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The Influence of Job Insecurity on Job Performance: The Moderating Role of Proactive Personality

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Abstract

Job insecurity of employees is one of the main issues in organizational success. The motivation theories revealed that if employees feel their job insecure then they are not motivated and will ultimately lead towards poor job performance. Scholars across the globe check out this relationship. Research in hand used proactive personality as moderator in the relationship between job insecurity and job performance. Current study collected data from contractual employees of southern districts universities, KP Pakistan. The data was collected through survey approach by using well-structured adopted questionnaire. Results revealed that there is inverse relationship between job insecurity and job performance, meaning that with the increase in job insecurity the employees job performance declines. Results also elaborated that proactive personality do act as a moderator in the relationship between predictor and criterion variable. Furthermore, It is concluded from the results that if an employee job is insecure but having proactive personality can enhance his job performance.

Keywords: Job Insecurity, Job Performance, & Proactive Personality

INTRODUCTION

The feeling of job insecurity among employees has increased as a result of uncertain financial circumstances and fierce commercial rivalry, which must spurred restructuring, acquisitions, mergers, and downsizing inside organizations. According to Ashford, Lee, and Bobko (1989), Greenhalgh & Rosenblatt (1984), and Shoss (2017), work insecurity relates to people's perceptions that their employment is in danger and that they cannot maintain the necessary level of job continuity. Earlier research, comprising a pair of meta-analyses (Cheng & Chan, 2008; Sverke, Hellgren, & Naswall, 2002), has demonstrated such job insecurity triggers a reaction of removal in workers (e.g., Davy, Kinicki, & Scheck, 1997; Huang, Wellman, Ashford, Lee, & Wang, 2017; Lazarus & Folkman, 1984; Wang, Hu, Hurst, & Yang, 2014) also negatively affects their job. Despite this data, there has been relatively little research on the mechanisms that explain how job uncertainty affects employee outcomes. Job performance and affective commitment are significant to both employers and employees and have frequently been explored as the result factors research on job insecurity (Sverke et al., 2002; Lee et al., 2006; Cheng & Chan, 2008; Ahmad et al., 2023; Shoss, 2017 & Nahyan, Ahababi, Alabdolrahman, Alhosani, Jabeen and Farouk, 2024). The last ten years have seen unpredictable macroeconomic conditions, leading to increased job insecurity (JI)—the fear of being laid off without notice (Ahearn, 2012; Eurofound, 2014). According to research, job insecurity is considered a psychological strain and possesses a detrimental effect on employees' overall health and well-being (Shoss, 2017; De Witte et al., 2016 & Anand, Dalmasso, Vessal, Parameshwar, Rajasekar & Dhal, 2023). Its influence on behavioral results, like worker performance, is less well understood. A company's ability to operate and survive depends on its ability to comprehend this relationship, particularly by what means job insecurity may enhance or else impair employee output (Sverke et al., 2019). Although the utter body of research indicates that JI hurts employee performance, some studies have found no relationship at all (refer to the Sverke et al., 2019 meta-analyses), along with a small number Research investigations have additionally found a satisfying alliance (Feather & Rauter, 2004). According to the results of these investigations, employees may be trying to control the perception that their managers have of them to keep their jobs (Huang et al., 2013; Probst et al., 2007, 2019; Shoss, 2017; Staufenbiel & König, 2010). Although it's evident that job insecurity primarily inhibits behavior and has detrimental effects, this research raises the possibility that there are some situations in which JI can motivate workers to perform at a higher level. It is interesting to see if managers and staff alike view this improved performance in that way, or if there is a difference in opinions that points to the possibility of impression management and job preservation motives (Jarosch, 2023). As a result, it is abundantly evident from the foregoing context that employees'

job performance is significantly impacted by job instability. In other words, if employees' employment is secure, their performance will improve, and vice versa. Additionally, it is evident from the literature that some workers, as opposed to reactive and defensive workers, have proactive personalities and can deal with their job insecurity more intelligently. Since job insecurity, as well as performance, are related, the study at hand focus on the moderating roles of proactive personality.

