



Original Research Article

CONSEQUENCES OF ORGANIZATIONAL OUTCOMES OF JOB INSECURITY IN ORGANIZATIONS

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ABSTRACT

Job insecurity is the prevailing phenomenon in today's organizations. This cross-sectional study is examined from the private sector organizations of Pakistan where the vital existence perceived job insecurity has been observed. Information collection was conducted within the spring of 2020 as part of a program of study for part-time MBA from Riphah International University. (N=202) were guaranteed of secrecy, seem skip study things or segments in case awkward, and gotten course credit for taking an interest. We chose part-time MBA since we work during the day and attend the university at night. The research methodology has been designed to explore the relationship between Job Insecurity, Burnout, Job Stress and counter work behavior by obtaining primary data, using a cross-sectional data collection approach. Finding significantly supported the model developed and job insecurity has proved to contributor of psychological and organizational outcomes. In this formal, hypothesis-testing study, the unit of analysis is a group of employees from whom data were collected by means of established questionnaires. The significant inter correlations between the sub-dimensions of job insecurity and the sub dimensions of burnout, job stress and counter work behavior are respectively, and between job insecurity and burnout, job stress and counter work behavior, clearly emphasis and the job insecurity to impact on employees, leading them to experience high levels of disengagement and exhaustion toward work in organizations, thereby enhancing the potential for burnout, job stress and counter work behavior. The negative consequences of these can be detrimental to the individual and the organizations. It is therefore imperative for interventions to be introduced and implemented in order to prevent job insecurity burnout, job stress and counter work behavior.

Key words: Job Insecurity, Burnout, Job Stress and counter work behavior,

INTRODUCTION

Job insecurity is a prevailing phenomenon which is observed in private organizations. It has shown that the implication of the job fear loss of psychological distress is comparable in their severity to those of unemployment itself (Burchell, 2011; De Witte, 1999). There are empirical evidence that effected on employees job insecurity suffer from certain psychological disorder such as anxiety, job stress, trust, burnout counter work behavior. Studies has also shown the increase level of intension to leave and lack of organizational commitment along with decrease the job performance and job satisfactions. Empirical support has found for a connection between employee's reaction and job insecurity.

Yaşlioglu, Karagiilleand Baran (2013). In this article we focus of this research that however has primarily on a particular type of job insecurity such a fear of job or fear of loss of employment. There are many contribute of job insecurity for example the condition of economic in the country, in market job opportunity, the rate of unemployment and industry growth rate etc. Qureshi, M. A., & Khan, M. A. (2016). In this article we examine the job Insecurity in a different sense not only job stress about loss of job but also about threat to the job status this shows the poor mental well-being towards employee-employer relationships. Subjective report of job insecurity refers to the perception that is created in employee's mind due to external factors and the nature of job is secure. Qureshi, M. A., & Khan, M. A. (2016). It is different from objective approach of job insecurity where the job is insecure for example contractual employment on contingency workers. Many researchers (Gowing, Kraft, & Campbell Quick, 1998; Pfeffer, 1998; Sverke, Hellgren, Näswall, Chirumbolo, De Witte & Goslinga, 2004) have proposed that over the past decades working life has been changed dramatically. These changes are High economic dependency between countries and quick changes in consumer market as well as between organizations. Qureshi, M. A., & Khan, M. A. (2016). As a result, many organizations in the world have gone through mergers, restructuring, and acquisitions. As a result of globalization increasing competitions, deregulation of labor market and hiring short term and temporary contracts. As noticed by (Cascio, 1998), organizations have choices in order to become more productive, organizations can reduce their cost and increase their profit by decreasing the total number of employees.

Beside it effect on functions of organization job insecurity is also affect on employee's mentally and physically health (ferrie 2011). Organizational commitment morale loss about job, depression, counter work behavior and job stress cause negatively to employee's actual job performance and these are ultimately hits on organizational performance as negative consequence. This phenomenon must be examined for the betterment performance of org and its employees

LITERATURE REVIEW

Job insecurity

Job insecurity is the prevailing phenomenon which is observed in today's organizations and discovered to be connected such as job stress, anxiety, counter work behavior, uncertainty and burnout. It has also been that job insecurity perception triggers intention to leave the job and its results in decreased job and job satisfaction, organizational commitment and job performance. Job insecurity has been taken as motivator rather than stressor during the mid-1960s and 1970s (Hacman and Oldham, 1975). They identify job insecurity as "perceived powerlessness to maintain desired continuity in a threatened job situation and job insecurity is based on the individual's interpretation of the immediate work environment and perception that environment" (1984, p. 438).

