

ROLE OF EMOTIONAL INTELLIGENCE IN MODERATING THE RELATION BETWEEN JOB INSECURITY, TURNOVER INTENTION, AND WORK ENGAGEMENT

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PURPOSE

JOB Insecurity is developing as an emergent risk to the employment of meritorious, commendable, and deserving aspirants in our nation because of different reasons, for example, intense demand of employments, and government's failure to fulfill such high need in a brief timeframe. This leads to the procurement of employees on brief/temporary/ad-hoc basis. This circumstance is particularly awful among the educators working at different government schools and universities in Delhi. This study explored emotional reactions of Job Insecurity regarding intentions of turnover and reduced engagement to work. Moderating effect of Emotional Intelligence for the aforesaid relationships was additionally examined.

Design/Methodology/Approach: *For the study, sampling was conducted among 110 teachers temporarily employed with colleges and schools based in Delhi. SmartPLS 2.0.M3 was used to analyze the proposed relationships which is based on Structural Equation Modeling.*

For the purpose of sampling, 110 temporary/contractual/ad-hoc appointed teachers working with MCD schools and different colleges of University of Delhi were approached. The analysis was conducted using 'SmartPLS 2.0.M3' software which utilizes Structural Equation Modeling technique using Partial Least Square method, in order to examine the relationships proposed.

Findings: *Results demonstrate that a sentiment of Job Insecurity is the cause of both the intention for turnover and reduced Work Engagement towards the employer organization. Emotional Intelligence was observed to be a noteworthy mediator for this connection, with workers high on emotional intelligence observed to be progressively equipped for taking care of their emotional reactions.*

Research Limitations: *The precision of the data retrieved from the respondents affects the accuracy of the analysis.*

Practical Implications: *The study has implications for the management and the employees who need coping from the stress related to workplace or job. Such organizations may choose to initiate employee assistance programs, which are known to be effective in dealing with employee stress and negative emotions. Such programs deal with a broad range of issues of the employees ranging from job stress to giving counseling on personal and financial problems, hence, ameliorating holistic well-being of the employees.*

Originality/Value: *"Job Insecurity was measured on a 5-point scale ranging from 1 (highly likely) to*

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5 (highly unlikely)” (De Witte, 1999, p. 164). “Emotional Intelligence was measured using 2 items adapted from Trait Emotional Intelligence Questionnaire (TEIQue)” (Petrides, 2009, p. 362) ranging from 1 (completely disagree) to 5 (completely agree). “Turnover Intention was measured using 2-items adapted from scale” (Walsh, Ashford, & Hill, 1985, p. 46) measured on 5-points ranging from “strongly agree” to “strongly disagree”. “Work Engagement was measured using 2-items adapted from the Utrecht Work Engagement Scale” (Schaufeli & Bakker, 2003, p. 12) measured on 5-points ranging from “strongly agree” to “strongly disagree”.

Key Words: *Job Insecurity, Turnover Intentions, Work Engagement, Emotional Intelligence.*

Introduction

According to Hartley, Jacobson, Klandermans, & VanVuuren (1991), feeling of “Job Insecurity” arises when employees find inconsistency between the desires they have from the organization and the job, and what they actually receive. In simple terms, Job Insecurity as experienced by employees may be labeled as amalgamation of apparent threats concerning their job and a feeling of helplessness to counter those threats (Ashford, Lee, & Bobko, 1989). Even though ‘Job Insecurity’ is a common dilemma faced by employees and organizations worldwide, its impact on employees psyche, their attitudes, and on organizations still needs to be investigated further (Jalajas & Bommer, 1999). Juxtaposed results have been proposed regarding the outcomes of ‘Job Insecurity’. Some researchers proposed that Job Insecurity induces employees to put more efforts at work, hence increasing their overall performance and participation (O’Driscoll & Cooper, 1996), while according to others Job Insecurity produces slackness among employees, making them disengaged and less motivated to put more efforts in work.

In our research, we aim to find out the moderating character of ‘Emotional Intelligence’ on the relation amongst Job Insecurity and its proposed consequences (lesser Work Engagement and higher Turnover Intention). According to Salovey & Mayer (1990, p. 189), “Emotional Intelligence is the individual’s ability to detect and to manage emotional cues and information. Such abilities could be several, such as the ability to be aware and manage own and other’s emotions.”

Previously, most of the research has concentrated mostly on the ‘cognitive’ aspects of Job Insecurity among employees (Ashford et al., 1989), however only few research studies have considered the role of emotional state of employees on the outcomes of Job Insecurity (Jordan, Ashkanasy, Hartel, & Hooper, 2003). ‘Emotional Intelligence’ includes a wide variety of capabilities which explain the way employees manage emotion. Hence, we propose that ‘Emotional Intelligence’ moderates the emotional impact of Job Insecurity on emotional responses and attitudes. According to Kahn, Wolfe, Quinn, Snoek, & Rosenthal (1964) several emotional responses are generated out of the negative feeling of Job Insecurity, such as lowered Organizational/Job Commitment, lower Work Engagement and higher stress related to job, resulting in greater intent to leave the organization. We believe that such negative emotional responses will be moderated by ‘emotional intelligence’ as employees would higher ‘emotional intelligence’ would be better prepared than those with lower ‘emotional intelligence’ to manage emotional and behavioral consequences of Job Insecurity. In our research, we expand the capabilities and facets inherited in ‘Emotional Intelligence’, on the lines of Jordan et al. (2003).