PROBLEM STATEMENT

In today's competitive world organizations/institutions are continuously working on the idea of improving employee's job performance, as this performance will ultimately lead towards organizational growth. Hence, the main problem under study is that how organizations can enhance their performance by reducing job insecurity while enhancing proactive personality. The issues raised in this study relate to examining how job uncertainty affects job performance, and proactive personality. The research found that depending on how employees perceive their circumstances and objectives, feelings of job insecurity at work can produce either positive or negative attitudes toward their jobs. Although each of these concepts (job insecurity, job performance, and proactive personality) has been the subject of research in the past, either separately or to one another, More study is needed to investigate any possible relationships between these characteristics in different companies. (Basyouni & Keshky, 2021; Yao, Li & Zhang, 2021). In a similar vein, various studies have identified various factors serving as intermediaries within the connections in between jobs instability and job performance, such as employment involvement (Camgoz, 2016) and organizational justice (Wang, Chang, and Siu, 2015). As per literature gap, the current research examined the moderating role of proactive personality in the relationship between job insecurity and job performance, within the context of higher education institutions, where little research has been found to examine this situation, the goal of this research is to survey correlations among these variables. The fundamental problem is that, in comparison to the rest of the globe, HEI's academic performance and accomplishments are deteriorating daily. Therefore, it is imperative to address this problem. Because of their crucial and efficient. roles within the country's advancement at the local level and countrywide levels, particularly throughout Pakistan's Khyber Pakhtunkhwa, the study intends to analyze these leading issues in specific contexts (HEIs).

RESEARCH QUESTIONS

1. Is there any connection between job insecurity, job performance, and proactive personality?
2. How does job insecurity influence the job performance of employees?

3. Does a proactive personality moderate the relationship between job insecurity and job performance?

RESEARCH OBJECTIVES

1. To identify the connection between job performance and job instability, as well as proactive personality.
2. To investigate the effect of job insecurity on job performance.
3. To elucidate the moderating role of proactive personality in the relationship between job insecurity and job performance.

LITERATURE REVIEW

Every person employed by any type of organization, whether public, commercial, or non-governmental, has a fundamental right to job security. According to Bosman, Rothman, and Buitendach (2005), all firms have a fundamental duty to reward their workers for their contributions to the company as well as provide them with job security. Employee performance and engagement are negatively impacted when they feel confused about their positions (Feng, Lu, and Siu, 2008 & Nahyan, Ahbabi, Alabdolrahman, Alhosani, Jabeen and Farouk, 2024). It is assumed that staff members who possess a higher probability of employment anxieties will experience greater emotional weariness and have higher turnover intentions (Jiang & Probst, 2014). Employee's anxiety over their existing jobs' unclear futures serves as a form of discouragement, which causes them to engage in less work and motivates them to hunt for improved job opportunities options (Richter & Katharina, 2019 & Anand, Dalmasso, Vessal, Parameshwar, Rajasekar & Dhal, 2023). This shall negatively impact the organization's credibility in addition to its efficient operation. Numerous researchers have defined job insecurity in various ways, taking into account the complexity and variety of research topics (Richter, 2011 & Hur, 2022). According to some researchers, work insecurity can be quantified and characterized in qualitative terms, as well as affectively and cognitively, subjectively and objectively. In this section, the researcher will define and explain each separate characteristic in turn to provide a clearer awareness of the idea of job instability and how It is related to other various factors. Rosenblatt and Ruvio (1996); Hellgren and colleagues (1999); Witte (2008); Wang & Siu (2015). Job instability is defined by researchers Considering demands for consistency in job settings (Davy, Kinicki & Scheck, 1997), " worries over the long-term viability of the project " (Vuuren & Klandermans 1990), and " felt helplessness to sustain the sought continuity in a position where my job is in danger" (Greenhalgh & Rosenblatt 1984 & Jarosch, 2023). According to Tilakdharee et al. (2010), job security indicates respondents' expectations for the future and guarantees that their current positions and levels of employment will be maintained for the upcoming year. According to Etin and Turan (2013), downsizing,