Job provides income, social contracts, structured life and opportunities for personal development to individual (Jahoda, 1982). Job insecurity results threat to vital aspects of employees' personal life such as social, economic and personal aspect (De Witte, 1999).

Job insecurity results uncertainty about job future result not only in emotional and psychological disorders but severely affecting employees' overall life in the terms of economic and other value aspects (Ashford et al., 1989).

There are many reasons of job insecurity for example economic conditions of the country, job opportunities in market, unemployment rate and industry's growth rate etc. Job insecurity have been measured by Witte and Näswall, (2003) initiate among those who are experiencing high degree of job insecurity. Permanent employees of the organizations reported declined levels of organizational commitment and job satisfaction and then those who are temporary nature of job. Job insecurity results in uncertainty about future employment result not only in spiritual; and psychological untidiness but affect employee's overall life in terms of economic and other valued aspects. (Ashford, Lee, & Bobko, 1989; Davy, Kinicki, & Sheck, 1991).

The most important features of job insecurity is the prevailing ambiguity and uncertainty which is ultimately leads to stressful circumstances and are accompanied by behavioral, somatic and psychological reactions (Spector, 2000).

Burnout:

Job insecurity is a subjective experience of involuntary job loss and it is associated with feelings of powerlessness and helplessness on the part of the workers of the organizations. Sverke, Hellgren and Näswall (2002). According to the Ruvio and Rosenblatt (1999) job insecurity not only trying to keep one's job but it is also maintain the aspects and features of the job that are important to the all employees of the organizations. Cognitive job insecurity deals with perceived likelihood of job loss, and on the other hand affective job insecurity is fear of actually losing one's job (Borg & Elizur, 1992). Job insecurity to be a work stressor which can result in stress reactions, such as negative attitudes toward work. De Witte (1999) and Probst (2002). Job insecurity associated with job stress (Lingard, 2003; Reynolds & Tabacchi, 1993, Vallen, 1993), such as dissatisfaction of job (Oldham, Julik, Ambrose, Stepina & Brand, 1986), absentees and reduced the job involvement and commitment. Hence, the job insecurity is a work stressor (De Witte, 1999; Probst, 2002) is very common. Burnout is a multidimensional & chronic stress response with many unsuccessful attempts with various stressful conditions. Rothmann, Jackson and Kruger (2003). According to the Schaufeli and Enzmann (1998) burnout is employees' constantly negative feeling so that they experience exhaustion, distress, low motivation, decreased effectiveness and a poor attitude toward service. According to Demerouti, Bakker, Nachreiner and Schaufeli (2001), exhaustion refers to the physical feeling of exhausted and overtaxed at work. Exhaustion is also the result of extreme affective and cognitive strain.

Physician Ernest W. Johnson (1988) argued that the concept of burnout is for "I give up" and it is a socially accepted word for laziness, tiredness and change of heart; or rationalization for "throwing in the Sponge." However Johnson simply said that burnout does not exist and the concept people who want to avoid your responsibilities in your office work. For example "The nurse or physician/ doctor of hospital say, "I am burned out" instead of "I hate sick peoples or say I can't understand the people's complaining of pain" (Johnson, 1988). Burnout became a popular in the mid-1970s as a characterization of adverse reactions to work, primarily in human service setting. (Freudenberger 1974).

Many scientific panel dealt with burnout (Cherniss 1980). Between 1980 and 1985 more than 300 and dozens of books were published (Roberts 1986). A reason of the concept is that carries low stigma/shame. Others such as unqualified/ incompetence. Burnout does not mean that the person afflicted is to fault. Burnout is a way to avoid role responsibilities and regulation. "Deviant" (Shirom 1989).

Freudenberger (1974, 1975) is given credit for using the concept of "burnout" in human services setting. He took a word that was used colloquially in the 1960s to refer to the effects of chronic drug abuse and changed its meaning to characterize the psychological state of volunteers who worked in alternative health care agencies. Freudenberger's model that burnout highlight the psychology of the individual, Maslach (1982) and subsequent writer's analysis burnout a psychological perspective, with a focus on the relationship between environmental and individual factors (Farber, 1983).

