



**RESEARCH PAPER**

**Job Insecurity and Mediating Role of Negative Emotions with  
Turnover Intention**

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**ABSTRACT**

To push the job insecurity literature forward, this study examines the Relationship between job insecurity, Negative emotions and Turnover intention while measuring moderating effect of servant leadership. Evolutionary theory of emotions (Charles Darwin) supported to carry out this study. Respondents were working in the time of crisis in Manufacturing/services sectors. They were having the role of Manager/supervisor. Total 41 responses received; out of them, 30 responses were appropriate to analyze. After analyzing the provided data, we can say that there is no significant relationship between job insecurity and turnover intention. Moreover, servant leadership have no significant moderating mediation effect on Negative emotions and turnover intention. Findings of this study can help HR managers to understand the insight of job insecurity and negative emotions. This study can give valuable input to HR/Line managers in the activity of succession planning and team buildings for special/critical projects.

**KEYWORDS** Job Insecurity (JI), Negative Emotions (NE), Servant Leadership (SL), Turnover intention (TI)

**Introduction**

Organizations are facing economic crisis since early 2020 due to the pandemic situation prevailing globally.(Mckinsy&company) November 2020 report shows that 62% of employees globally consider mental health issues to be a top challenge during the crisis, this report has shown that 96% of the employer struggling to meet the crisis globally. As a new global recession brought on by the health pandemic impacts economies and labour markets, millions of workers have experienced changes which have profoundly transformed their lives within and beyond work, their well-being and their productivity. (WEF Oct.2020 Future of job Report).

World economic Forum ( WEF Oct.2020 report) shows that Employers expect that by 2025, roles of excessive workforce will decline from being 15.4% to 9% (6.4% decline), and that emerging professions will grow from 7.8% to 13.5% (5.7% growth) of the total employee base of company respondents.by 2025, 85 million jobs may be displaced by a shift in the division of labour between humans and machines, while 97 million new roles may emerge that are more adapted to the new division of labour between humans, machines and algorithms.

These reports reflect that current/existing employees on different positions perceiving that their jobs may insecure. This tendency can lead to negative emotions and turnover intention.

According to Wasposito et al. (2013), the high level of turnover intention has become a problem for many companies, where the perceived negative impact is the difficulty in getting quality and capability following the qualifications set by the company and requires

time and the cost of recruiting new employees. Therefore, the organization needs to reduce it to acceptable levels.

Employee turnover has been a critical managerial issue in the hospitality industry. High rates of employee turnover result in direct and indirect costs, such as costs associated with recruiting and training new hires, and the loss of organizational knowledge and cohesive culture (Robinson et al., 2014).

Previous research (Hyo Sun Jung a, Yoon Sik Jung b, Hye Hyun Yoon,2020) shows that job insecurity and job engagement has a negative relationship, while job engagement reduces turnover intention. Study by (David Broughama,1, Jarrod Haarb,2 2020) examined the relationship between technological disruption on turnover intention with mediating role of job insecurity (positive relation) . Another study by (Sri Langgeng Ratnasaria, Linayati Lestari,2020) examine the effect of workload and job security on turnover intention. Job Insecurity has a significant effect on turnover intention, Workload and Job Insecurity have a significant effect on Turnover Intention.

### **Literature Review**

“A review of literature may only be a clear overview of the sources, in an organizational pattern, and its function is to estimate and summarize the previous writings linked to current topic” (Ahmad et al., 2024, p.3). Following is the literature review of present study.

### **Job Insecurity**

In work psychological research, job insecurity is typically regarded as a stressor, and it has been associated with a number of negative outcomes for individual well-being and both job and organisational behaviour (Zafar & Akhtar, 2023; Cheng & Chan 2008). Greenhalgh and Rosenblatt (1984) conceptualized job insecurity as the “powerlessness to maintain desired continuity in a threatened job situation” . Jacobson and Hartley (1991) define job insecurity as “a discrepancy between the level of security a person experiences and the level she or he might prefer”. Other definitions are “one’s expectations about continuity in a job situation” (Shafqat et al., 2024), “an overall concern about the future existence of the job” (Di Stefano et al., 2020), and “an employee’s perception of a potential threat to continuity in his or her current job” (Ullah et al.,2020). Cheng et al. (2008) Job insecurity has been identified as one of the most important stressors in work life. They have associated job insecurity with poor mental and physical wellbeing.

