

Employer's behaviour leads to job insecurity: a psychological contract perspective

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Abstract

Objectives: This study examines employer's behavior that causes job insecurity in their employees and analyzes employee's reactions in case of job insecurity that arose because of breach of psychological contract.

Methods/Statistical analysis: The data for the study is collected through structured questionnaire from two specific private sector companies of Lucknow region in India which are Education and Pharmaceuticals. Pearson's Chi-square test is applied to know the association between employer's behaviour and employee's reaction in case of breach of psychological contract that leads to job insecurity.

Findings: The result of chi-square analysis shows that there exists an association between employer's behaviour and employee's started feeling job insecurity after breach of psychological contract. The p-value is less than 0.05 which means that statistically these variables are associated with each other. Result of the study clearly shows that employer's behaviour lead to breach of psychological and that ultimately defamed their employment relationship.

Application/Improvements: Study shows that if employer doesn't shows concern for their employees it creates job insecurity within them and becomes reason for switchover intentions so in order to maintain long term employment relation psychological contract should be fulfilled.

Keywords: Employer's behaviour, psychological contract, Job insecurity

1. Introduction

Maintaining a sustainable growth in an increasingly worldwide concern, it is distinguished by aggressive competition, is a serious concern faced by almost all contemporary organizations. Free flow of proprietary information has resulted in development of a 'flat' world [1]. In a flat-world raising entry barriers by means of technological advancements or generation of financial resources are no more the sufficient determinants of securing competitive advantage, since these resources are easily replicable. Similarly, traditional approach of studying dysfunctional work behaviors may eliminate negative aspects of work behaviors. However, cultivation of positive outcomes (e.g., performance, job satisfaction etc) is far from reality [2]. For example, a classical work of [3] on eliminating low wages, poor working situations, and oppressive management, did not suggest automatic cultivation of positive outcomes like performance, inspiration, and job likings. Therefore, [4] argue that minimizing what is wrong or following a deficit reduction approach has limited scope. They affirm that a positive quality based methodology would help in augmenting human potential. Such initiatives would lead to more positive results in performance, improve job satisfaction, develop leadership capabilities, and would thereby help an organization to obtain competitive advantage. Under this context, it is imperative to note that work stress, job insecurity, declining employee efficiency, and job unlikeliness, are the major problems faced by organizations. The employee's reduction process because of situations existing within and outside the organizations example: financial crisis, changing work performance, and external recruitments etc as often as possible happens because companies want to stay aggressively competitive market. Therefore, work instability is a noteworthy business related stressor, which influences a growing number of employees. Presence of job insecurity has been connected to various negative health results, especially emotional wellness. This study starts with characterizing job insecurity. Sought after by, a review of the exploration for examining relationship in the middle of job insecurity and other concerned outcomes.

Furthermore, a scholarly exchange of data will be expressed on some helpful procedures or it tends to be said that the best conceivable choice to handle the issue of job insecurity from a various leveled perspective and pondering it concerning breach of psychological contract.

1.1. Job Insecurity

Job insecurity is considered as the 'general worry about the sustained continuation in a same job for a longer duration within same organisation'. Despite the fact that there are various definitions of job insecurity are available but they all have shared opinion that job insecurity is an emotional recognition. In a similar objective occasion, for example, corporate changes or poor monetary execution, it influences different employee in an unexpected different way. Some probably won't consider this to be a danger despite the fact that they may finish up losing their positions, while others may feel that their occupations are defenseless when this isn't the situation. The subjectivity comes from the instability encompassing the future as insecure employees don't know whether they will sustain their position within the organisation or will lose it, and subsequently may battle between anticipating a future inside their present organization and getting ready to look for other job in some other company. Accordingly, job insecurity contrasts from representatives who have been advised of repetition, because of certainty they are able to focus on their current job and prepare themselves for joblessness.

