

Enhancement of innovative work behavior in the presence of insecure job environment: Investing the proactive role of buffering and intervening mechanisms

By

**Saba Hussain
MSBA-Numl-F18-010**

A Research Thesis Submitted to the Faculty of Management
Sciences National University of Modern Languages, Islamabad

In partial fulfillment of the requirement for the degree of

(MSBA)

Supervisor Name:

Dr. Hina Shahab

DEPARTMENT OF MANAGEMENT
SCIENCES NATIONAL UNIVERSITY OF
MODERNLANGUAGES ISLAMABAD

Date of Submission

15-7-2021

Acknowledgement

Foremost, I would like to give my sincere gratitude to my Allah who is most generous and affable for giving me courage to complete my MS task. For the completion of this task a set of patience and courage is required. During learning process, I experience a lot of pressure. The completion of this task is not possible without the support of my supervisor and my family. Many hurdles came of my way through out this journey but the motivation and support of family and supervisor keep me going through this.

My special thanks to my supervisor Dr.Hina Shahab for her immense knowledge, enthusiasm, motivation and commitment. In my research and writing of thesis her guidance helped me a lot all the time. I cannot even imagine the completion of my thesis work without her sincere supervision. The suggestions and instructions of my supervisor helped me throughout this journey. I could not even think about to complete this task without her liberal guidance.

As a final point I offer my particular thanks to my supervisor who always stood behind me in my thick and thin.

Dedication

With my wholeheartedly this study is dedicated to my parents and my siblings who always supported and encouraged me when I thought of giving up.

List of Tables

Table 2. 1 Gaps & Recommendation	45
Table 3. 1 Adjusted Goodness of Fit Model and Accepted Criteria	69
Table 4. 1 Demographic Analysis:	73
Table 4. 2 Study variable reliability results (Pilot Study N=100)	75
Table 4. 3 Descriptive and correlation analysis	79
Table 4. 4 KMO and Bartlett's Test of Constructs	80
Table 4. 5. Overall Model fit indices	80
Table 4. 6 Measurement Model factor loadings, SMC and Reliability of constructs (N= 320) ...	82
Table 4. 7 Direct Effects Results	87
Table 4. 8 Direct Effects Results	87
Table 4. 9 Model of Indirect and Total Effects	89
Table 4. 10 Moderating Effects	91
Table 4. 11 Slope Test for Innovative Work Behavior	92
Table 4. 13 Summary of Hypothesis	93

List of Figures

Figure 2.1 Theoretical Framework	50
Figure 4. 1Common Factor Analysis	84
Figure 4. 2Direct Path Model.....	86
Figure 4.3Indirect Path Model	89
Figure 4.4Moderating Paths Analysis.....	91

List of Acronyms

JIN	Job Insecurity
IWB	Innovative Work Behavior
PC	Professional Commitment
OCSE	Occupational Self-Efficacy
COPS	Coping Style
RES	Resilience
CSR	Coping Style Resilience
CFA	Common Factor Analysis
RMSEA	Root Mean Square Error Of Approximation
CFI	Comparative Fit Index
GFI	Goodness Of Fit Index
IFI	Incremental Fit Index
AGFI	Adjusted Goodness -of -fit Index
FL	Factor Loading
CMV	Common Method Variance
SEM	Structural Equation Modeling's
AMOS	Analysis Of Moment Structures
SPSS	Statistical Analysis for Social Sciences

Abstract

For gaining competitive edge the growing interest of organizations is towards innovative work behavior. Past literature has found strong relationship between job insecurity and employee's innovative work behavior. However, contemporary literature seeks to identify mediating and moderating mechanisms between job insecurity and innovative work behavior. The aim of this study is to fill a gap by using psychological contract theory in order to identify the role of professional commitment and occupational self –efficacy as the mediators between job insecurity and innovative work behavior, this study also identifying the moderating effect of coping style (resilience) between job insecurity and innovative work behavior. 320 respondents from telecom sector twin cities (Islamabad, Rawalpindi) Pakistan were selected for data analysis using multistage probability sampling technique. Findings of the study using MPLUS showed the professional commitment partially mediated between job insecurity and innovative work behavior whereas, occupational self-efficacy fully mediated between job insecurity and innovative work behavior furthermore resilience do not moderate between job insecurity and innovative behavior. This study concludes that positive work attitudes such as professional commitment and occupational self-efficacy significantly contributes in cultivating employees innovative work behavior even in the absence of secure environment.

Key words: Innovative work behavior, Professional commitment, Self-efficacy, resilience, Telecom Sector, Job insecurity, Psychological contract Theory

Table of Contents

Acknowledgement	ii
Dedication.....	iii
List of Tables	iv
List of Figures.....	v
List of Acronyms	vi
Abstract.....	vii
1. Introduction and Background.....	1
1.1 Psychological Contract Theory	3
1.2 Research Objectives	5
1.3 Research Questions	5
1.4 Problem Statement	7
1.5 Significance of the study	8
1.6 Study delimitation	9
1.7 Variables used in the study.....	10
1.8 Summary of Chapter 1	10
2. Literature Review	12
2.1. Innovative work behavior.....	12
2.2. Job Insecurity	17
2.3. Job insecurity and Innovative Work Behavior	19
2.4. Occupational Self efficacy and job insecurity.....	23
2.5. Occupational self-efficacy and innovative work behavior.....	26
2.7. Professional Commitment and job insecurity	31
2.8. Professional commitment and Innovative work behavior	35
2.9. Professional commitment job insecurity and Innovative work behavior	38
2.10. Resilience coping style innovative work behavior and job insecurity	41
2.11. Previous Gap and Recommendation	43
2.12. Theoretical Framework	49
2.13. Hypothesis	50
2.14. Industrial context.....	51
2.15. Challenges of the telecom sector.....	55
2.16. Summary of industrial context	56

3.2. Unit of analysis and sample size	58
3.3. Sampling Technique & Sampling size	58
3.4 Study Instruments and Questionnaire details	59
3.4.1 Job insecurity.....	60
3.4.2 Innovative work behavior.....	60
3.4.3 Professional Commitment	60
3.4.4 Occupational self-efficacy.....	61
3.4.5 Coping Style (Resilience).....	61
3.5. Pilot Survey	62
3.6. Content Validity	62
3.7. Data Analysis	62
3.8. Descriptive Measures	63
3.9. Screening of Data	63
3.10. Reliability Tests.....	63
3.11. Correlation Test.....	64
3.12. Multicollinearity Measurement	64
3.13. Common Method Variance	64
3.14. Structural Equation Modeling Technique	65
3.14.1 Common Factor Analysis (CFA) Test.....	65
3.14.2 Confirmatory Factor Analysis Test	66
3.15 Analysis of Structural Modeling Measurement	66
3.16. Fit indexes for both SEM models.....	67
3.17 Relative Chi-Square	67
3.18. Goodness Fit Index.....	67
3.19. Incremental fit index (IFI) Analysis.....	67
3.20 Comparative fit Index (CFI) Analysis.....	68
3.21 Root Mean Square Error of Approximation (RMSEA) Test	68
3.22. Summary of Chapter 3	70
Chapter 4: RESULTS AND ANALYSIS.....	71
4.1. Data Results and Analysis.....	71
4.2. Sample Descriptive Analysis.....	71
4.3. Reliability Analysis	75
4.4. Descriptive Analysis.....	78
4.5. Descriptive and Correlation Analysis.....	78

4.6. KMO and Battlet Test	79
4.7. Model Fitness of proposed structural model	80
4.8. Multicollinearity Analysis	81
4.9. Common factor analysis for variable validity	81
4.10 Hypothesis Testing	84
4.11 Slope Test for Innovative Work Behavior	92
4.12Hypothesis testing summary	93
4.13. Summary of chapter 4	95
Chapter 5: Discussion	96
5.1. Results, Interpretation and telecommunication context	96
5.2. Theoretical Implications	103
5.3. Practical Implications	104
5.4 Limitations and Recommendations	106
5.5. Recommendations	108
5.6 Conclusion	107
5.6. Summary of chapter 5	110
References	111
Annexure I	135

1. Introduction and Background

In today's modern economy innovative work behavior (IWB) of employees is grasping serious attention and projected as a significant contributor for today's organizations survival, growth and competitive advantage (Bos-Nehles, Bondarouk & Nijenhuis, 2017; Muchiri, McMurray, Nkhoma & Pham, 2020). Innovative work behavior is a way of giving power to employees in which they contribute from the initial level of decision making to the end stage of implementing the idea (Kimwolo & Cheruiyot, 2019; Noori, Mazrui & Intan, 2017). The employee behavior plays a vital role in the progress of an institute by implementing new mechanisms, ideas and products (Kimwolo & Cheruiyot, 2019; Noori, Mazrui & Intan, 2017). This demonstration of intellectual and behavioral creative output of the employees requires certain level of ownership or security within their psychological contracts provided by their employees (Ismail, 2020; Alzyoud, Partington, Mitchell, Tom-Dieck, 2017).

Previous studies also identify job insecurity as one of the most hindering factors that creates a barrier towards generation of employee innovative work behavior (Hootegem, Niesen, Witte, 2018). Similarly, considering this modern epoch, job insecurity has become the most prevalent issue that is faced by employees in every organization due to political, economic, social and technological changes. The thinking of an employee to lose the desired work role is called job insecurity or the psychological prevalence of threat among employees to get layoff in near future (Nella, 2015). Especially, the COVID-19 scenario aggravated this situation more through job market lockdowns, social distancing, self-isolation and pay cutoffs; resultant in compacting the employees and creating extreme level downsizing in all the services and manufacturing sectors

worldwide. Eventually all this drastically brought the psychological, physical and financial fear of job insecurity among employees from all facets (Gasparro et al., 2020).

In this regard the contemporary literature is emphasizing and stressing towards investigating the moderating and mediating mechanisms to intervene and buffer the negative effects of job insecurity in creation of employee innovative and productive outputs (Niesen et al. 2018; Menendez-Espina et al. 2019; Gasparro et al., 2020).

In association to this, past literature also identified various predictors (De Spiegelaere, Gyes, Witte & Hootegam, 2014) that helps in generation of employee innovative work behavior, among them; occupational self-efficacy is identified as the most significant and contributing factor towards generation of employee IWB. Self-efficacy is an intrinsic motivation and attitude of an employee that help the individual to positively manage and deal with their conflicting situations and ultimately contributes towards supporting their innovative outputs (Kauppila & Tempelaar, 2016; Shahzadi & Khurram, 2020).

While considering the contemporary literature another important attitude that can potentially work as a positive contributor in generation of IWB and in the light of psychological contract theory is professional commitment. It is the employee's devotion towards their own work (Morrow & Wirth, 1989) and recent literature proposes potential role of professional commitment in generation of IWB (Perry, Hunter & Currall, 2016).

Furthermore, current literature also suggests the need to study the importance of coping strategies could be a useful tool to minimize the psychological side effects on employees (Hootegem, Niesen & Witte, 2018; Menendez-Espina et al., 2019). To balance the relationship between the environmental stress and the individual outcome coping styles such as resilience are considered to moderate the relationship between them. Resilience coping style helps the

individual to have control on the destructive outcome and handle the situation according to their best possible way.

1.1 Psychological Contract Theory

Psychological contract is one of the most important theory in explaining the employee's attitude and behavior like their commitment, citizenship and turnover toward their organization. Psychological contract is explained as set of belief between employer and the employee. It can also be explained as a set of mutual expectation and promises between employee and the employer. To understand employee's attitudes and behavior the psychological contract theory is the best theory. This theory explains how the employee attitude and behavior affect the working environment. When organization provide psychological contract to their employees then they feel secure in their work environment. Psychological contract is in the mind of the individual. There is no paper work in the psychological contract. In the development of customer-contact employee the psychological contract plays an important role. When employees feel that their psychological contract is breach then they feel emotionally very low in the organization. They lost their sense of responsibility, belongingness and growth and power from the organization. For the organizations it is very important to maintain their psychological contract. Psychological contract has a direct effect on the mental stability and emotions of the employees. In the psychological contract emotions of employees also matter a lot. When employees are emotionally strong then they are more capable to do give positive outcome but when the employees are emotionally weak then the situation is vice versa.

This current study is based on the five proposition of psychological contract theory.

1. Negative behavior/obligation decrease positive behavior

Here negative behavior is explained as the job insecurity that can affect the positive behavior (Innovative work behavior) or outcomes in the organization. Job insecurity is the phenomenon that creates the negative behavior of the employee towards the organization. So, under the broad construct of psychological contract job insecurity are taken as the independent variables that help in promoting the innovative work behavior of employees.

2. Positive attitudes increase positive behavior

Here occupational self-efficacy and professional commitment creates the positive behavior of an employee and sudden unexpected tasks could hinder the productivity of staff. Positive attitudes are explained as dependent and restricted factors in psychological contract theory. Attitudes are influenced by internal factors such as motivation and appreciation of work as well as external factors like salary growth and departmental training opportunities. Psychological contract theory emphasizes on the role of attitude that bring positive behavior of the employees. Positive attitudes help in the promotion of the positive behavior.

3. Negative behavior obligation decreases positive attitude

According to psychological contract theory proposition employee's attitude is very vital towards the generation of behavior of the employee. Negative behavior such as breach of contract between employee and the employer, not fulfilling the terms and condition of employee generate the negative behavior which in turn decrease the positive attitude.

4. Negative behavior/obligation buffered by cognitive process or sense making ultimately into positive desirable attitudes of the perceiver

Psychological contract theory explains that cognitive process plays an important role in the formation of a positive attitude. When an unpleasant situation came in the working environment then the individual who has strong sense making ability try to overcome the situation in their best

possible way. The individual who has strong cognitive ability buffer the situation in a way that brings positive outcomes.

5. Negative behavior/obligation buffered by cognitive process of sense making ultimately transforms into positive behavior of receiving party

Psychological contract theory also proposes that employees who have strong cognitive ability can generate their behavior which ultimately promotes their positive behavior (innovative work behavior). When an individual is experiencing negative behavior his/her sense making ability starts working, employees who have strong cognitive process of thinking think out of box try to find the ways of getting out of the situation. Psychological contract is an expectation among the employee and the superiors. When agreement is terminated then negative behaviors are produced.

1.2 Research Questions

In the scope of research objectives following are the research questions:

1. Does job insecurity have contribution towards innovative work behavior?
2. What relationship does job insecurity plays in effecting occupational self-efficacy of the employees?
3. What relationship does job insecurity plays in effecting professional commitment of the employees?
4. Does occupational self-efficacy plays role in generation of employee's innovative work behavior?

1.3 Research Objectives

This study has the following outcomes.

1. Exploring the influence of job insecurity in creation of innovative work behavior in hired hand
2. Studying the impact of job insecurity on occupational self-efficacy
3. Identifying the importance of job insecurity on professional commitment
4. To investigate the contribution of occupational self-efficacy towards generation of innovative work behavior
5. Finding the role of professional commitment in innovative work behavior
6. Investigate relationship of occupational self-efficacy among the job insecurity and innovative work behavior
7. To investigate mediated path role of professional commitment between the job insecurity and innovative work behavior
8. To investigate moderating path role of resilience as coping strategy between the job insecurity and the employees innovative work behavior
5. Does professional commitment plays role in generation of employee's innovative work behavior?
6. Does Occupational self-efficacy work as the mediator between the job insecurity and the employee innovative work behavior?
7. Does professional commitment work as the mediator between the job insecurity and the employee innovative work behavior?

8. Does resilience coping strategy moderate the relationship between the job insecurity and the employee innovative work behavior?

1.4 Problem Statement

Innovative work behavior has become greatest concern today for the organizations in order to survive in the competitive economy (Hodgkinson, Kevin & Ford, 2016; Kimwolo & Cheruiyot, 2019). The innovative output or the behavior of the employees highly demands psychological contract fulfillment as an expectation from their employers (Kim, Karatepe & Lee, 2018) and the psychological contract theory speculates that employee's attitudes and behaviors are highly correlated to the exchange they receive in terms of providing their services. These implicit exchange relationships between employee and employer can be positive or negative (Rousseau, Tomprou & Montes, 2016). The issue arises when there is a psychological contract breach when the expectations of employees are violated or they feel insecure or has negative reservations with the terms and conditions posits in their employment contract (Barnhill & Smith, 2019). Psychological contract theory postulates that under breach or violation circumstances the employee exhibit counterproductive work behaviors which significantly affects the organization productivity and innovation outputs (Li & Chen; 2018; Ma, Liu, Lassleben & Ma, 2019).

Furthermore, considering the recent geo political, socio-economic and environmental conditions due to COVID-19 has strongly affected the financial performance and productivity of the organizations all over the globe. In order to tackle with high cost and inflation mostly the organizations focused towards cost cutting and downsizing strategies like layoffs, pay reductions, temporary recruitments (Choi, Cundiff, Kim & Akhatib,2018; Gasperro et al., 2020). These strategies have raised the already prevailing issue of job insecurity at the alarming extent in job market (Gasperro et al., 2020). Studies also identifies that prevalence of job insecurity is

detrimental for psychological and overall wellbeing of the employees (Nella et al., 2015; Menendez-Espina et al., 2019; Charkhabi, 2019). The strong negative relationship between insecurity in the workplace and innovative work behavior is significantly evident in prevailing literature (Niesen et al., 2018; Hootegem, Niesen & Witte, 2019).

Keeping in view all these theoretical perspectives, the contemporary literature calls for investigating the buffering and intervening mechanisms that could potentially reduce or transform the inevitable influence of insecurity in the workplace on employee innovative work behaviors (Hootegem, Niesen & Witte, 2018; Newman, Tse, Schwarz & Nielson, 2018; Shehzadi & Khurram, 2020).

Looking from the contextual perspective, a recent most survey by National Index on job security was conducted regarding the entire sectors in Pakistani job market and according to express tribune 83% of employees in Pakistan are in fear of job insecurity. While considering the telecom sector of Pakistan the existence of job insecurity before COVID-19 was already prevalent and effecting the performance outputs of the employees and now it has aggravated to the alarming extent (Imtiaz, Khan & Shakir, 2014; Zia, 2007; Jiang et al., 2020; Spiegelaere, Gyes, Witte, Niesen & Hootegem, 2014).

This study is important as it will shed light on identifying the potential moderating and mediating mechanisms that can provide theoretical as well as contextual solutions to reduce the undesirable effect of job uncertainty on employee's innovative work behavior.

1.5 Significance of the study

At the present time a corporation needs to be more novel to accomplish, intend of businesses. Institutions need to be Innovative that is vibrant with the atmospheric changes, have potential of competition with the competitive rivals. Innovation of an organization depends upon the

atmosphere of the organization, their rewards system and the hierarchy of the organization (Riaz, Xu & Hussain, 2018; Chatchawan, Trichandhara & Rinthaisong 2017).

Furthermore, it has identified that the most negative factor that hinders innovation or innovative behaviors in the organization is the prevalence of job insecurity (Hootegem, Niesen & Witte, 2018). It has observed that job insecurity is increasing day by day in the organizations that is creating threatening and uncomfortable working atmosphere for the employees and ultimately results counterproductive work behaviors rather than positive behaviors (Hootegem, Niesen & Witte, 2018; Niesen et al., 2018; Spiegelare et al., 2014).

Likewise, the emphasis of current research is to recognize the enabling antecedents of innovative work behavior that could help in reducing the negative impact of insecurity at workplace on IWB. The goal of this study is to elaborate the psychological contract theory that how environment trigger the attitude and attitude leads towards the behavior. This study postulates that significant undesirable association among insecurity at workplace and IWB can be buffered while keeping in view the psychological contract theory; as this theory postulates that the individual reaction to negative stimulus can be positively exhibited when buffered by coping cognitive processes and positive attitudes of the employees (Kim, Karatepe & Lee, 2017; Savarimuthu & Rachael, 2017; Vos, Buyens & Schalk, 2003).

This study is useful because it shows theoretical contribution in research by applying the propositions of psychological contract theory and recognizes the interceding role of professional commitment and occupational self-efficacy as the mediators among insecurity at workplace and innovative work behavior and regulating role of resilience as the positive coping style.

1.6 Study delimitation

The following delimitation is used in the current study.

- The telecom business has been chosen as the only industry for this study since it is the only industry that can provide a completely healthy answer.
- Professional commitment and occupational self-efficacy have chosen as a mediating variable between uncertainty in the work place and IWB.
- Other variables including motivation, organizational commitment, strategic management and team leadership may be used as mediating variables in order to provide a complete response.
- Job insecurity is used as an independent variable, but some other variables including job security and work enthusiasm could be used. However, this study solely looks at job insecurity because it encompasses a broader feeling of work.

1.7 Variables used in the study

This study's model consisted of five variables. There are one independent variable (job insecurity) and one dependent variable (IWB). Two mediating variables are professional commitment and occupational self-efficacy and one moderating variable is (resilience). The major construct of this study is these variables.

1.8 Summary of Chapter 1

In this chapter, the value of innovative work behavior is investigated, as is the contexts of this study. Furthermore, the variables that we will examine are discussed in regard to the psychological contract theory and their link with these variables. The theory highlighted independent variable job insecurity dependent variable IWB mediation variables professional commitment and occupational self-efficacy moderation variables coping style resilience in generation of IWB. The most recent and prevalent societal issue has been highlighted in the

problem statement. Additionally, the aim of the study is demonstrated by the research goals and research questions.

2. Literature Review

2.1. Innovative work behavior

Innovative work behavior (IWB) is making of novel product, service, method and procedure within the work group, team member and organization (Farr & Ford; 1990; Jong & Hartog; 2019). Production of something new in the organization's benefits is considered as innovative work behavior (Spreitzer, 1995; Spiegelaere, Gyes & Hootegem, 2014). Some researchers suggest that innovative work behavior consists of multiple stages in which the employees identify the problem, make plans for the problem and implement the plans in the corporation, work group and team member. The human aspect of innovation, rather than the technological aspect, is the emphasis of management study on inventive behavior (Carmeli, Meitar & Weisberg, 2006; Stan, Gyes & Hootegem, 2015). Organizations may also boost earnings and performance by giving employees the tools and resources they need to innovate. After that it is proven that innovative work behavior has four stages 1) recognize the problem or area that is need to be innovate 2) making actions and plan towards the recognized problem 3) making things favorable towards the solution of problem 4) consciousness of idea (Scot & Bruce ,1994; Janssen,2000; Dorenbosch, Engen, Verhagen,2005).

In addition to the employee's primary responsibilities breaking away from established patterns of thinking and embracing change has been recommended to executives and managers. With the rising use of technology, the world of work is changing, and businesses are getting more competitive. To stay competitive, businesses will need to reengineer their operations. Innovative work behavior is an individual action towards the products, services, procedure, methods, processes and technology that an employee use to increase the productivity of the organization with efficiently and effectively. The mechanism of hire the work force should be handled by

experts of that trade and if the organization is failed to provide the nutrients to genius people then those people will quite their job which is a very big loss to a organization (Bos-Nehles et al,2017,Muchiri, McMurray, Nkhoma & Pham, 2020).Innovative work behavior consist of three phases 1) idea generation 2) idea recognition 3) idea implementation that why some researchers One of the most fundamental advantages of adopting team competitions in the business is that it motivates employees to think creatively. Employees typically try to create new and improved procedures, technologies, and solutions when there is a competition at stake (yuan & woodman,2010; Muchiri, McMurray, Nkhoma & Pham, 2020) suggest that innovative work behavior is about learn new things from the environment modify them according to the need of the organization then implement them on the product, service, procedure and method or any other area of the organization that the employee things need to be innovate (De Jong & Den Hartog, 2010; Scott & Bruce, 1994; Muchiri, McMurray, Nkhoma & Pham, 2020).

Businesses innovate in a variety of methods, with formal research and development (R&D) for "breakthrough inventions" receiving a lot of attention these days. The foundation of innovation management is creativity; the final goal is a change in services or business processes. Imitation and invention are the two phases that lead to innovative ideas. For the highest performance of the organization the innovative work behavior of the workforce remains a mile stone (Hulsheger, Anderson & Salgado, 2009; Korzilius, Bucker&Beerlage, 2016; Oldham, Cummings, 1996; Riaz, Xu, Hussain, 2018). Prior researches proved that innovative work behavior can be define as newness in the product, service and procedure from the side of the employees (Elidemir, Ozturen & Bayighomog, 2020). When an organization achieves some extra benefit from the side of an employee's then it is termed as innovative work behavior (Elidemir, Ozturen & Bayighomog, 2020).

