

Extending Charkhabi (2017) Model of Job Insecurity through Moderated Mediated Analysis

Naveed Saif^{*}, Shadiullah Khan[†] and Saqib Adnan[‡]

Abstract

The current study aims to investigate the relationship between perception of job insecurity and its various outcomes based upon the research model proposed by Charkhabi in 2017 and validated among three countries (USA, Iran, Belgium). It also focuses to investigate the possible role of Trust (TRS) on leadership as a moderator, while Psychological Contract Breach (PCB) as a mediator to explain this relationship. In the final step Boundary Less Career Orientation (BCO) is used as moderated mediation between the effect of JI and outcomes. The Model is based upon three different theories, as Social Exchange theory (SET) is based to explain the relationship between (PCB) and job out comes, While Conservation of Resource Theory (COR) is use to validate the moderating role of (BCO). Finally Stress Theory (STH) was applied to investigate the role of trust as a moderator. Data was obtained from Higher Education Sector. Adopted questionnaires after validation through CFA were used, and response was analyzed through Preacher and Hayes, 2008 modeling. Results indicate that PCB effectively mediates the relationship between JI and various outcomes (Burnout, Effective Commitment, Life Satisfaction, Psychological Coping Reaction, Work Satisfaction, and Psychological Distress). On other side (BCO) moderate differently the relationship between Pharmaceutical and Education sector. Even some of the moderation results were positive but in opposite direction. Finally trust in management (Leaders) moderation findings indicate that it buffer the relationship between JI and specific out comes, as Trust is negatively associated with Burnout, psychological distress, normative commitment and coping reaction, while positively associated with employees effective commitment, supervisor satisfaction, and life satisfaction.

Keywords; BCO, Trust, PCB, Moderation, SET, Job Insecurity, STE, Mediation.

Introduction

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According to Davy, Kinicki and Scheck (1997) Job insecurity can be viewed as a psychological threat in the work environment of an institution throughout the globe (De witte et al, 2012). Vander Elst, De Cyper, Baillien, Nesesn and De Whitt (2014) observed that the role of job insecurity has been viewed as a loss. Greenhalgh and Rosenblatt (1984) evaluated that the loss concept is a distinctive feature between the old as well as new definitions of job insecurity.

According to the old definition, job insecurity is the perception of the degree of threat and powerlessness about the current job position. According to the new definition of Job insecurity (Vander Elst, De Cuyper and De Witte, 2011) expressed that job insecurity is the level of uncertainty about the future job position. Lazarous and Folkman (1984) express that the concept of loss always exists and has been proved from the old as well as new definition of job insecurity. According to loss concept, loss itself causes unfavorable circumstances on the working condition in organization (Lazarous and Folkman, 1984). In fact the perception of job loss represents that the psychological contract has been breached because institution do not full fill its obligation and causes unfavorable consequences. It has also been proved form the pervious literature (Saif and Khan, 2018; Vander Elst et al, 2014; Charkhabi., 2017) that the psychological contract breach (PCB) is like a mediator and mediates the consequences of job insecurity.

Vander Elst. et.al, in 2014 from Belgium investigated the relationship between job insecurity and specific outcomes through the mediational role of PCB and perceived control behavior. They further group together the specific variables under strain and coping strategies. Strain related issues were express through employees burnout attributes as well as their mental and physical health issues. On the other side coping reaction were indicated via psychological and behavioral attributes. The first one deal with employee's satisfaction and commitment, while the later indicate lower level of self-rated performance along with Innovative work behavior. Their results confirm that PCB and perceived control acts as a mediators between Job insecurity and strain consequences (such as: Job burnout and life satisfaction). While perceived control role depict more importance than PCB in making the relationship between JI and coping reaction related to behavioral attributes. Similar results were conform by (Saif and Ullah., 2017) in Pakistan selected work context. Later on the model of (Vander Elst et al., 2014) is extended by Charkhabi in (2017) by adding Boundary less career orientation (BCO) as an additional moderated mediator between JI and outcome via PCB.

The research study of (Charkhabi., 2017) stresses that the condition like economic crisis as well as increased competition has led to the condition of Boundary less career orientation (BCO). According to the concept of BCO, employees do not prefer to work in organization but they preferred to perform work in many organizations beyond its own organization. Physical mobility as well as Psychological mobility is the various level of BCO through which employees move from one organization to another organization in order to exploit diverse employment opportunities.

