

# EFFECTS OF JOB INSECURITY ON MEDIA PROFESSIONALS OF PAKISTAN

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## ABSTRACT

*Journalism is considered as the fourth pillar of the state. In Pakistan, more than sixty private news channels are operational in which thousands of journalists are currently working. In the phases of economic downturn, working journalists have always been affected by downsizing, termination, and layoff and cut in salaries as well as job-related issues which are heightening job related concerns in journalists working in the media industry. The following research is conducted under the umbrella of quantitative methodology to explore the relationship between job insecurity and organizational commitment, job satisfaction, work engagement, and perceived stress on journalists. The data was collected from journalists (n=305) through stratified sampling technique using a survey questionnaire. To measure the responses, the researchers used a 5-point Likert scale. This study explored that downsizing may change the behavior of an employee towards the organization as well as employee's psychological health. The findings of the study also revealed that job insecurity has a positive relationship with perceived stress whereas a negative relationship with organizational commitment, job satisfaction, and work engagement.*

**Keywords:** Job Insecurity, Organizational Commitment, Work Engagement, Perceived Stress, Journalists, TV Employees

## INTRODUCTION

In more than two decades, the private media revolution in Pakistan has seen the emergence of more than 100 new private channels. At the end of 2018, more than 88 TV channels were licensed by Pakistan Electronic Media Regularity Authority (PEMRA). In the previous decade, organizations have decreased, restructured, and merged with growing frequency due to economic crisis Lam et al. (2015) Phases of the economic downturn have resulted in organizational shut down, unemployment, and high levels of insecurity in Pakistani media professionals. The uncertainty in the professional working life of employees has increased with the economic recession at the national as well as international level. Working professionals are facing grave issues regarding their jobs at working places. Skilled professionals are facing issues to get chances to exhibit their professional expertise with a secure future. Technological advancement has even marginalized and limited employment alternatives for skilled working professionals (Gumuş, 2016).

Similarly, the bitter icing on this crumbling cake is a chaotic economy. According to media owners and executives, the media houses are no longer making the revenue they did a couple of years ago (Rehmat, 2019). Following this crisis, several media houses become a stressful working place for junior employees with low and delayed wage disbursement (Javed, 2018). Waqt Television, a major news channel owned by the financially powerful newspaper group Nawa-e-Waqt, unexpectedly decided to shut down its activities (Faroq,

2018). Several other journalists and electronic media professionals are currently facing issues concerning job and job insecurity. The alarming scenario of uncertainty and job insecurity in media organizations can be better understood by the fact that Jang Group shut down three of its journals and consequently over 900 reporters turned unemployed in a single day. More than 200 reporters have also been laid off by the Express and Dunya Media Group (Rehmat, 2019). Recently fired from his job at Dunya News, a health reporter Sajjad Kazmi suffered from a brain hemorrhage due to severe mental stress (Naya Daur, 2019).

Due to modifications in the world economy, organizational downsizing or decrease has become a common occurrence in the latest decades. Organizational restructuring is considered a strategic exercise of human resources that can lead to negative consequences for staff (Kekesi & Agyemang, 2014). According to Näswall, et al. (2005), the evolving nature of the job these days has brought to the forefront the question of unsafe working conditions. The media industry is facing many challenges; a significant decline in readership of newspapers, a change of audience behavior, and a global economic downturn Siles & Boczkowski (2012). The advertising side of media organizations has its distinguished issues. All these factors lead to an adverse economic crisis and ultimately affect the organizational setup as well as employees of media organizations.

Print media organizations are facing difficulties not only in Pakistan but internationally as well. According to McChesney and Nichols (2010), various newspapers in America were closed and some daily newspapers shifted in weekly or semi-weekly times. As a result, the media industry started relying on freelancers and contingent employees. The media industry is striving to do extra with fewer, which means employees are asked to work more and effectively to make up for the shrinking organization.