In the modern age of competitive world organization are forced to do innovation to gain more market share in the business world. By cultivating an innovative company culture, everyone in the organization will be working to improve business practices, efficiency, and performance. (Subhan, Mehmood&Sattar, 2014; Elidemir, Ozturen & Bayighomog, 2020). Innovation is a philosophy and technique that blends many leadership styles to motivate employees to come up with innovative ideas, products, and services. With new technology and processes, firms must think creatively in order to maintain their competitiveness and adapt to new changes. The requirement for innovation in businesses has shifted attention to the role of leaders in determining the nature and success of creative activities. Organizations are liable to struggle if they lack innovative leadership. This new demand for innovation symbolizes a transition from the old perspective of organizational practices in the twentieth century, which discouraged employee invention, to the 21st-century view of innovative thought as a potentially tremendous influence on organizational performance. To response to the world that is changing very fast one of the common procedure that is used is innovative work behavior (IWB) (Lukes & Stephan, 2017; Stam, 2013; Knezovi, Drki , 2020).Customer's demand in term of political, social, economic has changed a lot that forced the organizations to adopt innovative work behavior (Elidemir, Ozturen & Bayighomog, 2020).

There are plenty of researches explaining dimensions of the innovative work behavior which afterward associated with phases of the innovative work behavior. In the earlier time innovative work behavior was define by way of a multistage process. Exploratory innovation, which entails developing entirely new ideas, and value-added innovation, which entails altering and improving existing ideas, are the two types of innovation (Scott & Bruce, 1994; Jong & Hartog, 2010).After that innovative work behavior was define as a three stages procedure namely 1) Make a plan to

innovate something 2) Make resources available to that plan 3) Execute the plan, Job design and self-managed teams were combined with employee involvement in innovation and representative participation in strategic decision-making as part of Workplace Innovation. (Kanter, 1998; Jong & Hartog, 2010). It's essential to consider both the process and the outcomes when describing workplace innovation. The word refers to a collaborative innovation process that results in empowering organizational activities that promote ongoing learning, reflection, and innovation. Above all, workplace innovation is a social activity that fosters the development of skills and competence through creative cooperation. It establishes relationships between corporate executives' strategic information, frontline employees' professional and tacit knowledge, and specialists' organizational design knowledge, resulting in self-sustaining strategic planning processes powered by learning and experimentation. From these three stages the first stage is considered most important because it involve the thinking process (Cognitive development) of the individual, by using their cognitive abilities an individual identify the area of innovation (Runco & Chand, 1994; Basadur, 2004; Jong, Hartog, 2010).

Psychological contract depends upon the individual perception between the organization and his /her work, duties and obligations towards the association (Morrison & Robinson, 1997; Rousseau, 1989; Stoner & Gallagher, 2010; Chang, Hsu, Liou & Tsai, 2013). There are two types of psychological contract 1) transactional contracts 2) relational agreements (Millward & Hopkins, 1998; Morrison & Robinson, 1997; Rousseau, 1989; Suazo, Martinez, & Sandoval, 2009; Chang, Hsu, Liou & Tsai, 2013). Transactional agreement states to the short term relation among the worker and the organization in which loyalty, job security and employee satisfaction does not matter for the employees whereas in the relational contracts the employee has a long term connection to the organization and expect job security, loyalty (e.g., wage for superiority)

(Bal & Kooij, 2011; Hui, Lee, & Rousseau, 2004; Morrison & Robinson, 1997; Rousseau, 1990; Suazo et al., 2009; Chang, Hsu, Liou & Tsai, 2013). Emotional contracts are the very strong determinants of the behavior that's why it is considered that emotional contract has a key importance in building the innovative work behavior (Bal & Kooij, 2011; Hui, Lee & Rousseau, 2004; Chang, Hsu, Liou & Tsai, 2013).

Innovation that organizations bring by using their employees is known as innovative work behavior. Nurturing innovative culture in the organization and encouraging employees towards this behavior plays a significant role in the success of institution (Knezovic & Drkic, 2020). Individual innovation is very profitable for the organization (Knezovic & Drkic, 2020). Organization should strive hard to find out those employees who bring innovation in the organization because all the innovation depends on the intention of the employee (Vasanthapriyan, 2018).

Idea generation is the first step towards innovation after this the successful innovation requires to implement this step often requires permission from the higher authority of the organization. Organization should provide such level of comfort to employees that they can convey their idea to them without any hesitation and worry. In the innovation the most important aspect is the communication between two parties the more you (Li, Zheng, 2014; Chatchawan, Trichandhara, Rinthaisong, 2017; Vasanthapriyan, 2018). Apart from employee the organization also leaves a great influence on the innovative work behavior of the employees (Chatchawan, Trichandhara, Rinthaisong, 2017; Vasanthapriyan, 2018). External and internal factors also prove a vital contribution in the innovative work behavior. Internal factors mean the individual's own capability in generation of IWB and external factors mean environment of the organization, behavior of management and support of higher authority (Li, Zheng, 2014; Chatchawan,

Trichandhara, Rinthaisong, 2017; Vasanthapriyan, 2018). Above the entire individual own capability and confidence matter a lot in generation on innovative work behavior (Li, Zheng, 2014; Chatchawan, Trichandhara, Rinthaisong, 2017; Vasanthapriyan, 2018). Without originality, it is impossible to survive in the ever-evolving technical domains. Today's world is relying on the new technology the organizations can't think of growing without innovation. Innovative work behavior of employee also used as a planned weapon against competitors. Because innovation happened to gain competitive advantage over the competitors. When rival party innovate something new (Baragde & Baporikar, 2017; Vasanthapriyan, 2018)

2.2. Job Insecurity

Job insecurity always lying between having job and not having job because it is apprehension of someone losing job (Hartley et al., 1991; Dachapalli & Parumasur, 2012). It can also define as a not having power to do the job that an individual wants to do (Greenhalgh & Rosenblatt, 1984; Dachapalli & Parumasur, 2012). It is the moral and professional responsibility of an organization that it will make sure to provide an environment that is financially stable and peaceful. After that it was define as alarming situation for the individual of not having employment in the forthcoming (De Witte, 1999; Dachapalli & Parumasur, 2012). So, work uncertainty is termed as an individual predication about their continuity of trade (Davy, Kinicki & Scheck, 1997; Dachapalli & Parumasur, 2012).

Reductions in dedication of work, mental illness, absenteeism are seen as an outcome of the job insecurity (Cheng & Chan, 2008; Debus & Konig, 2017). Job insecurity can define as a potential threat of the employee towards the stability of the job. The organization should plan and implement a strong mechanism that employee receives social benefits such as medical allowance, easily available transportation and allowances for children education to lessen the

effect of job insecurity (Shoss, 2017; Jiang et al., 2020). As the innovation is the central idea for the competitive advantage it also brings the job insecurity for many employees (Hirsch & Soucey, 2006; Jiang et al, 2020).

Based on the findings of investigation the profession uncertainty has following dimensions.

The first dimension of job insecurity is the diminution of some important job feature in which employee feel noticeable difference in their status of job, position, assets and reduction in pay.

The second dimension of profession uncertainty is the predicting risk of becoming unemployed in which employee asses the fear of not having job in the future.

The third dimension of job insecurity is powerlessness in which employee feel that he/she has no power to maintain the desire job (Dachapalli & Parumasur, 2012).

Day to day changes in the business world compel the employees to innovate something new that bring for them a competitive edge this innovative behavior of employee also brings the fear of job losing i.e., job insecurity (Hirsch & Soucey, 2006; Dachapalli & Parumasur, 2012).

In today's work environment due to competition among organizations and current pandemic situation employee's often feel uncertainty regarding their work (Cheng& Chan, 2008; Sverke, Hellgren & Naswall, 2002; Richter& Naswell,2019).Due to increase in global competition the organizations are changing dramatically which bring the feeling of job insecurity especially for the contract and temporary employees(Hartley,Jacobson,van&Vuuren,1991;Hellgren,Sverke, & Isaksson, 1999;Dachapalli &Parumasur,2012).As a result of these changes the organizations have two options to gain more profit and reduce the expense of the organization so organizations reduce the expense by dropping the workforce in the association (Burke & Cooper, 2000; Tetrick & Quick, 2003; Dachapalli & Parumasur,2012).The constant pressure on the mind of employee of losing job could make him or her a short temper person.

Personnel who are not fully confident having their place in business are not able to pay attention to their work they always live-in stress that has very serious effect on their health. Threat of losing income and career progress creates strain for the employees (Greenhalgh & Rosenblatt, 1984; Niesen et al, 2018). The impact of work uncertainty varies from person to person it has been seen from the research that temporary employees has more fear in their minds of losing job and not having a permanent position in institute (Greenhalgh & Rosenblatt, 1984; Niesen et al, 2018).

Due to increase of competition among organization it's become necessary for the organization to take solid measures for reducing side effects work instability. The feeling of not having long term work often occurs when organizations do restructure or downsizing. During these processes different types of changes arises in the organization. For example, it may be the fear of dislocation, hierarchal changes or increased in the work load of employee these changes include the fear of trade uncertainty. In the dislocation the member of staff work place has been changed, in the hierarchal change some reduction of position arises, increase in workload means the employees has to do someone other's work too (Di Fonzo& Bordia, 1998; Ito & Brotheridge, 2001; Greenhalgh & Rosenblatt, 2010; Niesen et al, 2018).The consequences of these changes emerged job insecurity as one the most critical issue for the employees that has drastic effect on the mental and physical health of employees (Greenhalgh & Rosenblatt, 1984; Niesen et al, 2018;Jing et al,2020).

2.3. Job insecurity and Innovative Work Behavior

Prior researches have proven that job insecurity and innovative work behavior has a great interlink with one another. Work instability has a negative relation with the innovative work behavior. But this relation can be turned in to the positive relation in the presence of

psychological contract as a mediator this relation remain positive until unless the psychological contract fulfillment when in the organization level the psychological contract breach happened then the relation turned in to the negative one (Niesen et al, 2018).For organizations innovation is the most important factor that increase the productivity, job insecurity is the one who disturb the innovative work behavior of the personnel when someone experience job insecurity then their irritation level increase irritation has effect on the concentration ,irritation and the concentration is directly proportional to each other whether one factor increase then the other factor decrease when the irritation decrease then the concentration level of the employee increase. It is demonstrated in the previous research that feeling of job insecurity increase the irritation of the employees and irritation decrease the level of concentration as a result of the employee innovative work behavior decrease (Hootegem, Niesen & Witte,2018). Employ involvement also affects the association between job insecurity and creative work behavior (Spiegelaere et al., 2014).

Emotional exhaustion, trust, digitalization, intrinsic and extrinsic motivation are one of the strongest predictors of job insecurity proven by the previous researchers. Losing a job has serious financial consequences for a person, and employees facing job loss may feel a strong lot of uncertainty and concern about losing these economic rights and security. Personnel who encounter an uncertain outcome will be unable to successfully manage with the scenario, resulting in higher stress levels. Indeed, evidence found that the consequences of work overload can be more damaging than the loss of employment (Shin, Moo Hur, Moon Lee, 2019; Richter & Naswall, 2019; Rafiq & Chin, 2019).

The present era brings digitalization and faster of technology, after the economic recession of 2000 these are the prime concerns for the organization in return of these outcome employees feel

fear of job losing i.e., job insecurity (Hootegem, Niesen & Witte, 2018; Arnold, Staffelbach, 2012; Hanappi & Lipps, 2019; Rafi et al., 2019).

Currently due to the changing in the business world i.e. mergers, downsizing, trade and industry crises the markets dynamics has been totally changed (Ward-Warmedinger & Macchiarelli, 2014; Tufail, Sultan, Khalil & Sahibzada, 2018).The changing in the market dynamic creates the feelings of job insecurity in the employees (Callea, Urbini&Bucknor,2012: Tufail,S ultan, Khalil &Sahibzada,2018).For the organization's growth the innovation is consider the most important factor for the organization by keeping in view of this employee is the most important assets for the organization but the changing in the business dynamic creates the feeling of job insecurity(Niesen et al.,2018).

Mental agreement enables the employees to think between the lines and understand the situation in their better way. Job uncertainty has a negative impact on employee performance but it can be positive when employee has a strong sense making ability. Job insecurity is the feeling of losing job that is in the mind of the employee when an employee has a sense making ability then he/she can handle the situation in their best possible way (Louis, 1980; Vos, Buyens & Schalk, 2003; Hartmann & Rutherford, 2015; Vantilborgh et al., 2014; Niesen et al., 2018).

During pandemic the fear of job insecurity is increased that is proven by the previous research (Gasparro et al., 2020). One of most common sources of employee worry is job instability that has directly effect on the outcome of the employees (Bracci & Riva, 2020).Trust is the most important factor between employee and the employer when the is lack of trust between them then job insecurity prevail between them that creates the feeling of job insecurity (Richter & Naswall, 2018).Job insecurity is one of the most important factor that need consideration for organization development (Hellgren, Sverke& Isaksson,1999; Spiegelaere et al ,2014). Job

uncertainty is one of the most significant impediments to creative job behavior and organizational commitment of the employees, reducing the feeling of job insecurity leads toward the employee's innovative work behavior (Richter, Eist & Witte, 2020; Niesen et al., 2018).

Job insecurity is also depend upon the level of individual that how they perceive the stress some individual act as normal some take that threat very serious that damage the health of individual son it can b say that job insecurity vary from individual to individual (Richter & Naswall, 2018; Richter, Eist & Witte,2020; Niesen et al., 2018).job insecurity not only has negative affects it also some positive impact on the health of employees bus positive impact to some extend and negative impact at greater level(Hootegem, Niesen &Witte,2018).

The necessity for innovative work behavior is growing as a result of global (Hammond, Neff, Farr, Schwall&Zhao, 2011; West,2002; Hoteegem,Nisen&Dewitte,2018). The main concern of organizations is to maximize the profit this can be done by using their employees as employees are the most crucial assets for the organization. When employees feel comfort in their workplace then they are able to innovate something new that help in the maximization of profit. But when employees feel stress, they are not able to innovate (Richter & Naswall, 2018).

Due to urge of innovation, it becomes necessary for organization and employees to innovate. Employee's small day to day activities that bring innovation play a crucial part in the innovative work behavior of employees, growth of organization and security of employees (De spiegelare, Van Gyes, De Witte, Nisen &Hoteegam,2014; Janssen,2000; Ma Prieto & Pilar, 2014; Hoteegem,Nisen,Dewitte,2018).In the product and services the intention, introduction and implementation of something new that help in the maximization of profit are coined as innovative work behavior (West & Farr,1989; Hoteegem, Nisen&Dewitte,2018).

Employee innovative work behavior is severely impacted by job. When employees feel threat about their income, career then their attention diverts from the work and they start focusing on the other things (Hoteegem, Nisen & Dewitte, 2018). Innovations happened in the organization when employee and employer have good relation with each other. Psychological contract theory helps in the development of relationship between employee and employer, what employee expect from the employer in response to their obligations. When employer fulfills their psychological contract then employee behave positively toward the organization and do innovation. But when employer provide job insecurity to their employee and breach their psychological contract then employee's behavior toward the organization become negative (Rousseau, 1995; Millward & Brewerton, 2000; Parks, Sharon K, Helem & Nick, 2006; Richter & Naswall, 2018)

H1: Job insecurity has a negative effect on the innovative work behavior.

2.4. Occupational Self efficacy and job insecurity

Self-efficacy is an important trait of the employee by using this trait employee can react in their best possible way when he/she feel trouble. When an employee feels that their resources (i.e. job insecurity) is in the danger then self-efficacy help them to rescue their resources. When an employee feel stress about their job loss then the self-efficacy act as a buffering factor between an employee and his or her boss (Bandura, 1977; Konig et al., 2010). As a mediator and moderator self-efficacy plays a significant role between job uncertainty and creative problem solving (Konig et al., 2010; Hootegem & Witte, 2019).

When an employee sense the fear of losing job then their output has some effect on their work effectiveness, the fear of losing job make them less productive in their work. According to psychological contract theory negative behavior buffer by the cognitive processes of sense

making ultimately transforms into the positive behavior of the receiver party (Vos, Buyens & Schalk, 2003; Kim, Karatepe & Lee, 2017; Savarimuthu & Rachael, 2017).

Due to increasing interest of contemporary research on the job insecurity it has become a hot topic for researchers. As the global competition, restructuring and downsizing increase day by day the fear of job insecurity is increasing (Konig, Debus, Hausler, Lendenmann & Kleinmann, 2010).

Personal attitudes of individual matter a lot in their performance (Barrick & Mount, 2005; Cetin & Askun, 2018). Self-efficacy in the workplace is the capability of individual towards their job. Self-efficacy is the individual attitude that helps the employee to deal with the situation (Jungert et al, 2013; Cetin & Askun, 2017). Self-efficacy predicts how well the employee can perform in the stress. As per the psychological contract viewpoint, when a worker starts working with the organization, an implicit contract is made between both parties committing to look out for each other's best interests. Job insecurity decrease the ability of individual to deal with stress it has a very harmful effect on the individual's emotional and physical wellbeing. When employees feel mentally disturb then they are not able to pay concentration on their work, their skills start dismiss with the prolong facing the stress. Ability to face the stress works at their certain level after that employee feels weakens towards the situation, the employee provides loyalty, attention, and work and effort in exchange for a salary and permanent security. As a result, when an employee's job security is threatened, this might be perceived as a violation of the psychological empowerment, resulting to the employee refusing to fulfill their obligations. (Konig, Debus, Hausler, Lendenmann & Kleinmann, 2010; Kim, Karatepe & Lee, 2017; Savarimuthu & Rachael,2017). The impact of job instability on an employee work life is reduced by occupational self-efficacy.

Because to the current world political, economic, and sociological developments. Everyone's life has changed dramatically (Pinquart & Silbereisen, 2004; Guarnaccia, Scrima, Civilleri & Salerno, 2016). These changes also made work environment so unpredictable and uncertain for the employment (Kalleberg 2009; Griep et al. 2015; Guarnaccia, Scrima, Civilleri & Salerno, 2016). Job insecurity has negative consequences on the both health of employee and on the organization that's way it's necessary to lessen this stress on the life of employees (De Witte et al. 2010; Hu and Zuo 2007; Probst et al. 2016; Vander Elst et al. 2014; Guarnaccia, Scrima, Civilleri& Salerno, 2016).

In many aspects, a strong belief of competence enhances overall performance and individual well-being. People who are secure in their capabilities perceive hard jobs as opportunities to conquer rather than threats to escape. After failures or losses, they rapidly recover their sense of competence. They explain their loss on a lack of ambition or a lack of trainable intellectual capabilities. Human achievement and individual quality of life are improved by a high degree of self-efficacy. Difficulties are perceived as something to be conquered instead of problems to be averted by someone who has strong self-efficacy. Occupational self-efficacy demonstrates the capability of employee to do assigned task with efficiently and effectively (Bandura 1994; Guarnaccia, Scrima, Civilleri& Salerno, 2016). Occupational self-efficacy is related to individual traits it depends upon individual how they behave or react in the complex situation. Several studies show that occupational self-efficacy act as a buffering factor between negative inputs to positive output (Grau et al. 2001; Guarnaccia, Scrima, Civilleri& Salerno, 2016). Self-efficacy in divided in to two categories occupational self-efficacy and task self-efficacy. Occupational self-efficacy refers to an individual's capacity to complete their assigned duty with efficiently and task self-efficacy is the capability of individual to perform their task with their full capability and

skills within specific time and date (Lent & Brown, 2006; Spurk and Abele 2014; Guarnaccia, Scrima, Civilleri & Salerno, 2016).

Job insecurity has negative relationship with the occupational self-efficacy because self-efficacy in the workplace act as a mediator between positive and negative variables and change their relationship affect the direct relationship of job insecurity with the occupational self-efficacy is negative. Self-efficacy in the workplace helps the employee at their certain level when employee is continuously exposed to stress then his/her ability to deal with the stress start diminish. The stress and anxiety that comes with job uncertainty can cause biological regulation of stress hormone release to be altered, putting the body's immune system in danger and affecting workers' health and well-being. Low job satisfaction, poor psychological health, and increased physical health symptoms were all related to job instability. On a variety of measures, such as self-rated happiness, objective health measures, injury measurements, and workplace violence, job insecurity/downsizing results in an increase in adverse health outcomes. Those who feel job uncertainty have been seen to suffer from greater ambiguity and a loss of control. Employee health suffers greatly of employment uncertainty. (Bakker, 2009; Bakker & Demerouti, 2007; Bakker et al, 2008; Christian et al, 2011; Macey & Schinder 2008; Schaufeli & Bakker 2004; Villotti et al, 2018; Guarnaccia, Scrima, Civilleri& Salerno, 2016). Job insecurity decreases the occupational self-efficacy of employee.

H2: job insecurity has negative relationship with Occupational self-efficacy.

2.5. Occupational self-efficacy and innovative work behavior

Self-efficacy is termed as the employee's capability to perform his or her duties responsibilities at the time of innovative work (Bandura, 1986; Hsu, Hou & Liang Fan, 2011). Individual beliefs about their action of work plays a pivotal role in their behavior and doing of work when an

individual has a firm belief on their abilities then he/she can stimulate any type of situation in their best way (Bandura, 1986). In health psychology and how people manage their health. Self-efficacy can be very important. People who are trying to quit smoking, for example, can benefit from producing a strong sense of self-efficacy (Hsu, Hou & Liang Fan, 2011)

Self-efficacy depends upon three factors firstly it depends upon the task that an employee's take for the betterment of the organization, the employee chooses the task after their previous experience in their work secondly it depends upon the effort of the employee that he/she put to complete their work thirdly it depends upon the effectiveness of the employee that how much he/she has the ability to affect the other employees by their work (Newman, H.M. Tse, Schwarz & Nielsen, 2018).

Self-efficacy describes as an individual ability or their perception about certain type of work. When an employee has self-efficacy then he/she has an ability to think between the lines and generate something innovative. Every elements of life achievement are affected by consciousness. Self-Efficacy influences the both power a person has to face strategic issues and the decisions a person is most liable to produce by establishing the opinions a person holds regarding their power to affect situations. Self-efficacy is the intellectual ability of an individual as psychological contract theory explains that when an unpleasant situation came in the organization then the cognitive ability of the employee began to work faster of those candidates who have a strong self-efficacy. Self-efficacy enables the employees to handle the situation in the way that bring productivity for the organization (Tierney & Farmer, 2002; Gong, Huang, & Farh, 2009; Tierney & Farmer, 2011; Choi, 2004; Jaussi, Randel, & Dionne, 2007; Tierney & Farmer, 2004; Newman, H.M. Tse, Schwarz & Nielsen, 2018).

Anything new in the product and services of the organization is coined as innovative work behavior (West & Farr, 1990; Spiegelaere, Gyes, Witte, Niesen & Hootegem, 2014). For the competitive advantage of the organization, it is necessary for them to innovate something new that bring novelty in their work. In the present global competitive environment, the IWB is necessary for sustain and growth of the organization. The most prime element of IWB in the employees. The human aspect of innovation, instead of the technology perspective, is the concentrate of strategic management on unique behaviors. Employees are the first who bring innovation (Scott & Bruce, 1999; Montani, Courcy Vandenberghe, 2017; Ramamoorthy, Flood, Slattery, & Sardesai, 2005; Getz & Robinson, 2003; Newman, H.M. Tse, Schwarz, & Nielsen, 2018).

Occupational self-efficacy is one of the most essential factors in development of innovative work behavior. Self-efficacy in the workplace is the ability to produce positive outcome in the stress situation (Tierney & Farmer, 2002; Newman, H.M. Tse, Schwarz, & Nielsen, 2018). Self-efficacy in the workplace is proved to be a key factor in the generation of innovative work behavior (Hsu, Hou & Fan, 2011; Tierney & Farmer, 2011; Newman, H.M. Tse, Schwarz, & Nielsen, 2018). When individuals have ability to do work in stress then they produce innovative work behavior (Newman, H.M. Tse, Schwarz, & Nielsen, 2018).

Occupational self-efficacy and innovative work behavior have a high positive correlation that has been verified from the past researches (Newman, H.M. Tse, Schwarz, & Nielsen, 2018).

H3: Occupational self-efficacy has positive relation with innovative work behavior

2.6. Occupational self-efficacy job insecurity and innovative work behavior

Individual belief about own capacities, skills and abilities is self-efficacy. There is a lot of research by which we get to know that self-efficacy is the source of innovative work behavior

(Tierney & Farmer, 2002; Newman, H.M. Tse, Schwarz & Nielsen, 2018). Innovative work behavior and occupational self-efficacy has positive relation that is proven by the various researches. Self-efficacy in the workplace provides self-assurance to the individual that he/she have to ability to innovative something. New personnel with higher standard of occupational self-efficacy are more likely to engage in the innovative work behavior as compare to those who have low occupational self-efficacy in the workplace (Jiang &Gu, 2017; Newman, H.M. Tse, Schwarz & Nielsen, 2018).