The concept of BCO can be predicted on the basis of Appraisal theory. According to Appraisal theory, the employees which express high degree of BCO results in low degree of job insecurity while conservation of resource theory predicts that BCO is a significant resource while competing with the stressors of PCB (Charkhabi. Probst. De whitte., 2017) . The association between BCO and PCB is weak in the determination of job insecurity consequences. However, BCO execute a potential role of how workers respond to the consequences of job insecurity. Inconsistency can also be found in the empirical outcomes among different countries of the research study. The inconsistency is due to the result of other indicators such as cultural as well as economic differences across the two countries of USA and Belgium. The empirical results obtained from the American institutions evaluated that PCB mediates the relation between Job insecurity as well as Job burnout, Life satisfaction and turnover intention. BCO acts as a mediator and reduces the association between Job insecurity and life satisfaction while enhancing the relation between PCB and turnover intention. The practical results obtained from Belgium organization indicated that PCB also mediates the relation between job insecurity as well as job burnout, life satisfaction and turnover intention. In Belgium organization, BCO minimizes the association among Job insecurity, life satisfaction and turnover. On the other side, BCO enhances the relation between Job insecurity and Job burnout (Charkhabi et al., 2017). The current study try to validate the model of (Charkhabi ., 2017) in the Pakistan work context as well as to extended it by adding Trust in management on the leaders as a moderator to explain the relationship in more detail way under stress theory.

Literature Review

Job Insecurity, Strain and Coping Reactions:

Lazarus and Folkman, (1984) described that in lieu of appraisal theory. Personal resources as well as situational attributes caused primary and secondary situational appraisal. The primary situational attributes

represents the assessment of goals and objectives, motivation as well as well-being of an individual employee in a certain organizational situation. While Secondary situational attributes are related to the appraisal of those determinants so that to measure the stressful situations in order to ensure the fairness in a particular work environment of an institution (Barsky, Kaplan and Beal, 2011; Weiss, Vander Elst et al, 2014).

It has been analyzed in the organizational context that job insecurity has been viewed as a stress. Job insecurity is a subjective phenomenon which is based on the subjective perception of an individual employee towards the job loss in future situations (De Witte, 2005; Sverke et al, 2002).

Therefore information based on Appraisal theory of (Lazarus and Folkman, 1984), job insecurity consequences can be organized in the following three groups (Cherkhabi, Probst, De Whitt. 2017)

- 1) Job burnout and life satisfaction was regarded as work-related strain,
- 2) Job insecurity as well as job loss was considered as work related behaviors which are also known as coping reactions,
- 3) Job turnover was treated as psychological coping reactions.

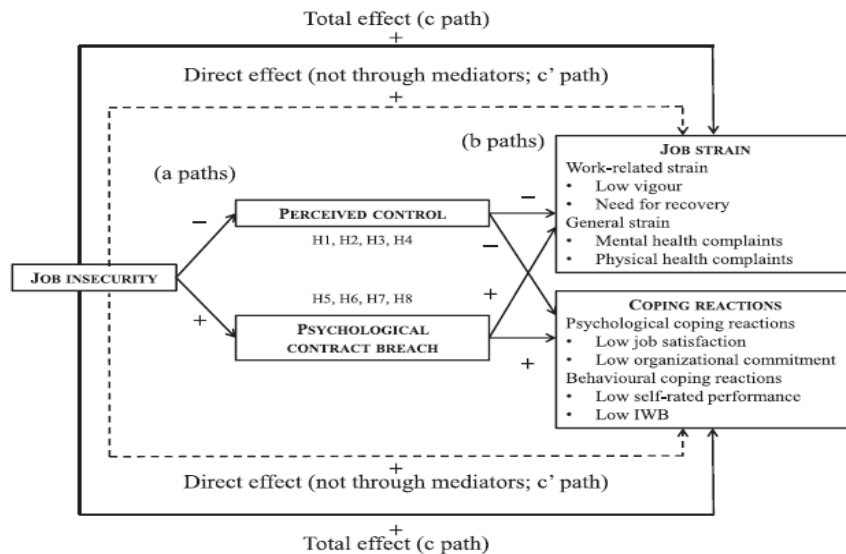


Fig 2.1. T.VanderElst et al, (2014) Model of Strain & Coping Reaction (J of Stress & Health)

Figure (2.1) shows the relationship between JI and outcomes through multi mediational role of PCB and perceived Control. The outcome variables are distinguished based on their nature. Strain related to job is

expressed by work and general level attributes. Which are further designated by Complaint related to health and mental issues as well as burnout attitude. On the other hand coping reaction to perceived JI are presented by employee's affiliation with organization and their performance.