### **Negative emotions**

Within the particular field of job insecurity, personality variables have been repeatedly argued to have special relevance (De Witte, 2005; Kinnunen, Feldt, & Mauno, 2003). with a number of studies demonstrating considerable relationships between job insecurity perceptions and a diverse set of personality variables (Ashford, Lee, & Bobko, 1989; Kinnunen, Mauno, Näätä, & Happonen, 1999; Kinnunen et al., 2003; Näswall et al., 2005; Orpen, 1994; Roskies & Louis-Guerin, 1990; Van Vuuren, Klandermans, Jacobson, & Hartley, 1991). Negative Affectivity is a person’s tendency to experience aversive mood states, such as anger, fearfulness or depression (Watson & Pennebaker, 1989). Due to their negative world view, high Negative affectivity people have been argued to experience stressors at a higher level than their low Negative affectivity counterparts (Spector et al., 2000).

Pam (2013) defines negative emotions “as an unpleasant or unhappy emotion which is evoked in individuals to express a negative effect towards an event or person.”

Biswas-Diener and Kashdan (2014) wrote an entire book on the positive motivation that negative emotions can move us towards. They see negative emotions as motivators to

help us address and correct behavior and take action.(Schwarz and Clore, 1996) stated that Emotions are a source of information that help you understand what is going on around you (Shakir et al., 2012; ,Zein, Wyatt and Grezes, 2015) describes Negative emotions, in particular, can help you recognize threats. (Biswas-Diener and Kashdan, 2014) stated that negative emotions prepare to positively handle potential danger.(Nolen-Hoeksema, 1991) states that If you spend too much time dwelling on negative emotions and the situations that might have caused them, you could go into a spiral of rumination.

**Servant Leadership**

Greenleaf (1977) defined servant leadership as not just a management technique but a way of life which begins with “the natural feeling that one wants to serve, to serve first” servant leader look first to how his services benefit others.in servant leadership, leader ensures that people are growing in all areas, their profession, knowledge, autonomy and even their health and physical development.(Forbes) A servant leader is capable of healing people with a focus on their emotional health and a feeling of completeness.

**Turnover Intention**

Turnover intentions reflect an individual's tendency to search for alternative employment (Lim, 1996; Sverke & Hellgren, 2001) and are considered a direct and critical predictor of an organization's actual turnover (Griffeth, Hom, & Gaertner, 2000; Sommer & Haug, 2011).

**Theoretical Background**

“The structure that can support a theory is called theoretical framework; it not only encompasses the theory, but narrative explanation about how the researcher engages in using the theory and its underlying assumptions to investigate the research problem” (Ahmad et al., 2024, p.302). Evolutionary theory of emotions (Charles Darwin) suggests that our emotions serve an adaptive role that help and motivate people to respond to stimuli in the environment that help the chance of existence or survival. According to this theory, feeling of fear compel person to fight the situation or fly to avoid the source. Emotions serve as a bridge between motivational systems based on hard-wired instructions for social behavior to systems based on learning and flexibility. (Wentworth and Ryan 1992; Wentworth and Yardly 1994).