Uncertainty of one's job has a detrimental effect on the behavior and attitude of the employees as well as it brings serious mental and health problem. In the unpleasant situation the personality attribute of the individual arose up that affect the behavior and attitude of the employees. When an employee has strong sense of assessing the unpleasant situation, then they can make a decision how to deal with them. Self-efficacy give confidence to the individual he/she has those ability, competency and attribute to make arrangement with the situation (Adebayo,2006).Job insecurity could drastically impact the family relationship of an employee because he/she is continuously facing criticism regarding payment of his/her regular household's bills. The employees who were insecure in their work environment loss their sense of stability, belongingness, feels physical and emotionally weak. Due to the pressure and instability of the work, the employee was not in a position to do any kind of personal financial investment in the market which he/she can use in his/her tough time. Job insecurity is on the rise. This is linked to a drop in overall job satisfaction. When a person starts working for an organization, an unwritten contract is made between both parties promising to look out for each other's best interests. The employee contributes loyalty, devotion, and hard work in exchange for a salary and employment security. When workers don't get enough information about organizational changes that could

affect their jobs, it promotes whispers and makes them feel insecure about their jobs. As a result, having honest, early, and open communication between employees and their organizations may aid in improving the perceived predictability and controllability of future events. Employees are more anxious about their work when their employers fail to communicate effectively with them. The importance of social support in the uncertainty of the workplace has long been considered. Social support can come from a variety of places, including coworkers and superiors, as well as one's personal life (friends and family) (Presti&Nonnis,2012; Tilakdharee et al,2010; Cuyper et al, 2010; Sverke et al,2002; Witte, 1999; Probst, 2002; Guarnaccia, Scrima, Civilleri& Salerno,2016).

One of the important variables that significantly mediate between the employment uncertainty and creative work practices is the occupational self-efficacy (Guarnaccia, Scrima, Civilleri& Salerno, 2016). Motivation is what explains why people start, continue, or stop doing something at a specific time. Job insecurity creates instability in the work environment; the contract employees who know that after their fixed time they have to leave their organization are less insecure as compare to temporary employees. When the job insecurity is created in the work environment the most affected one are the temporary employees. The instability at the workplace could affect the children education of an employee because he was not in a situation to pursue their kid's education in the expensive school. It also leaves a significant impact on the parents to child relationship because he cannot manage to give reasonable time to their spouse for checking their homework. To focus on getting good grades in the school kids needs motivation or some kind of reward from their parents. When working parents have problems in their jobs insecurity their children education lacks behind other kids. So secure work with health benefits, children schooling and salary increase is a very important factor to produce a productive workforce.

Indeed, studies show that the consequences of job uncertainty can be even more harmful than job loss itself. Usually in the organization the innovation is brought by the middle level employees who are temporary once (Guarnaccia, Scrima, Civilleri & Salerno, 2016).

Job insecurity is also viewed as a breach of psychological contract between employee and employer. It is considered as a negative input that creates bad effect on the employee and the organization. There are number of mediating and moderating variables that should be consider that mitigates the effect of employment insecurity on the business and the individual. One of the most important components of human conduct is work behavior. It is a person's communication with the other members of his or her workplace. It includes both verbal and nonverbal communication methods. An individual's positive and productive work behavior leads to improved team or individual performance, productivity, and exceptional outputs. It is the most essential area where Organizations should concentrate from an organizational standpoint. Jobs that require employees to perform the same work every day might lead to ineffective behavior Boredom at work can lead to inefficient work behaviors such as missing work frequently, failing to concentrate, or withdrawing from the activity for which the individual was recruited, resulting in a decline in work efficiency. It is critical to settle any conflicts that develop among team members at work. This is where clash resolution comes into play. (De Witte et al., 2015; Guarnaccia, Scrima, Civilleri & Salerno, 2016).

H4: Occupational self-efficacy mediates the relationship between job insecurity and innovative work behavior

2.7. Professional Commitment and job insecurity

Professional commitment describes as the individual loyalty towards their organization, their work, their colleagues (Morrow, Wirth, 1989; Perry, Hunter & Currall, 2019). Individuals who

have greater interest in education have more professional commitment as compare to the other employees that why scientist and engineers and researchers are more professionally committed they spend their most of the times in interactions with people and explore new thing that bring innovative things in their career (Dietz & Bozeman,2005; Mathieu & Zajac,1990; May, Korczynski & Frenkel,2002; Perry, Hunter & Currall, 2019).When employees have the ability to evaluate and agree on their own business time, a trustworthy culture arises, encouraging employees to accept personal responsibility for their job. Self-set working hours can be a useful initial step for a business that isn't ready for self-management. When this technique works successfully, it begins to generate stronger trust and teamwork between the boss and the subordinate. Openness about personal obligation can encourage healthier working relationships and foster a culture of mutual support among coworkers. Professional commitment depends upon the individual that why we can saw that it is related to the intrinsic motivation of the employees (Burton & Reilly, 2004; Lam, 2007: Sauermann& Roach, 2012; Perry, Hunter & Currall, 2019). Commitment of the employees is topic of interest for the researches for a long time. Professional commitment is a complex construct. Professional commitment isn't always about reducing turnover; but it does have more significant benefits and will be seen as the cornerstone of pleasant and efficient employee performance. Professional commitment has always been the most key determinant in displaying excellent appropriate conduct. (Ahmed, Hassan, Ayub & Klimoski, 2018). There is an unwritten notion in most traditional organizations that persons in managerial positions should priorities their devotion to work over all other commitments in their lives. Few colleagues would miss a crucial meeting to aid a dear friend or attend their child's school play. Professional commitments said to be an ability of an individual to deal with the unpleasant situation in their best possible way (Aryee & Tan, 1992; Hee Yoon, Ho Oh & Young

Kim, 2018). Professional commitment has four components one is to choose the profession with the emotions, zeal and zest second is to make a plan who to move on with the profession third determination with the work fourth cover the difficulties with sense making ability (Carson & Bedeian, 1994; Hee Yoon, Ho Oh & Young Kim, 2018).

Job security creates the feeling of belonging towards the organization when employees has feeling of security then their profession commitment increased employees who has high level of commitment are more productive as compare to the employees who have lower commitment. Job insecurity reverse the feeling of belongingness employees feel threatened about their future existence in the organization and they become less productive in the organization. They devote all their effort to seeking security from the organization as compare to innovative work behavior (Rhoades, Eisenberger & Armeli, 2001; Akhtar et al., 2019). Organization goal can be achieve by the employees when they feel connection with the organization and connection can be establish only when employee has a feeling of job security (Meyer, Allen & Smith 1993; Akhtar et al., 2019). When an employee has professionally committed attitude the he/she has concern about the growth of the organization and show innovate work behavior (Balu ,1964; Akhtar et al., 2019).

Downsizing, restructuring and competitive environment creates job insecurity that has negative effect on the professional commitment of the employees (Yoon, Ho Oh, 2018). Professional commitment is the mental state of the individual towards their profession. When employee is fully attached with their profession then they give their hundred percent to their work but these negative inputs i.e. job insecurity creates threats to their attachment and produce negative output (Peene, 2009). The consequences of job insecurity are negatively related with the professional commitment of the employees. Job insecurity brings the feeling of anxiety and demonization. These two factors are the biggest source of organization inefficiency. Professional committed

employees has the feeling of belongingness, growth and stability with their organization but the job insecurity bring the feeling of turnover, resistance to change and unstable relation with the firm (Park, 2001; Ahn& Park, 2009; Lee & Choi, 2006; Yoon, Ho Oh, 2018).

Many researchers have been carried out on the job insecurity; it has been proven by the research that employment uncertainty has significant impact on the employee than the unemployment (Oh, 2016; Yu, Lee M., & Chung K., 2016). The consequences of work insecurity vary from person to person such as self-efficacy at the workplace and the employee craving for growth. The cognitive ability of the person depending upon the situation and the person when the level of job insecurity arises then the cognitive responses of the employees also vary these responses either can bring positive outcome or the negative outcome (Yoon, Ho Oh, 2018).

If the employees have good relation with their employer and have desire to grow then the consequences of job insecurity arise in the different way (Janssen, Van & Yperen, 2004; Yoon, Ho Oh, 2018). Professional commitment begins decreasing when employee faces long term job insecurity. Job insecurity mitigates the work responsibility of employees and makes them less efficient in the organization. A lot of research has been carried out between employment uncertainty and commitment to a career because the researches want to demonstrate the clear effect of job insecurity on the professional commitment in the competitive environment. The organizations need those workers who have the capability to cope up with any situation in their best possible way to increase the productivity of the firm. The job insecurity and innovative work behavior has become of topic of great interest for the researchers. Job insecurity decreases the positive attitudes of the employees. Lot of research has been conducted on the relation of job insecurity and professional commitment. There are many studies that shows negative relation of

job insecurity and professional commitment (Park, 2001; Huh& Chung, 2016; Park & Lee,2004; King, 2000; Ashfor, Lee, Bob Ko,2014; Yoon, Ho Oh, 2018).

H5: There is a negative effect of job insecurity and professional commitment.

2.8. Professional commitment and Innovative work behavior

In the organization behaving innovatively that brings profit for the organization is known as innovative work behavior (Janssen, 2000; Niesen et al., 2018). For the productivity of the organization a behavior that is adopted by the employees is IWB (Axtell, Holman, Unsworth, Wall, & Waterson, 2000; De Jong & Hartog, 2007; Niesen et al., 2018). Behavior that helps employees to generate profit is innovative work behavior (De Jong & Hartog, 2007; Niesen et al., 2018).

Committed employee is the big source of innovative work behavior when employees feel belongingness with their work and job then they tries to find something new, the basis of inventiveness (Ahmed, Hassan, Ayub&Klimoskib2018).Professional commitment is the emotional attachment of the employees with their organization in which they want to stay and contribute something positive (Hakimian et al., 2016).When an employee is professionally committed then he/she feels an responsibility to contribute something new in the organization this feelings are the big source of innovative work behavior (Chang & Lin, 2008; Meyer & Allen, 1991; Hakimian et al., 2016).

Competitive employees always strive to manage their personal professional attributes beyond the organization's goal. When these employees face off such negative input (Job insecurity) then they show their personal affiliation to their and bounce back towards theses negative input in the positive manners (Eby, Butts, & Lockwood, 2003; Yoon,Ho Oh, 2018).Studied examining candidates thinking and behavior is useful for innovative assignments. Employees often require

to do extra work on top of their current workload (Podsakof, Whiting, Podsakoff, and Blume 2009; Chang & Chang, 2010). An intention by the organization to successfully improve organizational performance should provide an environment to the workforce where employees feel a strong commitment to the organization. Committed workers to the organization are always an asset (Chang 2005) and dedication has a good impact on creative behavior (Jafri, 2010). It is a useful tool to analyze the personnel for their commitment to work and organization. It will help the management to understand the interests of the employee which could be a useful factor to create innovative work environment. In this way influence of personal interests towards the development of innovative work behavior can be assessed. Innovative behavior is a risky method, most often it is practiced only by those personnel's that are over committed to the organization. (Thompson & Hero, 2006) suggest that an employee's professional devotion to the company influences their willingness to share knowledge and creative ideas to coworkers.

Based on previous studies, without commitment to work innovative work behavior is difficult to trigger. While there is a large body of literature on both professional commitment and innovative conduct, empirical research on the relationship between professional commitment and inventive behavior is still lacking. (Jafri, 2010).

By establishing performance-based rewards and reasonable compensation, high commitment work practices can push employee motivation toward innovation (Boselie, 2010; Guest, 1997; Wright & Kehoe, 2008). In recent years, it has become clear that many breakthroughs are the result of effective teamwork. As a result, businesses need to consider and design team-based appraisal and reward systems (Beugelsdijk, 2008).

Even when people are dedicated, a business must find ways to channel their efforts. The correct incentive and reward structures will be critical when it comes to expecting innovative work

habits. As previously stated, firms must continually innovate in order to compete in the global market. Employees' innovative work habits have been found to have a favorable impact on an organization's innovativeness (DeJong & DenHartog, 2010; Scott & Bruce, 1994). As a result (Chen & Huang, 2007) suggest that an internally consistent system of HRM practices will play an important role in shaping employee performance, attitudes, and abilities. Firms that embrace the proper mix of dedication and innovation, according to (Lepak et al., 2006) benefited from the innovation that emerges.

Extra role behaviors include actions that protect the organization and its property, helpful proposals for enhancing the organization, self-training for increased responsibility, establishing a positive environment for the institution and its surroundings, and cooperative activities (Katz 1964; Bolon 1997).

Employees' inventive work conduct and professional commitment have been put in a lot of work. Employees that have positive attitudes are more likely to have positive actions. This study explores the consequences of professional dedication and innovative work behavior through empirical studies and attempts to provide improved strategies for human resource management for career, career commitment, and career attitude of future employees in the aspect of organizational culture (Yoon, Ho Oh & Kim, 2018).

When a professional is devoted to their job, he or she will always find a way to focus their efforts on the firm. The reward, incentive system, and motivation of employees have a significant impact on their professional commitment. Professional commitment is the back bone of employee if employees are committed to do, what they really want to do then they do anything to get success in their profession. A committed person does not always look upon salary increment, promotions and travel distance to the work place. Goal orientated person does not feel

uncomfortable to sit for extra hours or even work on weekends. The vision of a sincere and committed person is always to bring new plans on table which will boost the business of that trade. Employees' development and growth are supported by these. (Ahmed, Hassan, Ayub & Klimoski, 2018).IWB and professional commitment are closely tied. Work instability has a negative impact on job satisfaction, organizational commitment, and intention to leave the organization.

H6: Professional commitment is positively related with the innovative work behavior

2.9. Professional commitment job insecurity and Innovative work behavior

Job insecurity and innovative work behavior is negatively related with each other but this relationship can turn in to the positive by the mediation role of professional commitment (Akhtar et al.2019). The reward system and appraisal also play a pivotal influence in the professional commitment. When employee feels their efforts has been appraised then they become more committed (Ahmed, Hassan & Ayub 2018).

The feeling of anxiety and stress about not having the job in the near future is job insecurity but when employees are professionally committed to their work then job insecurity never affect their work. At the time of job insecurity, the employees think about those things that secure their job according to psychological contract theory the employees assess the change and make some actions require to cope with the change (Vos, Buyens & Schalk, 2003; Perry, Hunter, Currall, 2019).

Competitive environment for the business world plays an important role for the organization. To create a competitive edge in the organization innovations plays an important role for the novelty in the occupational ground-breaking work behavior is essential for the corporation (Akhtar et

al.2019). Previous research has studied the mediating outcome work engagement, knowledge sharing, trust and effective commitment (Akhtar et al.2019; Ahmed, Hassan &Ayub 2018).

Professionally committed employees are the source of innovative work behavior. An individual attitude predicts the behavior of employee. When employees have commitment to their work then they put their hundred percent to their work and bring innovation that increase their effectiveness (Perry, Hunter & Currall, 2019). Previous researches proved that the organizations that bring innovation also produce commitment of the employees. The level of education also has influence on the employee's commitment. The highly educated employees are more committed to their work as compare to less educated employees (Brown, Zimmerman, & Johnson, 2005; Solinger, van Olffen, Roe & Hofmans, 2013; Perry, Hunter& Currall, 2019).

Inventive work habits of employee's are major source of company innovation. In employee's innovative work behavior employees' good attitudes plays an important role. These attitudes are the approaches that lead to advantageous actions. All of the above the association atmosphere also have a significant impact in the expansion of innovative work behavior. (De Jong & Den Hartog, 2010; Scott & Bruce, 1994; Perry, Hunter& Currall, 2019).

To compete globally the organizations should innovate constantly. Employees' professional commitment is favorably related to innovative work behavior that has been approved on a global scale. The organizations which use rightly combination of professional commitment and innovative work behavior get success (Boselie, 2010; Guest, 1997; Wright & Kehoe, 2008; Perry, Hunter& Currall, 2019).

Sometimes the organization creates job insecurity to see the strength of their employees. The employees who are committed to their work when they are encounter to negative input then they use their ability and skills to get out of the situation. For the professionally committed employees

the job insecurity does not matter. They don't see the organization as their end of career end. They are loyal towards their work they knew that they are giving their full to the organization so job insecurity does not affect them. Providing opportunity to employee to explore their skills also bring innovative work behavior. Professionally committed employees are more focus on their work (Perry, Hunter & Currall, 2019). When individual is more focus on their work then they are source of innovative work behavior. These types of employees can resist the negative changes from the work environment and produce the positive outcome in their best way (Guest, 2002; Mathieu & Zajac, 1990; Perry, Hunter & Currall, 2019).

Professional committed employees are loyal to their work when job insecurity is occurred in their work environment then they use their ability to assess the negative changes and bounce back towards them in a positive way and produce innovative. The mediation role of professional commitment is highly recommended by the researches between the negative input and positive outcome. To lessen the effect of negative input on the employee and the organization this study is highly recommended. He always takes criticism from his or her superior and colleagues in appositive way. He consistently acknowledges his fellow members' contributions. Professionally dedicated personnel always accept their mistakes with humility and try to make something unique out of them. He always devotes time and energy to investing in oneself or herself in order to learn new business skills. In today's senior of unstable job market committed employees could be an asset for the organization to produce a competitive work family. In the recent competitive environment, where job insecurity is prevailing in every organization and damaging their work environment (Hakimian, Farid, Nazari, Pradeep & Nair, 2016).

H7: The relationship between job insecurity and innovative work behavior is mediating by professional commitment.

2.10. Resilience coping style innovative work behavior and job insecurity

Job insecurity is a negative construct and has negative consequences on the employee. Coping strategies help the employee to reduce the effect of this negative construct. Employees enter in the coping strategies to deal with the unpleasant situation in a way that bring productivity for them (Astarlioglu, Kazozcu & Varnali, 2011).

There are many definitions of coping strategies according to Coyne, Aldwin and Lazarus coping is use to manage the internal and external conflict when the conflict exceed form the person ability (Coyne, Aldwin & Lazarus, 1981; Astarlioglu, Kazozcu & Varnali, 2011). It can also define as the attempt that an employee use to deal with the threaten situation (Dewe, 1987; Astarlioglu, Kazozcu, Varnali, 2011). Problem-focused coping strategies and emotional-focused coping strategies are the two types of coping methods. In the problem focuses coping strategies employee directly feel threat about their resources of job and try to minimize those factors who bring adverse outcomes. In the emotional focused coping methods employee try to overcome the negative emotions and deal with the situation in a way that bring higher efficiency (Coyne, Aldwin & Lazarus 1981; Astarlioglu, Kazozcu & Varnali, 2011). Insecurity in the workplace has a negative influence on the employee's innovative work behavior. When an employee has a coping strategy at the time of job insecurity then he/she can do their work in their best possible way (Astarlioglu, Kazozcu & Varnali, 2011).

Out of many other coping strategies resilience is the best coping strategies resilience help employees to deal with the stress in the positive way (Luthar, Cicchetti, & Becker, 2000; Campbell-Sills & B. Stein, 2007). For understanding human responses in stress and trauma

resilience provide best understanding of human response in strain and stress situation (Campbell-Sills & B. Stein, 2007).

Resilience is one of the most important factors that moderate the stressful situation. It is proven by the research that the person who has resilience ability is act more efficiently under stress full situation as compare to low stress (Friborga, 2005).Resilience increase the individual capability to deal with a difficult circumstance in a better technique. Employees who possess low resilience are more prone to feel anxious or powerless, and to use unhealthy coping mechanisms (such as avoidance, isolation, and self-medication) to deal with their problems. (Lerner, 2006; Ungar, Ghazinour, &Richter, 2013; Ungar & Liebenberg, 2011; Zautra, Hall, & Murray, 2008; Shwartz, 2018). Resilience is the psychological powerful tool that allows people to cope with tragedy, adversity, and hardship. People who already are resilient use their resources, strengths, and solution to overcome difficulties backs. The stressful situation has a bad impact on the health of the individual the person who has strong resilience coping strategy have less effect of unpleasant situation on health as compare to the person who has lower level of resilience coping strategy (Kashyap & Krishna, 2014).

In this competitive environment the employer become more focus on their employees because they knew that the prime assets of the organization are the employees. When employees have ability to face the challenged environment in their good way then they are able to do innovate. By taking an eye in these aspects now employer is providing training to their on the resilience. Resilience is the ability of an employee to stay focus and steady by the mental ability and physical appearance in the stress. Resilience can also define as to remain constant psychological (Shatte, Perlman, Smith & Lynch, 2017).

Resilience acts as a powerful moderator between the undesirable outcome of job insecurity and innovative work behavior. Resilience not only help the employees to cope up the situation in better way bus it also increases the productivity of the organization. By resilient the employee learnt how to face the situation or handle the stress in the way that brings efficiency in the organization. Resilient employees know how to work efficiently and effectively in the competitive environment. Resilience has a significant impact on overall health. As per a recent analysis of the literature on resilience, resilience can lead to or contribute to a variety of inventive results (Shatte, Perlman, Smith & Lynch, 2017).

There is so much evidence that prove that resilience has a strong moderating effect on the negative relationship of variables. These evidences demonstrate that employee should learn how to behave resilient in the demanding work environment (Shatte, Perlman, Smith & Lynch, 2017).

H8: The relationship of job insecurity and innovative work behavior is moderated by coping style resilience

2.11. Previous Gap and Recommendation

By observing past literature, the theatrical framework of this study is developed. By keeping an eye on the future recommendations and gaps the variables used in this study are job insecurity, innovative work behavior, professional commitment, occupational self-efficacy and coping style (resilience).

Regarding innovative work behavior the increasing interest of scholar suggest that job insecurity should be studied with creative work habits in the presence of mediator and moderator (Hootegem, Niesen & Witte, 2018; Hootegem & Witte, 2019; Cheng, Maun& Lee, 2012).

Occupational self-efficacy and Professional commitment is a good predictor of innovative work behavior that are highlighted from the past literature. The antecedent of job insecurity also a good predictor of innovative work behavior. Motivation of employees towards their work can be enhance by the use of potential mediator and moderator i.e., professional commitment and occupational self-efficacy (Perry, Hunter & Currall, 2019; Guarnaccia et al., 2017).

As well as the most significant contribution of this study is the theory development. By the help of propositions of psychological contract theory (Psycap) this study identified the important role of moderator and moderator among job uncertainty and creative work behavior.

The mediator mediates the association of job insecurity and innovative work behavior and makes positive contribution of job insecurity towards the generation of IWB. Last but not the least presence of moderator weakens the link between employment uncertainty and creative work behavior in the view of psychological contract theory (Kim, Karatepe& Lee, 2017; Savarimuthu & Rachael, 2017).

So, from above all the discussion all the gaps and recommendations of this study is classified in the given below table that explains all the theory development gaps and past literature gaps in most clarified way.

Table 2. 1Gaps & Recommendation

Variable	Author & Year	Gaps & Recommendations
<p>Job Insecurity</p> <p>H1: JIN → IWB</p>	<p>Hootegem, Niesen &Witte,</p> <p>2018</p>	<p>To recognize the impact of job insecurity on employee’s innovative work behavior, need to explore job insecurity relationship with innovative work behavior, Increasing arguments on employee’s innovative work behavior. Need to measure IWB being validity and reliability</p>
<p>Occupational Self -Efficacy</p> <p>H2: JIN → OCSE</p>	<p>Guarnaccia et al., 2017</p>	<p>Job insecurity predicted the behavior of employees. Suggested to study its relationship with occupational self-efficacy.</p> <p>Job insecurity is the determinant of IWB. Need to identify the influence of occupational self-efficacy on</p>

Occupational Self -Efficacy **Shahzad & Khurram, 2020**

H3: OCSE → IWB

innovative work behavior

Occupational self-efficacy as an indicator of innovative work behavior. Occupational self-efficacy needs to conduct an empirical study to determine the impact of job insecurity on IWB. Occupational self-efficacy is generation of IWB being needs to be scientifically tested in creation of IWB.

Occupational Self -Efficacy **Hootegem & Witte, 2019**

H4: JIN → OCSE → IWB

Suggested that job insecurity relationship with IWB in the presence of mediator occupational self-efficacy should get check in different industries

Professional Commitment

Yoon, Ho Oh & Kim, :2018

H5: JIN → PC

Job insecurity predicted the behavior of employees. Suggested to study its relationship with Professional commitment

Professional Commitment

H6: PC → IWB

**Perry,
Hunter & Currall, 2019**

Need to identify the impact of professional commitment on innovative work behavior.

Professional commitment as an indicator of innovative work behavior. Professional commitment has to be analytically tested to see how job uncertainty effects on IWB. In order to create IWB, professional dedication in the construction of IWB must be analytically tested.