Burnout is a depression, anxiety, loss of idealism, and loss of spirit and it characterized as coping mechanism in response to stress (Freudenberger, 1983). It has regarded as outcome of stressful working conditions rather than a coping mechanism (Farber, 1983). Lack of challenge on the job, low education of support, Low professional self-esteem, low salary, Dissatisfaction with organizations, goals and minimal use of coping, strategies at work, Difficulties in providing services to the organization's employees, Negative attitudes toward the profession, high degree of work, pressure, bad agency functioning, Negative impressions of the employees, Personal involvement in Employee's problems, Involvement in worker's relationship, Family income, attitudes toward the profession, years of experience and low education, low job satisfaction, role of ambiguity, bad working conditions and unfair promotional policies, not team support. (Farber, 1983).

Hypothesis: Job insecurity is positively related to Burnout with employees in Organization.

2. Job Stress:

Job stress a physical and emotional response that occur when the requirements of the job do not match the capabilities, resources, or needs of the organization's peoples. Job stress matter on health and office work. When stressed feel our bodies respond raising the concentration of stress hormones in our blood. (De Witte, 1999).

Job insecurity has a more stressor in case of those who are more dependent on their jobs. Job insecurity impacts has long term negative, as well as depression levels, expanding psychosomatic gripes and physical strains (De Witte, 1999). However the results of job insecurity is to threat to vital aspects of employees' personal life as well as social, economic and personal aspect (De Witte, 1999). One of the most powerful features of job insecurity is the prevailing ambiguity and uncertainty which ultimately leads to stressful circumstances. Stress is a major threat and it is a big challenge to the company and it is a big problem for both organizations and individuals. It describes that high demands with low resources has a negative impact on health of employees and organization progress (Herrero, Mariscal, Gutierrez and Ritzel, 2013), an employee's reaction towards work environment uniqueness and can be describe as job stress, showing that employee's poor relation among its abilities and work environment leads to long term physiological problems that may causes stress or any other disease (Kernan, Watson, Fang Chen, & Gyu Kim, 2011).

Job insecurity has identified as the major stressors in work life (De Witte, 1999) and it has associated with poor mental and Physical well-being, toward attitudes and reduced job performance. Job stress and burnout affects between 19 and 30 percent of employees and long term job stress can lead to burnout in the organizations (Finney, C., Stergiopoulos, E., Hensel, J., Bonato, S., & Dewa, C. S. (2013). Job stress is the psychological strain or distress. Although long term stress can lead to burnout which is conceptualized as "psychological disorder/sickness. Interpersonal stress on job which arises imbalance between demands on individuals and their ability. This sickness is characterized by feelings of exhaustion, detachment, ineffectiveness and a personal lack of achievements. Job insecurity is considered as major job stressor which hampers the employees' work (Cheng & Chan, 2008; Sverke et al., 2002).

National Institute of Occupational Safety and Health (NIOSH 1999) explain job stress as harmful physical and emotional responses that happened when job needs/ requirements do not match the worker's expertise, resources, and needs. Definitions from NIOSH explain that job stress occur when individual capabilities cannot manage and handle job demands. However person and job requirement do not fit and match, so tension and displeasure exist and affect individual emotionally and physically.

Another definition, Cohen, Kessler, & Gordon (1998) explain job stress is a process that happens when environmental demands exceed the adaptive capacity of persons. This process results in biological and psychological changes health, and individual appraisals are important in determining responses to stress.

The psychological consequences of job insecurity focused on the quality of work, the employee's health, wages, and patterns of leaving home (Probst & Brubaker 2001). The research showed that job insecurity related to job attitudes such as job dissatisfaction (Probst & Brubaker, 2001), organizational attitudes such as low organizational commitment and trust (Hellgren & Sverke, 2003; Kivimäki, Vahtera, Pentti, & Ferrie, 2000). Another study from Arismunandar (2008) determine that 30.27% from 80.000 teachers experienced severe type of job stress. This mean the teachers that experienced the job stress was 24.000 person. Job stress reducing the teacher's performance.

(2). Hypothesis: Job insecurity is positively related to Job Stress with employees in Organization.

3. Counter work behavior:

Counter work behaviors (CWB) are a costly phenomenon for an organization. Costing in millions of dollars in addition to human-related costs such as low confidence and turnover (Frost, 2007; Greenberg, 1998). Counter work behavior can effect on targets, including decrease the job satisfaction, job withdrawal, and increase the psychological distress (Cortina, Magley, Williams, Langhout, 2001).