**Conceptual Framework and Hypothesis development**

Conceptual Frame work

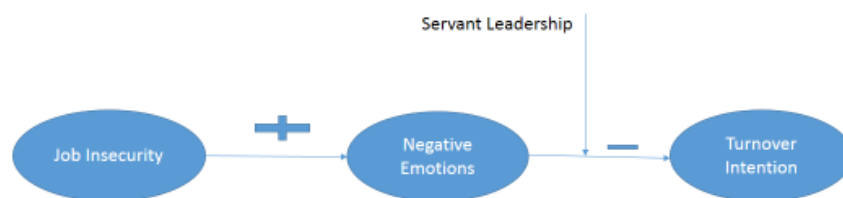


Figure: 01 Conceptual framework of servant leadership

**Job Insecurity and Negative Emotions**

Negative Affectivity is a person’s tendency to experience aversive mood states, such as anger, fearfulness or depression (Watson & Pennebaker, 1989). Due to their negative world view, high Negative affectivity people have been argued to experience stressors at a higher level than their low Negative affectivity counterparts (Spector et al., 2000).

In organizational context, specifically where employees are perceiving Job insecurity, Evolutionary theory explains, how environmental stimuli arises emotions, and these emotions causes employees to make him/herself ready to face the situation or fly to avoid uncertain situation. (Evolutionary theory of emotions, Charles Darwin) In this study, job insecurity is a stimuli, that arises negative emotions.

Hypothesis 1: - Job insecurity (JI) positively relates to Negative Emotions (NE).

### **Negative Emotions and Turnover Intention: -**

Negative emotions arise in response to environmental stimuli (that is Job insecurity in this context). Negative emotions (Schwarz and Clore, 1996) stated that Emotions are a source of information that help you understand what is going on around you. Negative emotions then have adaptive role that motivate people to respond to stimuli in the environment.

Negative emotions and Turnover intention ( reflect an individual's tendency to search for alternative employment (Lim, 1996; Sverke & Hellgren, 2001) have a negative relationship, because it is not necessary that negative emotions compel employee to leave the job but canmake him/her to continue this job.

Hypothesis 2: - Negative emotions (NE) have negative relationship with Turnover Intention (TI).

### **Moderating Effect of Servant Leadership**

Servant leadership as a moderator can play a significant role between Negative emotions and Turnover intention. As altruism is a key attribute of servant leadership ("The Servant as Leader", Greenleaf (1977), it can help employee to retain on current Position while motivating him/her.

Hypothesis 3:- Servant Leadership (SL) positively moderates the relationship between JI and TI

### **Material and Methods**

"Research methodology is the part of the research study in which researchers give an account of the research methods, which they have used to conduct their research" (Ahmad et al., 2023, p.402). The following research methodology is used by the researcher.

### **Sample and Procedure**

Sampling is a technique that involves taking a small number of participants from a large group (Rao et al., 2023; Sadaf et al., 2024). A quantitative data got collect from variety of organizations (MNCs National,) and different sectors (Manufacturing/Services) from various positions (Managers/supervisors) who were working in the time of crisis. 14 respondents represented services sector, while 16 respondents represented Manufacturing sector. Questionnaire was sent to respondent via Email/social media to respondents. 41 respondent share their input via questionnaire. Out of total, missing data was sent by 6 respondents, 4 respondent sent incomplete data with aberrant values. Response from 30 respondent used in this research.

Job insecurity was measured through 9item likert scale ranging from 1=Strongly Disagree to 6= Strongly Agree.

Negative emotions was measured through 5item likert scale from 1=Strongly Disagree to 6= Strongly Agree.

Servant leadership was measured through 7 item likert scale . Where strongly Disagree=1, Disagree=2, Slightly Disagree=3, Neutral=4, Slightly agree=5, Agree=6 and Strongly Agree=7

Turnover Intention was measured through 3item likert scale from Strongly Disagree =1,Disagree=2,Neutral=3, Agree=4, and Strongly Agree=5.

Table 1- JI,NE,SL and TI got measure through following items.

**Data Analysis**

The collected data was analyzed through SPSS. To refine the data, aberrant, Missing value and outlier were used. Descriptive statistics was use for standard deviation, Mean, Minimum and Maximum. To check Reliability and validity of the instrument cronbach’s alpha and Pearson’s r were used. To measure the relationship between variables, regression test was used. To know the relationship between mediation/moderation, Model#14 was used in SPSS process.

