AND EE specific attributes. Emotional exhaustion a dimension of Maslach's (1993) burnout concept expresses chronic state of emotional as well as physical depletion and behaves as a key determinant to understand process (Maslach & Leiter, 2008) in terms of empirical as well as conceptual background. According to Lee & Ashforth, (1996) Emotional exhaustion expresses relationship with necessary outcome variables as compared to depersonalization and lower level of accomplishment attributes. EE describes "core meaning" of burnout in the best possible way (Shirom, 1989). Importance of measuring various dimension of employees well being (burnout) and satisfaction are equally important for individuals as well as organization. It has been investigated as predictor for different work related attitude e.g employee's commitment, performance, employees citizenship behavior as well as turnover intention (Cropanzano et al, 2003).

The previous research literatures support the assumption that JIS leads to burnout and decreases individual well-being (Saif et al., 2018; Laba et al., 2015; Clotter-Woods, N. E.2015; Ismail., 2015). According to stress literature, organizational stressor leads to impaired health as well as well-being (Lazarus & Folkman, 1984). Based on alternative approach can reverse the relationship as psychological stress effect working context of organization and job characteristics (Staw, 1975). There is vast literature of job insecurity that represents "Normal causation" i.e. job insecurity affect outcomes (De Witte et al, 2015). Based on previous research literature, uncertainty about employee's job position causes emotional exhaustion. This research study deals with relationship of JIS as well as emotional exhaustion.

Until various processes have been discussed i.e. frustration arouse due to PCB (Laba., 2015; Saif and Khan., 2020; Van Hootegem, & De Witte, 2019) lack of perceived control (Vander Elst at al., 2016; Saif et., 2018; Charkhabi., 2017). From the prospectus of organizational exchange, this study deals with how PCB arises from JIS that causes emotional exhaustion.

Social exchange theory (Blau, 1964) provides a framework and helps to understand how lack of trust arises from the situation of job insecurity. Social exchange theory acts as a paradigm that interprets individual employee's reactions. Social exchange represents series of interactions that results in obligation. The interactions are interdependent and depend on the actions of another individual employee (Cropanzano & Mitchell, 2005). On the other hand the buffering role of TRS between JIS and employees outcome based upon the concept of COR theory proposed by (Hobfoll., 1989). During uncertain situation mostly employees try to correlation job stress vs strain relationship and previous studies (Jiang and Probst., 2016; Wong et al., 2006) evident that trust in management/ organization buffer the relationship between JIS, psychological distress, EE, satisfaction etc. Exchange of resources, rewards, costs as well as outcomes can best explain employment relationship (Employee- employer association). Particularly, employment attribute (psychological contract) act as a valuable source, while JIS provides a reward on behalf of employee's investment.

Social exchange theory can best explain negative reactions as a result of job insecurity. Employees who experiences job loss compare the ratio of investment as well as outcomes that employee receives. Employees also investigate quality as well as nature of their association with an institution. Festinger's theory of social comparison (1954) stresses that people's wishes stable accurate appraisal. Whenever employees feel uncertainty, they compare themselves with other employees having the same feeling of uncertainty. Equity principle provides a base for the comparison, i.e. the association of what employees have invested in organization and what kind benefit they receive from organization (Adams, 1965). Psychological contract as well as TRS expresses two tangible measures that interpret unequal exchange association between employee and employer. Psychological contract represent mutual obligation between employee and employer (Robinson, Kraatz & Kousseau, 1994).

Psychological contract suggests "The idiosyncratic set of reciprocal expectations held by employees concerning their obligations (i.e. what they will do for the employer) and their entitlements (i.e. what they expect to receive in return)" (Parks, Kidder & Gallagher, 1998, p.698). Psychological contract explain employee reciprocity and now employees can measures their investment and benefits they received from the organization. Employees have expectation to gain benefits from organization. Institution also desire demands from individual employees. In an exchange relationship, continued receipt as well as reciprocation results in increased obligations between employee and employer (Blau, 1964). In Psychological contract context, the balance between effort and reward is necessary. However imbalance between effort and rewards will cause a breach in the contract. Psychological contract breach means that institution is not fulfilling its obligations.