The "misbehavior" at work is the issue of employee's/people feeling dealt with unfairly and taking payback for injustice, or trying to restore justice instead of injustice. Furnham, A., & Siegel, E. M. (2011).

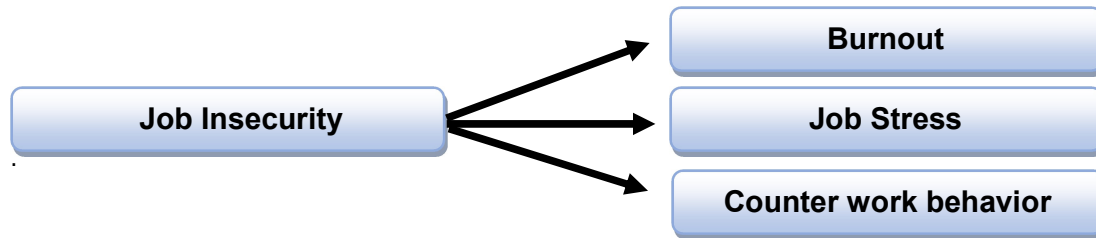
Counter work behavior, also known as workplace deviance. Counterproductive work behavior, also known as workplace deviance and it is a component of job performance. However voluntary nature comes from organization's employees and their lack of the motivation to conform to normative expectations of the organizations, and becoming motivated to violate these expectations (Kaplan, 1975). Although the way to organize counter work behaviors is active (for example destruction, aggression, theft, etc.) Described by Buss (1961) and (Conlon, Meyer, & Nowakowski, 2005).

The five categories of counter work behaviors: **destruction** (that is wasting of materials, supplies damaging of equipment, organization's property, destroying the atmosphere of the office and organizations); **withdrawal** (that is absenteeism, lateness, leaving the work early, taking excessive or long breaks); **production deviance** (that is doing work mistaken/ incorrectly or slowly, and failing to follow the instructions of seniors); **abuse** (that is making insulting comments, starting the arguments or making impolite gestures, threatening or harming to other peoples, disrespecting privacy); and **theft** (that is taking the items from office or employees and incorrectly reporting hours worked (Bruk-Lee, V., & Spector, P. E. (2006). For example, the eleven-factor model suggest by Gruys and Sackett (2003) covered the theft and behavior, property, misuse of information, time and resources, which are related to destroying behaviors; unsafe behavior and low quality work falling under production deviance; poor attendance, in office and in organization use of alcohol, and other drugs. Although Counter Work Behaviors are also categorized into two groups, one is the property deviance and the second is production deviance. Property deviance can defined as misuse of organization's assets for example property damage and theft. The second category is Production deviance which includes absenteeism and laziness. The employee's behavior deviate when the employee on the job like the use of alcohol and intentionally work slowly (Hollinger & Clark, 1983).

(3). Hypothesis: Job insecurity is positively related to Counter work behavior with employees in Organization

Theoretical framework

Theoretical framework is consisting of the conceptual framework which gives an idea or direction about which is the independent variable and which is dependent variable.



MATERIALS AND METHODS

Sample And Data Collection Procedures

For current study, we collected data from employee of Pakistan who are working in different organizations like health sector, Armed Forces, Finance, Marketing and Administration. The data was collected through Google docs link/ Online questionnaires. A cover letter was attached with each questionnaire to explain the purpose of the study and to ensure confidentiality of data provided by the respondents. The respondents completed self-report. Furthermore, each respondent also provided his or her demographic information such as age, gender, nature of job, work experience, education, and recent job status. No major events took place during the collection of data in these organizations. In this research paper we were six authors distributed 100 questionnaires, received 100 complete surveys with a response rate of 100%. The demographic results revealed that the majority of respondents (59 %) were male and 41% were female. About 70 % respondents had ages up to 18 to 30 years, 19 % had ages between 31 to 40 years, 08 % were 41 to 50 and 03 % were 51 and above. The sample showed significant variations across experience levels.

In this chapter, the methodology of research paper is described which is used to find out the consequences of psychological and organizational outcomes on job insecurity with dependent variables of burnout, job stress and counter work behaviors. This chapter of methodology deals with Sampling and Procedures, cover all the data collection techniques.