**Results and Discussion**

**Descriptive Statistics**

Table one showed the means and standard deviations of each item in relation to the constructs of this study: job insecurity, Negative emotions, servant leadership and turnover intent. The mean values of the items under job insecurity ranged from 3.9 to 5.0 on the 6- point scale. Respondent ranked “I look forward with confidence to the introduction of new technologies” (5.0 ± 1.17) as the highest job insecurity attribute. Of the five Negative Emotions variables with 6 point scale “I would feel stressed if I had to fight for my job” (4.2 ± 1.42) ranked highest. Respondent ranked highest “My leader can tell if something work-related is going wrong (5.2 ± 1.42) with 7 point scale. Of the three turn over intention variables with 5 point scale, respondents ranked (3.4 ± 1.5).

**Table1  
Descriptive statistics of variables**

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
J11. I am concerned about the possibility of being dismissed	30	1	6	3.90	1.470
J12.The possibility of losing my job puts a lot of strain on me	30	1	6	4.17	1.341
J13.I would feel stressed if I had to fight for my job	30	1	5	3.83	1.206
J14.I believe that my job is secure	30	1	6	3.80	1.606
J15.I believe that my career is secure	30	1	6	3.80	1.540
J16.I clearly know my chances for advancement in the coming years	30	2	6	4.37	1.402
J17. In my opinion I will keep my job in the near future	30	1	6	4.53	1.383
J18.In my opinion I will be employed for a long in my present job	30	1	6	4.03	1.474
J19I look forward with confidence to the introduction of new technologies	30	1	6	5.00	1.174

NE1.The thought of getting fired really scares me	30	1	6	3.87	1.717
NE2.I am worried about the possibility of being fired	30	1	6	3.77	1.695
NE3.I am concerned about the possibility of being dismissed	30	1	6	3.70	1.442
NE4.The possibility of losing my job puts a lot of strain on me	30	1	6	3.73	1.741
NE5.I would feel stressed if I had to fight for my job	30	1	6	4.20	1.243
SL1.My leader can tell if something work-related is going wrong.	30	2	7	5.23	1.478
SL2.My leader makes my career development a priority.	30	2	7	4.43	1.716
SL3.I would seek help from my leader if I had a personal problem.	30	1	7	4.10	1.900
SL4.My leader emphasizes the importance of giving back to the community	30	2	7	3.97	1.474
SL5.My leader puts my best interests ahead of his/her own.	30	1	7	3.90	1.768
SL6.My leader gives me the freedom to handle difficult situations in the way that I feel is best.	30	2	7	4.47	1.756
SL7.My leader would NOT compromise ethical principles in order to achieve success.	30	1	7	4.43	2.046
TI1.I often think about quitting my present job.	30	1	5	2.93	1.413
TI2.I will probably look for a new job in the next year	30	1	5	3.47	1.570
TI3.As soon as possible, I will leave the organization.	30	1	5	2.90	1.561
Valid N (listwise)	30				

**Table; 02**  
**Reliability Statistics**

Cronbach's Alpha	N of Items
.803	24

**Table 03**  
**The value of cronbach's for 24 items**

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
J11. I am concerned about the possibility of being dismissed	92.63	235.895	.353	.796
J12.The possibility of losing my job puts a lot of strain on me	92.37	249.068	.074	.808
J13.I would feel stressed if I had to fight for my job	92.70	241.597	.292	.799
J14.I believe that my job is secure	92.73	229.099	.459	.790