The Mediating Role Of Psychological Contract Breach:

Sverke and Hellgren, (2001) interpreted that in the organization of Belgium and many other European countries, job insecurity can be regarded as a basis for psychological contract (such as: Employment through open-ended permanent contract). In organizational context Unions have interpreted job security as a source of significant personnel management (Waddington and Whitston, 1997). De Cuyper and De Witte, (2007) suggested that many researchers have argued that job insecurity is a significant part of relational Psychological Contract which expresses employees ambitions towards fair exchange of employee loyalty and the effort consumed by employees while conducting different organization processes. It also executes fair exchange between job security as well as rewards or an employer.

It has been proved that Psychological contract is based upon reciprocal opinions among employees and its institution. It means that workers usually perceive what to do within an organizational context and in turn what benefits will be obtained by the employees from their employer (Parks Kidder and Gallagher, 1989). Vander Elst et al (2014) argued that Psychological contract between employees and an organization will continues if organization take care the obligation of their employees. However, Psychological contract will be breached if employees perceive that organization can no more fulfills obligation of employees. Telkib and Taylor, (2003) observed that the basis of Psychological contract lies in Social Exchange Theory (SET) as well as norm of reciprocity. Gouldner, (1960) expressed that norm of reciprocity means when organization become unable to fulfill its promises then it will results in reduced employees performance. The job which is considered as secure and workers are performing on behalf of organization. However, when psychological contract breaches then it will affect badly the association between employees and its organization. Workers will minimize their efforts which results in reduced organizational performance.

Psychological contract breach mediates the association between job insecurity and its consequences. The consequences of job insecurity are in the form of strain as well as coping reactions which affect

unfavorably the employees performance (Vander Elst, DeCyper, Baillien, Niesen and De Whitte., 2016; Saif and Ullah, 2017).

In the light of above research literature, the following hypothesis can be postulated as follows.

PCB acts as a mediator between the favorable association of Job insecurity & burnout (H3) as well as Turnover Intention (H2).

PCB perform mediating role between the unfavorable association of job insecurity & life satisfaction (H1), JI and work satisfaction (H4) JI and Commitment (H5) as well as JI and psychological Distress (H6).

The Moderating Role Of Boundary Less Career Orientation And Job Insecurity:

Arthur, Inkson and Pringle, (1999) examined that during the previous 20 years due to increase in competitive situations have changed the career employment in many countries throughout the world (Arthur and Rousseau, 1996; Hall, 2002; Sullivan and Arthur, 2006). Baruch, (1998) postulated that due to rapid economic and increased competition, now employees do not depend on single organization to pass its career employment. Pang, (2003) analyzed that the tendency of employees to serve their career employment in more than one organization leads to the concept of Boundary less Career orientation (BCO) (Dany, 2003; Guest, 2004; Ackah and Heaton, 2004). Sullivan and Arthur, (2006) defined the concept of Boundary less career orientation (BCO) and divided into "Physical mobility". The physical mobility dimension of "BCO" expresses when employees move physically from one job to another job to different organization, to other countries or regions. One significant reason of the physical mobility is that when employees possess the lack of job predictability. Due to this reason employees search for alternative job opportunities in order to take benefits from the jobs in other organization (Briscoe et al, 2006). Physical mobility enables employees to gain more knowledge regarding his own job position and as a result it leads to the career development of employees (Sullivan and Arthur, 2006; Briscoe et al, 2006; Gunz et al, 2000). Sullivan and Arthur (2006) interpreted the psychological mobility of BCO. According to this dimension, employees do not go physically beyond an organizational boundary but only establishes and maintain work-related association with other organizations.

Lazarus and Hakman (1984) evaluated that on behalf of appraisal theory whenever employees feels a threat in the performance of his job position (Job loss) then employees will prefer to move through either "physical mobility" or Psychological mobility" in order to find new career opportunities that will give him new challenging situations

and hence more opportunities to grow in the work environment of new and dynamic organization (Vander Elst et al, 2014). It is evident that the problem of job insecurity is can be encountered by the different level of BCO. Those workers who are flexible and express high level of BCO cannot be affected too much with the problem of job insecurity. It has also been proved that individuals with high BCO when encountered the issues of job insecurity that they express coping reaction in the form of intention of job turnover.

Based on the above research literature, researcher is going to verify that the employees which possess low or high level of BCO can how much be affected by the general or work related job stressors. The following hypothesis can be concluded in the following manner.