Sampling procedures:

In this primary research, we have selected the respondents among different private organizations in Rawalpindi and Islamabad. These were private pharmaceuticals, private hospitals and different type of schools. Sample size of 202 respondents was selected by sampling technique (N=202). The questionnaires composed of two sections. The first section composed of respondent's demographics for example gender, age, experience and qualification). The second section composed of items measuring the independent variables and dependent variables. All respondents fall in the age bracket between

18 to 60 years of age. Which is the acceptable age to provide services in organizations in Rawalpindi and Islamabad. Job status of all the respondents is non contractual and Questionnaires was administered personally.

Measuring:

Data were collected using a measuring instrument consisting of five sections.

Section (A) included biographical data relating to age, gender, educational level, profession and length of service in the organization and was measured according to a precoded nominal scale.

Section (B) incorporated the Job Insecurity Questionnaire JIS Subjective approach has been used to measure job insecurity (De Witte, 2000; Mohr, 2000; Roskies, Louis- Guerin, & Fournier, 1993). We used 04 items to measure Job insecurity for example (I will soon loss my job). Job insecurity has been measured by using five items on five-point Likert scale (from 1 = strongly disagree to 5 = Strongly Agree). Cronbach's alpha reliabilities of Job Insecurity is .806.

Section (C) incorporated the Burnout (BO) developed by Demerouti in 1999. This questionnaire consists of 17 items for e.g. (Do you more tire easily) on five point Likert scale (from 1 = strongly disagree to 5 = Strongly Agree). Cronbach's alpha reliabilities of Burnout is **.969**.

Section (D) incorporated the Job Stress (JS) has been measured by seven items for example (Felt that you had too much stress at work) extracted from the questions proposed by Alen & Mayer (1993). Measurement was made on five point Likert scale (from 1 = strongly disagree to 5 = Strongly Agree). Cronbach's alpha reliabilities of abusive supervision are **.786**.

Section (E) incorporated the Counter Work Behavior (CWB) has been measured by 17 questions for example (Purposely wasted your employer's material/ Supply). Measurement was made on five point Likert scale (from 1 = strongly disagree to 5 = Strongly Agree). Cronbach's alpha reliabilities of abusive supervision are **.986**.

Data Collection Sheet

Please provide the following information by ticking one of these below options:-

What is your profession?				
1.	2.	3.	4.	5.
Health	Marketing	Finance	Administration	
Your Education				
1.	2.	3.	4.	5.
Bachelor	Masters	MS	M. Phil	Ph.d
Your Age				
1.	2.	3.	4.	5.
18 to 30	31 to 40	41 to 45	46 to 50	51 or Above
Gender	1.	2.		
	Male	Female		
Experience	In Years			

Section No. 01		1.	2.	3.	4.	5.
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I will soon lose my job.	1	2	3	4	5
2.	I am sure I cannot keep my job.	1	2	3	4	5
3.	I feel insecure about the future of my job.	1	2	3	4	5
4.	I think I might lose my job in the near future.	1	2	3	4	5
Section 2		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Do you tire more easily?	1	2	3	4	5
2.	Do you feel fatigued rather than energetic?	1	2	3	4	5
3.	Are people annoying you by telling you "you don't look so good lately"?	1	2	3	4	5
4.	Are you working harder & harder but accomplishing less?	1	2	3	4	5
5.	Are you increasingly cynical and disenchanted?	1	2	3	4	5
6.	Do you often experience unexplained sadness?	1	2	3	4	5

7.	Are you forgetting appointments, deadlines or personal possessions more frequently?	1	2	3	4	5
8.	Have you become more irritable?	1	2	3	4	5
9.	Are you more short-tempered?	1	2	3	4	5
10.	Are you more disappointed with people around you?	1	2	3	4	5
11.	Are you seeing family members and close friends less frequently?	1	2	3	4	5
12.	Are you too busy to do even routine things like make phone calls or read reports or send cards to friends?	1	2	3	4	5
13.	Are you experiencing increased physical complaints (aches, pains, Headaches, lingering colds)?	1	2	3	4	5
14.	Is joy elusive?	1	2	3	4	5
15.	Are you unable to laugh at a joke about yourself?	1	2	3	4	5
16.	Does sex seem like more trouble than it's worth?	1	2	3	4	5
17.	Do you have very little to say to people?	1	2	3	4	5
Section No. 03		1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree
1.	Felt that you had too much stress at work	1	2	3	4	5
2.	Been upset because of something that happened unexpectedly at work	1	2	3	4	5
3.	Felt nervous or stress out at work	1	2	3	4	5
4.	Had to deal with irritating hassles at work	1	2	3	4	5
5.	Felt that things were not going your way at work	1	2	3	4	5
6.	Had to deal with stressful event at work	1	2	3	4	5
7.	Had to deal with ongoing problem at work that just never seems to go away	1	2	3	4	5
Section No. 04		1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree
1.	Purposely wasted your employer's material/ Supply	1	2	3	4	5
2.	Complained about insignificant things at work	1	2	3	4	5
3.	Told people outside the job what is lousy place you work for	1	2	3	4	5
4.	Purposely did your work incorrectly	1	2	3	4	5
5.	Came to work late without permission	1	2	3	4	5
6.	Stayed home from work and said you were sick when you were not	1	2	3	4	5
7.	Purposely damaged a piece of equipment or property.	1	2	3	4	5
8.	Insulted someone about their job performance	1	2	3	4	5
9.	Left work early when you were allowed to	1	2	3	4	5