This article centers on job insecurity, which is characterized as 'the emotionally seen probability of automatic employment loss' [5]. Therefore, job insecure workers end up in an undesired strange place among job and joblessness. As anyone might expect, job insecurity results in different pressure responses, for example, on edge emotions, wretchedness and mental side effects [6]. Concerning social results, job insecurity is related with work amputation practices [7], diminished Organisation Citizenship Behaviour [8] and turn over intentions of the best employees [9]. Feeling of frailty about future probability of job loss is the focal part of job insecurity encounter. In [10] have exactly distinguished between biased and arousing job insecurity. He characterized biased and arousing job insecurity as 'consciousness regarding likelihood of loss of job or privilege; emotional job insecurity is the passionate experience of being stressed or sincerely troubled over these potential misfortunes'. In [11] classifies precursors of job insecurity into three dimensions (Large scale level factors, singular foundation qualities, and identity characteristics). Large scale level factors incorporate national or territorial level of joblessness and predominant changes in the authoritative structure. Singular foundation qualities, for example, age of the representative, length of administration rendered, and work level. These factors are objective in nature. Nevertheless, particular personality traits like locus of control and adverse affectionate impact is evident in occupation flimsiness. These personality properties have differential impact on employment frailty experience.

Besides having focus on the quick association between job insecurity and employer's conduct, this investigation further intends to dismember the technique through which these elements are associated, by including breach of psychological contract as a medium engaged with this framework. Psychological contract breach is obtained from psychological contract hypothesis [12], and is characterized as 'the eccentric arrangement of equal desires held by representative's employees concerning their commitments and their privileges' [13]. These comparative commitments constitute the soul of the psychological contract, and most of the part is comprise of commitments of the employee regarding time, exertion and work frame of mind, versus guaranteed advantages with respect to the business, for example, professional stability, pay, and thankfulness, testing work or prospects for advancement [14]. When one or the two party feel that the other party did not satisfy his/her guarantees, psychological contract breach happens [15].

1.2. Breach of psychological contract

Worker's commitment is presumably a standout among the most basic yet complicated factors in the work environment. It's difficult to depict, yet we all surely realize it when we experience this situation. Individuals go from completely siphoned situation and drew in to genuinely flatten and withdrew as resultant of Psychological contract breach. This situation is an individual's conviction about the common commitments that exist between a employer and its employee, some expressed and some unsaid (like you give me pay and advantages and I'll give you work yield, time and hours) and some implicit and impalpable (like you will furnish me with a positive work culture and opportunity and I'll give you duty, reliability and exertion). This agreement clearly advances, both routes, as desires create and as we begin merging into the way of life. Separation frequently occurs when psychological contract breach happens on regular basis.

Also, few employees have encountered these breaches and come to fruition for an assortment of reasons like infringement of trust, activities that uncover an absence of trustworthiness and honesty, practices that disregard morals or the law, accord that get broken, assignments that interfere with individual time, sets of expectations and desires that are poorly characterized, situations that are troublesome and discouraging, and leaders who radically adjust the deal. These breaches that lead to withdrawal are crucial because researches has reliably demonstrated that separation can prompt a decrease in efficiency, execution, working environment well being, dedication and maintenance, organisation citizenship practices etc. Some studies has even discovered that breach of contract also impact distinctive age groups in an unexpected way. More youthful workers lose their feeling of trust and responsibility; more established ones lose their feeling of employment fulfillment. Notwithstanding what it impacts, inquiries about the scenario have demonstrated that when an employee is separated, their withdrawal can adversely affect the group and at last, contrarily affect client commitment and maintenance. The motivation behind this situation is a scenario called as Emotional Contagion, which is an extremely basic idea: in the event that you grin and are certain around somebody, they will feel better and in all likelihood convey that energy to the every spot where they go, which can make a gradually expanding influence. It's truly stunning when you understand how incredible a little positive signal can be! A similar gradually expanding influence can obviously happen while anticipating cynicism. Example, think about scenario that whether you feel better or awful around a constructive individual as well as antagonistic individual. It doesn't take a mind specialist to make sense of this one.

