



Interplay between Perceived Job Insecurity and Organizational Citizenship Behavior: A Moderated Mediation Model

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ABSTRACT

Drawing on uncertainty management theory and social exchange theory, this research examined the interaction effect of organizational justice with perceived job insecurity in organizational citizenship behaviour. A hypothesised model was developed and tested using PLS-SEM (v 3.2.7) on a sample of 210 employees in the banking sector in Pakistan. The study found that at a high level of organizational justice, perceived job insecurity has a weak negative relationship with organizational citizenship behaviour, while at a low level of organizational justice; perceived job insecurity has a strong negative correlation with organizational citizenship behaviour. Results also support the interaction effect of perceived job insecurity and organizational justice on affective organizational commitment and psychological distress. This research highlights the significance of contextual variable which may help the practical community in managing their intellectual capital through casting an appropriate concern in organizational justice.

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1. Introduction

A growing stream of research on perceived job insecurity (PJI) has grasped the attention of researchers and practitioners for the last few decades. According to a recent survey, perceived job (in)security is considered a significant stress factor that employees consider for the job (dis)satisfaction and job (under)performance (SHRM, 2011). In this regard, a host of research in a review paper has advocated the version of Bridges and Bridges (1994) about the nature of jobs in the 21st century (Clardy, 1995). According to Bridges and Bridges (1994), the traditional job as a full-time career is passing into history and replaced by a new 'dejobbed' era, where part-time jobs and flexibility like contractual jobs are the most apparent phenomena. Following this, organizations exercise lay-offs and restructuring and associate it with 'right-sizing' in terms of cost-cutting for improved competitiveness. From an organizational perspective, this enables them to become more agile, flexible, and functional in responding to environmental changes (Sverke & Hellgren, 2002). However, on the contrary, individuals are left with the fear of either losing their jobs or the significant features of jobs at the workplace (Greenhalgh & Rosenblatt, 1984).

Scholars in the realm of PJI have associated it with uncertainty management theory (UMT). A reasonable assumption is that uncertainty is the not knowing state of a future event. Either the probability to determine something or the feeling that irrespective of probabilistic determination of an event, yet there lies uncertainty to predict it (Van den Bos & Lind, 2002). Another key tenet of this argument is that uncertainty follows whether a person experiences powerlessness in foreseeing future or faces discordancy between several behaviours and cognitions (Van den Bos & Lind, 2002). Perhaps the most obvious explanation to this notion is

that PJI cannot be ceased to exist; nonetheless, it fluctuates as the economies weaken or strengthen (Jacobson, 1991).

PJI is ascertained with job loss (cold cognitive) as well as fear of job loss. From an individual perspective, Keim, Landis, Pierce, and Earnest (2014) argued that PJI is subjective. A mere elucidation is that two individuals in the same job, receiving the same objective threats, however, conceive different levels of job insecurity and will exhibit behaviours differently (Jacobson, 1991). Cognitively, uncertainty evokes the identification of emotional factors that serve as stimulators of work behaviour. Similarly, in the related context, it has been found in the literature that employees associate uncertainty with fairness (Van den Bos & Lind, 2002) and the conceptual roots of fairness are traced in the OJ theory (Greenberg, 1990). Furthermore, studies endorse that PJI and organizational citizenship behaviour (OCB) are correlated (Kang, Gold, & Kim, 2012; Loi, Ngo, Zhang, & Lau, 2011; Staufienbiel & König, 2010; Wang, Lu, & Lu, 2014; Wong, Wong, Ngo, & Lui, 2005). However, discrepant findings reveal that this construct is still problematic and invites multivariate analyses in the presence of different mediating and moderating variables. Indeed, a surge of recent studies has attempted to address this dilemma by employing different variables such as emotional factors (Reisel, Probst, Chia, Maloles, & König, 2010) and work contextual factors (Lam, Liang, Ashford, & Lee, 2015) and called for future researches in this line of inquiry.