restructuring, mergers, and other quick organizational changes own a considerable influence on the experience of job insecurity among employees. According to Sverke, Hellgren, and Näswall (2002), job insecurity is "defined as the level of uncertainty" a person experiences regarding his or her ability to continue working. This uncertainty has been shown to significantly affect employee attitudes and behavior. According to Fischmann et al. (2015), employees' " thoughts and worries over the possibility of unintentional job loss that could have a detrimental impact for both " People and institutions as well (Stynen, Forrier, Sels & Witte, 2015; Akgunduz, Eryilmaz, 2018; Shin & Hur, 2020) are associated to job insecurity. The most important factor in determining whether an organization succeeds or fails, including non-governmental groups, is job performance. Throughout this sense, the non-state entity employs workers' temporary offerings as a strategy toward encouraging higher workforce performance (Feather & Rauter, 2004). According to Feng, Lu, and Siu (2008), companies utilize functioning as a measure to assess the efforts of their staff members in completing responsibilities that have been allocated to them. Performance is therefore seen as a useful indicator in assessing the productivity and success of organizations (Lorente, Salanova, Martnez & Vera, 2014; Ahmad, Wadood & Khan, 2024). The researcher divides organizational performance and job performance into two separate categories. Job performance and other elements, such as the organizational environment, influence organizational work. The "clear distinction between organizational and job performance" A company that performs well will accomplish its goals, or in other words, a company that successfully applies the right strategy, whereas job performance is merely one unit of the employees' labor (Luthans, 2010). Researchers are continually struggling with how to define performance as it relates to all jobs and circumstances. Monetary strategy, monetary treatment, as well as financial guidance researchers have only recently become interested in the problem of concern about money.

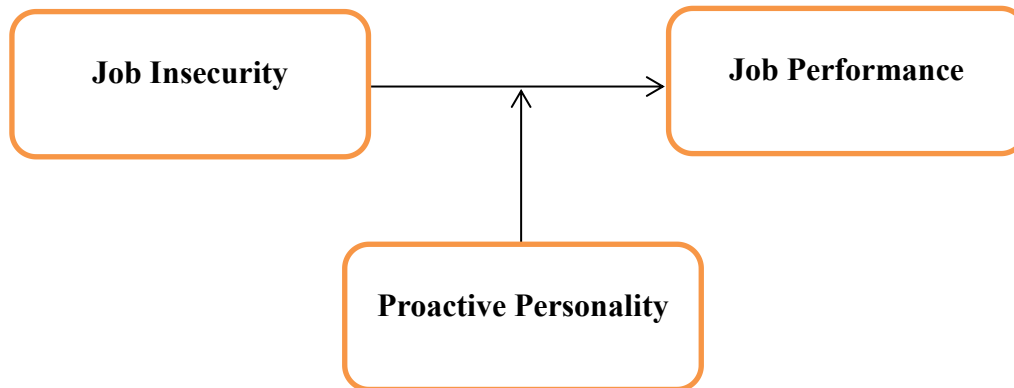
According to Archuleta et al. (2013), "financial stress" pertains to unease perhaps particular worry caused by a shift in a person's financial situation circumstances. A handful of scholars have codified financial stress using principles from the Manual of Statistical Analysis for Mental Disorders, Fourth Edition, the Disorder of Generalized Anxiety (American Psychiatric Association, 2000) for restlessness, agitation, inability to manage stress, and insomnia issues, weariness, tense or spasming muscles, and difficulties concentrating at work or school. The financial status of a person must also meet these criteria (Archuleta et al., 2013). Thus, a proactive personality is strongly connected with work crafting, according to Li et al. (2020). Proactive employees have been found to have an increase in employment resources (Plomp, Tims, Khapova, Jansen, and Bakker, 2016). As a result, a proactive personality is projected to be able to raise welfare levels with a proactive technique on a personal initiative basis (Li et al.,