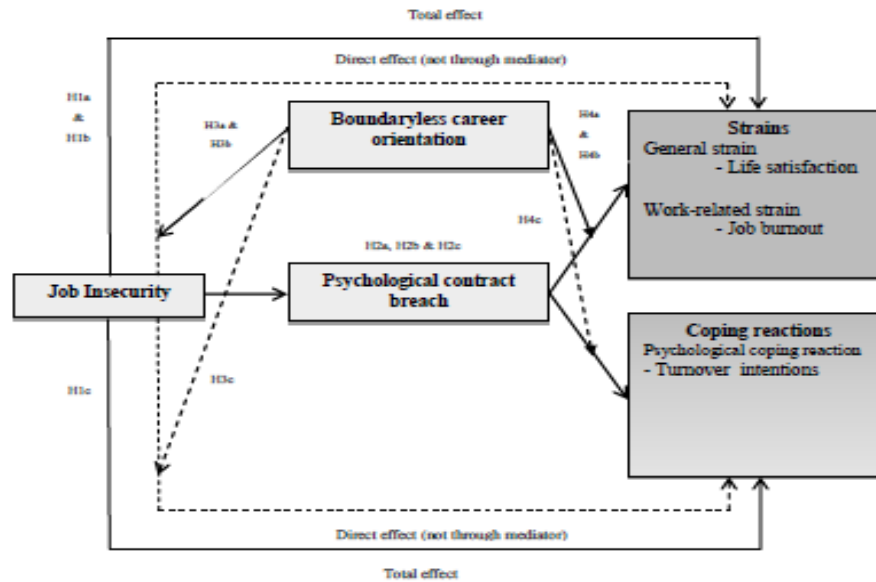


Fig. 2.2. Charkhabi (2017) Model of JI & outcomes through BCO Moderator (pp.90).

From the above figure (2.2) it is clearly indicated that the relationship between JI, strain and coping reaction is mediated through PCB and Boundary less Career Orientation (BCO) act as a mediating moderating concept. Above theoretical model is applied in three different countries namely USA, Belgium and Iran. Results depict contrast findings in all the countries. In the model of Charkhabi.,(2017) employees strain are indicated by satisfaction and burnout. While in previous model of Vander Elstet *al*,(2014), which was tested among employees from Belgium, depict that strain was measured through

different attributes of job burnout (Vigor and Need for recovery). Similarly coping reaction was investigated through lower level of commitment & satisfaction. Interestingly Vander Elst et al, (2014) represent Behavioral Coping Reaction (BCR) through lower level of IWB and self-rated performance, while Charkhabi., (2017) indicate it via TRI. The variation in the model based upon justification of various theories that were used as underline assumption for such kind of direct, indirect effect via mediating variables.

BCO moderate the negative relationship between job insecurity and Life satisfaction (H7), and JI with Work satisfaction (H10) as well as JI and Commitment (H11)

H6: BCO moderate the positive and significant relation between Job Insecurity & Job Turnover (H8) between JI and Job Burnout (H9) as well as between JI and Psychological Distress (H12).

The Mediating Role of BCO and Psychological Contract Breach:

According to Lester, Turnley, Bloodgood and Bolino, (2002) investigated that psychological contract breach has unfavorable effect on job attitudes as well as job performance (Tekleab and Taylor, 2003; Pate, Martin and McGoldrick, 2003; Zhao et al, 2008). it has been concluded that all organizational employees do not react in the same magnitude towards the Psychological contract breach (Coyle-Shapiro, 2002; Restubog and Bordia, 2006).

Now it is a significant question that why all employees of the same organization give a reaction in different magnitude towards the Psychological contract breach. To answer this question, (Chrobot-Mason, 2003) evaluated that the indicators like Trust, Organizational support, Organizational justice as well as leader-member exchange can effect favorably or unfavorably Psychological contract breach. Taylor, (2003) evaluated that on the basis of social exchange theory, BCO act as a potential moderator and that investigates why some employees in organization react to the psychological contract breach strongly as compared to others. Mirvis and Hall, (1996) scrutinized that when transactional contract ensures a secure job position between employees and organization. Under such situation, employees execute the feelings of loyalty and commitment. Various researchers have scrutinized that in case of contract breach between employer and employees results in job dissatisfaction, turnover intention as well as job burnout.