In [16] saw that 'Individuals are strolling state of mind inductors, consistently affecting the dispositions and afterward the decisions and practices of others'. In her exploration she has discovered that when members are presented to somebody acting brightly in a gathering the gathering carries on more happily. At the point when members were presented to somebody acting in a furious way, the gathering wound up angrier. Positive feelings made more collaboration; negative feelings expanded clash and diminished helpful basic leadership. The impact happens in each kind of association, in each industry, and in each expansive and little work gathering. This exploration affirms that withdrawal, regularly brought about by psychological contract breach, can have unbelievably critical unintended results. If a breached psychological contract is left unrepaired it just declines the effect and outcomes. Recognizing the breach and making endeavors to fix it is basic to recapturing commitment and interfering with the impacts of enthusiastic disease. It's an easy decision.

This research adds new dimensions to the existing literature in the accompanying ways. Initial, a conceivable result of job insecurity is presented due to employer's conduct, in setting of psychological contract. Second, when the concept of job insecurity is observed minutely by exploring the connection between job insecurity and observing employer's responses, that is, the manner by which manager's responds in various a circumstances it prompts impression of breach. Thus, by performing this we are actually helping in settling the debate of the comparability of the predecessors of the two phases. At last, we plan to propel bits of knowledge in the system basic the negative results of job insecurity by investigating whether psychological contract breach mediate the relation in between job insecurity and employer's behavior. This investigation may be considered as creative since the connections of both occupation infirmity and contract breach with manager's conduct are underlooked theme.

2. Literature survey

Under this head job insecurity is characterized in various ways. In [17] makes reference to meanings of this idea, delimiting it as: a propelling element, a reward, a frame of mind, a need, a guarantee, and as a feature of the hierarchical setting. In [18] treats work instability as an apparent part of the hierarchical condition. Their depiction of occupation instability depends on three angles. To commence with, job insecurity is aconceptualinitiative. Secondly, it is a concerns that what's has to come. Third, job insecurity has concerns with individual maintenance of the activity and not simply the continuation of the activity. Along with these lines it is an individual worry about the coherence of the activity. In [19] express that two measurements offer ascent to job insecurity: the apparent likelihood and the apparent seriousness of losing one's employment. Earlier research has shown that hierarchical rebuilding is essentially identified with view of psychological contract violations, mainly because of broken promises in respect of job security [20]. Since the guarantee of job security is incorporated into the conventional psychological contract [21], workers may expect that when they satisfy their piece of the arrangement, the association will respond by offering professional firmness [22].

In the review of literature it was demonstrated that the key build in psychological contract hypothesis as far as its association with results is concerned it is breach of psychological contract. It depends on the person's impression of what an association has promised and how well the association has fulfilled these promises. Transitory employees were portrayed as having transactional psychological contracts, inferring that they will just put in what they believe. They will get out for instance; extend periods of time and additional work in return for high pay. The literature demonstrates that impermanent workers' psychological contract may have transformed from the thought of a 'vocation' and has been relinquished for 'independence' and 'flexibility'. The research study has additionally uncovered that apparent control or then again, worker decision over business status moderately affects job insecurity. It has appeared impermanent employees who turned out to be temporary worker out of need or absence of different choices has poorer dispositions towards their employments and it might negatively affect their activity uncertainty. Unforeseen laborers were likewise recognized to contrast demographically from full-time workers. It was explained that in what way the two variables one of which is psychological contract and other one is job insecurity of the temporary employees are identified with their demography to comprehend their work frames of mind by utilization of the psychological contract and statistic information.