It is clear from research literature that job insecurity influences employees favorably because it revises the nature of PCB (De Cuyper and De Witte, 2006). In western societies, workers seek their employment secure because of agreement with organization. Employees have expectations when they contribute their efforts to the institutions, then in turn they will gain reward in the form of secure job. However different research literature supports the assumption that JIS leads to the breach of psychological breach. PCB has resulted in the form of negative employment outcomes. Due to lack of trust on management among employees with organization, PCB result in the form of Burnout as a negative emotional change reaction (Rousseau, 1995; Saif et al., 2018).

Extensive research in the field of job insecurity indicate that perception of employees toward unsecure job position leads to multi dimensional issues related to organization, individuals and social circle. Job insecurity raised poor work related attitude emotions i.e. feelings of burnout, lower level of commitment, increased absenteeism, decreased level of motivation, lower well being, and work engagement (Saif et al., 2018; Vander Elst., 2014; Saif et al.,2020; Picolli and Dewitte., 2015).

Because of job insecurity the relationship between employer and employees are at higher risk. And in most of the cases because of the stress employees perceiving insecure situation question their emotional detachment that arouse serious health related issues in the form of higher blood pressure, headaches (Vander Elst et al., 2016), anxiety, depression and acute psychological issues.

Due to these reasons most of the time the psychological bond between employees and employer is at stake, that arouse serious problems for organization, top management and employees. In such a worse scenario the role of leadership and top management is very crucial to understand the social, psychological and physical setup of their employees. Previous studies indicate that TRS (trust on top management) buffer the strength between employees JIS and citizenship behavior (Wong et al., 2005), JIS and commitment (Apisakkul.,2000; Saif at al., 2020), JIS and Burn out (Jiang and Probost., 2016; Saif at al.,2018) JIS and psychological issues (Jiang and Probost., 2016; Saif at al.,2018).

The following hypotheses are developed from previous studies.

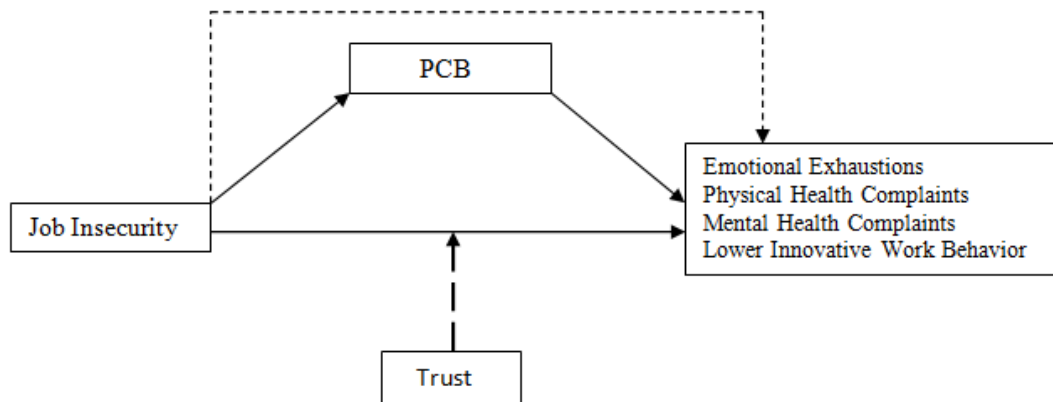
H1: PCB mediates the strength between the positive association of JIS and employees Emotional Exhaustion.

H2: PCB mediates the strength between JIS and employees (PHC).

H3: PCB mediates the strength between JIS and employees (MHC) .

H4: PCB mediates the strength between JIS and lower level of IWB.

H5: TRS buffers the association between JIS and employees EE, IWB, PHC, MHC.



Population and Sample

Employees working on contract/fixed from different private schools of southern zone of Khyber Pakhtoonkhwa is the population. As the population is known hence based upon (Sekran.,2004) recommendation minimum 120 sample size is contacted to get in detail information's.