2020). Social resources, such as coworkers nearby, can significantly affect a worker's proactive stance (Harju, Kaltiainen, and Hakanen, 2021; Tims et al., 2012). It is evident that while demonstrating decreased performance, the job is still moving in the right way. Current meta research. (Jiang & Lavaysse, 2018; Sverke et al., 2019) indicate a modest to the moderate negative connection between job instability in addition to many job effectiveness parameters. According to longitudinal studies by Fischer et al. (2018), Huang et al. (2012), and Schreurs et al. (2012), employees who felt insecure about their jobs had slightly worse job performance over time for the company, encompassing both the individual's and other people's assessments of task execution and inventiveness as well. (Probst et al., 2007). In spite of this, presently there is a lot of proof to back up the theory that anxiety at work might boost productivity. Since work instability upsets the general physical and emotional balances of the affected employees, it has a significant impact on their efforts and performance across all 76 performance metrics. Without the combined efforts of individual performance that can increase organizational productivity, there is no doubt that no one organization can achieve its objectives or goals. Additionally, while positive relationships can facilitate change, negative relationships may limit the benefits of change for the organization. From the employee's side, they thought that their diligence would keep them from being fired. The strength of the belief, however, is not consistent with the equally strong evidence. Sverke et al.'s (2002) initial meta-analysis revealed a negligible impact of job instability on work performance:

The assumption that feeling uneasy at work does not result in subpar performance may have been triggered by this meta-analysis, which is highly effective in terms of the number of citations. Thus, the major reason for the companies in question performing below par is insecurity. There are specific theories that support the theoretical framework, which includes various study variables, each of which has a unique model and theory. The social exchange theory's scope includes the behavioral perspective theory and the resource-based review theory, therefore Utilizing the principle of social exchange to measure the interconnections among the study variables to identify the desired linkages and relationships. Thus, a theoretical framework is a compilation of many hypotheses that are intended to be tested in their natural settings to produce fresh perspectives on the research variable's existence taken into account. The job insecurity argument was first forth by Greenhalgh and Rosenblatt in (1984), the Fleishman and Mumford (1991) work performance model, the Maslach (1998) hypothesis of work-related stress, the job engagement hypothesis of Kahn (1990), and the turnover intentions model developed by Lee and Mowday (1987) have all been used in this drive. In this regard, the current study offers a solid theoretical foundation for each research variable to give an understanding of the theoretical development of each concept and the connections

between all the research concepts more thoroughly, bridging the theories and achieving the desired results.

THEORETICAL FRAMEWORK



RESEARCH HYPOTHESES

H1: There exists a significant association between job instability, job execution, and proactive personality.

H2: Job insecurity significantly affects the job performance.

H3: Proactive personality significantly moderates the relationship between job insecurity and job performance.

RESEARCH METHODOLOGY

RESEARCH PHILOSOPHY

A positive approach would therefore be the best choice for obtaining the most important information regarding the impact of pay for performance. Because positivism offers observable and quantifiable facts and is frequently rational, scientific, and quantitative in its methods of inquiry, positivism is the emphasis of the researcher. According to Saunders et al. (2009), the primary goal of the researcher is to analyze statistical data.

RESEARCH DESIGN

When a researcher wishes to establish a causal relationship between variables, they use an explanatory study. A descriptive study's main objective is to investigate a scenario or problem to clarify the link between various components. The goal of the study is to ascertain whether employee creativity and feedback seeking are moderated by narcissism. This quantitative study, which used a questionnaire as its main research technique, will have an impact on many different concerns.