Professional Commitment

H7: JIN → PC → IWB

Syed, Husnain & Naseer, 2019 :

Suggested that job insecurity relationship with IWB in the presence of mediator professional commitment should get check in different industries

Coping style (resilience)

Cheng, Mauno & Lee, 2012

Resilience can enhance the

H8: JIN → CSR → IWB

IWB in the presence of job

insecurity need to be checked

2.12. Theoretical Framework

This theoretical framework was developed after analyzing the literature and comprised of five constructs and five phases. The first phase included one independent variable (job insecurity) and one dependent variable (innovative work behavior) which has negative relationship. The work insecurity will be explored in the second phase based on two mediators: occupational self-efficacy and professional devotion the independent variable and mediators have negative relationship. In the third phase the two mediating variables i.e., occupational self-efficacy and professional commitment will be investigated upon dependent variable that is work habits that are novel these variables have positive relationship. In the fourth phase, the function of occupational self-efficacy and professional dedication in mediating the relationship between job insecurity and innovative work behavior will be studied. In fifth phase, the moderator role of coping strategies will be investigated among work uncertainty and creative work habits. The moderating effect of resilience between job insecurity and innovative work behavior change the direction of relationship among variables and turn the association into the positive relationship between IV and DV.

So, there are five direct hypotheses in this model that lead the Independent variables (IVs) to the Dependent variable (DV), IVs to the Mediator, and Moderator to the DV. In addition, the framework includes two mediating and one moderator hypotheses, as shown in Figure 1.

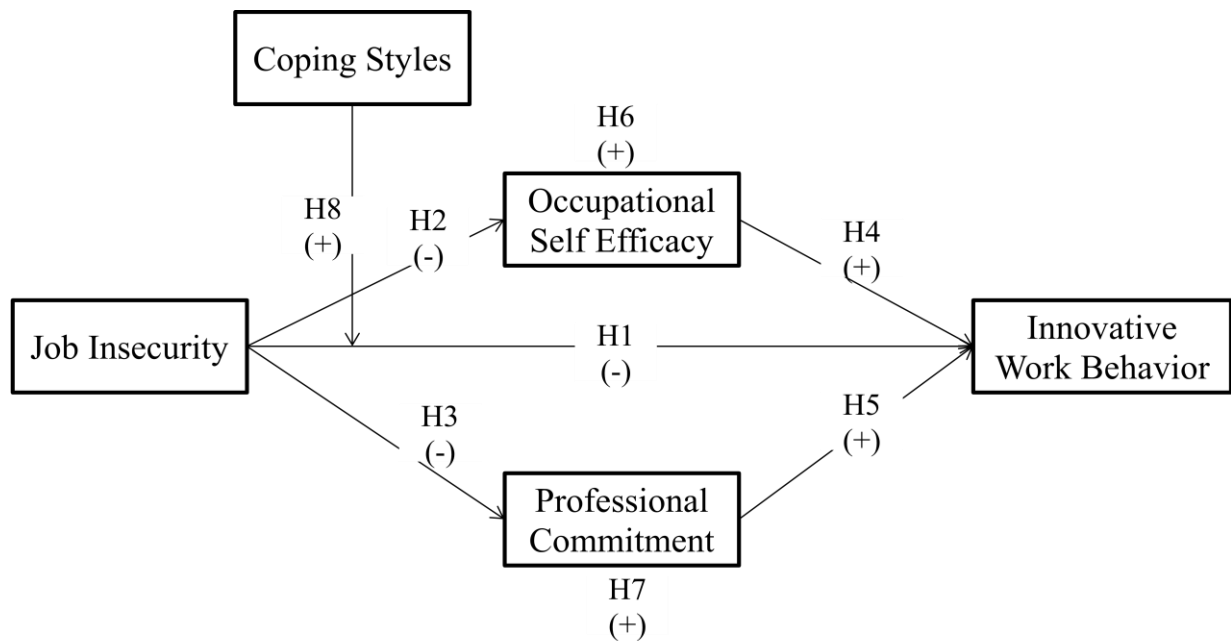


Figure 2.1 Theoretical Framework

2.13. Hypothesis

H1: Job insecurity has negative relationship with innovative work behavior.

H2: Job insecurity has negative relationship with occupational self-efficacy.

H3: There is the positive relationship of occupational self-efficacy and innovative work behavior.

H4: The relationship between job insecurity and innovative work behavior is mediated in the presence of occupational self-efficacy.

H5: There is a negative relationship of professional commitment and job insecurity.

H6: Professional commitment has positive relationship with innovative work behavior

H7: Professional commitment mediates between job insecurity and IWB.

H8: There is a moderating effect of positive coping style upon job insecurity and IWB

2.14. Industrial context

The sector that has potential effect on the economy of country and modern life style of every individual is the telecom sector. Telecommunication sector has a strong effect on the encouragement of business sector and vital aspect of economy. Every sector of the country like stock markets, banks, financial institutions and credit markets to convey message from one place to another place depends upon the utilization of telecommunication industry. In one line we can say that in the modern era of technology telecom sector is like a heart of all other sectors because It has a significant impact on the country's GDP and yield (Sharif, 2017).The communication sector is always a high tax payer to the operating country which eventually helps the government to increase its revenue. Telecommunication industry is a big source of economy growth because it's connecting local market, commodity market and also connecting international financial market. We can argue that it not only boosts the country's economy, but it also contributes significantly to its development (Venkatram & Zhu 2012). As we know that the world is moving so fast towards the globalization and innovation is the key toward the globalization (Sharif, 2017). The telecommunications business has changed people's lives by connecting them at an accessible price. Telecommunication has a significant impact on private enterprises since it allows them to interact with other individuals quickly and at a low cost, allowing them to expand their business. Telecommunication is found to vibrant towards the innovation. The mobile telecommunications sector is growing at a variable rate from year to year in Pakistan.

Jazz tops the market with 59 million users, followed by Telenor with 29.3 million, Ufone with 23.1 million, and Zong with 15.6 million, according to the Pakistan Telecommunication Authority (PTA). The worldwide telecommunications business has performed admirably over the previous decade, owing to technological developments and the increased use of smart phones. Telecom operates in a similar way (Imtiaz, Khan & Shakir, 2014). Total number of employees in the telecommunication sector is 84,000 from which zong gas 1001-5000

employees Telenor has 1547 employees jazz has 2300 and U-fone has 1500 employees. According to the global competitive index report the Pakistan came in the 110th out of 141th countries in respect to the productivity and on the 131th number in respect to the information communication technology that is very alarming situation for the Pakistan. In order to move forward Pakistan need to do more focus on the innovation in the telecommunication sector.

The term telecommunication has changed a lot from the past to the present. Now it has many services including telecom services, wireless services, internet services and satellite operator. This industry now includes software-based apps that allow user end-to-end communication. This industry now also has an option of online selling and buying of the products and services (Lucky & Eisenberg; 2006). In recent day to day activities telecommunication plays an important role. From government to business and business to family communication plays a fundamental role (Lucky & Eisenberg; 2006). In this present era telecommunication also use to do home chores like paying utility bills, electricity bills etc.

Trade and investment of the country is also depending on the telecoms sector. The telecom sector has potential effect on the economy of country and modern life style of individual. Every sector of country like stock market, banks, financial institution and credit market depends on the utilization of telecom (Imtaiz, khan & Shakir; 2015).

Due to significant advancements in mobile technology, human communication has altered dramatically over the previous few decades. The advancement of the telecom sector is determined by the services provided to its clients. According to the PTA report of 2020 in the next few years the advancement of telecom sector is measured on the basis of their services (Imtaiz, khan & Shakir; 2015).

Workers who are working in remote areas also took advantage of telecom industry. All the workers can use this to send and receive message, make a video call and to send or receive the documents. Telecommunication industry also gives power to firm to get more customers. It

provides an opportunity to business to get connected to all their customers at the same time to give feedback about their product and services. Communication is most crucial aspect of business; telecommunication help in running the business efficiently and effectively to reach about more customers

Job insecurity in telecom sector is prevailing from many decades but the present Covid-19 pandemic situation makes this worst. Precautionary measure such as social distance, lockdowns and 50% attendance of the employees create stress for the employees (Gasparro et al., 2020). At the same time industrial change for the innovative work behavior creates more fear for the employees of being layoff any time (Nisen et al.,2018).

From the last literature it has been found that job insecurity has serious consequences on the employee's life it's not only destroys the financial ability of employee but also mental health of employees (Gasparro et al., 2020). As the economy of country are very much depend upon the telecommunication of country so these situation like (Covid-19) creates fear of job insecurity. Productivity of the organization is one of the most important factors in employee's performance. The organization growth always depends upon the employee's work. There are many factors that affect the employee's performance e.g., employee's satisfaction, working environment, Compensations & career benefits and job insecurity (Sanyal, Hisam & Baomar; 2018).

Innovation is one the most important factor for the competitive advantage of the country. If there is no innovative work behavior then there is no growth of the organization for the growth of the organization or to move forward businesses must innovate (Amabile, 1988; Amabile et al., 2004; Bos-Nehles et al., 2017; De Vries et al., 2016; De Jong & Den Hartog, 2007, 2010; Yindong & Xinxin, 2013; Muchiri, McMurray, Nkhoma & Pham, 2002). According to Global competitive index report of 2019 the Pakistan in the context of innovative work behavior lie on 110 numbers out of 141 countries. This makes clear as very much of the economy depends on the telecom industry so this industry needs to innovate to gain more competitive positive.

Occupational self-efficacy from the past literature detects as a strong mediator between independent and dependent variable. Job insecurity is one of the strongest factors in the way of innovative work behavior. The telecom sector need innovation as any cost that's why they need some mediating variable that lessen the negative effect of variable on the other variable (Konig et al.,2010; Hootegem &Witte,2019; Vos, Buyens & Schalk, 2003; Kim, Karatepe & Lee, 2017; Savarimuthu & Rachael, 2017)

Professional commitment is one of the strongest mediators that has been identifies from the past literature. When someone is professionally committed to their work then for them it does not matter that job insecurity exit or not. He /she fully committed to their work and focus only on their work (Burton & Reilly, 2004; Lam, 2007: Sauermann & Roach, 2012; Perry, Hunter & Currall, 2019; (Aryee& Tan, 1992; Hee Yoon, Ho Oh & Young Kim, 2018).

Key points taken out from the above discussion are:

- Telecommunication is a network of companies that convey data whether it is in the form of audio, video, voice or documents etc.
- Telecommunication industry provides a platform to people where they can buy product and services of organizations.
- It is a big source of trade and investment for the country.
- The economy of country very much depends on the telecom industry.
- Telecomm industry is the basic necessity to run any business in the world.
- Job insecurity is prevailing in the telecom industry.
- The present Covid-19 situation aggregates this situation.
- For the industry to acquire a competitive advantage, innovative work behavior is required.
- Innovative work behavior gives higher to telecom industry in the global competitive index.

- Professional commitment plays an essential part in the IWB since this business requires more imaginative work behavior in the face of job instability.
- Occupational self-efficacy regulates the association between work instability and IWB, perhaps reducing the negative impact on an individual's life.
- Resilience is defined as the ability to bounce back from the negative effects of any situation in a productive manner.
- When coping styles intervene between the negative input to positive output then it can weaken or strengthen the relationship of two variables.

2.15. Challenges of the telecom sector

In the fast-developing area Pakistan telecom sector has been trying to achieve its position by actively response toward the changing in the world. The telecommunication sector is the most emerging and changing sector. Its services are changing every day for the better response of the customer. Despite of so much adaptation from the environment the telecommunication sector of Pakistan still need improvement. According to the global competitive index report the in view of ICT adaptation Pakistan has only 25 percent contribution and in view of innovative capabilities Pakistan has merely 36 percent contribution. The challenges that telecommunication sector is facing are: Faster change in the digitalization Competition among the organizations and Job insecurity. As the growth of telecom sector is so dynamic it requires creative work habits of the employees that decrease the perception of job insecurity (Hootegem, Niesen &Witte; 2018). The job insecurity is one of the main factors that hindrance the innovative work behavior (Hootegem, Niesen &Witte; 2018). To globally compete with other countries innovation is one of the most essential factors for the competition.

As the world is moving toward the digitalization, that decrease the participation of certain type of workers and creates the feeling of job insecurity. The telecom sector is one from those that is moving in a speedy manner towards the digitalization that's why the feeling of job insecurity is

higher in the telecom sector. When employee feels job insecurity then there focus on the work has been disturbed by the external and internal environment (Cheng, Chan, 2008). Job insecurity creates imbalance between the profession defense and the work that is given to the employees by employer. The diverse nature of the telecom sector is requiring to response to environment quickly. The innovative environment of the telecom sector creates the feeling of job insecurity between the employees (Khan et al.2017). As the telecom is one of the most important sectors for the development of the Pakistan it is help full in the creation of competitive advantage over the other countries (Imtiaz, Khan & Shakir, 2014).

2.16. Summary of industrial context

Based on the above discussion it is clearly demonstrated that the Pakistan's economy and telecommunication industry has a significant relationship. The positive relationship between the telecommunication and economic development of country indicates that it will bring higher investment due to innovative work behavior. It also has effect on the economic growth of the country (Sharif, 2017). Telecommunication industry also has a clear effect on the GDP of the country that has been clearly seen for the global competitive index report 2019.

So, the telecom sector is one the most important sector of the Pakistan we can't neglect importance of this sector. In almost every aspect of life there is great interference of telecom industry it's not only gives awareness about the social life but it also provides us better guide line about how to live a better life. Telecommunication also allows a people to do business by sitting in their comfort place. Lastly, we can say that without telecommunication there is no life on the earth. It is proven by the research that innovation is the crucial factor in the growth and progress of this industry. Innovative work behavior brings competitive advantage to other's country which helps in the development of the infrastructure, economy growth, GDP, Investment and R&D.

Chapter 3: Research Design and Methodology

3.1. Research Design

The study's third chapter covers the methodologies, procedures, and discussions utilized in developing the model, collecting data, techniques, and tools for data collection, sampling size, and data analysis. The main goal of this chapter is to identify the instruments that are used for measuring all study variables in the model the job insecurity, innovative work behavior, professional commitment, occupational self-efficacy, and coping strategies. The present study has two turns firstly the path among the independent variable (job insecurity) and the moderator (coping strategies Resilience). Secondly to analyze the mediating effect of (professional commitment and occupational self-efficacy) between the independent variable (job insecurity) and dependent variable (innovative work behavior). In addition to this to identify the theoretical model quantitative methodology is used to examine the collected data from respondents. Furthermore, the present study is built on a quantitative methodology.

The data is analyzed by using a quantitative method because the quantitative method gives a depth review of the responses in the statistical method (mean, median, mode, and standard deviation) (Apuke, 2007). One of the best study methods is the quantitative method (Williams, 2007) this study will also measure the standard deviation, mean, and frequencies of the data by using the SPSS and AMOS. For the collection of the data and the analyses of the data, the survey method has been used (Mathiyazhagan & Nandan, 2010). Moreover, the current research adopted the time lag study for the collection of data as data is collected in two points of time. The time lag study is used to see the cognitive development of the individual over some time has been passed. The time lag method reduces the common method biases of the respondents and the researchers can compare the results of the research two times. Secondly, our study has a mediator it is a rule in research and statistics that we can't see the effect of mediator and

independent variable in one go (Rode, Arthaud-Day, Ramaswami& Howes, 2017). The third chapter also contains the pilot study, data collection, and analysis strategies, and different measurement tools that have been used for the data analysis.

3.2. Unit of analysis and sample size

Sample size and unit analysis explain the study's population in detail. The study's participants are composed of the employees in telecom sector of Pakistan. Employees including managerial and operational staff who are involved in research and development or innovation will have opted as a target population of the study. This study will identify the unit analysis which is the total population of the study. For this study telecommunication sector will be selected. According to the Pakistan telecommunication authority there, the total number of employees in the telecommunication sector is 10,347 are the four major telecom competitors in Pakistan are jazz, Ufone, Telenor, and zong. Out of which ZONG has 5000 employees, TELENOR has 1547 employees JAZZ has 2300 and U-fone has 1500 employees.

3.3. Sampling Technique & Sampling size

In the sampling techniques and sampling size, we will shed light on the ways that are used for the collection of data it tells us from where, how, who, whom, when data is collected. The Pakistani telecommunications business was chosen for data collecting because it has made a reasonable contribution to Pakistan's political, social, and economic well-being. The subscriber and cellular tendency of telecommunication increasing every year brings benefits for Pakistan (Imtiaz & Khan, 2014).

Since the Population is known this study will go for opting probability-based sampling. With this view, multistage probability sampling may be the most appropriate technique for this study. Multistage sampling is the process of taking samples in stages, with each stage employing

smaller and smaller sampling phases. Because it is a sort of sampling that includes splitting the population into groups, multistage sampling is a type of cluster sampling (or clusters). So, in this study, all four competitors of telecom will be considered as clusters and in the second stage, a basic random sample technique will be used in this study. A simple random sample is a subset of people (a sample) chosen at random from a larger group of people (a population). Each person is chosen at random and completely by chance, so that each person has the same chance of being chosen at any point throughout the sampling process, and each subset of people has the same chance of being chosen for the sample as any other subset of people. Hence, in the second stage, this study will randomly select respondents from each cluster/telecom sector (Sedgwick, 2015).

Furthermore, when working with a sample size and knowing the population size, the corrected sample size is calculated using Yamane's (1967) formula if the population size is known and the original sample obtained is greater than 5% of the population size. The Yamane (1967) formula for finding the sample size is given by: $n = \frac{N}{1 + N(e^2)}$, Where n = corrected sample size, N = population size, and e = Margin of error (Moe), $e = 0.05$ is based on the research condition. As the total no. of employees in all four telecom sectors is 10,347. By using this formula, the study will aim to target a total of 400 respondents through distributions of survey questionnaires.

3.4 Study Instruments and Questionnaire details

The study questionnaire comprises of the introductory declaration was given who grant an explanation about the motive of research. Questionnaires consist of two parts: one is about demographics variables of the respondent such as age, designation, income, and marital status. The second part is based on 5 constructs further divided into a total of 54 items. The item is measured using the Likert scale, with a range ranging from strongly agree (1) to strongly disagree (5).

3.4.1 Job insecurity

Job insecurity refers to the fear of losing a desired position or we can say the vulnerability of an employee to continue the job that he/she want to do. The perception of losing a job creates anxiety for the employee (Brokner, Grover, Reed, & DeWitt, 1992; King, 2000; Cavanagh & Noe, 1999; Hee Yoon, Ho Oh & Young Kim, 2018). Anxiety has a detrimental effect on the health of the employees (Ferrie, 2001; Laszlo et al.2010).

Employment insecurity is the self-perceived fear of losing one's job. The employee is the one who believes that his or her job will be eliminated in the future (Ferrie, 2001). Job insecurity is an uncertain phenomenon that creates the feeling of losing the desired job (De Witte, 200). Job insecurity is the measurement by using the scale of De Witte, 2000. The scale consists of a total of 4 items.

3.4.2 Innovative work behavior

The introduction of a new idea, Process, and methodology in the workplace that bring novelty in the prevailing work environment is creative work habits (Janssen, 2000). The novel work behavior definition which is used in this study is defined by Janssen (2010) is based on three dimensions; idea generation, idea realization, idea implementation. Innovative work behavior is analyzed by applying Janssen's (2000) scale that entails a total of 9 items.

3.4.3 Professional Commitment

Professional commitment is described as an individual's cognitive ability to switch back and forth between work and their concentrate on the assignment/project (Meyer et al., 1993). Individual devotion towards their work, their self-motivation (Bagraim, 2003) Employee own concern toward their organization, work and staff is professional commitment. Professionally committed employees feel to have some connection with the organization when employees feel

that they have some worth for the organization then they become committed to their work (Morrow & Wirth, 1989; Perry, Hunter & Currall, 2019). Towards their work employees has three types of professional commitment one is normative professional commitment second is affective professional commitment third is continuance professional commitment. These three types of commitments are measurement by using Meyer et al., 1993. The scale consists of a total of 18 items that are considered reliable, accurate for the study.

3.4.4 Occupational self-efficacy

Self-efficacy in the workplace is defined as an individual's ability to generate a specific outcome in a particular environment (Bandura, 1977; Schyns & Collani, 2010). Self-efficacy is producing resources to meet the demand of the situation but not behaving out of the context of the organization (Bandura 1977; Schyns & Collani, 2010). Self-efficacy has three domains one is behaving according to the situation second is behaving according to the assignment and third is how to behave in an odd situation that is encounter by the employee and the organization (Schyns, Collani, 2010). There were 13 items on the scale utilized in this investigation. The scale of occupational self-efficacy is made by using the scale Schwarzer & Jerusalem; 1995; Schwarzer, 1998; Snyder et al., 1991; Staudel 1988; Sherer et al., 1982)

3.4.5 Coping Style (Resilience)

Individual own capacity to fulfill the job's demand in its complex situation (Connor–Davidson, 2007; Schyns & Collani; 2010). When an unpleasant situation came into the organization that affects the employee's work-life then they adopt coping policies to deal with that particular situation. Coping strategies has two types; problem-focused coping strategies and emotional focused coping strategies. In problem-focused coping policy, the employees rationalize the problem and in emotional coping strategy the employee try to strong their emotions in difficult

situation (Coyne, Aldwin & Lazarus, 1981). Resilience is one of the most effective coping strategies in which an employee tries to find out some positive in the unusual situation when an employee has a resilience behavior towards the problem then they are in a better position to deal with the abnormal situation (Luthar, Cicchetti, & Becker, 2000; Campbell-Sills & B. Stein;2007). Resilience was measured by using Campbell-Sills & B. Stein (2007) scale. The scale is consisting of 10 items that produce a consistent result.

3.5. Pilot Survey

Before collecting the data, the pilot study has been used for data collection. A 100 questionnaire has been circulating in the telecom sector other than the target population to get an insight view of the main purpose of the study. Conducting a pilot study is a difficult task but it gives the incentive of observing the main idea of the study.

3.6. Content Validity

For the study instrument, content validity was conducted. Four subject matter experts were invited to evaluate the content validity. They analyzed the elements of the questionnaires very carefully and rephrase them according to the context.

3.7. Data Analysis

Different approaches and tools such as respondent profile descriptive analysis, research variables descriptive analysis, multicollinearity analysis, common method variance (CMV) and structural equation modeling's (SEM) are used step by step to obtain the desired data results. Analysis of data has been analyzed by using M PLUS Version7 (Muthén & Muthén, 1998-2015) and statistical analysis for social sciences (SPSS) software's.

3.8. Descriptive Measures

To overview the data constructively is called descriptive analysis. Shape and variability is measured by using central tendency in descriptive analyses of current study. The central tendency, as evaluated by mean analysis, is represented by the study's average group score. The skewness and kurtosis, which reflect the data's normality, are used to determine the data's shape. Variability refers to the dispersion of scores as measured by standard deviation. The appropriate range for skewness and kurtosis in normal data is 2 and 7 respectively.

3.9. Screening of Data

Before the hypothesis was tested, the data was examined. Questionnaires that were missing or incomplete were eliminated and not kept for further investigation. Missing values are handled by using SPSS (Tabachnick & Fidell, 2001). The data normality is shown by using bell-shaped curve while plotting data the major chunk was present in the center.

Data normality is shown by using skewness and kurtosis. Data is positively skewed when maximum data remains on the right side of the bell. Skewness is measured by data dispersal. On the contrary, negatively skewness shows that maximum data remains on the left side of the bell. The altitude of the bell-shaped graph and standard deviation assist in assessing kurtosis when looking at data distribution. -2 to +2 are the range for kurtosis and skewness (Tabachnick & Fidell, 2001).

3.10. Reliability Tests

The reliability analysis is conducted to analyses the reliability of construct. Reliability test is also termed as the internal consistency analysis. Reliability test is a construct which is used in the research to check the quality of the research work. The reliability test is used to investigate the

consistency of the same set of items. To test the reliability of the item the Cronbach alpha test is conducted. The acceptable values are 0.70 (O' Leary-Kelly & Vokurka, 1998) and 0.60.

3.11. Correlation Test

Correlation analysis is used to measure the association among variables; uncertainty in workplace, IWB, professional commitment, occupational self-efficacy and coping style (resilience). The linear associations of two variables are determined by correlation coefficient. When one variable is changed in correlation it will also impact the other variable in same manner. Mostly, correlation has three types; 1) positive correlation 2) negative correlation 3) zero correlation. Correlation can also be used to determine the degree to which two variables are related. The perfect positive correlation is +1, the perfect negative correlation is -1, and 0 indicates that there is no connection. For the analysis of the study, Pearson correlation has been used.

3.12. Multicollinearity Measurement

Multi co-linearity is an important element to consider when analyzing the theoretical model's proposed path. To measure the relationship among multiple factors the multicollinearity is the most important factor. Overestimating the standard error and the problem of multicollinearity has an impact on the interaction among distinct components. The VIF (variance inflation factor) is a tool for determining multicollinearity. Less than 4 are called the acceptable value for variance inflation factor (VIF) (O'Brien, 2007).