Moderating role of trust Between Job Insecurity and Outcome:

Few research studies have focused on the concept of Trust regarding the Job insecurity. Research studies have also confirmed that trust is a consequence of Job insecurity (Ashford et al, 1989; Cheng & Chan, 2008; Sverke et al, 2002). According to Apisakkul (2000) Trust can minimize the impact of Job insecurity outcomes (Wong et al, 2005). The present study focuses that it is not incompatible to acknowledge that 1) when there is turmoil and Job insecurity in an organization, then Trust in management can be decreased, 2) Employees who have greater trust in management can bear less adverse circumstances in the form of Job insecurity. The research study which focuses on the Trust as a consequence of Job insecurity expresses that level of trust reduces on behalf of job insecurity i.e. which means how much overall shift go downwards. On the basis of information of such shift that occur, the current research study explain either those employees that have different perspective towards Trust in Management can also minimize job insecurity outcomes. Therefore, Trust in Management can be considered as a valuable resource that can help employees to cope with Job insecurity in a better manner.

Hobfoll (1989) stated that on the basis of COR theory, employees will lose more resources when they lack in resources, but those employees who possess more resources have more opportunities to gain resources. Employees will contain consistency, integrity as well as concern from management, when they possess high level of Trust in management even in crisis periods (Morgan & Zeffane, 2003). Folger (1986) analyzed when employees analyzed that Management is Trustworthy, and then employees will find out their good interest but the precious resource of Trust in management reduces as a result of Job insecurity, in short employees will bear short-run inequities (McLean Parks & Kidder, 1994; Rousseau & McLean Parks, 1993), so under such circumstances employer's will unable to give Job security to their employees. When there is a Trust in management in a certain organization then as a result of this valuable resource of Trust in management then employees will gain more satisfaction from their job, maintain commitment with their institution while feels less feelings of burnout as well as Psychological distress in a situation when there is continual threats as a result of changes in organization. On the other side, when there is uncertain situation in the performance of a job then it will leads to lack in Trust of management which in turn makes the situations ambiguous as well as unpredictable which ultimately leads to outcomes of uncertainty (Fryxell et al, 2004; Hobfoll, 1989).

The following hypothesis can be hypothesized in the following manner on the basis of the above research literature.

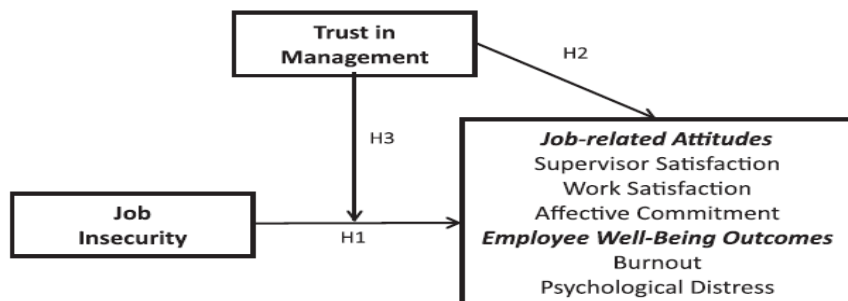


Figure.2.3.Jing and Probst (2016) Model of JI through mediator TRUST (p.n.2)

From figure (2.3) Jing and Probst it is clearly indicated that the relationship between JI and outcome variables is moderated by trust of management. Data was obtained from 1071 administrative staff of administrative staff of university. Results indicate that Trust in management moderates the relationship between JI and outcomes.

In a moderated mediating association, BCO boost the positive association between PCB and Job burnout (H15), PCB and TRI (H14) PCB and PSW (H18) among employees

In a moderated mediating relationship, BCO has negative relation between PCB as well as life satisfaction (H13), PCB and commitment (H17), PCB and work satisfaction (H16) among employees

Trust on Management moderate the relationship between Job Insecurity and Outcomes(H19).

Based on the detail study on the above previous literature it is proposed that the JI and outcome relation based upon the model proposed by (Vander Elstetal.2014), that uses the mediating role of PCB and perceived control between JI and strain as well as coping reaction. The model of (Vander Elstet al.2014)findings are also confirmed by (Saif and Ullah., 2017 in Pakistan work context.The model of (Vander Elstet al.2014)was further extended byCharkhabi.,in (2017) by using BCO as a moderated mediational among the employees of three continent nations (Europe, America and Asia). As the current study try to extended the model of Charkhabi,(2017) by adding trust in leader as moderator based upon the theoretical assumption of Stress theory (Lazarus and Folkman’s (1984). Hence it will give us new insight about the JI and outcomes relationship via moderated, mediational analysis.