Data Collection

In the current study questionnaire technique is applied to collect the required information's from target audience. For this purpose job insecurity is measured by adopted construct of (De Witte.,2000). The reliability for the JIS was ($\alpha=0.81$). Emotional Exhaustions was measured by adopted construct of (Leiter & Schaufeli, 1996) designed for measuring employees burnout attitude. Response was recorded on 5 point likert scale. Cronbach Alpha for the EE during pilot testing was ($\alpha=0.77$). Employees PHC and mental health complaint was assessed by Ware (1999) and Berwick et al (1991). Response was recorded on likert scale and reliability for both constructs were ($\alpha=0.79$; $\alpha=0.83$) respectively. Lower innovative work behavior was analyzed by getting response through newly designed construct by (De Jong & Den Hartog., 2010), and the reliability of the construct was ($\alpha=0.76$).

Data Analysis

In the first step CFA was applied through AMOS software and all the items loading on their respective constructs was assessed. In this regard different model were tested with hypotheses 7 factor model. In the next step the mediation and moderation analysis was conducted by applying Preacher and Hayes (2008) bootstrapping statistical methods that usually apply 5000 re sampling technique. As in the current study the sample size is small, hence to control the problem of normality bootstrapping was applied.

Result and Analysis

Table (1). Correlation, Mean, Standard Deviation and Reliability

Variables	Mean	SD	JIS	PCB	EE	MHC	PHC	IWB	TRS
JIS	2.11	0.88	(.81)						
PCB	2.32	0.82	.499**	(.84)					
EE	3.02	0.87	.289*	.211*	(.77)				
MHC	2.09	0.89	.608**	.444**	.189*	(.79)			
PHC	2.44	0.81	.402**	.508**	.201**	.514**	(.83)		
IWB	2.71	0.87	-.034	-.101	-.370*	-.109	-.032	(.76)	
TRS	3.15	0.84	-.233**	.219**	.091	.109*	-.209*	.211**	(.80)

JIS= Job Insecurity; **PCB=** Psychological Contract Breach, **EE=**Emotional Exhaustions, **MHC=** Mental Health Complaints, **PHC=** Physical Health Complaints, **IWB=** Innovative Work behavior, **TRS=** Trust In Management.
*p<.05. **p<.01. ***p<.001

Findings from Table (1) depict information's about inter correlation between all the dependent variables, predictor, moderator and mediator. The highest correlation exist between JIS & MHC ($r=.608$; $p<.01$) followed by MHC and PHC ($r=.514$; $p<.01$). However the lowest correlation belong to MHC and trust in Management ($r=.109$; $p<.05$). Job insecurity shows significant relation with all variables, however innovative work behavior did not evident any significant strength. Similarly TRS also possess significant relation with all variables; however employee's emotional exhaustion during in secure stage shows no relationship. Construct reliability are also denoted in parenthesis for all variables. From results it is clear that all the variables have cronbach (α) higher than (0.6) as recommended by (Ursachi, Horodnic, & Zait, 2015; Mohamad, Sulaiman, Sern, & Salleh, 2015). Mean and standard deviation values are also presented in the above table. Highest mean value is related to (EE $Mean=3.02$, $EE_{SD}=0.87$) followed by innovative work behavior (IWB $Mean=2.71$, $IWB_{SD}=0.87$), Trust in Management (TRS $Mean=3.15$, $TRS_{SD}=0.84$), Psychological Contract Breach (PCB $Mean=2.32$, $PCB_{SD}=0.82$), while lowest values belong to Mental Health complaints (MHC $Mean=2.09$, $MHC_{SD}=0.89$).

Table. 2. CFA results for all different Models

Model	X2	df	P	NNFI	CFI	RMSEA 95% CI	SRMR	Model Comparison
1.7 Factor	322.5	154	<0.001	.93	.95	.08 (.05-.08)	.05	
2.4 Factor	501.1	157	<0.001	.86	.89	.10 (.09-.11)	.09	2 Vs 1
3. 3Factor	912.2	158	<0.001	.71	.75	.12 (.11-.14)	.09	3 Vs 1
4. 1Factor	1088.2	161	<0.001	.69	.72	.14 (.12-.17)	.11	4 Vs 1
5.MM	251.52	138	<0.001	.90	.93	.07 (.05-.08)	.05	5 Vs 1
7 Factor Model (JIS, PCB,TRS,EE,MHC,PHC,IWB)								
4 Factor Model (JIS, PCB,TRS, EE+ MHC+PHC+IWB)								
3 Factor Model (JIS, PCB+TRS, EE+ MHC+PHC+IWB)								
1 Factor Model (all item on single factor) *p<.001								