Reconciling the above-noted arguments, the current study aims to measure OJ as a moderator between the relationship of PJI and OCB. Firstly, expanding the notion, the authors argue that PJI results in lowered affective organizational commitment (AOC) (Allen, Evans, & White, 2011) and increased psychological distress (PD) (De Witte, Pienaar, & De Cuyper, 2016). Secondly, the mediating effect of lowered AOC and PD leads towards exercising negative OCB (Reisel et al., 2010). The following studies provide a precise explanation of the proposed theoretical framework. Building on this research, we link emotional factors, *i.e.*, AOC and PD to address the behavioural consequence of PJI and empirically demonstrate the moderating role of work contextual factor, *i.e.*, organizational justice (OJ).

Despite practitioners' increasing interest, PJI construct is still problematic and unresolved (Lam et al., 2015). As noted above, the effects of PJI can be reduced but cannot be avoided. Therefore, a more concrete framework is required to address the effects of PJI adequately. Thus, our study addresses following research questions:

- RQ1: How effective is OJ in stimulating the relationship between PJI and OCB?
- RQ2: How effective is OJ in stimulating the relationship between AOC and OCB?
- RQ3: How effective is OJ in stimulating the relationship between PD and OCB?

This section concludes with laying down the research gap and narrating research objectives and research questions. The second section presents conceptual underpinnings and relationships among variables. This part helps in the development of hypotheses and theoretical framework. The third section provides a research methodology and examines the constructs. This part helps in presenting research findings concerning the research questions. Finally, conclusion is presented in the fourth section.

2. Literature Review

OCB finds its roots in the broader domain of job performance (Harrison, Newman, & Roth, 2006). OCB has been conceptualized as a cluster of behaviours that help organizations at the individual, group, and organizational level (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). One key aspect of OCB is that it goes beyond the routine job description and task performances. For instance, individuals may exercise citizenship behaviour irrespective of their job description, and that's why going beyond helps organizational members achieve effectiveness since a social cohesiveness is developed among employees (Werner, 2000).

In the first few years, OCB has received little interest and attention. However, the succeeding decades have shown significant academic and practitioners' inclination towards this construct (Podsakoff et al., 2000). Even though the construct attracted sufficient attention, still, it lacks uniformity in dimensionality. The authors further argued that OCB has 30 different potential forms (Podsakoff et al., 2000). The widely used OCBs employed in this study are

seven including 1) "Helping Behaviour, 2) Sportsmanship, 3) Organizational Loyalty, 4) Organizational Compliance, 5) Individual Initiative, 6) Civic Virtue, and 7) Self-Development".

In an attempt to explain OCB, examples include but not limited to developing additional skills valuable for organization, conforming with rules and norms related to workgroups, offering additional duties when needed voluntarily, and helping other workers (Allen et al., 2011). Hosts of researchers in the domain argued that OCB is volitional because going beyond specific task performance involves voluntary actions that enhance the sense of control over exhibiting such behaviours (Harrison et al., 2006; Werner, 2000).

Lam et al. (2015) argues that there exists a close relationship between PJI and OCB. For instance, borrowing from social exchange theory (SET), studies endorsed that a form of reciprocity develops between employee and employer. Seemingly, when organizations fulfil their expectations, they tend to exhibit strong citizenship behaviour in exchange (Ng & Feldman, 2011) and vice versa (Robinson & Morrison, 1995). We draw on insights that the element of job insecurity brings meaning to this relationship. In this milieu, Lam et al. (2015) hypothesized that when PJI elevates, employees withdraw citizenship behaviour from their jobs because of a low deal of reciprocity acquired from the feeling that organization is not providing expected benefits to them. Thus, this sense of behaving depends upon employees' perception of organizations, and accordingly, they enhance or withdraw citizenship behaviours (Lam et al., 2015). The authors further argued that a curvilinear connection exists between PJI and OCB. Therefore, we argue that high/low PJI leads to low/high OCB.

2.1 The Mediating Role of AOC and PD

Following Van den Bos and Lind (2002) UMT, when employees feel that their employers are unable to provide secure jobs, they feel negative emotions and job-related stress (Jordan & Troth, 2002), well-being (Witte, 1999), and work behaviour (Reisel et al., 2010). Therefore, in regard to PJI following mediating variables are proposed in this study such as AOC and PD.