In [23] said that job insecurity and psychological contract breach are two interconnected variables. According to the second finding of his study negative relationship exists between breach of psychological contract and the outcomes related with work within the organisation. In [24] his study explored the impact of psychological contract fulfillment on organizational citizenship behavior. This research has been conducted through two surveys, one was with employers and the other one was with employees. The sample was of local authorities in the South East of Britain. Study concluded that if psychological contract is fulfilled it will result in positive organisational citizenship behaviour. In [25] says that half of the workers in their investigation revealed that their psychological contract is violated. The merging of individual distinction explores and the new field of PCs appears to be intriguing. Numerous analysts have analyzed the advantages of fulfilling PC, however spotlight is ought to be on the best way to oversee it. On the off chance that specific kinds of individuals are inclined to the impression of an infringement it would be valuable for chiefs to recognize this potential issue with the goal that it is tended to. In [26] found and perceived relationship between psychological contract motivator and the five-factor model of identity. The consequences of this research demonstrates that two factors of identity viz. anxious and pleasant participation related with outward contract things and unreservedness and meticulousness were emphatically connected with intrinsic contract results. He said there is no affiliation found between honesty to encounter and the psychological contract instigation scales. In [27] observed that the trust of an employee in his employer completely intercede the connection between PC break and the representative practices of municipal excellence and undertaking execution, yet halfway intervened the association with turnover aims. PC breach decreases trust since it undermines the social bond between a worker and boss. At the point when breach happens, laborers question the dependability of the employer and it end up being overwhelmingly distrustful, negative or compromising toward the affiliation's drives, which are altogether markers of uncertainty. In [28] proposed that correspondence will limit apparent contract breach by means of incongruence. The more a worker and manager delegate with lucidity, less would be misperception over understood and unequivocal parts of Psychological Contract. As a result, the representative will be less inclined to see that his or her Psychological Contract has been broken. More correspondence does not really suggest increasingly sensible data or precise recognitions.

In [29] found that with the support of new technologies organizations have started substituting manpower requirement with ultra-modern technologies. To take advantage of these conditions and for the requirement of cost optimization, organizations have increasingly resorted to downsizing. In such a scenario workforce are susceptible to the troubles associated with job insecurity. Study reveals that nowadays job insecurity has been increasingly found in working class of the organisation. In [30] suggested that Job insecurity has comprehensive impact on individual and organizational results like poor employee well-being, job satisfaction, absenteeism, attrition, and performance. In [31] have extensively characterized job insecurity as, the emotionally saw and undesired plausibility to lose the present occupation later on, along with that the dread or stresses identified because of probability of occupation misfortune. In [32] observed that working in an organisation when start experiencing job insecurity they do not want to lose their job willingly but because of that they start having feared that they may lose their job in near future or they may not get the benefits associated with their jobs.

3. Objectives of the study

1. To find the impact of employer's trivial behavior which causes job insecurity and that may lead to employee's start having perception of breach.
2. To analyze impact of employer's behaviour with respect to change in employee's perception before and after the occurrence of actual breach.
3. To examine the effect of job insecurity that contributes in perception of breach with respect of job outcomes.
4. To recommend the steps that could be opted to limit job insecurity in representatives or employees of the company.

4. Research Methodology

1. Collection of data

The objectives of this study were furnished by survey method. Data collection method used for collecting primary data is through Structured Questionnaire. It was designed on the basis of variables defined by [33] in his study. According to him these variables are mainly responsible for breach of psychological contract. The questions included in the survey are based on five-point Likert scale, and following are the five responses: '1: Strongly Disagree', '2: Disagree', '3: Not decided', '4: Agree' and '5: Strongly Agree'.

2. Area and time of survey

The motive of the study is to analyze impact of employer's behaviour that results in creation of job insecurity within the employees of the same organisation. This ultimately creates a perception of breach from employee's perspective. The time frame of the study was from June 2018 to August 2018.

3. Size of the sample & Sampling procedure

The researcher has formulated 600 questionnaires out of which 544 responses were complete and used for the analysis. Two sectors of private companies in Lucknow region has been selected for the study one of which is Education sector and the other one is Pharmaceutical sector. These two sectors form a stratum (location-wise) and by using stratified random sampling a sample was gotten from each organization to procure data to know (a) effect of employer's conduct that makes job insecurity inside the workforce (b) relationship of job insecurity and impression of contract breach (c) discovering the impact of employer's conduct on business relationship.