10.	Purposely failed to follow instructions	1	2	3	4	5
11.	Taken a longer break than you were allowed take	1	2	3	4	5
12.	Purposely came late to an appointed and meeting	1	2	3	4	5
13.	Refused to take an assignment when asked	1	2	3	4	5
14.	Purposely worked slowly when things to get done	1	2	3	4	5
15.	Been nasty or rude to a client and employee/customer	1	2	3	4	5
16.	Stolen something belonging to your employer	1	2	3	4	5
17.	Purposely directed or littered your place of work	1	2	3	4	5

Please insert a check mark circle (O) in the appropriate column to indicate whether you agree or disagree with each of the following statement:

1 = Strongly Disagree, 2 = Disagree, 3 = Natural, 4 = Agree, 5 = Strongly Agree.

Hypothesis testing- Main Effect:

(1). Hypothesis: Jon insecurity is positively related to Burnout with employees in Organization. Results of the regression analysis reveal that independent variable Job Insecurity has a positive significant impact on dependent variable on Burnout with the β value of **.323** at significant level of less than 1% ($P=.000^{***}$) which fulfills the criteria of significance (P value less than 0.05 is significant). Thus, the results support the Hypothesis 1.

(2). Hypothesis: Jon insecurity is positively related to Counter work behavior with employees in Organization

Results of the regression analysis reveal that independent variable Job Insecurity has a positive significant impact on dependent variable on Job Stress with the β value of **.1615** (non-Significant) Thus, the results support the Hypothesis 2.

(3). Hypothesis: Jon insecurity is positively related to Counter work behavior with employees in Organization

Results of the regression analysis reveal that independent variable Job Insecurity has a positive significant impact on dependent variable on Counter Work Behavior with the β value of **.306** at significant level of less than 1% ($P=.000^{***}$) . Thus, the results support the Hypothesis 3.

RESULTS AND DISCUSSIONS

Descriptive Statistics and Correlations:

Table 1 shows the descriptive statistics, bivariate correlations, and the alpha reliabilities. Correlations of Job insecurity with Burnout ($r = 0.306$, $p0.01$), Job Stress ($r = 0.323$, $p0.01$) were significant and in expected directions except for Counter Work Behavior which was although positive, but not significant ($r = 0.165$).

Table 01. Mean, standard deviation, Correlation and reliabilities:

	Mean	SD	1	2	3	4	5	6	7	8
1. Gender	1.03	0.18								
2. Age	1.3	0.70								
3. Experience	1.44	0.71								
4. Education	4.3	5.2								
5. Job Insecurity	3.7444	0.48						0.306**	0.323**	0.165
6. Burnout	3.8306	0.49					.306**		.416**	.298**
7. Job Stress	3.8071	0.62					.323**	.416**		.837**
8. Counter Work Behavior	3.8111	0.88					.165	.298**	.837**	

N = 202; Cronbach's alpha presented in parenthesis. * $p < 0.05$ ** $p < 0.01$

Regression Analyses:

Multiple linear regression analysis was used to test all main effect hypotheses. Regression results for main effects of emotional exhaustion, Job Insecurity, Burnout Job Stress and Counter Work Behavior in Table 2.

Table 2. Results of regressions analysis:

(DV)	Burnout		Job Stress		Counter Work Behavior	
(IV)	B	ΔR^2	B	ΔR^2	β	ΔR^2
Job Insecurity	0.306***	0.093	0.323***	0.097	0.165	0.019

N = 202; { * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$ }

Table 1 provides the zero-order correlations among the self-reported measures, along with descriptive statistics and scale alpha coefficients. As expected, job insecurity was positively related to burnout Job Stress and counter work behavior.