Following researchers including Eby, Freeman, Rush, and Lance (1999); Eisenberger et al. (2010); Meyer and Allen (1991); Mowday, Steers, and Porter (1979) have examined AOC over the past few decades. Commitment has been considered a prime factor that describes a worker's intent to leave the organization or his/her choice to exhibit non-complaint behaviour within the same work settings (Allen et al., 2011). AOC is defined as "the relative strength of an individual who identifies with and involves in a particular organization" (Mowday et al., 1979). Meyer and Allen (1987) developed a 3-component conceptualization of AOC naming i) normative, ii) continuance and iii) affective. However, in the present study, authors have encompassed AOC because of its proximal relationship with PJI and OCB.

Given to the nature of PJI as a personal element and OJ as work/job factor, one can argue that increased PJI minimizes AOC and vice versa (De Cuyper, Notelaers, & De Witte, 2009). According to SET, a psychological contract exists between employees and employers. This psychological contract breaches when employees perceive their jobs insecure (Kalleberg & Rognes, 2000; McDonald & Makin, 2000). Since psychological contract offers a long-term focus on employment, however, psychological breach nourishes the feeling of non-fulfilment of this promise ultimately, employees' affective commitment reduces (Conway & Briner, 2005).

Moreover, research on PJI offers a specific controversial school of thoughts. For instance, Brockner, Grover, Reed, and Dewitt (1992) found that the association between PJI and AOC towards their work is Inverted U-shaped. As such, scholars found a positive connection between PJI and work involvement (Galup, Saunders, Nelson, & Cerveny, 1997). Contrariwise, O'Driscoll and Cooper (1996) stated that "employees who experiences job insecurity are less likely to get engaged in their jobs and ultimately their performance decreases". Extending the dialogue, it is hypothesized that high/low PJI leads to low/high AOC.

Abundant research studies have examined the relationship between PJI and PD (De Witte et al., 2016). Seemingly, PD (Quine, 2003), well-being (Witte, 1999), and psychological health (Ferrie, Shipley, Stansfeld, & Marmot, 2002) are highly researched topics in the domain of occupational health (Sverke & Hellgren, 2002) and organizational psychology (Wang et al., 2014). Empirically, the relationship has been investigated in several articles and books' chapters (Conway & Briner, 2005; Keim et al., 2014; Witte, 1999). Meta-analytical researches

have also undertaken on this topic. In this lieu, Wang et al. (2014) study has found PJI as the most critical stress factor influencing mental health and well-being. The notion is that PJI leads to the frustration of the fundamental needs associated with jobs such as powerlessness, the threat of losing a job or other key features, lack of certainty. Thus, frustration serves as a stress factor and leaves a person with the feeling of deprivation (De Witte et al., 2016) consequently, resulting in increased PD (Quine, 2003). Therefore, it is hypothesized that high/low PJI leads to high/low PD.

As discussed above, OCB is volitional; therefore, employees with low AOC and high PD as a result of PJI reduce OCB (Allen et al., 2011). A massive stream of researches including (Bakker, Demerouti, & Verbeke, 2004; Bolino & Turnley, 2005; Ouwerkerk, Ellemers, & De Gilder, 1999; Podsakoff et al., 2000; Spector & Fox, 2002; Suresh & Venkatammal, 2010) have found negative relationship between lowered AOC and increased PD with OCB.

2.2 Introducing Moderating Variable

The most critical question that employees ask themselves in any work setting is "are we being treated fairly?" (Colquitt, 2001). Fairness has attracted the attention of researchers and practitioners for the last few decades. Several strands of fairness have been researched in this perspective, and initially two-factor model of OJ has been the one with highest votes (Greenberg, 1990). Over time, interactionist justice positioned itself in the construct of OJ (Bies & Moag, 1986). Finally, four-factor dimensionality of OJ was brought forward by Greenberg (1993) which included informational justice and interactional justice.

Concerning work contextual factors and uncertain work environment in the perspective of PJI, scholars in this realm have endorsed that employees relate uncertainty with justice (Lind & Van den Bos, 2002; Van den Bos & Lind, 2002). For instance, UMT proclaims that fairness judgment becomes more critical in terms of uncertain work situations (Wang, Lu, & Siu, 2015). Since the nature of jobs as being contractual and/or flexible; the workplace is becoming more uncertain. And to preclude such uncertainties employees view their work in terms of justice as such the prime question is: are they being treated fairly? Thus, relating justice with uncertainty employees develop a sense of affiliation (low/high) with their organizations (Allen et al., 2011).