4. Data analysis

The Survey was conducted on a sample size of 600 Indian employees' of private sector companies of Educational and Pharmaceutical sectors, primarily from Lucknow City. Researcher found some uncompleted questionnaire, so finally 544 questionnaires both from online and offline mode was selected for analysis of the data. They are categorized as shown in Table 1. A Questionnaire is designed with an aim to determine job insecurity existing between the employees as a result of employer's behaviour, impact of this insecurity in perception of Psychological contract breach. This questionnaire has two measures one of job insecurity and other one are variables of perception of breach of psychological contract. Both of these are measured on a five-point Likert scale.

Table 1. Age wise classification of respondents

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 to 25 Years	82	15.1	15.1	15.1
	26 to 30 Years	150	27.6	27.6	42.6
	31 to 35 Years	201	36.9	36.9	79.6
	36 to 40 Years	50	9.2	9.2	88.8
	41 to 45 Years	26	4.8	4.8	93.6
	> 45 Years	35	6.4	6.4	100.0
	Total	544	100.0	100.0	

5. Hypothesis formulated

In order to know the job insecurity on employee’s perception of breach following hypothesis has been formulated:

H1: There is no association of sector of Organization with uncertainty about employer’s behavior that how he will treat me in coming future.

H2: There is no association of type of Organization with feel insecure/ uncertain about my future because of my employer’s relation.

H3: There is no association of type of Organization with uncertainty in my employer’s commitments towards me.

Pearson’s Chi Square test is applied on all three hypotheses. Table2 clearly shows the responses given by the employees in context of above hypotheses.

Table 2. Association of sector of Organization with uncertainty about employer’s behavior that how he will behave in future with me (respondent)

		Crosstab						
		I am uncertain about my employer’s behavior that how he will behave in future with me					Total	
		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree		
Sector of Organization	Educational	Count	59	80	103	124	44	410
		% within Sector of Organization	14.4%	19.5%	25.1%	30.2%	10.7%	100.0%
	Pharmaceutical	Count	27	39	28	21	19	134
		% within Sector of Organization	20.1%	29.1%	20.9%	15.7%	14.2%	100.0%
Total		Count	86	119	131	145	63	544
		% within Sector of Organization	15.8%	21.9%	24.1%	26.7%	11.6%	100.0%

The analysis of data in the above table indicates that among the Educational sector industry, 10.7% respondent strongly agree that his/her uncertain about my employer’s behavior that how he will treat me in coming future. Similarly, 30.2% respondent says agree, 19.5% respondent are disagreed, 14.4% respondent are strongly disagreed for this statement and 25.1% respondent are Neutral for this statement. In Pharmaceutical sector industry, 14.2% respondent strongly agree that his/her uncertain about my employer’s behavior that how he will treat me in coming future. Similarly, 15.7% respondent says agree, 29.1% respondent are disagreed, 20.1% respondent are strongly disagreed for this statement and 20.9% respondent are Neutral for this statement. The analysis of data in the Table 3 indicates that among the Educational sector industry, 1.2% respondents strongly agree that his/her feel insecure/ uncertain about my future because of my employer’s relation.

Table 3. Association of sector of organization with feels insecure/ uncertain about my (respondent) future because of my employer’s relation

		Crosstab						
		I feel insecure/ uncertain about my future because of my employer’s relation with me					Total	
		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree		
Sector of Organization	Educational	Count	90	140	68	107	5	410
		% within Sector of Organization	22.0%	34.1%	16.6%	26.1%	1.2%	100.0%
	Pharmaceutical	Count	39	36	12	15	32	134
		% within Sector of Organization	29.1%	26.9%	9.0%	11.2%	23.9%	100.0%
Total		Count	129	176	80	122	37	544
		% within Sector of Organization	23.7%	32.4%	14.7%	22.4%	6.8%	100.0%