POPULATION FOR THE STUDY

The staff members of KP's Southern districts' HEIs. The total number of workers in specified districts' HEIs is **1017**. Therefore, the study's target audience will be **1017**.

SAMPLE SIZE AND SAMPLING TECHNIQUES

The following Yamane (1965) formula was used by the researcher to determine how big the sample is:

$$S(n) = N/1+N*e^2$$

Where

e = 5% (constant)

N = **1017**

So, S(n) = **287**.

RESEARCH INSTRUMENT

The design and measurement of the questionnaire are crucial components of research studies that aid in gauging participants' attitudes toward the study's research variables. The design of the questionnaire is also the most crucial stage of research investigations, during which the researchers must choose the optimal method for gathering primary data from study participants (Hair, Money, Samuel, & Page, 2007). To suggest the appropriate scale for quantifying the variables under investigation, which is a crucial component of the measurement of various factors (Saunders, Lewis, & Thornhill, 2012). The surveys that were modified originating from the previously published studies of research, including the scale of Job Insecurity developed by Vander Witte and Nele (2014), the job performance measure from Organ & Paine (1999), The measure of proactive personality scale from Bateman & Crant (1993).

DATA ANALYSIS TECHNIQUES

Respondents were told to reply to structured inferential statistics. The following main tests will be used for analysis:

a. Descriptive Analysis

INSTRUMENT RELIABILITY

Questionnaire questions with a Likert scale of five points, which goes from "5 is strongly agreed, and 1 is severely disagreed." Statistical Package designed for Social Sciences (SPSS) 21 will be accustomed to doing the data analysis. The purpose of utilizing this software is to produce descriptive and data normalization.

b. Inferential Analysis

Pearson's Product Moment Correlation

Simple Linear Regression

Multiple Hierarchical Regression (Moderation)

RESULTS & FINDINGS

DESCRIPTIVE ANALYSIS

INSTRUMENT RELIABILITY

Table-1

Table-1

Reliability Statistics

Scale	Cronbach's Alpha	N of Items
Job Insecurity	.688	10
Job Performance	.681	10
Proactive Personality	.659	17

Before moving towards hypotheses testing/inferential analysis it is advised by scholars that descriptive analysis of the scale and data is mandatory .So for the said purpose first of all researcher applied reliability analysis. There are numerous tools available to check instrument reliability but when researcher used quantitative data collected through survey approach via questionnaire then Cronbach’s Alpha is one of the important tool used to check the instrument reliability. As per scholars like Field (2013) and Hair et al (2007) if the value of Cronbach’s alpha is above 0.6 threshold then the scale is considered as reliable. Hence, it is cleared from the above table that the Cronbach's alpha value for all the variables under study i.e. job insecurity, Job Performance, & Proactive Personality is greater than 0.6 revealing that scales used for study variables are reliable.

DATA NORMALITY

TABLE-2

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis		
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Std. Error
MeanJI	272	2.60	5.00	3.9357	.65104	-.488	.148	-1.055	.294
MeanJP	272	1.00	3.20	2.0173	.54451	-.450	.148	-.670	.294
MeanPAP	272	1.18	3.59	2.2654	.46828	.038	.148	.498	.294
Valid N (listwise)	272								

Before moving towards inferential analysis the next step in descriptive statistic is to check the normal distribution of data, in order to check the data normality there are numerous tests available like Komlogrov Smrinov test, Q-Q plot, skewness and kurtosis etc. the most

common test used in SPSS for data normality is skewness and kurtosis. Researcher applied the same test for checking the normal distribution of data. It is very much important that the data should be normally distributed as on same data results researcher will give conclusions and recommendations. So, if the data is not normally distributed than it will not give correct results for conclusion and recommendations. Results of Table-9 revealed that value of skewness for the variables Job insecurity is -.488, Job performance is -.450, Proactive personality is .038 and the value of kurtosis for the variable job insecurity is -1.055, job performance is -.670, proactive personality is .498. It is clear from the value of skewness and kurtosis that the data collected through the adopted scales of the current research is normally distributed as these values of normality comes in acceptable range i.e. +3 to -3 (Pallant, 2010).