For instance, numerous studies have evidence that fair judgments have shown many positive outcomes amongst employees in organizations, *e.g.*, from a procedural justice perspective, the use of fair procedures allow oneself to cope with the uncertain work environment, *i.e.*, PJI (Lind & Van den Bos, 2002). Besides, from an interpersonal justice perspective, employees seek to get more information in times of uncertainties from their surroundings (Ashford & Cummings, 1985), resulting in increased interpersonal relationships and interaction based on trust (Kramer, 2001). Additionally, from a distributive justice perspective, when employees feel that they are being rewarded equally based upon their efforts, they become more motivated, and when they feel that they are under-rewarded, then they withdraw their effort on their work and manifest poor citizenship behaviour in their job (Allen et al., 2011). Therefore, we argue that OJ serves as a stimulator in uncertain work situations and helps employees in coping with PJI and thus, reduces its adverse impacts on OCB. Thus, we hypothesize:

H1: PJI and OJ will have an interactive effect on OCB. Specifically, the negative relationship between PJI and OCB will be stronger (vs. weaker) at low (vs. high) levels of OJ.

In lieu of organizational commitment, AOC has a strong relationship with work contextual factors (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). Since AOC involves emotional attachment, therefore individuals associate themselves emotionally with the organization. Thus, by doing so, employees establish identification and loyalty with the organization. Ultimately, committed employees exhibit superior citizenship behaviour than less dedicated employees (Allen et al., 2011). As discussed above, the key tenet of PJI is the feeling of uncertainty that influences AOC; therefore, the role of OJ is considered paramount in this regard. For example, extracting from equity theory, the rationalization of OJ has been laid down in this study. Such as, equity theory revolves around the notion of "referent other," this means that individuals view themselves in comparison to the referent others and evaluate

based upon this comparison and then decide the level of input they intend to exert in their jobs (Adams, 1963; Allen et al., 2011). Thus, people with a high degree of fairness tend to exercise more citizenship behaviour than those with a low degree of fairness by their AOC. Therefore, we hypothesize:

H2a: PJI and OJ will have an interactive effect on AOC. Specifically, the negative relationship between PJI and AOC will be stronger (vs. weaker) at low (vs. high) levels of OJ.

H2b: The AOC will mediate the interaction effect of PJI and OJ on OCB. Compared with a high level of OJ, employees experiencing low AOC will manifest poor OCB at the low level of OJ.

Similarly, in regard to PD, OJ theory provides enriching insights on the relationship (Colquitt & Greenberg, 2003). For instance, stress is an unpleasant or aversive physiological or emotional state resulted from uncertain work experiences which are out of control of individuals (Hart & Cooper, 2001). There exists a proximal relationship between justice, *i.e.*, fairness and stressor, *i.e.*, job insecurity which causes PD (Judge & Colquitt, 2004). A higher level of justice reduces PD whereas a lower level of fairness is associated with increased PD; thus, resulting in influencing OCB (Penney & Spector, 2005). Furthermore, Judge and Colquitt (2004) study has addressed PD through each dimension of OJ and found the meaningful impact of the overall construct on distress. Additionally, Lind and Van den Bos (2002) endorsed that "what appears to be happening is that people use fairness to manage their reactions to uncertainty, finding comfort in related or even unrelated fair experiences and finding additional distress in unfair experiences" (p. 216) thus, exhibiting varying degree of citizenship behaviour (Bolino & Turnley, 2005). Therefore, we hypothesize:

H3a: PJI and OJ will have an interactive effect on PD. Specifically, the positive relationship between PJI and PD will be stronger (vs. weaker) at low (vs. high) levels of OJ.

H3b: PD will mediate the interaction effect of PJI and OJ on OCB. Compared with a high level of OJ, employees experiencing high PD will manifest poor OCB at the low level of OJ.