Job uncertainty is considered to be the lack of control and volatility over the imminent continuity of one's employment. The conceptualization of employment uncertainty as a work stressor and it can affect the psychological and physical health (Quick and Tetrick, 2011). The sudden loss of employment is stressful, painful, and disruptive in life (Greenhalgh & Rosenblatt, 2010). Also, some studies show that the continued existence of job uncertainty threat has adverse and unwelcoming results such as lower job performance and commitment (Dekker & Schaufeli, 1995).

The fact is that not only employees or working professionals need organizations for their sustainability, but organizations are also dependant on employees with professional expertise for their sustainability and success. The management knows that the human element serves as the most fundamental source of sustainability and success of their organization. So, the satisfaction of their employees, their work engagement, their commitment, and sincere dedication towards their organization matters a lot. Studies showed that if higher management desired to attain satisfaction, commitment, dedication from their employees, they must assure that they have taken care of the well-being of their employees. The stress due to job insecurity will negatively affect the commitment level, work engagement, job satisfaction, and would not be as high as organizations desire. This stress can also lead to severe anxiety and even to clinical depression sometimes. This is clear in the case of media employees in Pakistan where they are suffering due to mental as well as physical ailments due to insecure jobs. So, the issue needs to be highlighted to cater the situation.

## **Objectives of the Study**

- To measure the relationship of perceived job insecurity with job satisfaction, work engagement, organizational commitment, and perceived stress of news channels employees.

## LITERATURE REVIEW

Until now, the literature offered two perspectives on job insecurity. One such prospect is a global concept. Jobs' instability represents the challenge to career continuity according to the global definition. Job insecurity is conceived as the volatility and lack of control over the future continuity of employment. Hellgren & Sverke (2003) discussed that job insecurity could be the threat of losing a job and the fear associated with losing one's job. Witte (1999) stated that job insecurity comprised of three components. The first one is "subjective". It means individuals have a different perception or mind to perceive the same situation. Second, futures "*uncertainty*." In other words, people cannot tell if they will have that same job in the future or not. The third and last component is "doubt" which means that the person is doubtful about the stability of his or her job. The second view is multidimensional. What the workers consider within the work environment as a possible loss of control is often both the loss of the task itself and the loss of certain subjectively significant aspects of the job. Greenhalgh & Rosenblatt (1984) discussed that job insecurity only arises if there is an involuntary loss. Sudden job losses are stressful, painful, and life disruptive (Greenhalgh & Rosenblatt, 2010).

As discussed earlier, the following insecurity is conceived as the unpredictability and lack of control over the future continuity of employment. It could be understood as a threat of losing a job and the fear associated with losing one's job (Hellgren & Sverke, 2003). A study was conducted and summarized that job uncertainty affect job attitude, work behavior, and emotions (Reisel et al., 2010). The job security can have adverse effects on both the employee and employer (Sverke et al. 2002). Specifically, job insecurity can cause more hostile effects like lower job satisfaction, physical health problems, higher levels of psychological distress, lower job performance, and participation. Job insecurity has also been described as a major source of stress at work, resulting in increased time pressure and task uncertainty reducing organizational commitment.

Job insecurity, either it is qualitative or quantitative, both affect the work behavior of employees and their wellbeing. Hellgren et al. (1999) conducted a longitudinal study in a Swedish retail chain company, the first data collection was conducted after the first downsizing wave and the second data collection was after one year. The insecurity of jobs and its outcomes remained the same. Job insecurity has a negative relationship with job satisfaction as well as the wellbeing of the employee. The most vital discovery is that the outcomes of job insecurity remained stable over time. And job insecurity was found negatively associated with mental and physical health attitudes.

Reinardy (2010) explored the effects of downsizing on those who had survived a downsizing in U.S newspapers. The study was quantitative, included with an open-ended question. The researcher summarized that employees suffered from psychological and physical problems for fear of leaving work. The result showed that job insecurity reduced organizational commitment and job satisfaction. When multiple layoffs occur, managing problems, stress, job satisfaction, organizational commitment, and job insecurity take on, unlike dimensions. Moore et al. (2006) examined the effects on survivors in the long term. They reported that problems concerning job security and stress among survivors were predominant even five years later.