J15.I believe that my career is secure	92.73	225.789	.558	.786
J16.I clearly know my chances for advancement in the coming years	92.17	232.902	.447	.792
J17. In my opinion I will keep my job in the near future	92.00	239.172	.301	.798
J18.In my opinion I will be employed for a long in my present job	92.50	241.638	.222	.802
J19I look forward with confidence to the introduction of new technologies	91.53	237.016	.431	.794
NE1.The thought of getting fired really scares me	92.67	229.816	.408	.793
NE2.I am worried about the possibility of being fired	92.77	239.013	.231	.802
NE3.I am concerned about the possibility of being dismissed	92.83	242.902	.200	.803
NE4.The possibility of losing my job puts a lot of strain on me	92.80	233.269	.333	.797
NE5.I would feel stressed if I had to fight for my job	92.33	236.023	.430	.793
SL1.My leader can tell if something work-related is going wrong.	91.30	233.252	.411	.793
SL2.My leader makes my career development a priority.	92.10	227.679	.451	.790
SL3.I would seek help from my leader if I had a personal problem.	92.43	231.357	.329	.798
SL4.My leader emphasizes the importance of giving back to the community	92.57	227.840	.539	.787
SL5.My leader puts my best interests ahead of his/her own.	92.63	231.482	.360	.795
SL6.My leader gives me the freedom to handle difficult situations in the way that I feel is best.	92.07	229.857	.395	.794
SL7.My leader would NOT compromise ethical principles in order to achieve success.	92.10	221.679	.462	.789
TI1.I often think about quitting my present job.	93.60	241.421	.241	.801
TI2.I will probably look for a new job in the next year	93.07	243.995	.153	.805
TI3.As soon as possible, I will leave the organization.	93.63	244.309	.148	.806

**Validity**

Validity test was carried out by using Pearson’s table for critical values. By using (DF= N-2) where DF= degree of freedom and N= sample size, and level of significance is .05 in Pearson’s table. We obtained DF=30-2= 28, where 28 is equal to 0.36 in Pearson’s table. If total obtained value is greater than 0.36 and significant level is less than .05, we can say the question is valid.Out of 24 items, there are 3 items in JI, which do not meet the criteria, mean they are not valid questions.

**Table 04**  
**Validity test for JI Correlations**

	J11. I am concerned about the possibility of being dismissed	J12.The possibility of losing my job puts a lot of strain on me	J13.I would feel stressed if I had to fight for my job	J14.I believe that my job is secure	J15.I believe that my career is secure	J16.I clearly know my chances for advancement in the coming years	J17. In my opinion I will keep my job in the near future	J18.In my opinion I will be employed for a long in my present job	J19I look forward with confidence to the introduction of new technologies	Total_JI
Pearson Correlation	1	.323	.321	-.096	-.116	-.065	-.041	-.317	.399*	.267