3. Research Model

Through employing the lens of UMT, the current study has viewed job insecurity as a subjective element and associated its fairness. Likewise, in lieu of PJI, fairness is sited in OJ through employing the lens of SET. The study proposed that PJI is mediated by affected organizational commitment and PD. Both have devastating consequences in OCB. Therefore, the interaction effect of OJ is proposed in lowering the negative impacts of the emotional factors associated with PJI.

Figure 1: Research Model



4. Method

4.1 Participants and Procedures

The current study is conducted to examine the proposed theoretical framework in the banking sector in Northern Punjab, Pakistan. Initially, researchers interacted several respondents and discussed the significance of the study with them in person. The discussion helped researchers to bring parsimony in research. They were then requested and informed in random to provide their feedback. There was no monetary benefit to complete the survey.

At the next level, researchers employed enumerators that were experts in this area. They were briefed about the construct and context in specific. The sample was taken by using purposive sampling technique (Guarte & Barrios, 2006). Researchers distributed 300 questionnaires and processed 237 questionnaires which were appropriate for data analysis leaving a response rate of 70%. The instrument contained 72 items along with demographic data. The sample included 156 males and 54 females. More than 65% of respondents were graduates and aged between 26 to 35 years.

4.2 Measurement of Theoretical Constructs

The study contains five variables, two exogenous variables, and three endogenous variables. The scales to measure each construct have been adapted from the well-known researches having well established psychometric properties. All instruments are assessed through multi-items self-report measures on 5-point Likert scales ranging from 1 for strongly disagree to 5 for strongly agree except OCB which was peer-rated (Podsakoff et al., 2000) to avoid self-serving bias. Measurement scales in specific are presented in Table 1.

Table 1: Research Instrument

CONSTRUCT	No of Items	Source	Cited in
PJI	11-items	De Witte (2000)	
OJ	20-items	Thibaut & Walker (1975)	Colquitt (2001)
AOC	15-items	Mowday et al. (1979)	Allen et al. (2011)
PD	12-items	Goldberg (1979)	De Witte et al. 2010)
OCB	14-items	Podsakoff et al. (2000)	Allen et al. (2011)

5. Results

PLS-SEM technique was employed to analyse the hypothesized relationship among study variables. In the first step, multicollinearity and homoscedasticity were tested (Hair Jr, Hult, Ringle, & Sarstedt, 2014). Variation Inflation Factor (VIF) is calculated for multicollinearity, *i.e.*, correlation among exogenous variables. VIF score of all variables is found to be less than critical value, *i.e.*, 5.0 as suggested by Hair Jr et al. (2014). This ensures that data is free from collinearity issue. Moreover, the study analysed the Levene test in SPSS 20.0. All the results were found above 0.5, which satisfy that data is free from homoscedasticity problem (Levene, 1961).

5.1 Structural Equation Modelling

Results of reliability and validity are presented in Table 2. Composite reliability of all variables is above the minimum threshold 0.80 (Hair Jr et al., 2014). Additionally, results of AVE range from 53.9% to 65.3%. Outer loading results are encouraging such as the majority of the factor loadings are above 0.6 (Hair Jr et al., 2014) however, factor loading below 0.6 and 0.5 are also taken (Hong & Kim, 2002). Discriminant validity is assessed by Fornell-Larcker test and Cross loading (Hair Jr et al., 2014).

Table 2: Reliability and Validity Results

Variable Name	AVE	Composite Reliability	Cronbach's Alpha
AOC	0.539	0.872	0.798
OCB	0.576	0.864	0.748
OJ	0.569	0.851	0.821
PJI	0.653	0.905	0.819
PD	0.560	0.855	0.751

The square root of the AVE (also known as Fornell-Larcker score) was analysed, and the results confirm discriminant validity of data as the variance of each construct with its measure is greater than the variance of the same variable with other study variables (Fornell & Larcker, 1981). Results show that there exists a correlation between PJI and AOC, $r=0.360$; PJI and PD, $r=0.513$; AOC and OCB, $r=0.454$; PD and OCB, $r=0.641$; OJ and AOC, $r=0.593$. Conclusively, Table 3 indicates a moderate positive relationship of OJ with AOC, PD, and OCB.