Table (2) depicts information's about model fit indices aroused during CFA technique for 5 different models. Results denote that I factor model that consist of (all item on single factor) indicate that NNFI and CFI values are much lower than the threshold level recommended by (Preacher and Hayes., 2008), validated by (Saif et al., 2018).Hence 1 factor model is rejected on the basis of lower values for fit indices. Latent factor model that explain 7% variance is also acceptable because the variance explained is lower than threshold level of (25%) recommended by Piccoli and DeWitte (2015), William, Cote, and Buckley.,(1989). Furthermore model one, that consist of seven factors (JIS,PCB,TRS,EE,MHC,PHC,IWB) fit indices (NNFI=0.93;CFI=.95) are much better than three factor model (JIS, PCB+TRS, EE+ MHC+PHC+IWB) and four factor model (JIS, PCB,TRS, EE+ MHC+PHC+IWB). Model one consist of all the seven factors item loadings on their individuals factor, while in four factor model JIS, PCB, and TRS

items loaded on their individual factor and remaining four factors loaded on single factor. As from the findings it is clearly evident that 7 factor model bet fit the indices hence it is used for further analysis.

Table 3. Results of Multiple mediation moderation through Preacher and Hayes (2008)

	(M-1) Emotional Exhaustion				Physical Health Complaints (M-2)				Mental Health Complaints M3				Innovative Work Behavior M4			
	Coef	SE	P	Bootstrap 95% CI	Coef	SE	P	Bootstrap 95% CI	Coef	SE	P	Bootstrap 95% CI	Coef	SE	P	Bootstrap 95% CI
IV-MV (path a)	.51	.04	<.001		.22	.04	<.001		.41	.05	<.001		.10	.04	<.001	
Direct effect	.22	.06	<.05		.19	.05	<.05		.33	.05	<.001		-.03	.02	<.05	
Total Effect	.21	.05	<.001		.11	.02	<.001		.19	.02	<.001		-.05	.03	=.0	
IV-DV (path b)																
Direct effect	.10	.03	<.001		.07	.01	<.001		.11	.02	<.001		-.02	.01	Ns	
Total Indirect effect	.11	.03	<.001	{.13-.10}	.04	.01	<.001	{.05-.03}	.08	.01	<.001	{.09-.06}	-.01	.01	<.001	{-.02-.00}
JIS*TRS	-.03	.028	.04	{-.08-.02}	.132	.031	<.001	{.11-.09}	-.02	.02	.22	{-.04-.01}	-.01	.02	.03	{.10-.06}

Coef= Coefficient; **SE**= Standard Error; **p**=Significance level; **JIS**= Job Insecurity, **TRS**= Trust in Management.

Table (3) explains the detail information's about direct, mediation and moderation analysis findings. Based on the recommendations of Preacher and Hayes (2008) and validated by (Saif et al., 2018; Vander Elst., 2016). According to the findings from table (4.3) path a (coefficient is equal to .51 with SE= .04 ;P<.001) values depict that independent variable (JIS) has significant relationship with Mediating Variable (PCB). Similarly path a (B= 0.22 with SE= .04; P<.001) values for physical health complaint (Model-2) depict that independent variable (JIS) has significant relationship with Mediating Variable (PCB). Results for (Model-3) path a (B= 0.41 with SE= .05; P<.001) values for Mental health complaint depict that independent variable (JIS) has significant relationship with Mediating Variable (PCB). While Results for (Model-4) path a (B= -0.10 with SE= .04; P<.001) values for Innovative work behavior depict that