### **Organizational commitment**

The connection between a worker and his or her organization, in which workers willingly work hard for an organization (Meyer & Meltin, 2010). Organizational commitment has further divided into three dimensions, named as, affective, continuance, and normative

commitment. Previous literature has extensively explained the relationship of job insecurity with organizational commitment, and most of them are in a significant and negative way. Adiguzel & Kucukoglu (2019) examined job insecurity relationships with job-related attitudes such as work involvement, organizational commitment, and resignation intention. The following study showed that there was a statistically important and positive connection existed between work insecurity and intention to resign, while work insecurity was substantially and negatively associated with employment. Ashford et al. (1989) found a negative association between 'job insecurity' and 'organizational commitment'. Ugboro (2016) conducted a study and found that downsizing or restructuring in an organization increases the job insecurity and decrease organizational commitment.

### **Work/Job engagement**

Job engagement is described as being optimistic and having a satisfactory mood at work. It comprises three main components or dimensions, one is vigor which means a high level of energy. Second is a dedication which means enthusiasm and inspiration. It means that if an employee felt that strong commitment towards work, he has considered his job meaningful and challenging. Third and the last one is absorption, which means fully focused on work, which working he immersed in his work (Gumus, 2016).

### **Job Satisfaction**

Job satisfaction is defined as *“any mixture of psychological, physiological and environmental conditions that cause a person to say he/she is satisfied with his/her job”* (Wickramasinghe, 2009). Overall it describes a successful reaction of an individual to a set of factors relating to work. Job satisfaction is also defined as *“fulfillment of the requirement of an individual by the work environment”* Weiss et al., (1967). Ajani & Adisa (2013) probed the relationship between job performance level and job security. Thy study was cross-sectional research in nature. The qualitative and quantitative method was used for data collection. The paper concluded that the deteriorating level of job security in banking is unavoidable because of changes in the sector in Nigeria. It is found that job insecurity had a negative association with job satisfaction.

Fatimah et al. (2012) found a direct connection between job safety, job security, and worker's well-being and satisfaction. Job safety instead of job security was the main cause that explained job satisfaction and well-being. Kim (2003) summarized that downsizing changes the behavior of layoff survivors. In South Korea 1997, during the economic crisis, the researcher measured the behavioral change of directly affected survivors. The finding shows the noteworthy change in the behavior of employees after downsizing. The process of downsizing reduces job satisfaction levels and creates a sense of job insecurity. Reinardy (2011) summarized that the level of job satisfaction, organizational commitment, organizational trust, and perceived job quality among newspaper layoff survivors. The finding shows that after downsizing, journalists are being asked to give the same quality of work or even more with fewer resources. The fear of downsizing and workload reduces job satisfaction and organizational commitment.

### **Perceived Stress**

It is the psychological instrument to measure the perception of stress. It is an indicator of the extent to which circumstances are considered stressful in one's life. Perceived stress tests that how respondents in their lives consider themselves unpredictable, uncontrollable and stressed Cohen, et al. (1994). According to Lazarus (1990) *“Psychological stress refers to*

a particular kind of relationship between person and environment". Concern about losing a job can cause stress because of the fear of layoff, and the mental strain for being a relatively powerless position. A negative association was found between job insecurity and job performance Cheng & Chan (2008). On the other hand, Shin (2019) argued that modern working life job insecurity has become a regularly explored stressor. The finding revealed that job insecurity is negatively linked to work and organizational behaviors, as well as the health and well-being of employees. According to Burchell (2011), Insecurity at work may cause a sudden and pronounced sharp rise in psychological symptoms. It has been found that unexpected job insecurity can cause sudden and extreme mental side effects.

According to Hellgren & Sverke (2003) job insecurity could be understood as a threat of losing a job and the fear associated with losing one's job. This threat promotes stress in working professionals. They feel insecure about their future and professional career. The stress never lets an employee perform positively and eventually affect the mental health and organizational atmosphere.

Based on the following discussion, the following hypotheses are derived;

H1,H2,H3. The higher the perceived job insecurity, the lesser the job satisfaction (H1), work engagement (H2) organizational commitment (H3).