Table 3: Values for Fornell-Larcker Criterion and Correlation

Construct	1	2	3	4	5
1 AOC	0.734	-	-	-	-
2 OCB	0.454	0.759	-	-	-
3 OJ	0.593	0.452	0.754	-	-
4 PJI	0.356	0.401	0.211	0.808	-
5 PD	0.561	0.641	0.486	0.513	0.748

Note: "All boldfaced and grey shaded diagonal elements appearing in the correlation of the constructs matrix indicate the square roots of AVEs. All correlations are significant at the .01 level (two-tailed)".

5.2 Measurement of Inner Model

The precision of path coefficients is examined through bootstrapping with resampling of 500. This is a non-parametric technique which yields t-values to analyze the significance of path coefficient (Hair Jr et al., 2014). Values of path coefficient range between -0.660 and 0.541 with R² values which explain the variance from 0.164 to 0.435. In the present study, all direct postulated associations were established at 99% CI. Structured model results are presented in Table 4.

Table 4: Structured Model Results (without interaction effect)

Relationship	Path Coefficient (β)	Standard Errors	t-statistics	R ²
PJI→AOC	-0.405 **	0.045	9.017	0.164
PJI→PD	0.540 **	0.057	9.447	0.292
PJI→OCB	-0.564 ***	0.037	-15.171	0.318
AOC→OCB	0.514 ***	0.038	13.227	0.265
PD→OCB	-0.660 ***	0.029	22.628	0.435

Note: *Significant at 0.05 **Significant at 0.01 ***Significant at 0.001"

5.3 Moderating Effect (β_i*β_m)

Table 5 presents a structured model results (interaction effect). Results show a total R² for a model with moderating variable is greater than total R² with direct effect. The results also provide a moderating impact of OJ between PJI and AOC (f²= 0.439) which confirms a larger moderation. Similarly, OJ has a larger interaction effect on the relationships between PJI and PD (f²=0.407). Whereas, a moderate interaction effect (f²=0.179) has been found on the relationship between PJI and OCB. Structural models of interaction effect without mediation are shown in Figure 2 and Figure 3.

Table 5: Structured Model Results (Interaction effect)

Relationship	Interaction Effect (β _i *β _m)	Standard Errors	t-statistics	Effect Size (f ²)
PJI * OJ→AOC	1.016 **	0.3507	2.897	0.493
PJI * OJ→PD	0.372 *	0.186	1.998	0.407
PJI * OJ→OCB	-0.788	0.109	-7.177	0.179

Note: *Significant at 0.05 **Significant at 0.01 ***Significant at 0.001

Figure 2: Structural Model of Interaction effect (H1)

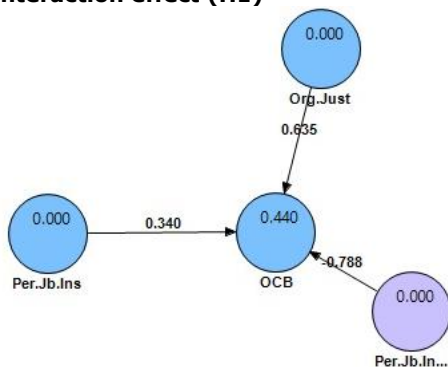
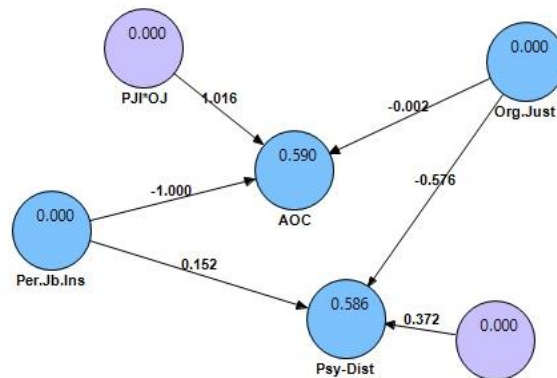


Figure 3: Structural Model of Interaction Effect (H2a, H3a)