3.13. Common Method Variance

To analyze the theoretical model proposed path common method variance (CMV) is also used. According to Chang et al., (2010) the problem of common method variance arises when data for

dependent and independent variables are obtained from the same respondents. The no common bias method can be used to identify the first variable with a variance of less than 50%. The Harman's one-factor can be used to measure the common method variance (CMV).

3.14. Structural Equation Modeling Technique

Structural equation modeling (SEM) is a technology that is utilized for the evaluation of variables in an appropriate manner for the assessment of influence among variables (Scarpi, 2006). There are three stages of structural equation modeling technique. Common factor analysis is first stage, confirmatory is the second and third structural estimation. Comparative fit index (CFI), Root means an error of approximation (RAMSEA), and adjusted goodness of fit index (AGFI) are the steps that are involved in the calculation of fitness of the model. These are the basic steps in the calculation of SEM.

Phase 1: To examine the model confirmatory factor analysis (CFA) is the first and foremost step in the SEM measurement model estimates.

3.14.1 Common Factor Analysis (CFA) Test

Composing new variables by dropping old variables is common factor analysis (Kumar, Shama, 2006). Common factor analysis tests make possible the measurement of a hidden variable by using experiential variables (Reise, et al., 1993). Factor loading and commonalities are two important things that need to be done to measure CFA. Squared factors are adapting to measure commonalities. Factor loading is measure by using standardized regression coefficients (cattell, 2012). For the basic criteria of reliability, commonalities are considered most important. Percentages of variance in a hidden variable are investigating by the help of commonalities. For the estimation of communality, the most significant methods are factor loading and squared multiple correlations (SMC's). It is the most important part of the measurement because it which

those variables are deleted which do not up to the mark of the values of factor loading and SMC's (Floyed & Widaman, 1995). Validity, reliability, descriptive analysis all along with Cronbach's alpha, factor loadings, mean standard variation and SMCs of each latent variable has to be calculated for common factor analysis (CFA).

3.14.2 Confirmatory Factor Analysis Test

It has been proposed in the literature that confirmatory factor analysis should be run before testing the hypothesis. In the second stage SEM the CFA has been conducted. It consists of an inclusive measure of a hidden variable by observed variables.

3.14.3 Analysis of measurement model

The model of fitness is used to check fitness of model. Factor loading (FL) and average variance extracted (AVE) are used to check the composite reliability of the model. The most critical factors in the confirmation of CFA are CR and AVE.

Phase 2: Structural model

For checking the direct and indirect link between variables structural modeling is used. The association between independent and dependent variables is tested to the hypothesis in structural modeling (Steenkamp & Baumgartner, 2000).

3.15 Analysis of Structural Modeling Measurement

Structural modeling's analysis used for the regression coefficients and significance of regression coefficients. Root mean square error of approximation (RMSEA), Comparative fit index (CFI), Goodness of fit index (GFI), Incremental fit index (IFI), and chi-square CMIN/DF are some of the measurements that can be used in structural model fitness.

3.16. Fit indexes for both SEM models

Previous research, as well as this study, suggests five different indices for assessing model fitness, including chi-square CMIN/DF. The indices used to evaluate the fitness model include root mean square error of approximation (RMSEA), goodness of fit index (GFI), adjusted goodness of fit index (AGFI), and comparative fit index (CFI).

3.17 Relative Chi-Square

The relative chi-square is used to estimate the measurements of the model's goodness of fit. Due to some limitations, this test is not supposed to be good to check model fitness. One motive is that this test is not suitable for large group of people. When the sample size passes 200, type II error occurs, which has a direct impact on the model fitness significance and leads to poor model fit. The degree of freedom is divided by the chi-square fit index to discover this problem. Carmines and Mclver (1981) suggested acceptable values of relative chi-square. Marsh and However (1985) recommend a maximum of 3 and a minimum of 2 as other acceptable model fit values.

3.18. Goodness Fit Index

The Goodness of Fit index is the most accurate way to test model fitness and structural measurement. By using variance and covariance the GFI demonstrates the model ability (Marcoulides & Maykov, 2000). To compare with no model and hypothesized model GFI has been used (Byrne, 2010). GFI values that suggest a flawless model range from 1 to 0.1. The model is well fit if the values are as near to 1. GFI has average value of 90.

3.19. Incremental fit index (IFI) Analysis

It is a different method of calculation than CFI (Byrne, 2010). Above 90 values is the good value of the model fit index.

3.20 Comparative fit Index (CFI) Analysis

For checking the heteroscedastic relationship between endogenous and exogenous variables comparative fit index analysis is used. Sample size does not affect the CFI analysis. The values of CFI range from 0 to 1. Model is well fit when the values are more near to 1. On the other hand, when the values are close to 0 it shows that model is poor fit. If the values are more than 90 then it shows that the model is perfect.

3.21 Root Mean Square Error of Approximation (RMSEA) Test

One of the most well-known measures of the goodness of the fit is root mean square error of approximation (RMSEA). For adjusting sample size RMSEA is widely used in structural equation modeling equation technique. It mostly used in the study where chi square test is used. The degree of freedom and sample size were assumed when RMSEA was used to estimate the model. The best fit value of RMSEA ranges from 0.01 to 0.05 and the poor fit value of RMSE is 0.01 to 0.06 (Schumacker & Lomax, 2004). According to Byrne (2001) an average fit value is 0.1 to 0.8.

Table 3. 1 Adjusted Goodness of Fit Model and Accepted Criteria

Sr. No	Fitness Indices	Ranges acceptance criteria
1	Relative/ Normal Chi square (CMIN/DF)	Excellent fit: 1-5
2	Goodness Fit Index	Excellent fit: <0.05 &>0.95
3	Adjusted Goodness of Fit Index (AGFI)	Excellent fit: >0.90
4	Comparative Fit Index (CFI)	>0.90
5	Root Mean Square Error of Approximation (RMSEA)	>0.08

3.22. Summary of Chapter 3

The third chapter includes the method, procedure, methodology of data collection, procedure of data collection, and sampling techniques. Furthermore, the definitions of variables that have been used in the study are also explained in detail. The variable catalog, name of the author, their existence, preceding dependability, legality, and dimensions of the scales in addition amount of era has introduced on top of this chapter. Moreover, the hypothesis testing techniques and data analysis technique also been discussed in this chapter. Furthermore, the structural modeling equation (SEM) technique is fully explored, with its structural and measurement models as sub-models. The application methods of both structural and measurement models also include in this chapter. Lastly, the model fitness with acceptable and standard ranges has been explained in this chapter.

Chapter 4: RESULTS AND ANALYSIS

4.1. Data Results and Analysis

Results and analysis of the data has been discussed in this chapter. A questioner survey is used to collect the data. To examine the test and measurement of data the M PLUS (Version7; Muthén & Muthén, 1998-2015) has been used. The study's findings are disclosed in these nine steps. (1) Participants' descriptive statistics, (2) descriptions of variables (3) Common method variance impact multicollinearity test, (4) measurement model analysis (CFA), (5) structural model analysis, (6) measurement and structural model validity, (7) structural model fit analysis (8) Maximum likely hood method (MLM) for mediation analysis, (9) Additive multiple moderation mode for moderation analysis.

4.2. Sample Descriptive Analysis

Floating questionnaires were used to collect data from telecommunication industry respondents (male and female) in the twin cities of Rawalpindi and Islamabad. In this study, both managerial and non-managerial levels of employees were involved.

The respondents of the data were male and female employees of the telecommunication industry. Out of 350 questionnaires only 320 questionnaires were selected and others were rejected because the data was incomplete. Male respondents were greater than females having 80.3 percent and female respondents were 19.7 percent. For the representation of the male gender, mode 1 is used and for the representation of the female gender, mode 2 is used. According to the data, the number of male respondents outnumbered the number of female respondents.

Respondents were also looking into their age, 48.8% of respondents were under the age of 21-30, 36.6% were between 31-40, and 11.6 were between 41-50. 3.1% were found in the

age bracket of 51 years and above which shows that a smaller number of people lies in this age group.

In the same way, respondents were investigating their education level. 38.8 % of respondents were having done with their bachelor's level of education, 40.0% were having done with their master's level of education. Whereas 20.3% number of respondents was having 18 years of qualification. There are only .9% of respondents who have done with their Ph.D.

Similarly, the participants also looked into their position in the organization. 150 respondents work in the organization on a contract basis. 126 employee's work as permanent employees of the telecom sector. The number of third-party outsourcing employees is 44.

The marital status of the participants was also used as a demographic component of the survey. There were 142 single responders and 178 married respondents. The telecommunication industry has been chosen. Among them zong has 27.2% employees, Telenor has 22.5% employees, Jazz has 24.7% employees and lastly, Ufone has 25.6% employees.

In addition, the respondents' employment experience was looked into. There are 134 employees with fewer than 5 years of experience on the team. The remaining 100 people have between 5 and 10 years of job experience. A total of 58 respondents had between 11 and 15 years of job experience. Remaining twenty-eight respondents have more than 15 years of job experience.

The descriptive characteristics of respondents are reported in Table4.1.

Table 4.1Demographic Analysis:

Demographic Characteristics	Categories	Frequency	%age	Cumulative %age
Gender	Male	257	80.3	80.3
	Female	63	19.7	100.0
Age	21-30	156	48.8	48.8
	31-40	117	36.6	85.3
	41-50	37	11.6	96.9
	51years &above	10	3.1	100.0
Education	Bachelor	124	38.8	38.8
	Master	128	40.0	78.8
	M.S/M.Phil.	65	20.3	99.1
	PHD	3	.9	100.0
Working as	Contract	150	46.9	44.4
	Permanent	126	39.4	86.3
	Third party outsourcing	44	13.8	100.0
Marital Status	Single	142	44.4	44.4
	Married	178	55.6	100.0

Organization	Zong	87	27.2	27.2
	Telenor	72	22.5	49.7
	Jazz	79	24.7	74.4
	Ufone	82	25.6	100.0
Working	<5years	134	40.9	40.9
Experience	5-10	100	31.3	72.2
	11-15	58	18.1	90.3
	>15	28	8.8	100.0

4.3. Reliability Analysis

Because the hypothesis is measured quantitatively, the research is quantitative. According to Hayes & Krippendorff (2007) reliability is the result of a settlement between the independent variables. Data provided by the set of observation propose that their information can be replaceable-

Stability between variables is referred to as reliability. We call reliable measures those that exhibit the same outcomes in diverse scenarios (Carlson et al., 2009). The internal consistency of variable measures is determined by Cronbach's alpha. Cronbach's alpha is utilized in this study to determine the questionnaire's reliability. The tool that illustrates the accurate findings of the data is the research instrument reliability. The instrument's reliability can be increased by increasing internal consistency. In order to determine reliability, the Cronbach's alpha value must be greater than 0.7.

Table 4.2 shows the results of the study variables' reliability tests.

Table 4.2 Study variable reliability results (Pilot Study N=100)

Standardized	Code	Cronbach Alpha
Variables	Items	IC
Job Insecurity	JS1	
	JS2	.876
	JS3	
	JS4	
Innovative Work Behavior	IWB1	
	IWB2	
	IWB3	

	IWB4	
	IWB5	.762
	IWB6	
	IWB7	
	IWB8	
	IWB9	
Professional Commitment	PC1	
	PC2	
	PC3	
	PC4	
	PC5	
	PC6	
	PC7	
	PC8	.776
	PC9	
	PC10	
	PC11	
	PC12	
	PC13	
	PC14	
	PC15	
	PC16	
Occupational Self Efficacy	OSE1	.776
	OSE2	
	OSE3	

	OSE4	
	OSE5	
	OSE6	
	OSE7	
	OSE8	
	OSE9	
	OSE10	
	OSE11	
	OSE12	
	OSE13	
Coping Style Resilience	CS1	.726
	CS2	
	CS3	
	CS3	
	CS4	
	CS5	
	CS6	
	CS7	
	CS8	
	CS9	
	CS10	

4.4. Descriptive Analysis

The table below lists all descriptive statistics for each variable, including mean, standard deviation, skewness, and kurtosis.

4.5. Descriptive and Correlation Analysis

Correlation is a term used to describe a relationship between two or more variables. Pearson Correlation analysis is used to assess the link between two or more variables, as well as whether or not they change at the same time. The relationship of two variables involves in the analysis of correlation as compare to of correlation involves as compare to two quantitative variables. The strength of association between these two variables is also identified by Pearson correlation.

The ultimate value of correlation is called the correlation coefficient, according to Gogtay and Thatte (2017) the correlation coefficient value range is between -1 and +1. The correlation coefficient's value of 1 indicates a high positive association between the two variables. When the correlation coefficient is -1, it means that the variables have a perfect negative connection. Finally, 0 values indicate that no link exists between variables.

Table 4. 3 Descriptive and correlation analysis

Scales	Mean (SD)	Skewness Std.Error (.136)	Kurtosis Std.Error (.272)	1	2	3	4	5
Job Insecurity	2.5984	.217	-.974	1				
Innovative Work Behavior	4.0410	-1.512	2.338	-.365**	1			
Professional Commitment	4.0396	-1.647	4.759	-.210**	.577**	1		
Occupational Self Efficacy	4.1411	-2.157	6.854	-.177**	.522**	.600**	1	
Coping Style Resilience	4.0506	-.989	2.139	-.225**	.249**	.311**	.398**	1

Note. **. Correlation is significant at the 0.01 level (2tailed). For checking data normality, the skewness and kurtosis values exist in the acceptable range (-3 to +3)

4.6. KMO and Battlet Test

The KMO and Battlet analyses have been used to measure the sample's capability. To ensure that the sample size is adequate, the KMO value cutoff should be $>.80$. All constructs KMO are $>.80$ are shown in the table 4.4 (Beavers et al., 2013).

Table 4.4 KMO and Bartlett's Test of Constructs

Study Variables	KMO	Bartlett's Test
		Chi-square (χ^2)(Df)
Job insecurity	.864	1020.958 (6)***
Innovative Work Behavior	.898	1168.563(36)***
Professional Commitment	.843	1586.626(120) ***
Occupational Self Efficacy	.863	1179.630(78)***
Coping Style Resilience	.869	890.17(45)***

Note: ***P<.001

4.7. Model Fitness of proposed structural model

As per the proposed structural model estimates, the model are fit as follows: Table 4.4 reveals that all direct and indirect model fit indices are within acceptable limits. The mediation path between job insecurity and innovative work behavior are explained the indirect model in the below mentioned table.

Table 4. 5. Overall Model fit indices

Model 1. Model fit indices				
Models	CMIN/DF	TLI	CFI	RMSEA
Model 1= Common Method Bias / Latent One Factor Technique	3.69	.532	.559	.092
Model 2= Common Factor Analysis	1.429	.926	.932	.037
Model 3 = Direct Effects	1.08	.996	.997	.01
Model 4 = Indirect Effects	1.67	.913	.923	.04

Note. CMIN/DF=chi-square/degree of freedom ratio; CFI=comparative fit index; RMSEA=Root mean square of approximation

4.8. Multicollinearity Analysis

To measure the correlation between independent variables the multicollinearity analysis is used. When there are multiple independent variables, it is one of the most key considerations. Multicollinearity is measured using autocorrelation and co-linearity analysis. The co-linearity check is performed using the tolerance value and the Variance inflation factor (VIF). The acceptable values are in between 0.2-5 (Saunders, 2011). The VIF variance factor inflation and tolerance values are within an acceptable range, as shown in the table below which shows no multicollinearity in dependent variables of the study.

Table 4.8 Multi Co linearity Analysis

	Tolerance	VIF
Job insecurity	.927	1.079
Professional Commitment	.625	1.599
Coping Strategies	.812	1.232
Occupational Self Efficacy	.519	1.692

4.9. Common factor analysis for variable validity

The first stage of measurement model is Common factor analysis. Verification of all variables involved in the process of common factor analysis. To show the relationship between the items of the main construct the Common factor analysis (CFA) is used. If the value of factor loading is < 0.50 then the item has chances to be excluded. In the table given below entire sample of 320 has been included. This research includes a total of 5 variables (Job insecurity, Innovative work behavior, Professional commitment, Occupational self-

efficacy, and Coping strategies (Resilience). In addition, this study also includes a comprehensive detail of all these variables. The measurement model fit indicators included confirmatory factor indices (CFI), Chi-square, Root mean square error of approximation (RMSEA), and incremental fit indices (IFI).

Table 4. 6 Measurement Model factor loadings, SMC and Reliability of constructs (N= 320)

Standardized Variables	Items	Factor Loading FL>.50	Cronbach Alpha IC
Job Insecurity	JS2	.76	.929
	JS3	.85	
	JS4	.88	
Innovative Work Behavior	IWB2	.627	.881
	IWB3	.613	
	IWB4	.683	
	IWB5	.709	
	IWB6	.750	
	IWB7	.695	
	IWB8	.636	
	IWB9	.621	
	Professional Commitment	PC2	
PC3		.662	
PC4		.664	
PC7		.541	
PC8		.594	

	PC9	.689	
	PC10	.592	
Occupational Self	OSE2	.494	.853
Efficacy	OSE4	.484	
	OSE5	.530	
	OSE6	.525	
	OSE7	.619	
	OSE8	.616	
	OSE9	.558	
	OSE10	.583	
	OSE11	.622	
	OSE12	.570	
Coping Style	CS4	.528	.828
Resilience	CS5	.567	
	CS6	.567	
	CS7	.680	
	CS8	.658	
	CS9	.574	
	CS10	.559	

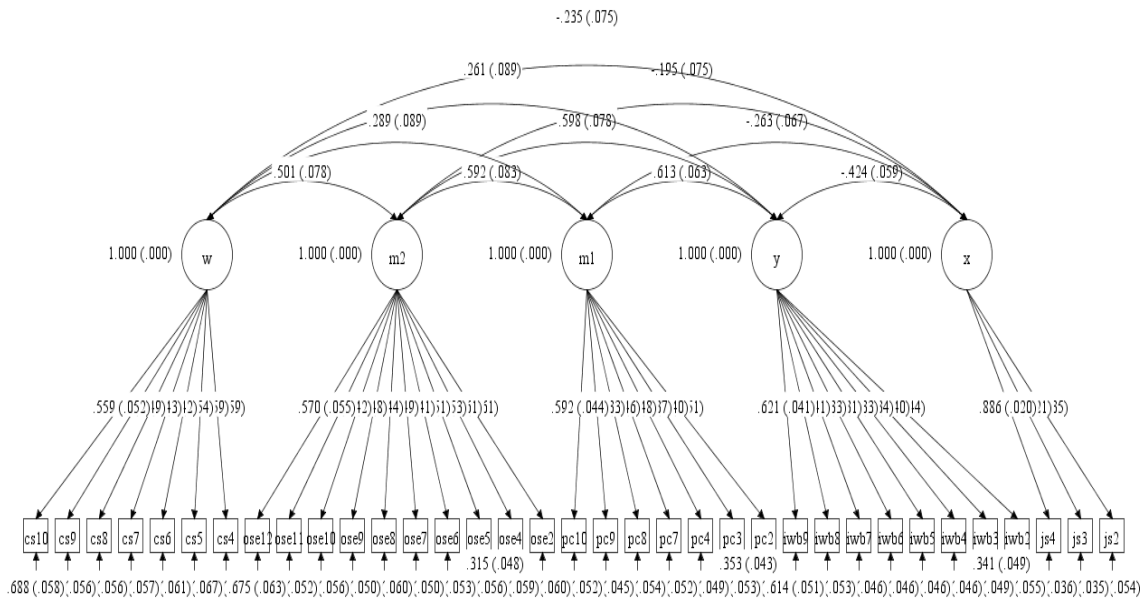


Figure 4. 1 Common Factor Analysis

4.10 Hypothesis Testing

This study consisted of a total of eight hypotheses, five of which are direct hypotheses and three of which are indirect hypotheses. MPLUS has been used to estimate the casual relationships of all hypotheses. Version 7 (Muthén & Muthén, 1998-2015). Detail analysis of all these hypotheses is given below.

Direct H1, H2, H3, H4, and H5 testing

H1: job insecurity and Innovative work behavior has negative relationship.

Job insecurity has negative influence on the innovative work behavior that has been examine in the first hypothesis. The result of first hypothesis shows that there is noteworthy negative relationship between job insecurity and innovative work behavior that is shown by standardized regression weight Factor loading -0.425 having $P < .001$.

As a result, H1 is accepted

H2: Among occupational self-efficacy and innovative work behavior there is positive relationship.

The relationship of occupational self-efficacy and innovative work behavior was inspected in the second hypothesis. The significant positive effect of occupational self-efficacy on innovative work behavior was proven by their result that is shown by standardized regression weight/ Factor loading= .384 having $P < .001$.

As a result of this H2 is accepted.

H3: Professional commitment and innovative work behavior has positive relationship.

Professional commitment and innovative work behavior have been inspected in the third given hypothesis. Their results show that they have noteworthy positive effect by standardized regression weight/ Factor loading= .399 having $P < .001$.

As a result of this H3 is accepted.

H4: Negative relationship among job insecurity and professional commitment.

The fourth hypothesis looked into whether employment uncertainty has a negative impact on professional commitment. The results indicated that job uncertainty has a considerable negative effect on professional dedication, as evidenced by the standardized regression weight/ Factor loading=.283 having 0.001.

As a result, H4 is accepted.

H5: Negative relationship between job insecurity and occupational self-efficacy.

The fifth hypothesis looked at whether there is a negative association between job instability and occupational self-efficacy. The results indicated that job instability has a considerable positive effect on occupational self-efficacy, as evidenced by a standardized regression weight/ Factor loading= 0.205 less than 0.001.

As a result, H5 is approved.

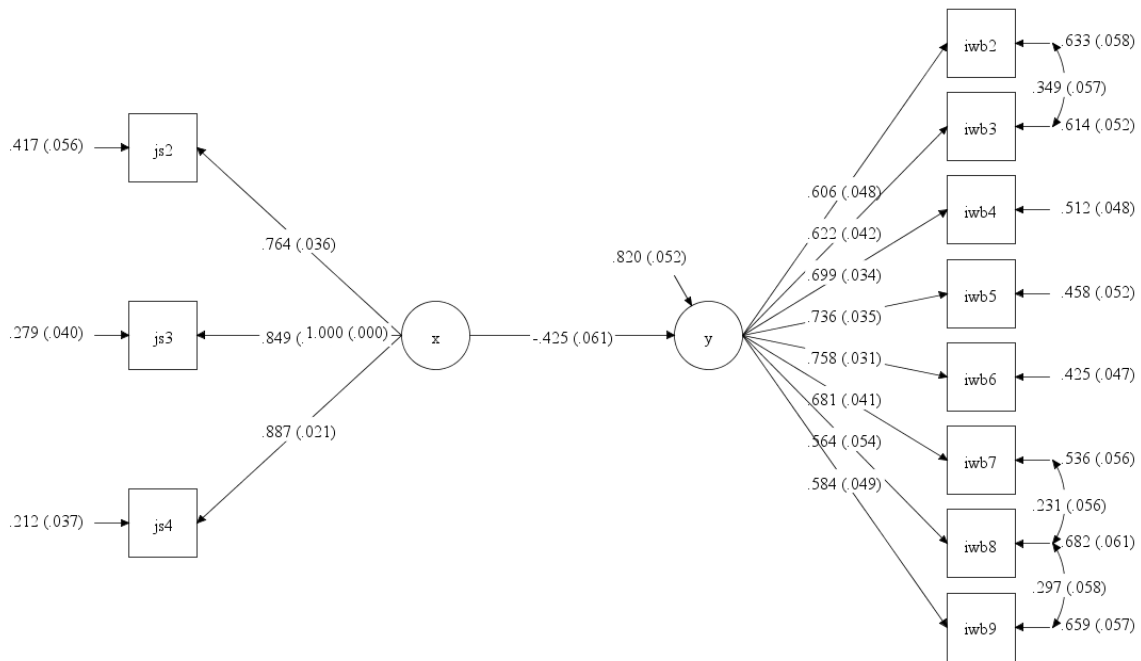


Figure 4. 2Direct Path Model

Figure 3 shows the link between independent and dependent variables using the above-mentioned direct path indices model. The diagram clearly demonstrated that job uncertainty and innovative work behavior had a clear direct link.

Table 4.7 Direct Effects Results

S.No.	Hypothesis	B	P <.05	95%		Results
				LLCI-ULCI		
1.	JS → IWB	-.425	0.000	-.544	-.306	Supported

Note: LLCI = Lower-level class intervals, ULCI= Upper-level class intervals, Both LLCI and ULCI values should have same signs.