H4. The higher the perceived job insecurity, the higher the perceived level of stress among the media professionals of Pakistani media.

## **THEORETICAL FRAMEWORK**

Over the previous decade, organizations have decreased, restructured, and merged with growing frequency Ashford (1989). These major changes have created anxiety, stress, and insecurity about the nature and ongoing presence of their employment for staff. This research explores that job insecurity, in turn, leads to attitudinal responses intended to leave, decrease engagement and satisfaction. This study used the Mishra and Spreitzer (1998) and psychological contract theory framework which explains the survivors' response to downsizing and employee's psychological connection with the organization. Based on Lazarus' theory of stress, they then suggest how survivors experience the downsizing and how it can influence their responses to it. They suggest that two spectrums can chart survivor responses to downsizing: constructive/destructive and active/passive. The framework of Mishra and Spreitzer (1998) has been used in hotels and telecommunication companies (Susskind, 2007). Ekdale, Tully, Harmsen, and Singer (2015) also used Mishra and Spreitzer's framework for the news industry. They investigated the study of news workers at an American media organization. They summarized through responses of survivors and summarized that job insecurity affects the journalist's performance.

### **Pakistan Media**

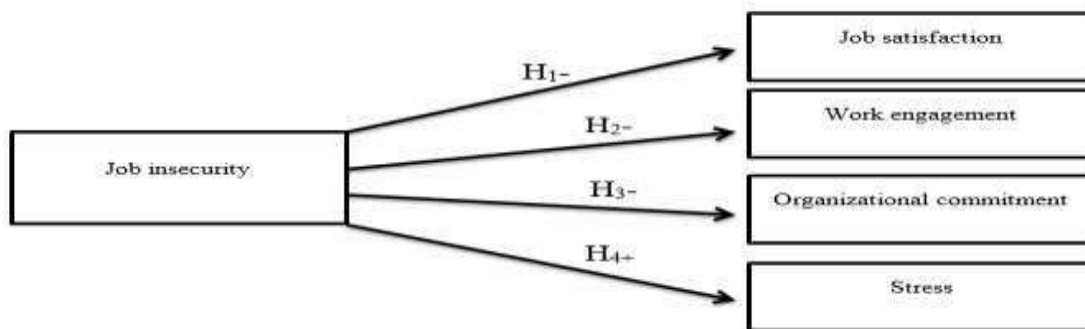
Pakistani media, especially the news industry is facing an economic crisis. This issue started two years back when the supreme court ordered the government to stop giving an advertisement. The present media crisis is a way to control the media by the government. The state had 3 to 4 ways to control the media. First, through the law, second by turning off ads, third by stopping the printing of newspaper and fourth by giving directives to the journalist (Salman, 2018). Centre for Disease Control and Prevention (CDC) stated that among the highest ten most nerve-wracking jobs, the Journalism profession stood at seventh, solely several strain and burnout studies are conducted involving journalists (CDC, 2005).

The main cause of the media crisis is not the closure of government advertising, but the growing trend of social media. Everywhere, media organizations are trying to adjust to an

altering media setting that has changed news output, revenue generation processes, and audience consumption. Organizations and media workers have fallen prey to this battle (Ekdale, Tully, Harmsen, & Singer, 2015). Most news workers are worried about their ability to uphold their current jobs and are challenging the long-term prospects of working in the media industry. Therefore, industrial, and organizational change has led to a culture of job uncertainty within journalism.

**Proposed Conceptual Model**

After reviewing the literature and theories following model has been proposed in Figure 1.



**FIGURE 1  
PROPOSED CONCEPTUAL FRAMEWORK FOR CONSEQUENCES OF JOB INSECURITY**

**MATERIAL AND METHOD**

The universe of this study is the media professionals who are working in TV news channels. For this study, researchers have selected the top 10 news channels according to rating, calculated by media logics. The researchers selected the sample size of total media professionals (N=305) from the top 14 news channels. To get the perception of Pakistani TV employees/ Media professionals on job insecurity in media, the survey method has been formulated in a Likert scale. The questionnaire was distributed to the TV employees in which director news, executive news producer, news producer, rundown producer, associate producer, assignment editor, copy editor, anchor, reporter, transmission officers, and non-linear editor included.