INFERENCEAL ANALYSIS

CORRELATION

TABLE-3

		MeanJI	MeanJP	MeanPAP
MeanJI	Pearson Correlation	1	-.434**	-.198**
	Sig. (2-tailed)		.000	.001
	N	272	272	272
MeanJP	Pearson Correlation	-.434**	1	.489**
	Sig. (2-tailed)	.000		.000
	N	272	272	272
MeanPAP	Pearson Correlation	-.198**	.489**	1
	Sig. (2-tailed)	.001	.000	
	N	272	272	272

Inferential investigation is used to tests the hypotheses of study in hand. There is numerous inferential analysis tests used to test different type of hypotheses. Study in hand developed the first hypothesis to check the relationship among research variables. In order to check the relationship correlation is the most widely used test. There exist numerous correlation kinds but study in hand used Pearson’s Product Moment correlation to test first hypothesis. Correlation ranges from -1 to +1. If the correlation coefficient is negative then it means that there is inverse association between variables and vice-versa. Results of Table-3 revealed that the value of correlation in between job insecurity and job performance is -.434 elucidate that there is inverse relationship between job insecurity and job performance, meaning that with the increase in level of job insecurity among employees will reduce the performance of respective employees in the organizations. Results also elaborated that this

relationship is significant as the p-value for the aforementioned relationship is $.000 < 0.05$. Results also revealed that the value of correlation between job insecurity and proactive personality is $-.198$ with p-value $0.001 < 0.05$. So, it is cleared from the findings that there is inverse association between proactive personality and job insecurity, meaning that with the increase in job insecurity of employees there proactive personality reduces and this relationship is significant based on probability statistics. Based on these results hypothesis “1” of the research is acknowledged.

SIMPLE LINEAR REGRESSION

TABLE-4

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.434 ^a	.189	.186	.49140	62.746	.000

a. Predictors: (Constant), MeanJI

In order to test the hypothesis “2” of the research researcher applied regression analysis as hypothesis “2” is to check the cause and effect between research variables and for this type of hypothesis regression is the most powerful statistical tool. There are various types of regressions used to test different type of hypothesis. Currently researcher is going to check the impact of job insecurity as a composite variable on the job performance. Hence, for such type of analysis simple linear regression is used. The co-efficient of regression is represented by “R2” and the range of co-efficient of determination is from 0-1. Results of Table-4 revealed that the value of “R2” is $.189$ meaning that there is 18.9% variation occurs in job performance due to job insecurity. The model is good fit with F-stat = 62.746 and probability value of $.000$. Based on findings hypothesis “2” of the research is acknowledged.

Table-5

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.447	.183		18.845	.000
	MeanJI	-.363	.046	-.434	-7.921	.000

a. Dependent Variable: MeanJP

Table-5 revealed the co-efficient of regression analysis. This table reveals the value of constant and slope, results revealed that the value of beta co-efficient for job insecurity is $-.363$

with t-statistics 7.921, meaning that with a single unit adjustment in job insecurity there are going to be -.363 unit changes occurs in the job performance this association is negative. Results also revealed that the p-value is .000 which is less than 0.05 thresholds hence the model is a good fit. Hence it is cleared from the results of regression that organizations will have to established policies in order to secure the employee jobs that will ultimately leads towards better job performance.