5.4 Mediation Effect (Indirect Effect)

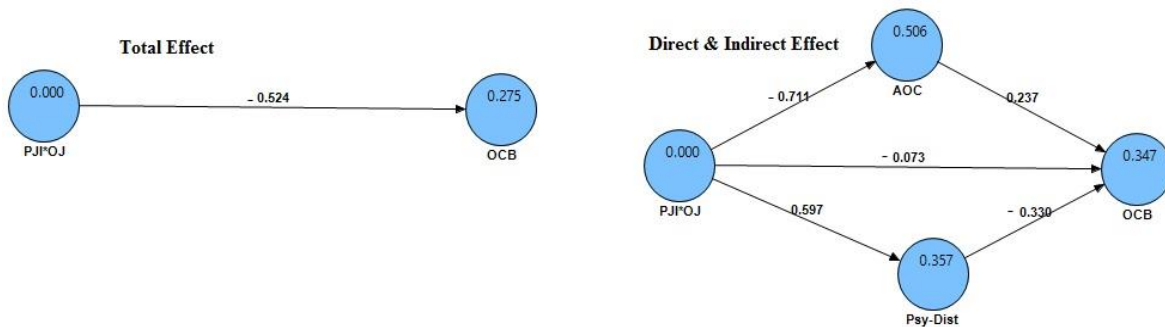
The current study employed Variance Accounted For (VAF) to measure the magnitude of indirect effects. Table 6 results show statistically significant mediation effect at the 95 % confidence level and yield a substantial partial mediating influence on the relationship between interaction effect. Figure 4 shows direct and indirect interaction effects.

Table 6: Mediation Effect

Total effect (PJI*OJ → OCB)		Direct effects (PJI*OJ → OCB)		Indirect effects		
β	t-value	β	t-value	Mediator Construct	Point Estimate	VAF (%)
-0.524 ***	8.317	-0.073 ***	4.952	AOC	-0.169	-32.16
				PD	-0.197	-37.60

Note: *** $p < 0.001$, $t = 3.310$; based on $t(4999)$, percentile 95 % confidence interval, one-tailed test”.

Figure 4: Structural Model (Mediation)



5.5 Coefficient of Determination

CoD results are presented in Table 7. Interaction effect of OJ on the relationship between PJI and OCB explains a variation of 44%, whereas, exogenous variables explain an overall variation of 48% in endogenous variable OCB, *i.e.*, PJI with the interaction effect of OJ, mediated by PD and AOC. Similarly, PJI with the interaction effect of OJ explains a total variation of 59% in AOC and 58.6% in PD.

Table 7: Values of R²

Endogenous Variable	R ²	Strength
OCB	0.480	Moderate
AOC	0.590	Moderate
PD	0.586	Moderate

The current study examined emotional factors, *i.e.*, AOC and PD to address the behavioural consequence of PJI and empirically demonstrated the moderating role of work contextual factor, *i.e.*, OJ. Summary of statistical results regarding all hypothesized relationship of the study is presented in Table 8.

6. Conclusion

Globalization with many of its welfares also brought challenging situations for the entire business community. In today’s job market, the most important question employees do have regarding their jobs is “are we being treated fairly?” To respond, the current study addressed the following research objective, “how can organizations lessen the impact of PJI in employees in such a high paced job era?”.

The current study measured the overwhelming consequence of PJI on OCB through the mediating role of AOC and PD. To empirically investigate this issue, the stated dilemma is examined through the lens of UMT by employing OJ as the significant work contextual factor. The study found significant interaction effect of OJ and PJI on the PD, AOC, and OCB.

To accord with the aforementioned discussion about the use of multivariate analyses in different contexts, this study is an attempt to address the research gap by testing the explanatory variables in the presence of emotional variables (mediating) and work contextual

variable (moderating) in a cross-sectional research design. However, the constructs invite a lot more investigations in the longitudinal contexts as well in the presence of different mediating/moderating variables. For instance, individual factors such as personality styles and abilities can have significant impacts on the PJI literature. Therefore, Big-Five and ability/trait-based models of personality should be employed to gauge the implications of job insecurity on work behaviours.

Additionally, plentiful researches endorsed that PJI is subjective; however, arises out of the objective job threats. Therefore, mixed research methodology should be employed in future studies so that subjectivity issues related to PJI may be minimized and rigorous findings can be achieved. Finally, by controlling extraneous variables, different results can be achieved. Therefore, future studies should control those factors that affect the emotional aspects of individuals such as gender, education, age, and organizational tenure.

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