There were 190 male and 115 female respondents with the mean age of 32.24 and 9 years’ experience, 57.4% were MA, 20% were BA, 7.2% were M.Phil and 15.1% were BS(Hons) degree, holder. GEO, ARY, Dunya, Samaa, 92 News, Express, Aaj News, Dawn News, Bol News, News one, GNN, Hum News, 24 News, NEO News are selected on the basics of rating reported by media logics.

For this study, the researcher used a stratified sampling technique mentioned below Table 1.

<b>Table 1 STARATIFIED SAMPLING TECHNIQUE</b>				
Sr. No	Channel	Lahore	%	% Strata
1	GEO	25	0.027	8.13
2	ARY	20	0.021	6.5
3	Dunya	100	0.107	32.52
4	Samaa	18	0.019	5.85
5	92 News	80	0.085	26.01

6	Express	90	0.096	29.26
7	Aaj news	15	0.016	4.88
8	Dawn News	20	0.021	6.5
9	Bol News	18	0.019	5.85
10	News one	15	0.016	4.88
11	GNN	150	0.16	48.77
12	Hum News	22	0.023	7.15
13	24 News	250	0.267	81.29
14	NEO News	115	0.123	37.39
Total Employees		938	Total Sample	305

## Measures

### Perceived stress scale

The second section of the questionnaire was perceived stress. To measure the perceived stress in media professional's researchers adopted 10 items perceived stress scale developed by Cohen, Kamarch, and Mermelstein (1983). The researcher found satisfactory Cronbach's alpha values (0.861 for the full scale).

### Job Insecurity Measurement

The third section was comprised of 5 items for the measurement of job insecurity. The researcher adopted this scale, originally developed by Francis and Barling (2005). The researcher found satisfactory Cronbach's alpha value for the full scale (0.805).

### Utrecht Work Engagement Scale (UWES)

The fourth part of the questionnaire was comprised of 9 items. To measure work engagement, the researcher adopted the Utrecht Work Engagement Scale Schaufeli, et al. (2006). It was shortened from 17-items original scale. The researcher found a satisfactory Cronbach's alpha value (0.893 for the 9-item scale).

### Organizational Commitment Measurement

18 items questionnaire developed by Allen & Meyer (1990). Is was shortened from a 24-item original scale. The researcher used a six-item short version organizational commitment scale which was adapted by Gumus (2016) with Cronbach's alpha value 0.743.

### Job Satisfaction Measurement

In the sixth section of the questionnaire, respondents were asked about job satisfaction. It contained 10-items. Researchers adopted this scale from Macdonald and MacIntyre (1997). The researcher found a satisfactory Cronbach's alpha value (0.773 for the 10-item scale).

### Data collection

In the first section/ profile section respondent were asked about gender, age, education, experience, and designation. The researcher had observed the official consent policy of the university department before the survey was conducted. An official letter was given to collect the respondent responses from various news channels. The permission/authority letter was given to each news channel administration. The researcher

told respondents about the topic and purpose of the study. A questionnaire consisting of 45 items were distributed among the respondents. In this regard, the top 14 news channels were selected by the report of media logics. Data were collected from both male and female, between gender, the population was not equally divided. As this investigation was sensitive and touchy, So the respondents' name was not taken, but other demographics in which age, education, experience, and designation included, were almost compulsory to fill. On this many respondents were comfortable exposing their feelings in an insecure job environment and relation with their organization. Some of them hesitated to fill the questionnaire after reading the study topic. They feared that this questionnaire might have been sent by their organization to check the opinion of employees, even the researcher told them that it was for study purposes and it's an anonymous study, but they refused to fill the questionnaire.

Most of the respondents were happy after filling the questionnaire. The experience of the data collection procedure for the researcher was quite an adventure. After being fired, the number of people working in the media was very low, in this regard data collection was difficult, to solve this issue, researcher filled out forms with both morning and evening shift employees. Every single moral concern was taken into consideration while leading this research.