MULTIPLE HIERARCHICAL REGRESSION (MODERATION)

Y = MeanJP

X = MeanJI

M = MeanPAP

TABLE-6

MODEL SUMMARY

R	R-sq	MSE	F	df1	df2	p
.5981	.3577	.1926	58.3606	3.0000	268.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.0193	.0289	69.8034	.0000	1.9623	2.0762
MeanPAP	.4835	.0743	6.5105	.0000	.3373	.6297
MeanJI	-.2959	.0447	-6.6169	.0000	-.3840	-.2079
int_1	.3334	.0144	3.2919	.0026	-.1919	-.2587

Product terms key:

int_1 MeanJI X MeanPAP

R-square increase due to interaction(s):

	R2-chng	F	df1	df2	p
int_1	.0214	.2852	1.0000	268.0000	.0026

Researcher applied multiple hierarchical regression analysis to test the moderation effect of proactive personality in the relationship between job insecurity and job performance. The moderation analysis explained by Hayes (2013), elaborated that moderator can have buffering, enhancing and antagonistic effects. In order to test hypothesis “4” of the research researcher used Hayes Process-Macro file model-1. Results of Table-6 revealed that the value of R2 is .3577, meaning that there is 35.77% change occurs in job performance due to job insecurity and proactive personality. Results also revealed that p-value of overall model is less than 5%, meaning that overall model is fit. The value of beta co-efficient for variable proactive personality is .4835 with p-value less than 5%, meaning that with a single unit adjustment in job

insecurity There are going to be .4835 unit change occurs in a proactive personality. Results also revealed that the interaction term is significant as its p-value is less than 5% threshold, with R²-change value of .0214. Hence, Based on the findings, a conclusion is drawn that proactive personality serves as a mediator in the interaction between job insecurity plus job performance (Field, 2013). Considering the results, hypothesis “4” of research is acknowledged.

DISCUSSION

Scholars around the globe are working on the important phenomena of job insecurity and its influence on various concepts like in different situations and in different organizations (Probst, 2002; Probst et al., 2007; Staufenbiel & König, 2010; Sverke et al. 2019; Li, Jin, and Chen, 2020 and Harju, Kaltiainen, & Hakanen, 2021). Scholars come up with different results and policies regarding the aforementioned concepts. Basyouni and Keshky, (2021) and Yao, Li and Zhang, (2021) in their papers argued that the influence of job insecurity on job performance can be effected by inclusion of intervening variables (moderator). They mentioned that the future scholars may include proactive personality as moderator in the relationship between job insecurity and job performance. Hence, study in hand selected the topic influence of job insecurity on job performance with the moderating role of proactive personality in order to fill the research gap mentioned by aforementioned scholars. Study in hand collected primary data through survey approach via well-structured adopted questionnaire from the employees of higher education institutions of KP southern districts and researcher used this quantitative data for the purpose of analysis. Researcher applied various descriptive and inferential tools for the purpose of analysis in getting results for policy making. Descriptive analysis is very much important before inferential analysis, so that the collected data must be reliable and normal for onward hypotheses testing procedure. To verify that the scale utilized for data collection was consistent, the researcher used instrument reliability. Among numerous tools available for instrument reliability researcher applied Cronbach’s alpha technique. Results of Cronbach’s Alpha for all the variables revealed that the instrument used for collection of data is reliable as all the values of this tool comes under acceptable range. Along with instrument reliability another test applied by study in hand is data normality for the purpose to check whether the collected data is normally distributed or skewed and kurtotic. It is important to mention that the collected data must be normally distributed for onward process. Researcher applied skewness and kurtosis test in SPSS to check the data normality results of skewness and kurtosis revealed that collected data is normally distributed. After completion of aforementioned descriptive analysis researcher moved towards inferential analysis. The inferential analysis is used to test the research hypothesis under study, the results of inferential analysis lead to acceptance or rejection of hypotheses based on these objectives of the study is achieved. The

first hypothesis was developed to address the first research question of the study i.e. is there is any significant relationship among job insecurity, job performance, and proactive personality. In order to test this researcher applied Pearson's Product Moment correlation, results of correlation analysis revealed that there is negative significant relationship between job insecurity and job performance. Meaning that when the employees feel their job is insecure it will ultimately lead towards poor job performance outcomes of the findings are consistent with the results of (Fischer et al. 2018; Huang et al. 2012; & Schreurs et al. 2012), these scholars also argued that with poor job insecurity job performance will also reduce. Results of correlation analysis also reported that there is negative relationship exists between job insecurity and proactive personality meaning that with the increase in job insecurity the proactive personality of the employees is reduced. Results of the findings are in line with the findings of scholars (Berg, Wrzesniewski, and Dutton, 2010; Fong, Tims, Khapova, & Beijer, 2020) based on findings hypothesis "1" is achieved.