JS = Job insecurity, IWB = Innovative Work Behavior

Table 4. 8 Direct Effects Results

S.No.	Hypothesis	B	P <.05	95%		Results
				LLCI-ULCI		
1.	JS → IWB	-.263	0.000	-.397	-.129	Supported
2.	PC → IWB	.399	0.000	.279	.519	Supported
3.	OSE → IWB	.384	0.000	.254	.514	Supported
4.	PC → JS	.283	0.000	-.431	-.135	Supported
5.	OSE → JS	.205	0.010	-.362	-.048	Supported

Note: LLCI = Lower-level class intervals, ULCI= Upper-level class intervals, Both LLCI and ULCI values should have same signs.

JS = Job insecurity, PC = Professional Commitment, OSE = Occupational Self Efficacy, IWB = Innovative Work Behavior

Hypothesis that is not direct; H6, H7 and H8.

Three indirect hypotheses were evaluated in this study, with independent variables regressed on dependent variables with the mediator and moderator to test the combined mediating and moderation in a direct link.

H: 6. Professional commitments mediate between job insecurity and IWB.

The indirect influence of professional commitments between job instability and innovative work behavior was investigated using Byrne's (2012) maximum likelihood method (MLM) with $n=320$ having 95% bias/corrected percentile method having $P < .001$. With an indirect effect of -0.113 , the results revealed that there is full mediation between job instability and innovative work behavior.

As a result, H6 is approved.

H: 7. Occupational self-efficacy mediates the relationship among Job insecurity and Innovative work behavior.

With $n=320$ participants, Byrne (2012) used the maximum likelihood approach to assess the indirect relationship of occupational self-efficacy between job instability and innovative work behavior in the seven offered hypotheses having 95% bias/corrected percentile method having $P < .001$. With an indirect effect of -0.079 , the results revealed that there is partial mediation between occupational self-efficacy and innovative work behavior.

As a result, H7 is approved.

H8: There is a moderating effect of coping style (Resilience) upon job insecurity and IWB.

In the eight given hypotheses, the indirect effect of coping style (Resilience) among job insecurity and innovative work behavior was examined through estimating additive multiple moderation model (Hayes, 2013) $n= 320$ having 95% bias/corrected percentile method having $P < .001$. The findings revealed that there is an indirect relationship between coping style (resilience) and innovative work behavior.

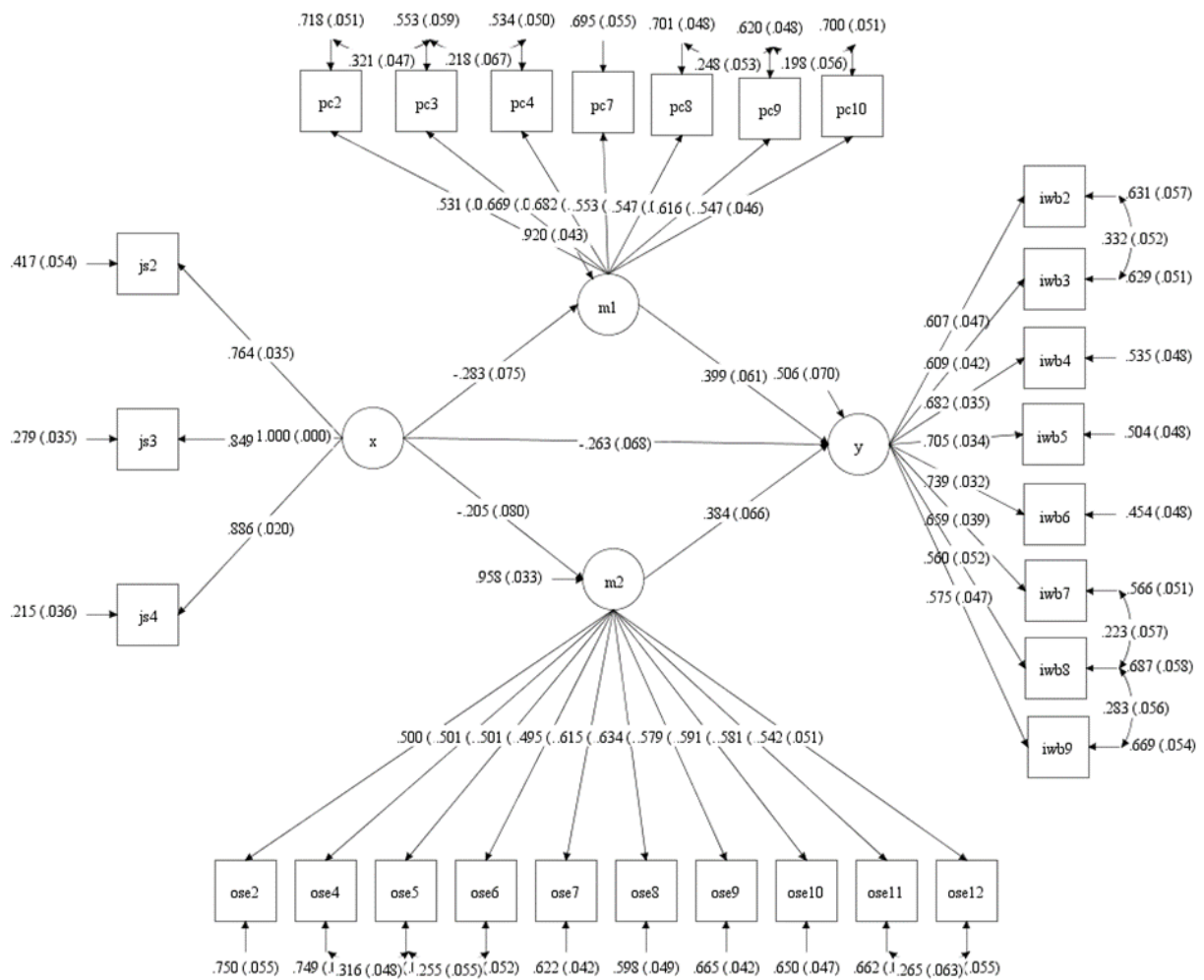


Figure 4.3 Indirect Path Model

Table 4. 9 Model of Indirect and Total Effects

Hypothesis	Indirect Effects	Direct Effects (Path c')	Total Effect (Path c)	P<.05	Ratio of indirect effect to the total effect (%)	Bias corrected confidence interval of Indirect Effects		Results
						Lower confidence level	Upper confidence level	
JS → PC → IWB	-0.113	-.263	-0.454	0.000	42%	-.180	-.048	Supported
JS → OSE → IWB	-0.079	-.263	-0.454	0.024	32.9%	-.148	-0.10	Supported

Note: ***P<0.001

4.11 Slope Test for Innovative Work Behavior

The slope test for innovative work behavior shows the moderation results of resilience. At the low level of resilience, the moderation is accepted with β value of innovative work behavior is -0.323, $p < 0.000$. At a medium level of resilience, moderation is accepted with β value of innovative work behavior is -0.226 with $P < 0.000$. At a high level of resilience, moderation is rejected with β value of innovative work behavior is -0.130 with $P < 0.072$.

The findings of the slope test for innovative work behavior are shown in the table below.

Table 4. 11 Slope Test for Innovative Work Behavior

Predictor	Moderator level (resilience)	Conditional Direct	<i>P</i>
		Effect on Innovative Work Behavior <i>B</i>	
(Job Insecurity)	Low resilience	-0.323	0.000
	Med Resilience	-0.226	0.000
	High Resilience	-0.130	0.072

Note: *** $P < .001$, $P > .05$

4.12 Hypothesis testing summary

The outcomes of all seven hypotheses are summarized in Table 4.13.

Table 4.12 Summary of Hypothesis

S. No	Hypothesis	Structural Path	Standard Regression Weights & P Value	Results
H1	There is the negative relationship of job insecurity on innovative work behavior.	JS → IWB	-.263, P<.001 Significant	Supported
H2	There is the negative relationship of job insecurity on occupational self-efficacy.	JS → OSE	.205, P<.001 Significant	Supported
H3	There is the negative relationship of job insecurity on professional commitment.	JS → PC	.283, P<.001 Significant	Supported

H4	There is a positive relationship of occupational self-efficacy and innovative work behavior.	OSE → IWB	.384, P<.001 Significant	Supported
H5	There is positive relationship of professional commitment and innovative work behavior.	PC → IWB	.399, P<.001 Significant	Supported
H6	Occupational self-efficacy mediates among job insecurity and innovative work behavior.	JS → OSE → IWB	-0.113, P<.001 Significant	Supported
H7	Professional commitment mediates among job insecurity and IWB.	JS → PC → IWB	-0.079, P<.001 Significant	Supported

H8	There is a moderating effect of positive coping style upon job insecurity and IWB	$JS \rightarrow CS \rightarrow IWB$	0.096P<0.06 Significant	rejected
----	-----------------------------------------------------------------------------------	-------------------------------------	---------------------------------------------	-----------------

4.13. Summary of chapter 4

A demographic analysis of the data, as well as mean, standard deviation, kurtosis, and correlations, are included in the fourth chapter of this research study. In addition to reliability analysis, we also look into typical method bias and sample adequacy tests, as well as reliability analysis. Finally, we performed confirmatory factor analysis, construct validities, a measurement model and hypothesis testing of the suggested model in this chapter.

Chapter 5: Discussion

Logical explanation of the results is described in this chapter of study. This chapter also discusses the study's limitations as well as some more potential recommendations. We also examined the direct line of job insecurity and innovative work behavior, as well as the indirect path of professional commitment, occupational self-efficacy, and coping style in this chapter (resilience).

In short, the discussion of the study is based on the three parts. First is the conclusion and interpretations of the results, second the limitation and some practical implications of the study, third the last part of the discussion gives future further recommendations and conclusion of the study.

5.1. Results, Interpretation and telecommunication context

The debate begins by bearing in mind the study's objectives and whether or not they have been met. The results of the study exposed that job insecurity and creative work habits in the presence of a mediator (Professional commitment & Occupational self-efficacy) and moderator (coping style Resilience) has a greater impact on the telecommunication industry of Pakistan. In addition to this, the outcomes of the study proved that the mediation consequence of professional commitment and occupational self-efficacy intervene in the relationship of job insecurity and innovative work behavior. Furthermore, the results also proved that the moderation effect of coping style Resilience weakens the relationship of job insecurity and innovative work behavior. This research is based on eight hypotheses, five of which are direct and three of which are indirect. The results are explained in the following section.

H1: There is a negative relationship between job insecurity on innovative work behavior.

Job insecurity has a negative link with innovative work behavior, according to the first hypothesis. Job uncertainty is a situation in which an employee is at risk of losing his or her job in the future. This threat may have a substantial impact on an employee's ability to focus on his work, resulting in a poor work outcome. The first hypothesis of job instability leading to innovative work behavior was also examined in many researches, with the results calculated based on the findings. The relationship between these two variables was inspected by Hootegem, Niesen, and Witte (2017) these researchers also emphasized the further generalization of these variables. Consequently, this study also shows association with demonstrating that there was an important undesirable association among job uncertainty and innovative work behavior.

The primary hypothesis also clarifies the proposition of theory of psychological contract which asserts that negative behavior/obligation decreases positive behavior. In agreement with this proposition

Job insecurity was taken as a negative atmosphere that creates stress for the employee of being layoff and that stress decreases the positive behavior of the employees.

H: 2. There is a negative relationship between job insecurity and occupational self-efficacy.

From the second hypothesis, it is concluded that job insecurity has a negative relationship with occupational self-efficacy. During the work uncertainty the employee attitude towards their work also going to be changed. The threat in the work environment has drastic effect on the attitude of employee. In the uncertain situation the employee positive attitude

becomes negative. The second hypothesis of job insecurity and occupational self-efficacy was also tested in different studies and the result was estimated according to them. The relationship between these two variables was inspected by (Guarnaccia et al., 2017) these researchers also emphasized the further generalization of these variables. It is also proven by this research that there is a negative association between job insecurity and occupational self-efficacy.

The proposition of psychological contract theory was also clarified in this study which says that negative behavior /obligation decreases the positive attitude of employees. As per this hypothesis, job insecurity is taken as atmosphere that creates negative attitude which is produced by the employer. This action decreases the positive attitude of employees that is occupational self-efficacy.

H: 3. There is a positive association between occupational self-efficacy and innovative work behavior.

From the third hypothesis, it has been concluded that occupational self-efficacy and innovative work behavior were supported by different studies, and results were evaluated accordingly. When there is no threat in working environment, then employees tend to produce positive attitude which ultimately brings positive behavior. Positive behaviors always increase the productivity of organization. The relationship between these two variables was inspected by (Shahzadi & Khurram, 2020). Therefore, this research explains that there is an important positive association between occupational self-efficacy and innovative work behavior.

The proposition of psychological contract theory was also clarified in this study which says that Positive attitudes increase positive behavior. As per this hypothesis, occupational self-efficacy is taken as positive attitude which increases the positive behavior of employees

that is innovative work behavior. A positive attitude always produces positive behavior. When the employees feel comfortable in their work environment then they produce positive behavior. The positive behavior of employees is likely to increase the efficiency of the organization.

The psychological contract is a set of beliefs and expectations between an employee and the employer. When employer fulfills the expectation of employee then they feel motivated towards the work. For the positive behavior of the employee, motivation plays a central role which comes through the psychological contract. When an employer shows a positive attitude then employee response is positive for the organization. For the productivity of an organization positive environment is necessary. It also gives the employee a sense of belongingness to the organization.

H: 4. Occupational self-efficacy mediates the relationship between job insecurity and innovative work behavior.

The fourth hypothesis of the study concluded occupational self-efficacy mediates the association between job insecurity and IWB. When a worker is capable of competing in any situation. Even in the face of uncertainty at work, the employee displays good conduct by maintaining a positive attitude. Occupational self-efficacy mediates the relationship between job insecurity and innovative work behavior was also tested in different studies and the result was estimated according to them. The indirect effect of occupational self-efficacy between job insecurity and innovative work behavior was inspected by (Hootegem & Witte, 2019). Further generalization of these variables was also recommended.

However, this study also shows association with proved that there is a mediating effect occupational self-efficacy between job insecurity and innovative work behavior. The proposition was also supported by this research study of psychological contract theory

according to which negative behavior/obligation buffered by cognitive process or sense-making ultimately into positive desirable attitudes of the perceiver. As per the proposition job insecurity was taken under the construct of negative behavior and occupational self-efficacy was taken as the cognitive process of sense-making, innovative work behavior under the construct of positive behavior of the receiving party.

When employees experience job insecurity from the organization then they use their cognitive ability to handle the situation. Every individual has their sense-making ability the one who has strong this ability can cope with the situation in a better way as compared to the other who has the weak sense-making ability. The sense-making ability helps the employee to assess change from the environment then adjust according to the environment and produce better development. The cognitive ability of the employee buffered the negative input from the environment. The cognitive ability helps the individual first to identify the problem then think about it, lastly abstract thinking. Cognitive ability is the mental thinking process of an individual.

H: 5. There is a negative relationship between professional commitment and job insecurity.

From the fifth hypothesis, it is concluded that job insecurity has a negative relationship with professional commitment. Employee attitudes regarding their work will alter as a result of the work instability. Threats in the workplace have a significant impact on employee attitudes. Employees' favorable attitudes turn negative in uncertain situations. The fifth hypothesis of job insecurity and professional commitment was also tested in different studies and the result was estimated according to them. The relationship between these two variables was inspected by (Yoon, Ho Oh & Kim, 2018) these researchers also emphasized the further generalization of these variables. It is also proven by this

contemporary research that there is a negative association among job insecurity and professional commitment.

The proposition of psychological contract theory was also clarified in this study which says that negative behavior /obligation decreases the positive attitude of employees. As per this hypothesis, job insecurity is taken as negative behavior which is produced by the employer this behavior decreases the positive attitude of employees that is professional commitment.

H: 6. There is a positive relationship between professional commitment and innovative work behavior.

From the sixth hypothesis, it has been concluded that professional commitment and innovative work behavior were supported by different studies, and results were evaluated accordingly. If there is no threat in the employment, workers seem to be more able to have a strong mindset, which leads to positive behavior. Extreme attitudes always boost an organization's productivity. The relationship between these two variables was inspected by (Perry, Hunter & Currall, 2019). Therefore, this study shows an association with proved that there was a significant positive relation between occupational self-efficacy and innovative work behavior.

The proposition of psychological contract theory was also clarified in this study which says that Positive attitudes increase positive behavior. As per this hypothesis, professional commitment is taken as positive behavior which increases the positive attitude of employees that is innovative work behavior.

H: 7. Professional commitment mediates between job insecurity and IWB.

Professional commitment mediates the association among job uncertainty and innovative work behavior that has been concluded from the seventh hypothesis of the study. When a

worker is able to compete under any circumstance. Even when faced with uncertainty at work, the person maintains a pleasant attitude and displays professional behavior. The seventh hypothesis of the study, professional commitment mediates the relationship between job insecurity and innovative work behavior was also tested in different studies and the result was estimated according to them. The mediating effect of professional commitment between job insecurity and innovative work behavior was inspected by (Syed, Husnain & Naseer, 2019). Further generalization of these variables was also recommended.

However, this study also shows association with proved that there is a mediating effect of professional commitment between job insecurity and innovative work behavior. This study hypothesis also supported the psychological contract theory, which claims that negative behavior/obligation is buffered by cognitive processes or sense-making and eventually results in the perceiver's positive desirable attitudes. According to this proposition, job insecurity was taken under the construct of negative behavior and professional commitment was taken as the cognitive process of sense-making, innovative work behavior under the construct of positive behavior of the receiving party.

H8: There is a moderating effect of positive coping style upon job insecurity and IWB

Coping style (resilience) moderates the relationship between job insecurity and innovative work behavior that has been concluded from the eighth hypothesis of the study. The eighth hypothesis of the study, resilience moderates the relationship between job insecurity and innovative work behavior was also tested in different studies, and the result was estimated according to them. The moderating effect of coping style (resilience) between job insecurity and innovative work behavior was inspected by (Campbell-Sills & B. Stein, 2007). Further generalization of these variables was also recommended.

However, this study also shows little variation with proved that there is no moderating effect of coping style (resilience) between job insecurity and innovative work behavior. When the employee has a high level of resilience then the job insecurity for the employee does not matter. If in their workplace the high level of job insecurity present then the employees switches towards the other organization. This study hypothesis also justified the proposition of psychological contract theory which states that Negative behavior/obligation buffered by the cognitive process of sense-making ultimately transforms into positive behavior of receiving party. According to this proposition, job insecurity was taken under the construct of negative behavior and occupational self-efficacy was taken as the cognitive process of sense-making, innovative work behavior under the construct of positive behavior of the receiving party.

5.2. Theoretical Implications

This study covers the most important theoretical gaps in existing research by investigating innovative work behavior at the individual level in the presence of mediator and moderator. The entire study is based on the five assumptions of psychological contract theory that are suggested theoretically. The complete hypothesis and their intact association are based on the five propositions of psychological contract theory. To test empirically these four propositions of psychological contract theory is the main contribution of this study (Vos, Buyens & Schalk, 2003; Savarimuthu & Rachael, 2017) which are these:

1. Negative behavior/obligation decrease positive behavior.

The first three hypotheses are encouraging that proposition when job insecurity is provided by the organization then it decreases the positive behavior of the employees (innovative work behavior, Occupational self-efficacy and Professional commitment).

2. Positive attitudes increase positive behavior.

The third and fourth hypothesis is based on the above proposition that occupational self-efficacy and professional commitment creates innovative work behavior

3. Negative behavior obligation decrease positive attitude.

The first three hypotheses also encouraging that proposition when job insecurity is provided by the employer side then it decreases the positive behavior of the employees (innovative work behavior, Occupational self-efficacy, and Professional commitment).

4. Negative behavior/obligation buffered by cognitive process or sense-making ultimately into positive desirable attitudes of the perceiver.

The sixth and seventh hypotheses are supporting the proposition when job insecurity is buffered by occupational self-efficacy and professional commitment then the employee produces innovative work behavior. Cognitive process making plays a strong mediator role between the receiver and recipient.

5. Negative behavior/obligation buffered by the cognitive process of sense-making ultimately transforms into positive behavior of receiving party.

The eighth hypothesis is supporting the proposition when job insecurity is buffered by coping style (resilience) then innovative work behavior is produced. Cognitive process making plays a strong mediator role between the receiver and recipient.

5.3. Practical Implications

Another important practical contribution of this study is to test empirical individual level predication such as job insecurity, innovative work behavior, occupational self-efficacy, professional commitment, coping style(resilience) suggested by contemporary researchers

(Hootegem, Niesen & Witte, 2018; Niesen et al., 2018; Shahzadi&Khurram, 2020; Perry, Hunter &Currall,2019; Campbell-Sills &B. Stein,2007; Syed, Husnain & Naseer, 2019; Guarnaccia et al., 2017; Yoon, Ho-Oh &Kim,2018). Moreover, the simultaneous effect of the entire theoretical framework has been investigated, this study is also unique because it discovered the important role of occupational self-efficacy and professional commitment as a mediator and coping style resilience as a moderator between job insecurity and innovative work behavior. Furthermore, this study also covers an important practical gap of empirically tested the role of job insecurity in the creation of innovative work behavior in the presence of mediator and moderator. This relationship is supported by the psychological contract theory (Vos, Buyens &Schalk, 2003; Savarimuthu &Rachael, 2017) propositions which states that negative behavior/obligation buffered by the cognitive process of sense-making ultimately transforms into positive behavior of receiving party. Some recommended research gaps as identified by the previous studies also covered in the study i.e.; 1) Lack of empirical research is suggested by Hootegem, Niesen & Witte, (2018); Niesen et al., (2018); BOS-Nehles, Bondarouk & Nijenhuis, (2016) in the contemporary research in respect to job insecurity in the creation of innovative work behavior so they suggested further generalization of these variables.

2) It is proven by the result of this study that his occupational self-efficacy plays an important role in the generation of innovative work behavior which was suggested by Newman et al., (2018) and Shahzadi & Khurram., (2020) 3) employee self-efficacy need to be empirically tested in the creation of innovative work behavior. Along with theoretical implication, there is also some practical implication of this study that helps in the creation of innovative work behavior (telecom sector) (Spanuth & Wald., 2017) for the reason that job insecurity creates stress and strain for the employee due to being layoff of any time that

eventually affects the productivity and creativity of the employees (Muchiri, McMurray, Nkhoma & Pham., 2020).

With the help of the literature and past studies at the macro level some managerial level implications are suggested. A lot of research work has been done the job insecurity and IWB but the mediating and moderating mechanism between these variables is neglected. This study will be extremely beneficial to managers, as they will be able to provide training to employees on how to show more positive attitude and behavior in the insecure work situations, as well as hold a session for employees on how to reduce the impact of an insecure work environment on employee attitudes, because attitudes lead to more competitive behavior.

5.4 Limitations and Recommendations

Considering the current pandemic situation, the 50 percent attendance of the employee and official protocol is one of the greatest limitations of this study. Due to the 50 percent attendance of the employees, it took a lot of time to fill the questionnaire. To target the whole sample of the study was not accessible that's why the conventional method is the limitation of the study.

The different mediators and moderators should have been studied unconnectedly such as motivation, stress, professional achievement, etc. This study needs generalizability such as in different locations geographically. Also, in this study, limited resources and time are used.

Innovative work behavior is needed in every sector, country, and organization so this study is not only for the telecommunication sector government organizations, education sector, and banking sector can also use this study. By this study, they can give training to their

employees who can innovate something new for the organization that is aligned with the goals of the organization

Innovation is a big source of competitive edge over the other country. So, this study helps the policymaker to make such policies that encourage the employees to take innovative initiative. This study is equally important for the government and private sector in making competitive policies for the country.

A good working environment is very important for innovative work behavior. If the employee feels threatened in their work place of being layoff then he/she might not be able to pay concentration on their work. By this study, the management gets to know who to make policies in the insecure job environment that stimulate the employees to be innovative or to enhance their positive behavior towards the organization.

5.5 Conclusion

In academic and practical research this study adds a novel and positive contribution. From the above-mentioned results and discussions, it is proven that attitudes play an important role in the generation of behavior. When a person has a positive mentality, he or she is more likely to exhibit positive conduct. Employees that have strong control over their attitudes still choose positive behavior in an unstable work setting. The psychological contract between the employee and the employer established the framework for these attitude and behavior. This study makes a distinctive contribution since it examines the context of employment instability, in the presence of attitudes (Professional Commitment & Occupational self-efficacy) where innovative behavior is desperately needed. This study provides a competitive edge to the organization. In addition to this, the important role of employee's attitudes (professional commitment and occupation self-efficacy) as a mediator

is revealed. The role of moderator coping style resilience is also investigating in this study among occupation uncertainty and innovative work behavior.