### Data analysis

The researchers used the SPSS version 25 to analyze the collected data. Descriptive analysis, Correlation, and Hierarchical Multiple Regression was used to check the relation between job insecurity with perceived stress, organizational commitment, work engagement, and job satisfaction. Validity and reliability of the questionnaires were calculated in order to ensure the usability of the questionnaires in local context. The questionnaire sections obtained a Cronbach's alpha score in the range of 0.7 - 0.90, with an average of 0.804 for all four sections which according to Chehimi et al. (2019), the internal reliability of all the items fall in the range 0.7-0.8 & 0.8-0.9 labeled "Good" and "Very Good" (Hejase & Hejase, 2013, p. 481). This indicates a very good strength of association and proves that the selection of the questions is suitable for the questionnaire purpose.

## RESULTS

The descriptive analysis which includes frequency and percentage was used to measure the demographic details. The first section is of demographic details, consisted of 5 items; Gender, Age, Education, experience (in Years), and Designation in the channel are extracted from the respondents. Table 1 shows the demographic profile of the respondents. Demographic variables consist of gender, education, and designation. The participation of female respondent was (115) 37.7% and male respondent was (190) 62.3%. Most of the respondents were Master (175) 57.4%, (61) 20% were bachelor, (46) 15.1% BS(Hons), (22) 7.2% were M.Phil. degree holder. Majority in the respondent (71)23.3% were copy editor, (65) 21.3% producers, (62) 20.3% associate producers, (46) 15.1% reporter, (31) 10.2% were other staff in which NLE, Transmission officer, Graphic designer, and IT staff included, (30) 9.8% were Anchor. The following Table 2 demonstrates the results for demographics information.

<b>Demographic</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Gender</b>		
Male	190	62.3
Female	115	37.7



<b>Education</b>		
B. A	61	20.0
Bs (Hons)	46	15.1
M.A	175	57.4
M.Phil.	22	7.2
<b>Designation</b>		
Anchor	30	9.8
Associate Producer	62	20.3
Copy Editor	71	23.3
Other Staff	31	10.2
Producer	65	21.3
Reporter	46	15.1

The correlation between Job security, perceived stress, Work engagement, Job satisfaction following with organizational commitment, and Job satisfaction is shown in Table 2. It is explored that job insecurity is positively associated with perceived stress ( $r=0.32$ ,  $p<0.05$ ), whereas work engagement ( $r=0-.57$ ,  $p<0.05$ ), organizational commitment ( $r=0-.49$ ,  $p<0.05$ ), job satisfaction ( $r=0-.59$ ,  $p<0.05$ ) is negatively associated with job insecurity. Perceived stress is negatively associated with work engagement ( $r=0-.40$ ,  $p<0.05$ ), organizational commitment ( $r=0-.24$ ,  $p<0.05$ ) and job satisfaction ( $r=0-.34$ ,  $p<0.05$ ). Work engagement is positively associated with organizational commitment ( $r=0.67$ ,  $p<0.05$ ) and job satisfaction ( $r=0.68$ ,  $p<0.05$ ), whereas a positive association is also found between organizational commitment and job satisfaction ( $r=0.68$ ,  $p<0.05$ ) in Table 3.

	Mean	SD	1	2	3	4	5
1. Job Insecurity	20.65	4.02	1	0.324**	0-.567**	0-.494**	0-.592**
2. Perceived Stress	35.67	7.50		1	0-.405**	0-.247**	0-.341**
3. Work engagement	26.02	7.58			1	0.671**	0.695**
4. Organizational Commitment	15.95	4.25				1	0.686**
5. Job Satisfaction	25.70	8.34					1

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

### Regression-Based Analysis

A “hierarchical regression analysis” was performed to predict the perceived stress through job insecurity. In this analysis job, insecurity was taken as an independent variable (IV) and perceived stress as a dependent variable (DV). All the preliminary assumptions were checked before running the analysis. In step one gender, and experience were entered in the analysis which accounted for a variance of 3% in perceived stress. In which beta value for gender was  $\beta=-.08$ , age ( $\beta=0-.022$ ), and experience ( $\beta=0.08$ ). Perceived stress’ statistically significant predictor was only age. At step 2, job insecurity was entered into the analysis and it accounted for a variance of 11%. The overall model was a significant and the total variance of the model was 14%. The beta value of job security was  $\beta=.34$ . It means job insecurity is a significant predictor of perceived stress and higher job insecurity will lead to higher perceived stress in Table 4.