J11. I am concerned about the possibility of being dismissed	Sig. (2-tailed)	.081	.084	.612	.543	.732	.831	.088	.029	.154	
	N	30	30	30	30	30	30	30	30	30	
	Pearson Correlation	.323	1	.380*	-.288	-.167	-.272	.174	-.125	-.022	.177
J12. The possibility of losing my job puts a lot of strain on me	Sig. (2-tailed)	.081		.038	.123	.378	.146	.359	.510	.909	.348
	N	30	30	30	30	30	30	30	30	30	30
	Pearson Correlation	.321	.380*	1	.053	.019	-.289	-.007	-.055	.122	.287
J13. I would feel stressed if I had to fight for my job	Sig. (2-tailed)	.084	.038		.779	.922	.121	.971	.773	.522	.124
	N	30	30	30	30	30	30	30	30	30	30
	Pearson Correlation	-.096	-.288	.053	1	.834**	.646**	.484**	.542**	.366*	.771**
J14. I believe that my job is secure	Sig. (2-tailed)	.612	.123	.779		.000	.000	.007	.002	.047	.000
	N	30	30	30	30	30	30	30	30	30	30
	Pearson Correlation	-.116	-.167	.019	.834**	1	.706**	.424*	.413*	.457*	.771**
J15. I believe that my career is secure	Sig. (2-tailed)	.543	.378	.922	.000		.000	.020	.023	.011	.000
	N	30	30	30	30	30	30	30	30	30	30
	Pearson Correlation	-.065	-.272	-.289	.646**	.706**	1	.412*	.345	.419*	.632**
J16. I clearly know my chances for advancement in the coming years	Sig. (2-tailed)	.732	.146	.121	.000	.000		.024	.062	.021	.000
	N	30	30	30	30	30	30	30	30	30	30
	Pearson Correlation	-.041	.174	-.007	.484**	.424*	.412*	1	.499**	.467**	.713**
J17. In my opinion I will keep my job in the near future	Sig. (2-tailed)	.831	.359	.971	.007	.020	.024		.005	.009	.000
	N	30	30	30	30	30	30	30	30	30	30
	Pearson Correlation	-.317	-.125	-.055	.542**	.413*	.345	.499**	1	.000	.509**
J18. In my opinion I will be employed for a long in my present job	Sig. (2-tailed)	.088	.510	.773	.002	.023	.062	.005		1.000	.004
	N	30	30	30	30	30	30	30	30	30	30
	Pearson Correlation	.399*	-.022	.122	.366*	.457*	.419*	.467**	.000	1	.649**
J19. I look forward with confidence to the introduction of new technologies	Sig. (2-tailed)	.029	.909	.522	.047	.011	.021	.009	1.000		.000
	N	30	30	30	30	30	30	30	30	30	30
	Pearson Correlation	.267	.177	.287	.771**	.771**	.632**	.713**	.509**	.649**	1
Total_JI	Sig. (2-tailed)	.154	.348	.124	.000	.000	.000	.000	.004	.000	
	N	30	30	30	30	30	30	30	30	30	30

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

**Table 05**  
**Validity test for TI**

		TI1. I often think about quitting my present job.	TI2. I will probably look for a new job in the next year	TI3. As soon as possible, I will leave the organization.	Total TI
TI1. I often think about quitting my present job.	Pearson Correlation	1	.839**	.841**	.949**
	Sig. (2-tailed)		.000	.000	.000
	N	30	30	30	30
TI2. I will probably look for a new job in the next year	Pearson Correlation	.839**	1	.779**	.932**
	Sig. (2-tailed)	.000		.000	.000
	N	30	30	30	30
TI3. As soon as possible, I will leave the organization.	Pearson Correlation	.841**	.779**	1	.933**
	Sig. (2-tailed)	.000	.000		.000
	N	30	30	30	30
Total TI	Pearson Correlation	.949**	.932**	.933**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	30	30	30	30

\*\*. Correlation is significant at the 0.01 level (2-tailed).

**Regression**

**Variables Entered/ Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Total_JI <sup>b</sup>	.	Enter

a. Dependent Variable: Total-TI

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.056 <sup>a</sup>	.003	-.032	4.32869



a. Predictors: (Constant), Total-JI

b. Dependent Variable: Total-TI

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.647	1	1.647	.088	.769 <sup>b</sup>
	Residual	524.653	28	18.738		
	Total	526.300	29			

a. Dependent Variable: Total-TI

b. Predictors: (Constant), Total-JI

**Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	10.615	4.504		2.357	.026
	Total-JI	-.035	.118	-.056	-.296	.769

a. Dependent Variable: Total-TI

In regression analysis, we found that there is no significant relationship between independent variable (JI) with dependent variable (TI), as R and R2 values are very low. Moreover, in ANOVA and coefficient analysis, significant values are greater than >.05, so there is no significant relationship.