Similarly, 26.1% respondent says agree, 34.1% respondent are disagreed, 22.0% respondent are strongly disagreed for this statement and 16.6% respondent are Neutral for this statement. In Pharmaceutical sector industry, 23.9% respondents strongly agree that his/her feel insecure/ uncertain about my future because of my employer’s relation. Similarly, 11.2% respondent says agree, 26.9% respondent are disagreed, 29.1% respondent are strongly disagreed for this statement and 9.0% respondent are Neutral for this statement. The analysis of data in the Table4 indicates that among the Educational sector industry, 1.0% respondent strongly agree that his/her uncertainty in my employer’s commitments towards me. Similarly, 31.5% respondent says agree, 29.0% respondent are disagreed, 18.0% respondent are strongly disagreed for this statement and 20.5% respondent are Neutral for this statement. In Pharmaceutical sector industry, 21.1% respondent strongly agree that his/her uncertainty in my employer’s commitments towards me. Similarly, 17.2% respondent says agree, 21.6% respondent are disagreed, 21.6% respondent are strongly disagreed for this statement and 19.4% respondent are Neutral for this statement.

Table 4. Association of sector of organisation with uncertainty in my employer’s commitments towards me (respondent)

		Crosstab					Total	
		I have observed uncertainty in my employer’s commitments towards me						
		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree		
Sector of Organization	Educational	Count	74	119	84	129	4	410
		% within Sector of Organization	18.0%	29.0%	20.5%	31.5%	1.0%	100.0%
	Pharmaceutical	Count	29	29	26	23	27	134
		% within Sector of Organization	21.6%	21.6%	19.4%	17.2%	20.1%	100.0%
Total		Count	103	148	110	152	31	544
		% within Sector of Organization	18.9%	27.2%	20.2%	27.9%	5.7%	100.0%

5. Findings and Results

The result of chi-square analysis in Table 5 shows that yes there is an association between sectors of Organization and uncertain about my employer’s behavior that how he will treat me in coming future. The p-value is less than 0.05 which means that statistically these variables are associated with each other.

Table 5. Chi Square analysis result for Hypothesis 01

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	16.198 ^a	4	.003
Likelihood Ratio	16.780	4	.002
Linear-by-Linear Association	5.289	1	.021
N of Valid Cases	544		
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 15.52.			

Ho-There is no association of type of Organization with uncertainty about employer’s behavior that how he will treat me in coming future.

H1- There is association of type of Organization with uncertainty about employer’s behavior that how he will treat me in coming future. Figure 1 show that null hypothesis is rejected and alternate hypothesis is accepted.

Here Chi-Square test statistic (χ^2) = 16.19. Since $\chi^2(4) = 16.19$, $p < 0.05$ at 5% level of significance then there is significant association of breach of psychological contract get the employee attention to switchover to another Organization. The chi-square analysis result for hypothesis two is shown in Table 6. It shows that yes there is an association between sectors of Organization and feels insecure/ uncertain about my future because of my employer’s relation. The p-value is less than 0.05 which means that statistically these variables are associated with each other.