Predictor	Perceived Stress	
	$\Delta R^2$	$\beta$
Step 1	.03	
Gender		-.08
Age		-.22*
Experience (in years)		.08
Step 2	.11***	
Job Insecurity		0.34***
Total $R^2$		.14***

Note: Control Variables = age, gender, experience (in years) \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

A hierarchical regression analysis was performed to predict the perceived stress through job insecurity. In this analysis job, insecurity was taken as an independent variable and Work Engagement as a dependent variable. All the preliminary assumptions were checked before running the analysis. In step one gender, and experience were entered in the analysis which accounted for a variance of 1% in work engagement. In which beta value for gender was ( $\beta = -.03$ ), age ( $\beta = .07$ ) and experience ( $\beta = -.01$ ). At step 2, job insecurity was entered into the analysis and it accounted for a variance of 32%. The overall model was significant and the total variance of the model was 33%. The beta value of job security was  $\beta = 0.57$ . It means job insecurity is a significant predictor of work engagement and higher job insecurity will lead to lower work engagement in Table 5.

Predictor	Work Engagement	
	$\Delta R^2$	B
Step 1	.01	
Gender		-.03
Age		.07
Experience (in years)		-.01
Step 2	.32***	
Job Insecurity		-.57***
Total $R^2$		.33***

Note: Control Variables\* = age, gender, experience (in years) \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

A hierarchical regression analysis was performed to predict organizational commitment through job insecurity. In this analysis job, insecurity was taken as an independent variable and organizational commitment as a dependent variable. All the preliminary assumptions were checked before running the analysis. In step one gender, age, and experience were entered in the analysis which accounted for a variance of 3% in organizational commitment. In which beta value for gender was  $\beta = 0.02$ , age ( $\beta = 0.07$ ), and experience ( $\beta = 0.11$ ). At step 2, job insecurity was entered into the analysis and it accounted for a variance of 24%. The overall model was significant and the total variance of the model was 27%. The beta value of job security was  $\beta = 0.49$ . It means job insecurity is a significant predictor of organizational commitment and higher job insecurity will lead to lower organizational commitment in Table 6.

Table 6 HIERARCHICAL REGRESSION ANALYSIS PREDICTING ORGANIZATIONAL COMMITMENT (N = 305).		
Predictor	Organizational Commitment	
	$\Delta R^2$	$\beta$
Step 1	.03	
Gender		-0.02
Age		0.07
Experience (in years)		0.11
Step 2	.24	
Job Insecurity		-.49
Total $R^2$		.27

Note: Control Variables = age, gender, experience (in years) \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

A hierarchical regression analysis was performed to predict Job Satisfaction through job insecurity. In this analysis job, insecurity was taken as an independent variable and Job Satisfaction as a dependent variable. All the preliminary assumptions were checked before running the analysis. In step one gender, age, and experience were entered in the analysis which accounted for a variance of 3% in Job Satisfaction. In which beta value for gender was  $\beta = -.10$ , age ( $\beta = -.08$ ), and experience ( $\beta = .17$ ). At step 2, job insecurity was entered into the analysis and it accounted for a variance of 33%. The overall model was significant and the total variance of the model was 36%. The beta value of job security was  $\beta = -.58$ . It means job insecurity is a significant predictor of Job Satisfaction and higher job insecurity will lead to lower job Satisfaction in Table 7.

Table 7 Hierarchical Regression Analysis Predicting Job Satisfaction (N = 305).		
Predictor	Job Satisfaction	
	$\Delta R^2$	$\beta$
Step 1	.03	
Gender		-0.10
Age		-0.08
Experience (in years)		0.17
Step 2	0.33	
Job Insecurity		0-.58
Total $R^2$		0.36

Note: Control Variables = age, gender, experience (in years) \*  $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$

## DISCUSSION

The study aimed to investigate the effects of job insecurity on the professional attitude of TV employees or journalists. It was aimed to check the job insecurity effects on the job-related issues, like perceived stress, job satisfaction, organizational commitment, work engagement.