Independent variable (JIS) has significant relationship with Mediating Variable (PCB). For direct effect of Mediating Variable (PCB) on Dependent variables are denoted by (path b). Results for model one state that mediating variable (PCB) has significant relationship (B= 0.22 with SE= .06; P<.05) with dependent Variable (EE). Similar results (B= 0.19 with SE= .05; P<.05) are evident for (model-2) that conform that PCB has significant relation to PHC. Results for model three state that mediating variable (PCB) has significant relationship (B= 0.33 with SE= .05; P<.001) with dependent Variable (MHC). Results for model four state that mediating variable (PCB) has significant relationship (B= -0.03 with SE= .02; P<.05) with dependent Variable (IWB). In the model total effect is expressed by the direct link between Independent variable (JIS) and dependent variables. Findings from table (4.3) state that in model 1 path c (JIS_EE) indices (B= 0.21 with SE= .05; P<.05), Model 2 path c (JIS_PHC) indices (B= 0.11 with SE= .02; P<.001), Model 3 path c (JIS_MHC) indices (B= 0.19 with SE= .02; P<.001) are significantly related to each other. Hence the first part of mediation is conformed. In next stage the total indirect effect is expressed by specified indices as well as lower and upper level of confidence interval values.

Findings from the above table specified statistical values (B= 0.11 with SE= .03; P<.05) which denote that model one is significant, that is also supported by (ULCI=.13 & LLCI=.10), as zero does not exist between ULCI and LLCI. Hence hypothesis one is accepted. Results for physical health complaints evident that the

specified statistical values ($B = 0.04$ with $SE = .01$; $P < .01$) denote that model two is also significant, that is also supported by ($ULCI = .05$ & $LLCI = .03$), as zero does not exist between $ULCI$ and $LLCI$. Hence hypothesis two is accepted. Results for Mental health complaints evident that the specified statistical values ($B = 0.08$ with $SE = .01$; $P < .001$) denote that model three is also significant, that is also supported by ($ULCI = .09$ & $LLCI = .06$), as zero does not exist between $ULCI$ and $LLCI$. Hence hypothesis three is accepted. Results for Innovative work behavior evident that the specified statistical values ($B = -0.01$ with $SE = .01$; $P < .05$) denote that model four is not significant, that is also supported by ($ULCI = .00$ & $LLCI = -.02$) values, as zero exist between $ULCI$ and $LLCI$. Hence hypothesis four is rejected.

Finally moderation results are indicated by interaction effect of ($JIS * TRS$). Results for model one indicate that statistical values ($B = -0.072$ with $SE = .03$; $P < .05$) denote that model one is significant, that is also supported by ($ULCI = -.08$ & $LLCI = -.02$), as zero does not exist between $ULCI$ and $LLCI$. For model 2 findings depict that effect of ($JIS * TRS$) on PHC is insignificant as ($ULCI = .11$ & $LLCI = -.09$) consist of zero, hence no evidence was recorded to support the moderation effect of TRS on PHC. Similarly For model 3 findings depict that effect of ($JIS * TRS$) on MHC is also insignificant as ($ULCI = .11$ & $LLCI = -.04$) consist of zero; hence no evidence was recorded to support the moderation effect of TRS on MHC. However For model 4 findings depict that effect of ($JIS * TRS$) on IWB is significant as ($ULCI = .10$ & $LLCI = .06$) consist of zero; hence evidence is recorded to support the moderation effect of TRS on IWB. Based on the findings for JIS and TRS moderation effect hypothesis 5 is partially supported.

Discussion

The current study try to design a path through mediating role of PCB and buffering effect of TRS between ones feelings associated to insecurity with their job and different outcomes. Previous studies (Laba et al., 2015; Saif, Khan and Adnan., 2018) findings reveal that one's insecurity to their job is negatively related to PCB, because it is the natural tendency of human that in case of insecure position mostly employees try to breach the psychological bond. The negative relationship between employer and employees that arouse during job insecurity phase are based upon theoretical backgrounds of Psychological theory as well as social exchange theory. However on other side during uncertain situation the role of trust in management also play a crucial role and the findings from the study of (Jiang and Probst., 2016; Saif et al., 2018) depict that employees trust in management during crucial situation reduce their burnout and psychological distress while enhance their commitment (Saif and Khan., 2020) as well as satisfaction from the organization.