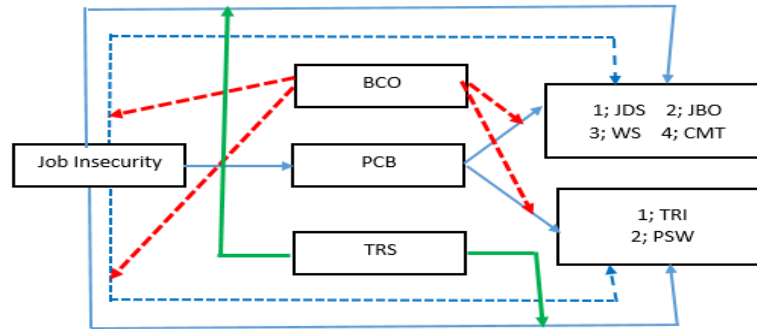


Figure 2.4. Proposed Model of JI and Outcome for the current study.

Research Methodology

Population of the study consists of employees working on contract as well as fixed pay at different Public and private sector universities of KP. Through convenient as well as snowball sampling technique was used to select the appropriate respondents. Total 321 respondents fill the questionnaire. In order to get appropriate response, adapted version of construct from previous study were used. Job insecurity was assessed through nine item scale of (Probst., 2003) psychological contract breach (PCB) was assessed through 8 items newly developed and 2 items were adopted from (Robinsn and Morrision, 2000). The moderator mediator BCO response was obtained through 5 item scale adopted from (Briscoe et al, 2006), and trust was assessed via (Cook and Wali’s., 1980). Diner’s et al (1985) construct was used to investigate life satisfaction through five items. Burnout was assessed through 10 items adopted from (Schaufeli et al 1996) while psychological distress was measured through (Ware and Sherbourne, 1992). Work satisfaction was measured through adopted construct from (smith et al.,1978) and effective commitment was analyzed through Allen and Meyer’s (1990). Response was obtained through different range of Likert scale. After missing data analysis data was analyzed through AMOS for CFA convergent and discriminate validity and the overall model was assessed through Preacher and Hayes (2008) mediation moderation technique.

Results and Discussions

In the first stage the score of all the variables were standardized and then by using SPSS descriptive statistics and inter correlation was checked. Results from Table (4.1) indicate that Job insecurity is significantly associated with dependent, mediated and moderated variables. The sample size was reduced to 315 because of missing values in different variables. At diagonals in parenthesis cronbach alpha of the constructs are mentioned.

Table 4.1. Correlation and Descriptive values of the sample

		M	SD	1	2	3	4	5	6	7	8	9	10
1	JI	1.92	0.96	(.81)	.32**	-	-.24**	-.22**	.26**	.35**	-.88**	.46**	-.52**
2	JBO	3.02	1.32		(0.76)	-.23**	-.29**	-.44*	.46**	.68**	.129**	.40**	-.39**
3	LS	4.01	1.34			(0.77)	.456**	.512**	-.43*	-.67*	-.29**	-.321*	.532**
4	WS	2.22	0.92				(0.73)	.712**	-.32*	-.54*	-.44**	-.65**	.432**
5	CMT	4.43	1.22					(0.76)	-.27*	-.33*	-.32**	-.62*	.654**
6	TRI	2.44	.088						(0.88)	.44**	.51**	.332**	-.43**
7	PDT	2.55	0.91							(0.81)	.55**	.613*	-.27**
8	BCO	2.81	1.02								(0.84)	.152**	-.71**
9	PCB	4.02	1.44									(0.833)	-.441*
10	TRS	3.61	1.36										(0.792)

*p<.05, **p<.01, ***p<.001 JI; Job Insecurity, JBO; Job Burnout, LS; Life Satisfaction, WS; Work Satisfaction, CMT; commitment, TRI; Turnover Intention, PDT; Psychological Distress, BCO; Boundary Less Career Orientation, PCB, Psychological Contract Breach, TRS; Trust.

Table 4.2. Result for Mediation, Moderation and Mediated Moderation Analysis.