Figure 1. Statistics showing results for hypothesis 1

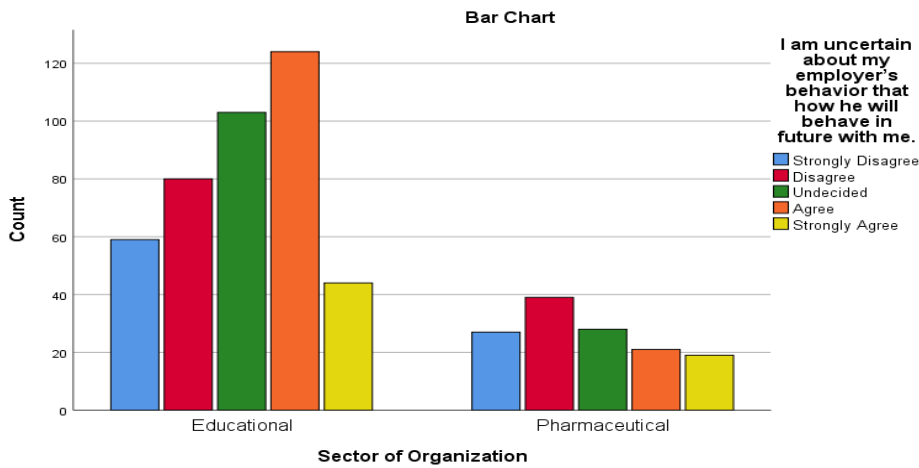


Table 6. Chi Square analysis result for Hypothesis 02

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	94.086 ^a	4	.000
Likelihood Ratio	83.048	4	.000
Linear-by-Linear Association	3.498	1	.061
N of Valid Cases	544		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 9.11.

Ho-There is no association of type of Organization with feels insecure/ uncertain about my future because of my employer's relation.

H1- There is association of type of Organization with feel insecure/ uncertain about my future because of my employer's relation.

Figure 2. Statistics showing results for hypothesis 2

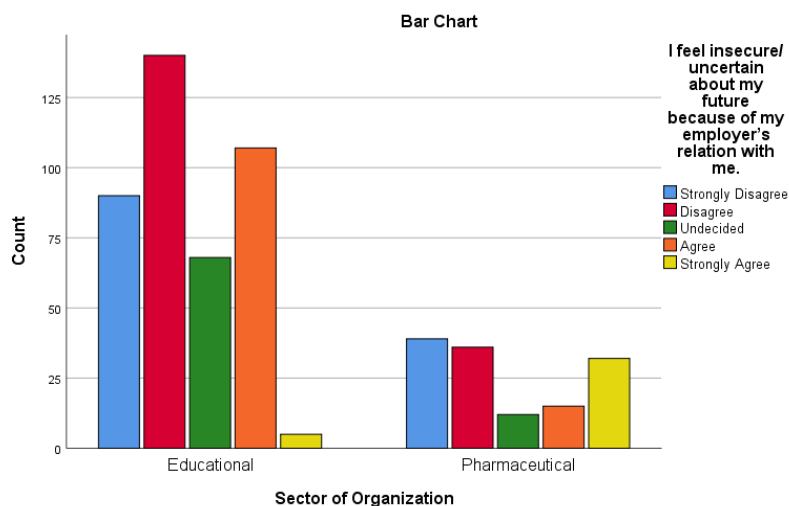


Figure 2 shows that null hypothesis is rejected and alternate hypothesis is accepted. Here Chi-Square test statistic (χ^2) = 94.08. Since $\chi^2(4) = 94.08$, $p < 0.05$ at 5% level of significance then there is significant association between breach of psychological contract and the employee tends to switchover from current company. The chi-square analysis table for hypothesis three is shown in Table 7. It shows that yes there is an association between sectors of Organization and uncertainty in my employer's commitments towards me. The p-value is less than 0.05 which means that statistically these variables are associated with each other.

Table 7. Chi Square analysis result for Hypothesis 03

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	75.314 ^a	4	.000
Likelihood Ratio	65.153	4	.000
Linear-by-Linear Association	4.029	1	.045
N of Valid Cases	544		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 7.64.

Ho-There is no association of type of Organization with uncertainty in my employer’s commitments towards me. H1- There is association of type of Organization with uncertainty in my employer’s commitments towards me.