The study's practical impact in the telecom sector is to improve employees' innovative work behavior by providing them solution of their insecure work environment with a better understanding of attitudes and behavior in their insecure work environment. Due to the current pandemic situation the job uncertainty in the telecommunications industry is so high that employee's innovative work behavior must be tackled with some variables that enhance the effectiveness and efficiency of the organization. This study is focusing on the role of mediator and moderate between job insecurity and innovative work behavior. Innovative work behavior of employees in the in securing work environment is very important for the growth of the employees. The most essential aspects in the development of innovative work behavior in an uncertain employment environment is positive attitudes that are professional commitment and occupational self-efficacy. Employees must be determined and confident in their abilities, attitudes, and knowledge in an insecure work environment so that they can work without fear of losing their jobs and improve their inventive behavior. This study helps the telecom industry to start focusing on employee innovative work behavior to produce better results.

5.6. Recommendations

The phenomenon of job insecurity and innovative work behavior can be studied in the telecom sector is going to add more value in the work-life of employees. This study can help to create awareness about the work-life of employees to enhance their innovative work behavior. The contemporary research stresses the importance of an attitude, professional commitment and occupational self-efficacy to progress the employee's work life and their innovative work behavior. To improve the work-life of employees and their working

environment the variables used in the study are very much suggested to be studied in the telecom sector. Telecomm management should provide training to employees to calm you in the stress situation and also encourage employee's innovative work behavior by providing some incentive in returns of their positive contribution to the organization.

Employee's innovative work behavior is the most crucial factor for the competitive advantage of the organization. It is also associated with the effectiveness and efficiency of the organization. Training seminars and workshops should be arranged to give awareness to employees on how to innovate in productivity manners. An insecure work environment with professional commitment and resilience can produce more confident employees that perform well.

Due to the current pandemic situation of COVID 19 that creates an insecure work environment, increases stress, lessens the productivity and employees' performance the role of professional commitment, occupational self-efficacy and resilience helps the management to handle the situation in a better way. The telecom management should take measures regarding employees.

Following recommendations are suggested in this study.

Job insecurity is studied concerning innovative work behavior however other working contexts behavior such as organizational citizenship, counterproductively work behavior, joining and staying with the organization can be studied separately.

In the same way professional commitment and occupational self-efficacy is identified as a good mediator between job insecurity and innovative work behavior however other mediating variables such as professional achievement, trauma and enthusiasm can be studied concerning job insecurity and innovative work behavior.

In addition, coping style (resilience) is considered as a good moderator other moderating variable such as gender, level of reward should be studied concerning job insecurity and innovative work behavior.

This research focused on identifying organizational determinants of innovative work behavior, however future research could incorporate individual or environmental elements in the development of innovative work behavior.

Individual-level prediction in the creation of an innovative work behavior was studied in this study organizational level of prediction such as motivation. Pay scale, promotion should be studied under the work context construct in future studies.

This study suggested that variables that are used in the telecom sector should be studied in other industries where innovation is needed and job insecurity is so high like banking and educational institution etc.

It is also suggested in the study that the services giver sector should interrogate these relationships to increase the productivity of employees.

5.6. Summary of chapter 5

Complete detail of the theoretical framework of the study and interpretation of results is well explained in this chapter. This chapter also explained the recommendation, the current study shortcomings and practical implications. At last, the conclusion explained the main objective of the study that is achieved.

References

- Adebayo, D. O. (2006). The moderating effect of self-efficacy on job insecurity and organizational commitment among Nigerian public servants. *Journal of Psychology in Africa, 16*(1), 35-43
- Ahmed, F., Hassan, A., Ayub, M. U., & Klimoski, R. J. (2018). High commitment work system and innovative work behavior: The mediating role of knowledge sharing. *Pakistan Journal of Commerce and Social Sciences (PJCSS), 12*(1), 29-51.
- Akhtar, M. W., Syed, F., Husnain, M., & Naseer, S. (2019). Person-organization fit and innovative work behavior: The mediating role of perceived organizational support, affective commitment and trust. *Pakistan Journal of Commerce and Social Sciences (PJCSS), 13*(2), 311-333.
- AviVaknin. (2020). The Role of Telecommunications in Business. Available Online at: <https://www.telxcomputers.com/the-role-of-telecommunications-in-business/>.
- Alzyoud, S., Partington, S., & Mitchell, C. (2017). Employee Innovation in the Hospitality Industry: The Mediating Role of Psychological Safety
- Apuke, O. D. (2017). Quantitative research methods: A synopsis approach. *Kuwait Chapter of Arabian Journal of Business and Management Review, 33*(5471), 1-8.
- Anwar Khan, D., Maqsood Haider, D., Chaudhry Shoaib Akhtar, D., & Fazal Hanan, M. (2017). Dynamics of Job Satisfaction in the Telecom Sector of Pakistan. *Journal of Quality and Technology Management, 14*(II), 296-314.
- Arnold, A., & Staffebach, B. (2012). Perceived post-restructuring job insecurity: The impact of employees' trust in one's employer and perceived employability. *German Journal of Human Resource Management, 26*(4), 307-330.
- Aryee, S., & Tan, K. (1992). Antecedents and outcomes of career commitment. *Journal of Vocational Behavior, 40*(3), 288-305

- Astarlioglu, M., Kazozcu, S. B., & Varnalia, R. (2011). A qualitative study of coping strategies in the context of job insecurity. *Procedia-Social and Behavioral Sciences*, 24, 421-434.
- Axtell, C. M., Holman, D. J., Unsworth, K. L., Wall, T. D., Waterson, P. E., & Harrington, E. (2000). Shopfloor innovation: Facilitating the suggestion and implementation of ideas. *Journal of occupational and organizational psychology*, 73(3), 265-285
- Barnhill, C., & Smith, N. (2018). Psychological Contract Fulfillment and Innovative work behaviors: The Mediating Role of Organizational Citizenship.
- Baragde, D., & Baporikar, N. (2017). Business innovation in Indian software industries. *Journal of Science and Technology Policy Management*.
- Basadur, M. (2004). Leading others to think innovatively together: Creative leadership. *The Leadership Quarterly*, 15(1), 103-121
- Bal, P. M., & Kooij, D. (2011). The relations between work centrality, psychological contracts, and job attitudes: The influence of age. *European Journal of work and organizational psychology*, 20(4), 497-523
- Bandura, A. (1995). Exercise of personal and collective efficacy in changing societies. Self-efficacy in changing societies. *Self-efficacy in changing societies*, 1-45.
- Bandura, A. (1986). Social foundations of thought and action. *Englewood Cliffs, NJ, 1986*, 23-28.
- Bandura, A. (1997). *Self-efficacy: The exercise of control*: New York: Freedom and Company.
- Barrick, M. R., Parks, L., & Mount, M. K. (2005). Self-monitoring as a moderator of the relationships between personality traits and performance. *Personnel psychology*, 58(3), 745-767.

- Beavers, A. S., Lounsbury, J. W., Richards, J. K., Huck, S. W., Skolits, G. J., & Esquivel, S. L. (2013). Practical considerations for using exploratory factor analysis in educational research. *Practical Assessment, Research, and Evaluation, 18*(1), 6.
- Beavers, A. (2020). *How They Stay in College: A Qualitative Study on the Staying-In-College Behaviors of Students in the Posse Program*. Michigan State University.
- Blau, P. (1964). Power and exchange in social life
- Bos-Nehles, A., Bondarouk, T., & Nijenhuis, K. (2017). Innovative work behaviour in knowledge-intensive public sector organizations: the case of supervisors in the Netherlands fire services. *The International Journal of human resource management, 28*(2), 379-398
- Bracci, A., & Riva, E. (2020). Perceived job insecurity and anxiety. A multilevel analysis on male and female workers in European countries. *Frontiers in Sociology, 5*, 75.
- Brockner, J., Grover, S., Reed, T. F., & Dewitt, R. L. (1992). Layoffs, job insecurity, and survivors' work effort: Evidence of an inverted-U relationship. *Academy of Management journal, 35*(2), 413-425.
- Brian Beers. (2021). What Is the Telecommunications Sector? Available Online at: <https://www.investopedia.com/ask/answers/070815/what-telecommunications-sector.asp>. What Is the Telecommunications Sector?
- Burton, M. D., & O'Reilly, C. (2000). The impact of high commitment values and practices on technologystart-ups. *Unpublished manuscript, MIT, Sloan School of Management*
- Burke, R. J., & Cooper, C. L. (Eds.). (2000). *The organization in crisis: Downsizing, restructuring, and privatization*. Blackwell Publishing.

- Byrne, B. M. (2010). Structural equation modeling with AMOS: basic concepts, applications, and programming (multivariate applications series). *New York: Taylor & Francis Group, 396(1), 7384.*
- Cavanaugh, M. A., & Noe, R. A. (1999). Antecedents and consequences of relational components of the new psychological contract. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior, 20(3), 323-340.*
- Carmeli, A., Meitar, R., & Weisberg, J. (2006). Self-leadership skills and innovative behavior at work. *International journal of manpower.*
- Callea, A., Urbini, F., & Bucknor, D. (2012). Temporary employment in Italy and its consequences on gender. *Gender in Management: An International Journal*
- Carson, K. D., & Bedeian, A. G. (1994). Career commitment: Construction of a measure and examination of its psychometric properties. *Journal of Vocational Behavior, 44(3), 237-262.*
- Campbell-Sills, L., & Stein, M. B. (2007). Psychometric analysis and refinement of the Connor-Davidson Resilience Scale (CD-RISC): Validation of a 10-item measure of resilience. *Journal of Traumatic Stress: Official Publication of The International Society for Traumatic Stress Studies, 20(6), 1019-1028.*
- Carlson, J. M., & Fang, L. (2020). The stability and reliability of attentional bias measures in the dot-probe task: Evidence from both traditional mean bias scores and trial-level bias scores. *Motivation and Emotion, 44, 657-669.*
- Cattell, R. (Ed.). (2012). *The scientific use of factor analysis in behavioral and life sciences.* Springer Science & Business Media
- Çetin, F., & Aşkun, D. (2018). The effect of occupational self-efficacy on work performance through intrinsic work motivation. *Management Research Review.*

- Cheng, G. H. L., & Chan, D. K. S. (2008). Who suffers more from job insecurity? A meta-analytic review. *Applied Psychology, 57*(2), 272-303.
- Charkhabi, M. (2019). Quantitative job insecurity and well-being: testing the mediating role of hindrance and challenge appraisals. *Frontiers in Psychology, 9*, 2776
- Chang, T., & Lin, H. (2008). A study on service employees' customer-oriented behaviors. *Journal of American Academy of Business, 13*(1), 92-97.
- Chatchawan, R., Trichandhara, K., & Rinthaisong, I. (2017). Factors affecting innovative work behavior of employees in local administrative organizations in the South of Thailand. *International Journal of Social Sciences and Management, 4*(3), 154-157
- Chang, H. T., Hsu, H. M., Liou, J. W., & Tsai, C. T. (2013). Psychological contracts and innovative behavior: a moderated path analysis of work engagement and job resources. *Journal of Applied Social Psychology, 43*(10), 2120-2135.
- Choi, J. N. (2004). Individual and contextual predictors of creative performance: The mediating role of psychological processes. *Creativity Research Journal, 16*(2-3), 187-199
- Choi, S. B., Cundiff, N., Kim, K., & Akhatib, S. N. (2018). The effect of work-family conflict and job insecurity on innovative behavior of Korean workers: the mediating role of organizational commitment and job satisfaction. *International Journal of Innovation Management, 22*(01), 1850003.
- Cheng, G. H. L., & Chan, D. K. S. (2008). Who suffers more from job insecurity? A meta-analytic review. *Applied Psychology, 57*(2), 272-303
- Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management, 39*(1), 79-92.

- Coyne, J. C., Aldwin, C., & Lazarus, R. S. (1981). Depression and coping in stressful episodes. *Journal of abnormal psychology, 90*(5), 439
- Dachapalli, L. A. P., & Parumasur, S. B. (2012). Employee susceptibility to experiencing jobinsecurity. *South African Journal of Economic and Management Sciences, 15*(1), 16-30.
- Davy, K.A., Kinicki, A.J. & Scheck, C.I. (1997). A test of job insecurities directed and mediated effects on withdrawal cognition. *Journal of Organisational Behaviour, 18*(4):323-349.
- Debus, M. E., & Unger, D. (2017). The interactive effects of dual-earner couples' job insecurity: Linking conservation of resources theory with crossover research. *Journal of Occupational and Organizational Psychology, 90*(2), 225-247.
- De Vos, A., Buyens, D., & Schalk, R. (2003). Psychological contract development during organizational socialization: Adaptation to reality and the role of reciprocity. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior, 24*(5), 537-559
- Dewe, P. J. (1987). Identifying strategies nurses use to cope with work stress. *Journal of Advanced Nursing, 12*(4), 489-497.
- De Spiegelaere, S., Van Gyes, G., De Witte, H., Niesen, W., & Van Hootegem, G. (2014). On the relation of job insecurity, job autonomy, innovative work behaviour and the mediating effect of work engagement. *Creativity and innovation management, 23*(3), 318-330
- De Vos, A., Buyens, D., & Schalk, R. (2003). Psychological contract development during organizational socialization: Adaptation to reality and the role of reciprocity. *Journal of Organizational Behavior: The International Journal of*

- Industrial, Occupational and Organizational Psychology and Behavior*, 24(5), 537-559.
- De Spiegelare, S., Van Gyes, G., De Witte, H., & Van Hootegem, G. (2015). Job design, work engagement and innovative work behavior: A multi-level study on Karasek's learning hypothesis. *Management Review*, 123-137.
- De Spiegelare, S., Van Gyes, G., De Witte, H., Niesen, W., & Van Hootegem, G. (2014). On the relation of job insecurity, job autonomy, innovative work behaviour and the mediating effect of work engagement. *Creativity and Innovation Management*, 23(3), 318-330
- De Witte, H. (2005). Job insecurity: Review of the international literature on definitions, prevalence, antecedents and consequences. *SA Journal of Industrial Psychology*, 31(4), 1-6
- De Jong, J., & Den Hartog, D. (2010). Measuring innovative work behaviour. *Creativity and Innovation Management*, 19(1), 23-36.
- De Jong, J. P., & Den Hartog, D. N. (2007). How leaders influence employees' innovative behaviour. *European Journal of innovation management*.
- Dietz, J. S., & Bozeman, B. (2005). Academic careers, patents, and productivity: industry experience as scientific and technical human capital. *Research policy*, 34(3), 349-367.
- DiFonzo, N., & Bordia, P. (1998). A tale of two corporations: Managing uncertainty during organizational change. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 37(3-4), 295-303.

- Dorenbosch, L., Engen, M. L. V., &Verhagen, M. (2005). On-the-job innovation: The impact of jobdesign and human resource management through production ownership. *Creativity and innovation management, 14*(2), 129-141.
- Ez Talk. (2021). The Importance of Telecommunication. Available Online at<https://eztalks.com/unified-communications/the-importance-of-telecommunication.html>.
- Farr, J. L., & West, M. A. (Eds.). (1990). *Innovation and creativity at work: Psychological and organizational strategies*. Wiley
- Farr, J. L., & Ford, C. M. (1990). *Individual innovation*. In M. A. West & J. L. Farr (Eds.), *Innovation and creativity at work: Psychological and organizational strategies* (p. 63–80).
- Ferrie, J. E. (2001). Is job insecurity harmful to health? *Journal of the royal society of medicine, 94*(2), 71-76.
- Friborg, O., Hjemdal, O., Rosenvinge, J. H., Martinussen, M., Aslaksen, P. M., &Flaten, M. A. (2006). Resilience as a moderator of pain and stress. *Journal of psychosomatic research, 61*(2), 213-219.
- Floyd, F. J., & Widaman, K. F. (1995). Factor analysis in the development and refinement of clinical assessment instruments. *Psychological assessment, 7*(3), 286.
- Gasparro, R., Scandurra, C., Maldonato, N. M., Dolce, P., Bochicchio, V., Valletta, A. &Marenzi, G. (2020). Perceived Job Insecurity and Depressive Symptoms among Italian Dentists: The Moderating Role of Fear of COVID-19. *International Journal of Environmental Research and Public Health, 17*(15), 53-38.

- Greenhalgh, L., & Rosenblatt, Z. (1984). Job insecurity: Toward conceptual clarity. *Academy of Management Review*, 9(3), 438-448.
- Gong, Y., Huang, J. C., & Farh, J. L. (2009). Employee learning orientation, transformational leadership, and employee creativity: The mediating role of employee creative self-efficacy. *Academy of Management Journal*, 52(4), 765-778.
- Gogtay, N. J., Deshpande, S. P., & Thatte, U. M. (2017). Principles of regression analysis. *Journal of the Association of Physicians of India*, 65(48), 48-52.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis*. Seventh Edition Prentice Hall, Upper Saddle River, New Jersey.
- Hanappi, D., & Lipps, O. (2019). Job insecurity and parental well-being. *Demographic Research*, 40, 897-932.
- Hartmann, N. N., & Rutherford, B. N. (2015). Psychological contract breach's antecedents and outcomes in salespeople: The roles of psychological climate, job attitudes, and turnover intention. *Industrial Marketing Management*, 51, 158-170.
- Hakimian, F., Farid, H., Ismail, M. N., & Nair, P. K. (2016). Importance of commitment in encouraging employees' innovative behaviour. *Asia-Pacific Journal of Business Administration*.
- Hartley, J., Jacobson, D., Klandermans, B., & Van Vuuren, T. (1990). *Job insecurity: Coping with jobs at risk*. Sage Publications Ltd.
- Hayes, A. F., & Krippendorff, K. (2007). Answering the call for a standard reliability measure for coding data. *Communication Methods and Measures*, 1(1), 77-89.
- Hellgren, J., Sverke, M., & Isaksson, K. (1999). A two-dimensional approach to job insecurity: Consequences for employee attitudes and well-being. *European Journal of Work and Organizational Psychology*, 8(2), 179-195.

- Hodgkinson, G. P., & Ford, J. K. (2016). Reflecting on the past and looking to the future. *Journal of Organizational Behavior*, 37, S3-S8.
- Hirsch, P. M., & Soucey, M. D. (2006). Organizational restructuring and its consequences: Rhetorical and structural. *Annu. Rev. Sociol.*, 32, 171-189.
- Hulsheger, U. R., Anderson, N., & Salgado, J. F. (2009). Team-level predictors of innovation at work: a comprehensive meta-analysis spanning three decades of research. *Journal of Applied psychology*, 94(5), 1128
- Hui, C., Lee, C., & Rousseau, D. M. (2004). Psychological contract and organizational citizenship behavior in China: Investigating generalizability and instrumentality. *Journal of Applied Psychology*, 89(2), 311.
- Hui, M. (2012). The research on the development trends of telecommunication industry. *Science Direct*, 232 – 236.
- Imtiaz, S. Y., Khan, M. A., & Shakir, M. (2015). Telecom sector of Pakistan: Potential, challenges and business opportunities. *Telematics and Informatics*, 32(2), 254-258.
- Ismail, U. (2020). Mediating effects of HRM practices in organizational justice on innovative workbehavior among the hotel industry of Pakistan. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 10(1), 132-148.
- Ito, J. K., & Brotheridge, C. M. (2001). An examination of the roles of career uncertainty, flexibility, and control in predicting emotional exhaustion. *Journal of Vocational Behavior*, 59(3), 406-424
- Janssen, O. (2000). Job demands, perceptions of effort-reward fairness and innovative work behavior. *Journal of Occupational and Organizational Psychology*, 73(3), 287–302.

- Jaussi, K. S., Randel, A. E., & Dionne, S. D. (2007). I am, I think I can, and I do: The role of personal identity, self-efficacy, and cross-application of experiences in creativity at work. *Creativity Research Journal*, *19*(2-3), 247-258.
- Jong, J., & den Hartog, D. (2010). Measuring Innovative Work Behavior. *Creativity and Innovation Management*, *19*(1), 23–36.
- Jiang, L., Hu, S., Näswall, K., López Bohle, S., & Wang, H. J. (2020). Why and when cognitive job insecurity relates to affective job insecurity? A three-study exploration of negative rumination and the tendency to negative gossip. *European Journal of Work and Organizational Psychology*, 1-15.
- Jiang, L., Hu, S., Näswall, K., López Bohle, S., & Wang, H. J. (2020). Why and when cognitive job insecurity relates to affective job insecurity? A three-study exploration of negative rumination and the tendency to negative gossip. *European Journal of Work and Organizational Psychology*, 1-15.
- Jiang, W., & Gu, Q. (2017). Leader creativity expectations motivate employee creativity: A moderated mediation examination. *The International Journal of Human Resource Management*, *28*(5), 724-749.
- Jungert, T., Koestner, R. F., Houlihan, N., & Schattke, K. (2013). Distinguishing source of autonomy support in relation to workers' motivation and self-efficacy. *The Journal of Social Psychology*, *153*(6), 651-666.
- Kashyap, S. P., Kumar, S., & Krishna, A. (2014). Role of resilience as a moderator between the relationship of occupational stress and psychological health. *Indian Journal of Health and Wellbeing*, *5*(9), 1023.
- Kanter, R. M. (1988). When a thousand flowers bloom: Structural, collective, and social conditions for innovation in organizations. *Knowledge Management and Organizational Design*, *10*, 93-131.

- Kauppila, O. P., &Tempelaar, M. P. (2016). The social-cognitive underpinnings of employees' ambidextrous behavior and the supportive role of group managers' leadership. *Journal of Management Studies*, 53(6), 1019-1044.
- Korzilius, H., Bücker, J. J., &Beerlage, S. (2017). Multiculturalism and innovative work behavior: The mediating role of cultural intelligence. *International Journal of Intercultural Relations*, 56, 13-24.
- König, C. J., Debus, M. E., Häusler, S., Lendenmann, N., &Kleinmann, M. (2010). Examining occupational self-efficacy, work locus of control and communication as moderators of the job Insecurity—job performance relationship. *Economic and Industrial Democracy*, 31(2), 231-247.
- King, J. E. (2000). White-collar reactions to job insecurity and the role of the psychological contract: Implications for human resource management. *Human Resource Management: Published in Cooperation with The School of Business Administration, The University of Michigan and in Alliance with The Society of Human Resources Management*, 39(1), 79-92.
- Kim, T. T., Karatepe, O. M., & Lee, G. (2018). Psychological contract breach and service innovation behavior: psychological capital as a mediator. *Service Business*, 12(2), 305-329.
- Kimwolo, A., & Cheruiyot, T. (2019). Intrinsically motivating idiosyncratic deals and innovative work behaviour. *International Journal of Innovation Science*.
- Kim, T. T., Karatepe, O. M., & Lee, G. (2018). Psychological contract breach and service innovation behavior: psychological capital as a mediator. *Service Business*, 12(2), 305-329.