Effect	B	SE	T	P
JI to PCB	.32	.03	11.32	.000
	R ² = .15;	F(1,310)	=133.45	P<.000
PCB to LS	-.29	.05	-6.22	.0000
Direct effect of JI on LS	-.24	.04	-5.31	.0000
Indirect effect of JI on LS through M	-.07	.03	-5.66	.0000
PCB x BCO on LS	.02	.04	.51	NS
JI x BCO on LS	.13	.03	2.28	.002

JI x TRS on LS	.10	.04	2.33	.001
	R ² = .13;	F(6, 300)	=26.45	P<.0000
PCB to TRI	.25	.02	7.83	.0000
Direct effect of JI on TRI	.17	.03	6.44	.0000
Indirect effect of JI on TRI through M	.08	.02	6.39	.0000
PCB x BCO on TRI	.05	.01	1.83	.0396
JI x BCO on TRI	.04	.02	.71	NS
JI x TRS on TRI	.07	.01	6.76	NS
	R ² = .24;	F(5, 402)	=59.45	P<.0000
PCB to JBO	.28	.04	7.33	.0000
Direct effect of JI on JBO	.33	.03	8.03	.0000
Indirect effect of JI on JBO through M	.08	.02	8.04	.0000
PCB x BCO on JBO	.06	.02	1.53	NS
JI x BCO on JBO	-.04	.03	.93	.0000
JI x TRS on JBO	.09	.01	8.01	.0043
	R ² = .29;	F(4, 399)	= 60.45	P<.0000
PCB to WS	-0.21	0.04	6.87	0.001
Direct effect of JI on WS	-0.19	0.03	4.23	0.001
Indirect effect of JI on WS through M	-0.15	0.03	4.17	0.001
PCB x BCO on WS	-0.11	0.03	6.21	0.001
JI x BCO on WS	-0.09	0.02	4.12	0.001
JI x TRS on WS	0.11	0.04	9.62	.0021
	R ² = .23;	F(5, 401)	= 63.45	P<.0000
PCB to CMT	-0.31	0.04	7.22	0.001
Direct effect of JI on CMT	-0.21	0.04	6.88	0.001
Indirect effect of JI on CMT through M	-0.11	0.03	6.21	0.001
PCB x BCO on CMT	-0.09	0.02	4.22	0.001

JI x BCO on CMT	-0.13	0.02	3.98	0.001
JI x TRS on CMT	0.09	.007	8.82	0.003
	R ² = .19;	F(3, 407)	= 66.45	P<.0000
PCB to PDS	0.42	0.04	7.33	0.001
Direct effect of JI on PDS	0.31	0.03	6.21	0.001
Indirect effect of JI on PDS through M	0.29	0.02	6.20	0.001
PCB x BCO on PDS	0.19	0.02	3.23	0.001
JI x BCO on PDS	0.15	0.01	3.67	0.001
JI x TRS on PDS	-0.11	0.04	4.67	0.003
	R ² = .11;	F(1, 399)	= 69.45	P<.0000

JI; Job Insecurity, JBO; Job Burnout, LS; Life Satisfaction, WS; Work Satisfaction, CMT; commitment, TRI; Turnover Intention, PDT; Psychological Distress, BCO; Boundary Less Career Orientation, PCB, Psychological Contract Breach, TRS; Trust.

Preacher and Hayes (2012) statistical techniques through SPSS macro was used to analyze the regression model. In this technique Job insecurity was entered as an independent variable. In the next step PCB was entered as a mediator between JI and outcome variables. As in the current study BCO acts as mediated moderation hence it is used as a moderator to assess the relationship between JI and outcome, at the same time BCO is also used as mediated moderation to analyze the interrelationship between PCB (mediator) and outcome variables. From table (4.2) it is clearly evident that PCB mediates the relationship between JI and LS ($\beta = -.07$; $p < .000$), JI and TRI ($\beta = 0.08$; $P < .000$), JI and JBO ($\beta = 0.08$; $p < 0.000$), JI to WS ($\beta = -0.15$; $p < .001$), JI and CMT ($\beta = -0.11$; $p < 0.001$) and JI with psychological Distress ($\beta = 0.29$; $p < 0.001$).

Findings of the current results lead toward accepting hypothesis H₁ (JI and LS), H₂ (JI and TRI), H₃ (JI and JBO), H₄ (JI to WS), H₅ (JI and CMT) and H₆ (JI with psychological Distress). As in the current study two moderators are used namely Trust on the management (TRS) and Boundary less Career Orientation (BCO). In the first stage BCO role as a moderator between JI and outcome variable is assessed. Results indicate that BCO did not moderate the relationship between JI and turnover intention, while interaction effect of JI and BCO significantly moderates the relationship between (LS; $\beta = 0.13$, $p < 0.002$), (JBO; $\beta = -0.04$; $p < .000$), (WS; $\beta = -0.09$, $p < 0.000$), (CMT; $\beta = -0.13$, $p < 0.001$) and (PDS; $\beta = -0.15$; $p < 0.001$).