Figure 3. Statistics showing results for hypothesis 3

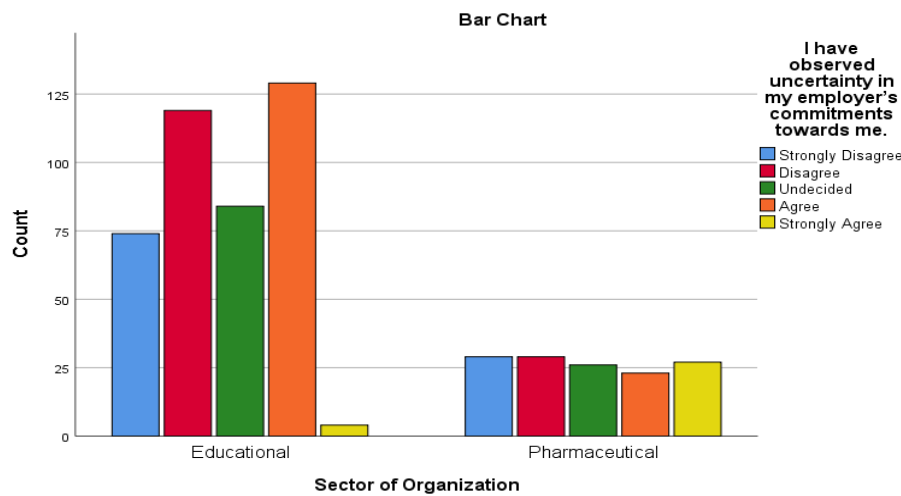


Figure 3 shows that null hypothesis is rejected and alternate hypothesis is accepted. Here Chi-Square test statistic (χ^2) = 75.31. Since $\chi^2(4) = 75.31$, $p < 0.05$ at 5% level of significance then there is significant association of breach of psychological contract get the employee attention to switchover to another Organization. All the above hypotheses clearly show that major respondents support the fact that they don’t feel secure in their present organisation because of their employer’s uncertain behaviour. It results in perception of breach of psychological contract and results in employee switch over to the other organization [34].

6. Conclusion

1. Implications of the study

This research demonstrates that Psychological Contract idea is very helpful for the Indian associations not only in terms of money but also in the HR point of view. It gives a chance to the employer's to comprehend workers' for their assumption about their job stability and in the event if it is furnished it prompts Job fulfillment inside them and furthermore motivates organisation citizenship conduct. Satisfied workers work in a vastly improved manner when contrasted with unsatisfied one. So this research encourages the business to comprehend their representatives’ desires and give chance of work in secure condition for better working of the companies.

2. Limitation and scope for future research

The information for study was gathered in a cross-sectional manner; consequently causal supposition was made with judiciousness. Additionally, the information were gathered from a solitary city and time compel was likewise there. So there is a huge scope for future examinations. There are various regions that should be tended to in future research on Job insecurity and employer's behavior. In light of the consequences of this investigation, it is prescribed that more than one customer organization ought to be incorporated into the examination populace so as to look at results and the adequacy of the estimating instruments utilized.

An increasingly intelligible picture on the psychological contract and job instability of impermanent workers may likewise be gathered utilizing a longitudinal report with intercessions. The Assignment Duration Contract question and resultant statistical differences that were extracted serves as a good example and meaningful deductions could have been made if it had been studied as an intervention in a longitudinal study. Questions should be integrated in either the biographical questionnaire or the instrument measuring the psychological contract that more clearly differentiate between the employer and supervisors/superiors. Questions that draw on the subjective and objective situation as model should also be included to expound on the controllability of the temporary employee's situation. A possible reason the temporary employees in this study population have shown to be optimistic of continued tenure might be promises or innuendos experienced that they may be appointed permanently in due course. This could not be confirmed in the battery of instruments used in this study and questions alluding to this should be built-in. A question relating to Voluntary Status should be used again in any further studies. The wording of the question in this study may have forced respondents to answer in a certain manner and this may have caused a prejudiced result.

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The Publication fee is defrayed by Indian Society for Education and Environment (www.iseeadyar.org)

Cite this article as:

Dr. FarhinaSardar Khan, Kainat Akhtar Usmani, Dr. Syed Shahid Mazhar. Employer's behaviour leads to job insecurity: a psychological contract perspective. *Indian Journal of Economics and Development*. June 2019, Vol 7 (6), 1-11.

Received on: 02/04/2019

Accepted on: 03/06/2019