Results are in line with the findings of (Archuleta et al. 2013 & Keeter's, 2020). The second hypothesis of the study in hand is developed to check the influence of job insecurity on job performance. For the said purpose researcher applied simple linear regression test, outcomes revealed that there is an important effect of the job insecurity on the job performance meaning that job insecurity significantly brings change in job performance HEI's employees. Based on findings hypothesis "2" of the research is accepted. outcomes of the findings are consistent with the results of (Fischer et al. 2018; Huang et al. 2012; & Schreurs et al. 2012). The third hypothesis of the research is developed to check the moderating role of proactive personality in the relationship between job insecurity and job performance. Researcher applied multiple hierarchical regression to check the moderating role of proactive personality. Results revealed that proactive personality do act as moderator in the relationship between job insecurity and job performance as the interaction term of moderation is significant. Based on results hypothesis "3" of the study is accepted. Results are in line with the findings of (Parker & Collins, 2010).

CONCLUSION

It is evident from scholars that job insecurity is one of the major problem faced by employees recruited on contractual or ad-hoc basis. The employees whose job is insecure are less interested in organizational work and mostly demotivated. This demotivation lead towards poor work performance in organizations and ultimately such organizations may suffer losses in long run. Along with this poor performance the financial anxiety of employees may increase and it also have significant influence on employees having proactive personality. Therefore the aim of the current research is to find out the influence of job insecurity on job performance

Using the mediating function of financial anxiety and the proactive personality's moderating role of employees working in higher education institutions of southern districts of KP. Study in hand was selected by identifying the gap in existing literature already mentioned in problem statement of this research. Researcher collected primary data through well-structured adopted questionnaire and applied various statistical tools to convert data into information for policy making. Results revealed that there is inverse relationship between job insecurity and job performance, meaning that with the increase in level of job insecurity the job performance of employees reduced significantly. Hence, it is concluded from the findings of the study in hand that organizations will have to focus on reducing job insecurity by providing permanent jobs to skilled and talented workers, so that they must be motivated to perform their duties with full zeal and zest in order to achieve the organizational objectives. Results also concluded that job insecurity having negative association with proactive personality, meaning that with the increase in level of job insecurity employees proactive personality declines significantly. Results also concluded that job insecurity having positive association with financial anxiety, revealing that employees are more financially anxious because of job insecurity. These results support the achievement of study objective "1". The study's second objective is to find out the influence of job insecurity on the job performance. Findings showed that job insecurity having significant influence to alter job performance of employees. Hence, organizational executives must focus to reduce the level of job insecurity and it will ultimately boost the performance of employees when their jobs get secured. Objective two "2" of the current study has been accomplished based on these findings. The third objective of the research is to check the moderating role of proactive personality in the relationship between job insecurity and job performance. It is concluded from the findings that proactive personality does act as moderator in the relationship between job insecurity and the job performance. Objective three "3" of the current study has been accomplished based on these findings.

RECOMMENDATIONS

- It is recommended that higher education institutions may work on job structures inside the organization for better employee performance.
- It is recommended that executives of the HEI's may develop policies that will ultimately lead towards employee retention in organizations. If the employees are retained for longer period of time they become more skillful and fruitful for organizations.
- It is recommended from the findings that higher education institutions may opt different kind of trainings for employees in order to boost their proactive personality.
- It is recommended from the findings that government may develop policies to secure employees in HEI's for the long run success of institutions.

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