Based on the results for moderating effect of BCO it is evident that it does not affect JI and Turnover Intentions relationship, while other dependent variables show stronger moderation. Hence based on the findings it is concluded that H₈ is rejected while H₇, H₉, H₈, H₁₀, H₁₁, and H₁₂ are accepted. In the next stage moderated role of BCO is analyzed between the JI relationships with outcome through mediator (PCB), hence here BCO acts as a moderated mediation between JI and outcome variables. Results indicate that BCO did not moderate the relationship between JI, PCB and LS ($\beta = .02$; $p > .001$) while strongly moderates the relationship between JI, PCB and JBO ($\beta = -0.04$; $p < 0.000$), JI, PCB and WS ($\beta = -0.09$; $p < 0.001$), JI, PCB and CMT ($\beta = -0.09$; $p < 0.001$) as well as JI, PCB and psychological distress ($\beta = 0.19$; $p < 0.001$). Hence hypothesis H₁₃ and H₁₄ is rejected, while H₁₅, H₁₆, H₁₇, H₁₈ are accepted. Finally the role of Trust on manager was assessed as a moderator between JI and outcome variables. Results indicate that Trust on management moderates the relationship between JI and outcome variables. Which lead to the acceptance of H₁₉.

Conclusion and Recommendations

Based on the findings of the current results the study highlight new horizon in the area of psychological and physical contact between employees, their organization and culture. In the current study the usage of mediation is based upon theoretical background as PCB and BCO is based upon (appraisal as well as psychological Contract Theories). As the findings evident that PCB act a mediator to explain the relationship between JI, burnout, Life & work satisfaction as well as TRI and psychological Distress. The findings are exactly in line with PC theory that predicts that because of PCB negative emotions are emerged among the employees (Schwarzer, 2001; Saif and Ullah, 2017). The mediation results of PCB also pays ways for employees coping reaction about perception of Job insecurity (component of Appraisal theory). Once a psychological bond between employer and employees is breakdown, the employees show lower level of affection with the organization (Vander Elst et al., 2014), hence their commitment level, and satisfaction at work also reduced (Saif and Ullah, 2017), which pays way for psychological distress.

PCB equally mediates the relationship between JI and outcomes. Other one important attribute of psychological contract theory is that if employees having stronger perception of job insecurity, they tend to behave in negative way and show lower level of attention at work because of the their perception of promise violation by organization. On the other side the role of BCO also open new vistas of opportunities to the employees to withdraw from the current stressful situation of the organization. Thus opportunity in the form of BCO is derived from the appraisal theory. In the form of BCO employees try to apply for new jobs in other organization because of work related stress. Earlier study conducted by Charkhabi (2016) results from Belgium and USA data also confirm the same model and his findings indicate that in case of JI employees tend to adopt BCO approach to avoid the stress. In contrast to mediating and moderating role of PCB and BCO the buffer role of Trust on management also shows some interesting findings. Results evident that in such a situation when employees are facing psychological perception of with drawl from organization in the form of (Downsizing, Rightsizing, Slimming Down) in organizations (Saif et al., 2014) or job insecurity among academic and administrative Staff (Jang and Probst., 2016). In such a situation it is better to trust their manager or top leaders to reduce the anxiety as well as distress and to form constructive approach. COR theory is also based upon the assumptions that trust on the managers and leaders can help employees to get rid of the negative consequences of the JI.

On the other side trust on supervisor play an important role for employees to avoid stress, stay committed with organization and having less burnout as well as turnover intentions. Based on the findings it is concluded that trust act as a catalyst in stopping the employee's behavior to violet PCB.

Theoretical Contributions

The current study contribute from different theoretical Prospective, as the current study conform the mediational role of PCB between JI and outcomes as well as moderating mediational role of BCO based upon Appraisal theory. The results also confirm the findings of (Vander Elst et al., 2014; Saif and Ullah., 2017) which depict that employees with lower level of BCO perceived JI is less threaten way. On the other hand COR theory stresses that employee's BCO behavior is an appropriate tool to deal with coping attitude of PCB. Finally stress theory emphasize that employees during the stage of JI perception have the only option to trust their leaders (Boss, Head of Department etc.) to tackle the negative implication of job insecurity. Hence it is first ever study that use the three important theories of JI in logical sense to avoid PCB among employees during the phases of Job insecurity.

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