The current study added multiple advantages to the previous literature of JIS and more specifically to align various theories under one conceptual mode. It conforms the role of PCB as a single mediating variable validated by (DeCyper and DeWitte., 2007; Niesen, et al., 2018a; Niesen, et al., 2018b) as well as multiple mediator (Vander Elst., 2015; Van Hootegeem, & De Witte, 2019; Saif et al., 2020; Charkhabi, 2017). Secondly the current study applied TRS as a potential moderator to enhance the understanding of both moderator and mediator role of two diverse concept simultaneously. Thirdly the current study investigates the role of JIS relationship with MHC, PHC and IWB through TRS as a mediator. To date only one study (Saif et al., 2018) link the association between the underline variables with limited explanation. The result of the single mediator support that PCB mediate the strength between JIS and employees EE. The study of (Saif et al., 2018) found same relationship, while the study of (Niesen, et al., 2018a) also confirm the mediating role of PCB between JIS and idea generation. However the results from (Abela, & Debono, 2019) conforms the intervening role of PCB between OCB and trust in organization. In second model the PCB is also confirmed as a mediating concept between JIS and employees physical health complaints. It is human tendency that during insecurity phase employees breach the contract that leads to arouse several physical health related issues (Fatigue, Tingling, Headaches, etc). Due to which individuals may detached from their work at organization and infuse the feelings of emotional exhaustions. Similarly under uncertain situation e.g (Lock down due to COVID-19) if organization are not functioning than employees perceive that, top management may initiate the process of downsizing, that leads to infuse the stronger feelings of job insecurity and create severe mental problems (Depression, Anxiety, Paranoia, psychosis, etc). The

current study confirms the role of PCB as an intervening variable between JIS and health related issues. Earlier studies (Saif et al., 2018; Reimann, & Guzy, 2017; Vander Elst., 2016; Charkhabi., 2017) also found same results. Findings from the study of Reimann, & Guzy, (2017) indicate that create mental health problems among employees due to PCB. Finally IWB could not possess any meditational effect of PCB for JIS in the current study. Similar findings were depicted by the study of Charkhabi., (2017). However the study of Niesen et al (2018b) found positive role of breaching the contract from JIS and two dimensions of IWB among the employees from manufacturing organization in Dutch citizens.

Finally the moderating effect of TRS with JIS effect was assessed on various outcomes. To date there is only one study investigating the buffering role of trust on top crest between JIS and health related issues as well as IWB. Results for the current study depicts that during uncertainty situation only two attributes (EE and MHC) confirm negative but significant strength. Prior research (Saif et al., 2018) confirms the buffering role of TRS with health related issues, while study of Jiang and Probst (2016) findings evident that TRS buffer the effect of JIS toward distress aroused due to psychological issues and over all burnout attitudes among university employees in USA.

Limitation and Future work Directions

There are several limitation attached to the current study. In the current study cross sectional mood of data collection was used that lead to common method biasness. Hence future studies may investigate the same model through longitudinal approach. In the current study only one facet of burnout (EE) was measured. Future studies may investigate the other facets i.e cynicism to better understand the causal strength from JIS to burnout through mediating role of PCB, and TRS as a buffer. Similarly IWB was measured as a common variable however the future studies may investigate it facet (idea generation and idea implementation) to draw the line from JIS to IWB through moderated mediation modeling. The current study obtain the data from only one district which is not applicable to overall population hence future studies may collect the data from various districts of Khyber Paktoonkhwa or various provinces from Pakistan to understand the relation of JIS and outcomes through applying Appraisal as well as social contract theory. Future studies may also use other factors i.e. commitment of employees their facets, satisfaction from work, supervisor and coworkers as well as employees OCB, emotional intelligence capabilities and efficacy believes to understand the underpinning of JIS phenomena.

Conclusion

Based on psychological contract and Appraisal theory, the current study correlate the relationship JIS and different variables through intervening role of PC Behavior. At the same time social contract theory was use to align the relationship between employee's perception between their job insecurity specifically under uncertain situations i.e. lock down due to (COVID-19), and their trust on management to help employees during such conditions. This is the first ever study that is conducted during lock down in district Bannu due to (COVID-19) to investigate the implication of job insecurity on their physical and emotional behavior.

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