This study showed that downsizing changes the behavior of an employee towards the organization, but also changes the working behavior and have an effect on employee's psychological health. The process of downsizing creates a sense of job insecurity (Kim, 2003). An association is found between job insecurity and perceived stress. Nonetheless, the results show that the fear of losing valuable work dimensions is linked statistically and positively to the perceived stress. The fear of being fired is also a major reason for stress. The findings are aligned with the existing literature. The insecurity of job may have adverse effects on physical and psychological health. The sudden loss of employment is stressful, painful, and disruptive in life (Greenhalgh & Rosenblatt, 2010). This insecurity is also a major cause of stress at work (Sverke et al., 2002). Moore et al. (2006) Examined the long-

term effects of survivors' layoffs, they reported that problems concerning job security and stress among survivors were prevalent even five years later.

It was also found that job insecurity has a large correlation with the level of work engagement.

The analysis showed once again that both the fear of losing a valuable job and the anticipation of being laid-off are negatively correlated with the work engagement. Previous studies reinforce the findings of this study and support the hypothesis, which says that the higher the perceived job insecurity, the lesser the work engagement. Job insecurity, in turn, leads to attitudinal responses that decrease the level of work engagement (Ashford et al. 1989). The finding of a previous study showed that job insecurity decreases the level of work engagement (Gumus, 2016). Job insecurity and job performance relationship were found to be significantly negative (Cheng & Chan, 2008).

The following insecurity is also associated with job satisfaction and organizational commitment. Statistical values enforce the H1 and H3. Job insecurity has a negative relationship with job satisfaction and organizational commitment. Effects of downsizing on survivors are already explored that summarized that job insecurity reduced the level of job satisfaction and organizational commitment. Ashford et al. (1989) found that job insecurity is negatively related to organizational commitment. Ajani & Adisa (2013) claimed that job insecurity has a negative relationship with job satisfaction. Reisel et al. (2010) also suggested that job insecurity has negative effects on organizational commitment and satisfaction and.

There are many reasons for downsizing in the Pakistani media news industry. Owners of media organizations claimed that they are facing an economic crisis. The central government used to go through some Rs. 10 billion on ads every year. In the government of Nawaz Sharif (2018) it had expended 35 billion rupees. After the general election of 2018 government has stopped ads and reduced the rates of government ads. With the emergence of new media, digital media is penetrated in Pakistan. About 62 million are the subscriber of the different mobile networks. The readership of the newspaper has almost vanished. The circulation of newspapers suddenly came to the earth and the only victim of this crisis is journalists and media workers.

### **Limitation**

The respondent of this study is Lahore based. Those channels like Geo, ARY news, and Saama news, all headquarter are in Karachi. So, the respondents are Lahore bureau workers. Mean respondents from the other city are not included in this study. The second limitation of the study is the small sample size. The sample of the study is not equally divided into gender. The focus of the study is working journalists in the top 14 news channels as per media logics reports, so the available respondents are selected. The third limitation is, just some predicting consequences of the job insecurity are studied, more of them are left, in which content of the media is the most important one.

### **Implications of the Study**

This study will help the student to study media as an organization. This study will be helpful for the media organization, media practitioners, and human resource department in terms of understanding the interactions between work values and psychological distress, particularly in job insecurity organizations. This study will help media owners who want to improve their organizational performance and for those who are planning to establish a new media organization. Through this study, the journalist representative association can understand the problems of the journalist and make the strategy for the prosperity of the community.

## Future Directions

The study was conducted from Lahore based respondent; more research is required to check the sense of job insecurity in the journalist nationwide. Job insecurity causes many adverse results like decrease in work engagement etc. but the question is, previous research papers and thesis just talked about effects of media and its content, after this scenario of job insecurity what is the credibility and standard of content which are airing, is need to be studied.

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