- Khan, M. A., Ismail, F. B., Hussain, A., & Alghazali, B. (2020). The interplay of leadership styles, innovative work behavior, organizational culture, and organizational citizenship behavior. *Sage Open*, *10*(1), 2158244019898264.
- Knezović, E., & Drkić, A. (2020). Innovative work behavior in SMEs: the role of transformational leadership. *Employee Relations: The International Journal*.
- Krippendorff, K. (1970). Estimating the reliability, systematic error and random error of interval data. *Educational and Psychological Measurement*, *30*(1), 61-70.
- Hammond, M. M., Neff, N. L., Farr, J. L., Schwall, A. R., & Zhao, X. (2011). Predictors of individual-level innovation at work: A meta-analysis. *Psychology of Aesthetics, Creativity, and the Arts*, *5*(1), 90.
- Lam, A. (2007). Knowledge networks and careers: Academic scientists in industry–university links. *Journal of management studies*, *44*(6), 993-1016
- Laszlo, K. D., Pikhart, H., Kopp, M. S., Bobak, M., Pajak, A., Malyutina, S., ... & Marmot, M. (2010). Jobinsecurity and health: A study of 16 European countries. *Social science & medicine*, *70*(6), 867-874.
- Lerner, R. M. (2006). Resilience as an attribute of the developmental system: Comments on the papers of Professors Masten & Wachs. *Annals of the New York academy of sciences*, *1094*(1), 40-51.
- Louis, M. R. (1980). Surprise and sense making: What newcomers experience in entering unfamiliar organizational settings. *Administrative science quarterly*, 226-251.
- Li, S., & Chen, Y. (2018). The relationship between psychological contract breach and employees' counterproductive work behaviors: the mediating effect of organizational cynicism and work alienation. *Frontiers in Psychology*, *9*,
- Li X and Zheng Y (2014) The Influential Factors of Employees' Innovative Behavior and Management Advice. *Journal of Service Science and Management* 7: 446-450

- Lukeš, M., & Stephan, U. (2017). Measuring employee innovation: A review of existing scales and the development of the innovative behaviour and innovation support inventories across cultures. *International Journal of Entrepreneurial Behavior & Research*, 23(1), 136-158.
- Luthar, S. S., Cicchetti, D., & Becker, B. (2000). The construct of resilience: A critical evaluation and guidelines for future work. *Child development*, 71(3), 543-562
- Mathiyazhagan, T., & Nandan, D. (2010). Survey research method. *Media Mimansa*, 4(1), 34-45.
- Johnson, R. B., & Christensen, L. (2019). *Educational research: Quantitative, qualitative, and mixed approaches*. SAGE Publications, Incorporated.
- Ma, B., Liu, S., Lassleben, H., & Ma, G. (2019). The relationships between job insecurity, psychological contract breach and counterproductive workplace behavior: Does employment status matter? *Personnel Review*
- Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and organizational Psychology*, 1(1), 3-30.
- Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological bulletin*, 108(2), 171.
- Mathiyazhagan, T., & Nandan, D. (2010). Survey research method. *Media Mimansa*, 4(1), 34-45.
- May, T. Y. M., Koczymanski, M., & Frenkel, S. J. (2002). Organizational and occupational commitment: Knowledge workers in large corporations. *Journal of management Studies*, 39(6), 775-801
- Menéndez-Espina, S., Llosa, J. A., Agulló-Tomás, E., Rodríguez-Suárez, J., Sáiz-Villar, R., & Lahseras-Díez, H. F. (2019). Job insecurity and mental health: the moderating

- role of coping strategies from a gender perspective. *Frontiers in psychology*, *10*, 286,1-22
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human resource management review*, *1*(1), 61-89
- Meyer, J. P., Allen, N. J., & Gellatly, I. R. (1990). Affective and continuance commitment to the organization: Evaluation of measures and analysis of concurrent and time-lagged relations. *Journal of applied psychology*, *75*(6), 710.
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of applied psychology*, *78*(4), 538.
- Millward, L. J., & Hopkins, L. J. (1998). Psychological contracts, organizational and job commitment. *Journal of Applied Social Psychology*, *28*(16), 1530-1556.
- Michael, L. H., HOU, S. T., & FAN, H. L. (2011). Creative self-efficacy and innovative behavior in a service setting: Optimism as a moderator. *The Journal of Creative Behavior*, *45*(4), 258-272.
- Michael, L. H., HOU, S. T., & FAN, H. L. (2011). Creative self-efficacy and innovative behavior in a service setting: Optimism as a moderator. *The Journal of Creative Behavior*, *45*(4), 258-272.
- Morrow, P. C., & Wirth, R. E. (1989). Work commitment among salaried professionals. *Journal of vocational behavior*, *34*(1), 40-56.
- Morrison, E. W., & Robinson, S. L. (1997). When employees feel betrayed: A model of how psychological contract violation develops. *Academy of management Review*, *22*(1), 226-256.
- Morrow, P. C., & Wirth, R. E. (1989). Work commitment among salaried professionals. *Journal of vocational behavior*, *34*(1), 40-56.

- Montes, S. D., Rousseau, D. M., & Tomprou, M. (2015). Psychological contract theory. *Wil Encyclopedia of Management*, 1-5.
- Muthén, L., & Muthén, B.O. (1998–2015). *Mplus user's guide*. Los Angeles, CA, Muthén & Muthén.
- Muchiri, M. K., McMurray, A. J., Nkhoma, M., & Pham, H. C. (2020). Mapping Antecedents of Innovative Work Behavior: A Conceptual Review. *The Journal of Developing Areas*, 54(4), 33-40.
- Nasifoglu Elidemir, S., Ozturen, A., & Bayighomog, S. W. (2020). Innovative Behaviors, Employee Creativity, and Sustainable Competitive Advantage: A Moderated Mediation. *Sustainability*, 12(8), 3295.
- Naderifar, M., Goli, H., & Ghaljaie, F. (2017). Snowball sampling: A purposeful method of sampling in qualitative research. *Strides in Development of Medical Education*, 14(3), 1-6.
- Newman, A., Herman, H. M., Schwarz, G., & Nielsen, I. (2018). The effects of employees' creative self-efficacy on innovative behavior: The role of entrepreneurial leadership. *Journal of Business Research*, 89, 1-9.
- Nella, D., Panagopoulou, E., Galanis, N., Montgomery, A., & Benos, A. (2015). Consequences of job insecurity on the psychological and physical health of Greek civil servants. *BioMed research international*, 2015, 1-7
- Noori, R., Mazrui, A. and Intan, R. (2017), "Understanding the Drivers for Innovative Work Behaviour in Malaysian SMEs", Proceedings of the 5th International Conference on Innovation and Entrepreneurship, Multi-media University, Malaysia
- Niesen, W., Van Hootegem, A., Vander Elst, T., Battistelli, A., & De Witte, H. (2018). Job insecurity and innovative work behaviour: A psychological contract perspective. *Psychologica Belgica*, 57(4), 1-174.

- Nuttman-Shwartz, O. (2019). The moderating role of resilience resources and sense of belonging to the school among children and adolescents in continuous traumatic stress situations. *The Journal of Early Adolescence*, *39*(9), 1261-1285.
- O'brien, R. M. (2007). A caution regarding rules of thumb for variance inflation factors. *Quality & quantity*, *41*(5), 673-690.
- Oldham, G. R., & Cummings, A. (1996). Employee creativity: Personal and contextual factors at work. *Academy of management journal*, *39*(3), 607-634.
- O'Leary-Kelly, S. W., & Vokurka, R. J. (1998). The empirical assessment of construct validity. *Journal of operations management*, *16*(4), 387-405.
- Parker, S. K., Williams, H. M., & Turner, N. (2006). Modeling the antecedents of proactive behavior at work. *Journal of Applied Psychology*, *91*(3), 636–652. <https://doi.org/10.1037/0021-9010.91.3.636>
- Prieto, I. M., & Pérez-Santana, M. P. (2014). Managing innovative work behavior: the role of human resource practices. *Personnel Review*.
- Pajares, F. (1996). Self-efficacy beliefs in academic settings. *Review of educational research*, *66*(4), 543-578.
- Perry, S. J., Hunter, E. M., & Currall, S. C. (2016). Managing the innovators: Organizational and professional commitment among scientists and engineers. *Research Policy*, *45*(6), 1247-1262.
- Rafiq, M., & Chin, T. (2019). Three-way interaction effect of job insecurity, job embeddedness and career stage on life satisfaction in a digital era. *International journal of environmental research and public health*, *16*(9), 1580.
- Rafi, M., Mamun, M. A., Hsan, K., Hossain, M., & Gozal, D. (2019). Psychological Implications of Unemployment among Bangladesh Civil Service Job Seekers. *Frontiers in psychiatry*, *10*, 578.

- Reise, S. P., Widaman, K. F., & Pugh, R. H. (1993). Confirmatory factor analysis and item response theory: two approaches for exploring measurement invariance. *Psychological bulletin*, *114*(3), 552
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of applied psychology*, *86*(5), 825.
- Rigotti, T., Mohr, G., De Cuyper, N., De Witte, H., Bernhard, C., Isaksson, K., ... & Peiró, J. M. (2003). The EU-Psycones-Project: Instruction Booklet and Blue Print for Methodology. *unpublished document, University of Leipzig*.
- Richter, A., & Näswall, K. (2019). Job insecurity and trust: Uncovering a mechanism linking job insecurity to well-being. *Work & Stress*, *33*(1), 22-40.
- Richter, A., Vander Elst, T., & De Witte, H. (2020). Job Insecurity and Subsequent Actual Turnover: Rumination as a Valid Explanation?. *Frontiers in Psychology*, *11*, 712.
- Richter, A., & Näswall, K. (2019). Job insecurity and trust: Uncovering a mechanism linking job insecurity to well-being. *Work & Stress*, *33*(1), 22-40.
- Riaz, S., Xu, Y., & Hussain, S. (2018). Understanding employee innovative behavior and thriving at work: A Chinese perspective. *Administrative Sciences*, *8*(3), 46.
- Rode, J. C., Arthaud-Day, M., Ramaswami, A., & Howes, S. (2017). A time-lagged study of emotional intelligence and salary. *Journal of Vocational Behavior*, *101*, 77-89.
- Runco, M. A. (Ed.). (1994). *Problem finding, problem solving, and creativity*. Greenwood Publishing Group.
- Rousseau, D. M. (1989). Psychological and implied contracts in organizations. *Employee responsibilities and rights journal*, *2*(2), 121-139.

- Rousseau, D. M. (1990). New hire perceptions of their own and their employer's obligations: A study of psychological contracts. *Journal of organizational behavior, 11*(5), 389-400.
- Sauermann, H., & Cohen, W. M. (2010). What makes them tick? Employee motives and firm innovation. *Management science, 56*(12), 2134-2153.
- Saunders, D. R. (1956). Moderator variables in prediction. *Educational and Psychological Measurement, 16*(2), 209-222.
- Savarimuthu, A., & Rachael, A. J. (2017). Psychological contract-A conceptual framework. *International Journal of Management (IJM), 8*(5).
- Scot. (2019). The importance and benefits of Telecommunication. Available online at: <http://www.allaccesstelecom.com/the-importance-benefits-of-telecommunication/>.
- Scarpi, D. (2006). Fashion stores between fun and usefulness. *Journal of Fashion Marketing and Management: An International Journal*.
- Schyns, B., & Von Collani, G. (2002). A new occupational self-efficacy scale and its relation to personality constructs and organizational variables. *European journal of work and organizational psychology, 11*(2), 219-241.
- Schwarz, S. (2018). Resilience in psychology: A critical analysis of the concept. *Theory & Psychology, 28*(4), 528-541.
- Schwarzer, R., & Fuchs, R. (1995). Changing risk behaviors and adopting health behaviors: The role of self-efficacy beliefs. *Self-efficacy in changing societies, 259, 288*.
- Schwarzer, R. (1999). General perceived self-efficacy in 14 cultures. *Self-Self-Efficacy assessment, http://www.yorku.ca/faculty/academic/schwarz_e/worldl4.htm*.
- Schwarzer, R., & Jerusalem, M. (1995). Generalized self-efficacy scale. *Measures in health psychology: A user's portfolio. Causal and control beliefs, 1*(1), 35-37.

- Schwarzer, R. (1999). General perceived self-efficacy in 14 cultures. *Self-Self-Efficacy assessment*, http://www.yorku.ca/faculty/academic/schwarz_e/world14.htm.
- Scott, S. G., & Bruce, R. A. (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace. *Academy of management journal*, 37(3), 580-607.
- Schumacker, R. E., & Lomax, R. G. (2004). *A beginner's guide to structural equation modeling*. psychology press
- Sekaran, U. (2000). *Research Methods for Business; A skill business approach*. Shafi, M.(1985). TourismMarketing: Pros and cons. *Tourism Recreation Research*, 10(1), 22-24
- Sedgwick, P. (2015). Intention to treat analysis versus per protocol analysis of trial data. *Bmj*, 350.
- Sedgwick, P. (2015). Multistage sampling. *Bmj*, 351.
- Shelton, S. H. (1990). Developing the Construct of General Self-Efficacy1. *Psychological reports*, 66(3), 987-994.
- Sherer, M., Maddux, J. E., Mercandante, B., Prentice-Dunn, S., Jacobs, B., & Rogers, R. W. (1982). The self-efficacy scale: Construction and validation. *Psychological reports*, 51(2), 663-671.
- Shahzadi, K., & Khurram, S. (2020). Self-efficacy and Innovative Work Behavior: The Role of Individual Ambidexterity and Formalization at Work Place in Pakistan. *Journal of the Research Society of Pakistan*, 57(1), 31.
- Shoss, M. K. (2017). Job insecurity: An integrative review and agenda for future research. *Journal of Management*, 43(6), 1911-1939.
- Shin, Y., Hur, W. M., Moon, T. W., & Lee, S. (2019). A motivational perspective on job insecurity: Relationships between job insecurity, intrinsic motivation, and

- performance and behavioral outcomes. *International journal of environmental research and public health*, 16(10), 1812
- Shanahan, C. J., & Hooker, N. H. (2016). A Balancing Act: Disproportionate Sampling of Organic Foods. *Journal of Food Products Marketing*, 22(3), 320-331.
- Smith, B., Shatté, A., Perlman, A., Siers, M., & Lynch, W. D. (2018). Improvements in resilience, stress, and somatic symptoms following online resilience training: A dose–response effect. *Journal of occupational and environmental medicine*, 60(1), 1.
- Spreitzer, G. M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. *Academy of management Journal*, 38(5), 1442-1465.
- Spanuth, T., & Wald, A. (2017). How to unleash the innovative work behavior of project staff? The role of affective and performance-based factors. *International Journal of Project Management*, 35(7), 1302-1311
- Stashevsky, S., Burke, R., Carmeli, A., Meitar, R., & Weisberg, J. (2006). Self-leadership skills and innovative behavior at work. *International journal of manpower*.
- Staudel, T. (1988). Der Kompetenzfragebogen—Überprüfung eines Verfahrens der Selbsteinschätzung der heuristischen Kompetenz, belastender Emotionen und Verhaltenstendenzen beim Lösen komplexer Probleme [The competence questionnaire: A test of the method of self-evaluation of heuristic competence, stressful emotions, and behavior tendencies when solving complex problems]. *Diagnostica*, 34(2), 136-148.
- Stam, E. (2013). Knowledge and entrepreneurial employees: A country-level analysis. *Small Business Economics*, 41(4), 887-898.

- Steenkamp, J. B. E., & Baumgartner, H. (2000). On the use of structural equation models for marketing modeling. *International journal of research in marketing*, 17(2-3), 195-202.
- Stoner, J. S., & Gallagher, V. C. (2010). Who cares? The role of job involvement in psychological contract violation. *Journal of Applied Social Psychology*, 40(6), 1490-1514.
- Suazo, M. M., Martínez, P. G., & Sandoval, R. (2009). Creating psychological and legal contracts through human resource practices: A signaling theory perspective. *Human Resource Management Review*, 19(2), 154-166.
- Subhan, Q. A., Mahmood, T., & Sattar, A. (2014). Innovation and economic development: A Case of Small and Medium Enterprises in Pakistan. *Pakistan Economic and Social Review*, 159-174.
- Sverke, M., Hellgren, J., & Näswall, K. (2002). No security: a meta-analysis and review of job insecurity and its consequences. *Journal of occupational health psychology*, 7(3), 242.
- Tetrick, L. E., & Quick, J. C. (2003). Prevention at work: Public health in occupational settings. In J. C. Quick & L. E. Tetrick (Eds.), *Handbook of occupational health psychology* (pp. 3-17). Washington, DC: American Psychological Association.
- Tabachnick, B. G., & Fidell, L. S. (2001). *Using Multivariate Statistics*, Allyn and Bacon, Boston, MA. *Using Multivariate Statistics, 4th ed. Allyn and Bacon, Boston, MA.*
- Tufail, M., Sultan, F., Khalil, S. H., & Sahibzada, S. Job Insecurity and Job Performance: The Mediating Role of Job Satisfaction
- Tierney, P., & Farmer, S. M. (2002). Creative self-efficacy: Its potential antecedents and relationship to creative performance. *Academy of Management journal*, 45(6), 1137-1148.

- Tierney, P., & Farmer, S. M. (2004). The Pygmalion process and employee creativity. *Journal of Management*, 30(3), 413-432.
- Tierney, P., & Farmer, S. M. (2011). Creative self-efficacy development and creative performance over time. *Journal of applied psychology*, 96(2), 277
- Vornholt, K., Villotti, P., Muschalla, B., Bauer, J., Colella, A., Zijlstra, F., ... & Corbiere, M. (2018). Disability and employment—overview and highlights. *European journal of work and organizational psychology*, 27(1), 40-55
- Ungar, M., Ghazinour, M., & Richter, J. (2013). Annual research review: What is resilience within the social ecology of human development? *Journal of child psychology and psychiatry*, 54(4), 348-366.
- Ungar, M., & Liebenberg, L. (2011). Assessing resilience across cultures using mixed methods: Construction of the child and youth resilience measure. *Journal of Mixed Methods Research*, 5(2), 126-149.
- Van Hootehem, A., & De Witte, H. (2019). Qualitative job insecurity and informal learning: A longitudinal test of occupational self-efficacy and psychological contract breach as mediators. *International journal of environmental research and public health*, 16(10), 1847.
- Vantilborgh, T., Dries, N., De Vos, A., & Bal, P. M. (2015). The psychological contracts of older employees. In *Aging workers and the employee-employer relationship* (pp. 107-127). Springer, Cham.
- Vasanthapriyan, S. (2018). Innovative Behaviour of Employees in Organizations: A Mapping Study. *IJMS*, 5(2), 1-22.
- Ward-Warmedinger, M., & Macchiarelli, C. (2014). Transitions in labour market status in EU labour markets. *IZA Journal of European Labor Studies*, 3(1), 17.

- Wang, G., Van Iddekinge, C. H., Zhang, L., & Bishoff, J. (2019). Meta-analytic and primary investigations of the role of followers in ratings of leadership behavior in organizations. *Journal of Applied Psychology, 104*(1), 70.
- Witte, H. D. (1999). Job insecurity and psychological well-being: Review of the literature and exploration of some unresolved issues. *European Journal of work and Organizational psychology, 8*(2), 155-177.
- Williams, C. (2007). Research methods. *Journal of Business & Economics Research (JBER), 5*(3).
- Wright, T., & Tsao, H. (1985). Some useful notes on simple random sampling. *Journal of quality technology, 17*(2), 67-73.
- Yoon, K. H., Oh, S. H., & Kim, B. Y. (2018). The influence of job insecurity on career commitment and attitude in multinational corporations. *Journal of Applied Business Research (JABR), 34*(1), 81-98.
- Yuan, Feirong, and Richard W. Woodman. "Innovative behavior in the workplace: The role of performance and image outcome expectations." *Academy of management journal 53*, no. 2 (2010): 323-342.
- Yuan, F., & Woodman, R. W. (2010). Innovative behavior in the workplace: The role of performance and image outcome expectations. *Academy of management journal, 53*(2), 323-342.
- Zautra, A. J., Hall, J. S., Murray, K. E., & the Resilience Solutions Group 1. (2008). Resilience: a new integrative approach to health and mental health research. *Health Psychology Review, 2*(1), 41-64.
- Zia, U. (2007). *International Competitiveness—Where Pakistan Stands?* (No. 2007: 28). Pakistan Institute of Development Economics.

Annexure I

Research Questionnaire

Dear Sir/Madam

I Ms. Saba hussain MS Scholar at National University of Modern Languages (NUML) am pursuing my research on the topic: Enhancement of innovative work behavior in the presence of insecure job environment: Role of coping mechanism. This study is pure academic in nature and your response is required on the study questionnaire. I, assure you for the secrecy of data and its use for academic purposes only. Your support will give great impetus and encouragement in completion of research in time. I hope that you will extend your cooperation in all best possible ways.

I will be very grateful for your support in this regard.

Email:

sabi.hussain98@gmail.com

PART A: PERSONAL INFORMATION

Please circle the appropriate number for your response.

Date:
06 / 2019

	Name of an Employee / Respondent	
	Name of Bank	

Email	
--------------	--

Gender	Male	1	Female	2
---------------	------	---	--------	---

2.	Age Group	21-30 years	1	31 – 40 years	2
		41-50 years	3	51years and above	4

3.	Highest Level of Education	Bachelor	1	Masters	2
		MS/ M.Phil	3	Ph.D.	4

4.	Working as Designation	Contract	Permanent	Third party outsourcing
-----------	-------------------------------	----------	-----------	-------------------------

5.	Marital Status	Single	1	Married	2
-----------	-----------------------	--------	---	---------	---

6.	Type of the bank	Public	1	Private	2
-----------	-------------------------	--------	---	---------	---

		Less than 5 Years	1	5 to 10 years	2
--	--	-------------------	---	---------------	---

7.	Working Experience	10 to 15 years	3	15 or more years	4
----	---------------------------	----------------	---	------------------	---

		S t r o n g l y D i s a g r e e	D i s a g r e e	N e u t r a l	A g r e e	S t r o n g l y A g r e e
	Job insecurity					
	Job insecurity: (De Witte, 2000; Rigotti et al., 2003).employee powerlessness to maintain the desire job, feeling of losing job in future.					
1	Chances are I will soon lose my job.	1	2	3	4	5
2	I am sure I can 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
	Professional Commitment: (Susan A. Jackson,Herbert W. Marsh).individual devotion towards their work, their self motivation.					
	Factor 1: Continuance professional commitment					
1	I have put too much into the actuarial profession to consider	1	2	3	4	5

	changing now					
2	Changing professions now would be difficult for me to do	1	2	3	4	5
3	Too much of my life would be disrupted if I were to change my profession	1	2	3	4	5
4	It would be costly for me to change my profession now	1	2	3	4	5
5	There are no pressures to keep me from changing professions	1	2	3	4	5
6	Changing professions now would require considerable personal sacrifice					
	Factor 2: Affective professional commitment					
1	Being an actuary is important to myself image	1	2	3	4	5
2	I regret having entered the actuarial profession	1	2	3	4	5
3	I am proud to be in the actuarial profession	1	2	3	4	5
4	I dislike being an actuary	1	2	3	4	5
5	I do not identify with the actuarial profession	1	2	3	4	5
6	I am enthusiastic about being an actuary	1	2	3	4	5
	Factor 3: Normative professional commitment					
1	I believe people who have been trained in a profession have a responsibility to stay in that profession for a reasonable period of time	1	2	3	4	5
2	I do not feel any obligation to remain in the actuarial profession	1	2	3	4	5
3	I feel a responsibility to the actuarial profession to continue in it	1	2	3	4	5
4	Even if it were to my advantage, I do not feel that it would be right to leave the actuarial profession now	1	2	3	4	5
5	I would feel guilty if I left the actuarial profession	1	2	3	4	5
6	I am an actuary because of a sense of loyalty to the profession	1	2	3	4	5

	Innovative work behavior Janssen's (2000).Novelty in the existence work that bring competitive advantage.					
1	I create new ideas for difficult issues	1	2	3	4	5
2	I search out new technologies, processes, working methods, techniques, and/or product ideas.	1	2	3	4	5
3	I generate original solutions for problems.	1	2	3	4	5
4	I mobilize support for innovative ideas.	1	2	3	4	5
5	I introduce ideas into the work environment in a systematic way.	1	2	3	4	5
6	I evaluate the utility (benefits) of innovative idea	1	2	3	4	5
7	I transform innovative ideas into useful applications	1	2	3	4	5
8	I make organizational members enthusiastic for innovative ideas.	1	2	3	4	5
9	I try to acquire approval for innovative ideas.	1	2	3	4	5
	Occupational Self Efficacy :(Sherer et al. (1982),Schwarzer and Jerusalem (1995) and Schwarzer (1998) Stäudel (1988)).Individual own capacity to fulfill the job's demand in its complex situation.					
1	When I make plans concerning my occupational future, I can make them work.	1	2	3	4	5
2	When something doesn't work in my job immediately, I just try harder.	1	2	3	4	5
3	As far as my job is concerned I am a rather self-reliant person	1	2	3	4	5

4	I can always manage to solve difficult problems in my job if I try hard enough.	1	2	3	4	5
5	Thanks to my resourcefulness, I know how to handle unforeseen situations in my job.	1	2	3	4	5
6	If I am in trouble at my work, I can usually think of something to do.	1	2	3	4	5
7	I can remain calm when facing difficulties in my job because I can rely on my abilities.	1	2	3	4	5
8	When I am confronted with a problem in my job, I can usually find several solutions.	1	2	3	4	5
9	I am confident that I could deal efficiently with unexpected events in my job.	1	2	3	4	5
10	No matter what comes my way in my job, I'm usually able to handle it.	1	2	3	4	5
11	My past experiences in my job have prepared me well for my occupational future.	1	2	3	4	5
12	I meet the goals that I set for myself in my job.	1	2	3	4	5

13	I feel prepared to meet most of the demands in my job	1	2	3	4	5
	Coping Strategies(Resilience): Connor–Davidson (2007) Resilience is hopeful response of an individual under stressful condition					
1	I am able to adapt to change	1	2	3	4	5
2	I Can deal with whatever comes	1	2	3	4	5
3	I can tries to see humorous side of problems	1	2	3	4	5
4	Coping with stress can strengthen me	1	2	3	4	5
5	I can tend to bounce back after illness or hardship	1	2	3	4	5
6	I can achieve goals despite obstacles	1	2	3	4	5
7	I can stay focused under pressure	1	2	3	4	5
8	I am not easily discouraged by failure	1	2	3	4	5
9	I can thinks of self as strong person	1	2	3	4	5
10	I can handle unpleasant feelings	1	2	3	4	5