**Mediation/Moderation**

Run MATRIX procedure:

\*\*\*\*\* PROCESS Procedure for SPSS Version 3.5.2 \*\*\*\*\*

Written by Andrew F. Hayes, Ph.D. [www.afhayes.com](http://www.afhayes.com)

Documentation available in Hayes (2018). [www.guilford.com/p/hayes3](http://www.guilford.com/p/hayes3)

\*\*\*\*\*

Model : 14  
 Y : Total-TI  
 X : Total-JI  
 M : Total-NE  
 W : Total-SL  
 Sample  
 Size: 30

\*\*\*\*\*

OUTCOME VARIABLE:

Total\_NE

**Model Summary**

	R	R-sq	MSE	F	df1	df2	p
	.1970	.0388	40.9147	1.1305	1.0000	28.0000	.2967

**Model**

	coeff	se	t	p	LLCI	ULCI
constant	12.2997	6.6556	1.8480	.0752	-1.3341	25.9335
Total_JI	.1861	.1750	1.0633	.2967	-.1724	.5447

\*\*\*\*\*

OUTCOME VARIABLE:

Total\_TI

**Model Summary**

	R	R-sq	MSE	F	df1	df2	p
	.4601	.2117	16.5946	1.6788	4.0000	25.0000	.1863

**Model**

	coeff	se	t	p	LLCI	ULCI
constant	.4621	10.3142	.0448	.9646	-20.7812	21.7054
Total_JI	-.0316	.1435	-.2199	.8277	-.3270	.2639
Total_NE	.5920	.4414	1.3410	.1920	-.3172	1.5012
Total_SL	.1481	.2738	.5407	.5935	-.4159	.7120
Int_1	-.0102	.0136	-.7520	.4591	-.0382	.0178

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Product terms key:

Int\_1 : Total\_NE x Total\_SL

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Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
M*W	.0178	.5654	1.0000	25.0000	.4591

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\*\*\*\*\* DIRECT AND INDIRECT EFFECTS OF X ON Y \*\*\*\*\*

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Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
-.0316	.1435	-.2199	.8277	-.3270	.2639

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Conditional indirect effects of X on Y:

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INDIRECT EFFECT:

Total\_JI -> Total\_NE -> Total\_TI

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Total_SL	Effect	BootSE	BootLLCI	BootULCI
18.9600	.0741	.0978	-.0397	.3348
31.5000	.0503	.0694	-.0276	.2408
41.0000	.0322	.0766	-.0504	.2469

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Index of moderated mediation:

Index	BootSE	BootLLCI	BootULCI
Total_SL	-.0019	.0047	-.0122 .0066

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\*\*\*\*\* ANALYSIS NOTES AND ERRORS \*\*\*\*\*

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Level of confidence for all confidence intervals in output:

95.0000

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Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

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W values in conditional tables are the 16th, 50th, and 84th percentiles.

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----- END MATRIX -----

By running Model# 14 in SPSS process on our data and following guidelines by Hays, We found that there is no significant relationship between job insecurity and turnover intention. As “P” value for all path is greater than >.05. Moreover, servant leadership have no moderating mediating effect on Negative emotions and turnover intention, as instructed by Hays, in Index of moderated mediation both values should be in negative or positive, here in our model one value is negative and one value is positive, so there is no moderating mediation.

**Conclusion**

After analyzing our data through different parameters, we can conclude, that there is no relationship between job insecurity (JI) and Turnover intention (TI). Moreover, servant leadership (SL) have no moderating mediation on Negative emotions (NE) and turnover intention (TI).

**Practical implication**

This research provides insight about employee’s (Managers/Supervisors) turnover intention. Organizations with proper succession planning program can understand the construct that leads to turnover intention. Research may facilitate HR as well as line managers to have proper succession planning that lead to maximize the opportunities for talented Managers/Supervisor within organization and overall it can increase organizational efficiency. Research may also help managers to take proactive measures to

retain talented employees. Research may be helpful for HR/Line managers to serve as servant leadership role, this can reduce the turnover intention of employees.

### **Limitations and future Research**

This study reflects data from different organizations and industries. Respondents were selected with designations of Manager/Supervisors. Future study can focus on staff/employees to get insight on ground level. This study reflects a generic data regarding variables. Sample size was small. Future research can focus on single industry. Respondents can be from same designations to collect specific data. Sample size should be large enough to get appropriate results. HR practices may use as moderator to check relationship with Turnover intention.

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