In this research work we tested a model of the effects of job insecurity on burnout, Job Stress and counter work behavior. In this we hypothesized that the effects of job insecurity on the dependent variables. In this largely supported the hypotheses in the study. We found that job insecurity is positively related to the dependent variables. IT suggests that there are important direct effects of job insecurity on the dependent variables.

CONCLUSIONS

The significant inter correlations between the sub-dimensions of job insecurity and the sub dimensions of burnout, job stress and counter work behavior are respectively, and between job insecurity and burnout, job stress and counter work behavior, clearly emphasis and the job insecurity to impact on employees, leading them to experience high levels of disengagement and exhaustion toward work in organizations, thereby enhancing the potential for burnout, job stress and counter work behavior. The negative consequences of these can be detrimental to the individual and the organizations. It is therefore imperative for interventions to be introduced and implemented in order to prevent job insecurity burnout, job stress and counter work behavior.

RECOMMENDATIONS:

- The impact of job insecurity and its potential to increase employee's disengagement, exhaustion burnout, job stress and counter work behavior has detrimental consequences for the individual and

the organizations. It is therefore warrants measures for preventing the occurrence of these variables. Based on the results of the study, it is recommended that:

- In order to reduce and prevent the occurrence of job insecurity, managers should openly communicate their hiring and dismissal policies to their employees so that all are aware of their positions.
- In order to reduce and prevent the prevalence of affective job insecurity, managers should ensure that all employees of the department participate in decision making processes, as it would make them feel that they were being treated fairly and that the organization valued them and their input. It is also important for decisions to be made in a fair, transparent and just manner in order to build trust.
- In order to reduce and prevent overall burnout, the organizations should offer, as part of their employee wellness programs, professional assistance to their employees to help them cope with stress. In addition, training could be offered to equip employees with self help strategies for coping with stress. Hence, there should be procedures in organizations in place to help employees prevent and overcome burnout in a constructive and respectful manner.
- In order to reduce and prevent overall job insecurity, organizations should increasingly adopt development (AD) interventions to monitor the organizational climate.
- The counter work behaviors of employees It was tested earlier with turnover intentions, but in this study was tested with between workplace ostracism and counter work behaviors for the first time. Thus, organizations should create and implement such types of climates in which the employee did something wrong, besides going directly to show ostracized behaviors to target employee, give something very demanding task to fulfill them if the results don't come according to your expectations then set a certain type of penalties systems and accordingly punish him/her. In this case an employee will not feel ostracized does not give birth to cynical behaviors and ultimately not prone to counterproductive work behaviors.
- In practical terms, our findings show that workplace ostracism is costly for employees and organizations because employees who encounter high levels of workplace ostracism are likely to have high levels of organizational cynicism and are more prone to engage in counter work behaviors. In addition to the general approach to mitigating workplace ostracism, the findings of the study indicate that the importance of individual differences in reacting to workplace ostracism does not play a vital role in the relationship of workplace ostracism and organizational cynicism because of power distance. The employee who has been ostracized are may be the reason that there are high levels of hierarchal levels in organizations, they feel ostracized because of the employers does not give importance to employee in important meetings and discussions.
- Organizations should take drastic measures to eliminate uncertainty with respect to lay-off initiatives to avoid organizational outcome of job insecurity.
- Psychological outcome of job insecurity can lead to severe mental-physical illness which can not only result in performance deterioration of employees but can also impact on family and lead to harmful effect on the entire family.
- Fair policies and open communication network within the organizations can also be helpful to prevent job insecurity perception.

LIMITATIONS

- The current study tried to eliminate all the problems, but still there are some limitations that must be avoided in the future.
- Firstly, that sampling and data collection was done through cross sectional method due to time and resource constraints. In a cross-sectional study data were collected from the respondents at one specific point of time. Thus, the sample size was small and might not represent all the

ostracized employees' population of Pakistan, because the sample was not comprehensive and results might change if sample size might increase.

- Secondly, the data sampling technique used for the study was convenience sampling due to time and resource constraints. In convenience sampling respondents are chosen who are convenient for the researcher.
- Thirdly, the study focused on just public sector organizations for data collection, but it might also affect the results of this study. Because working conditions and support for ostracized employees are different in many sectors such as private sector.

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