Because of aggregated pressure by the employing organisation, employees frequently think that they are deceived and cheated by the employer. Under these conditions, their emotional attachment starts to decline with the employer, which they had created over a long period, and at last misplace their trust in the employer and its administration, and also become less dedicated to work.

It is vital for us to examine the precursors and repercussions of Job Insecurity in view of not just the adverse implications it has for employees but also additionally for the administration and the employer. As a result of developing Job Insecurity midst workers, trade unions have ventured up their bartering

endeavors so as to guarantee long term professional stability for employees (Bolt, 1983). Additionally, the businesses who have for long, overlooked or thought little on the subject of Job Insecurity, have been consistently understanding the advantages for the organizations by giving long term professional stability to employees (Gutchess, 1985).

In India, despite conceding to the importance of Job Insecurity, academicians have to a great extent disregarded this issue. As per Greenhalgh & Rosenblatt (1984), job security has been considered or examined just as an optional measure in various previous studies. This research study centers around examining certain predecessors of Job Insecurity, for example Turnover Intentions and Work Engagement amongst the contractual/ad-hoc appointed teachers in schools and in Delhi University colleges.

Literature Review

Job Insecurity and Turnover Intention

Job Insecurity has been widely linked with employees' turnover. Job Insecurity induces stress, and by nature humans avoid any situation which results in a persistent stress. Hence, Job Insecurity encourages employees to leave any such job or organization which results in psychological stress and move or shift to a better one (Arnold & Feldman, 1982).

Another practical reason why employees may chose to leave a job or organization resulting in stress is that they naturally prefer a job which gives them security regarding the future prospects of the career. Hence, when such employees start to persistently doubt their current job's career prospects, they are more likely to shift to one which provide them a career security to a certain extent (Greenhalgh & Rosenblatt, 1984).

Job Insecurity and Work Engagement

"When an individual has worked for an organization for quite some time, he tends to form a reciprocal relation with the organization in terms of "paying back to the organization. Such relations make these employees get attached with their organization overtime and develop a sense of trust and engagement towards the organization" (Mowday et. al. 1979, p. 228). However, feeling of Job Insecurity may adversely affect the development of such emotional relationship between the organization and the employees, consequently employees start to trust their organization lesser and become lesser committed. Employees create a "psychological bond" for their organization and management overtime, which they expect to be reciprocated (Buchanan, 1974).

"However, a feeling of Job Insecurity may make the employees feel as if the organization did not honor such implied psychological contract and did not do enough to protect them or their job, and may in turn develop a feeling of betrayal. Such sense of betrayal may make them dis-committed and disloyal towards the organization and may result in wearing off their trust in the organization or management and become non-committed to the organization" (Romzek, 1985, p. 284). According to a study conducted by Steers (1977), it was stated that whenever employees felt that their employers are inconsistent in terms of their commitments towards the workers, they turned out to be less dedicated towards their employer and lost their faith. Such a loss of confidence in the employer may make the enduring workers progressively "self-intrigued" (Freedman, 1986).

Mutsuddi (2016) concluded that employee participation had the highest impact on employee retention and engagement. Srivastava (2003, p. 8) concluded that "organizations would experience constant pressure to ease out misfits and to upgrade a series of conditions of better employees in order to retain them". Singh & Sharma (2008 (a), (b), (c), (d), 2011 (a), (b)) found a correlation between organisational culture, organisational learning, collaboration, innovation and knowledge management. Sinha, Singh, Gupta, & Dutt (2010, p. 53) suggested that "greater work involvement leads to higher level of motivation and engagement with the organization, and this would result in increased

performance.” Kumar & Singh (2013) developed a scale named as Spiritually Aligned Employee Engagement (SAEE), reflecting three components of spirituality, meaningfulness, and alignment (SMAA).

Emotional Intelligence as the Moderator

Emotional Intelligence is a “multi-dimensional interpersonal factor that links emotion and cognition with the target of refining and improving human interactions” (Mayer & Salovey 1997).

“Emotional Intelligence is the intrinsic ability of individuals which helps them to identify their own and other individuals’ emotions, helps them to distinguish and prioritize different emotions and feelings in any given situation, and also helps them to comprehend the emotional information and use it to guide their behaviors and thoughts” (Salovey & Meyer, 1990, p. 185).

A lot of models have been proposed to elucidate the concept of Emotional Intelligence, however one of the most acceptable model was proposed by Mayer & Salovey, (1997) which incorporated four dimensions of Emotional Intelligence: management, assimilation, perception, and understanding.

“In this multidimensional model, ‘perception’ delivers a basis for ‘assimilation’, which sequentially offers a basis for ‘understanding’, and ‘understanding’ eventually leads to emotional management” (Jordan, Ashkanasy, & Hartel, 2002, p. 356). All these dimensions together explain the concept of Emotional Intelligence. These concepts are explained as follows:

Emotional Perception

According to Mayer & Salovey (1997), first constituent of Emotional Intelligence is the capability to be “self-aware of emotions” and the ability to evince “emotions and emotional needs” precisely to others. Accordingly, this capability reflects the aptitude to differentiate among ‘accurate’ and ‘inaccurate’ emotional expressions and among ‘honest’ and ‘dishonest’ emotional expressions by others.

“Emotional self-awareness” is a precursor for the analysis of the observations which originate from ‘Job Insecurity’. This means, that the feelings of the employees which are derived from the feeling of ‘Job Insecurity’ result in various ‘behavioral’ and ‘emotional’ outcomes. The capability to distinguish others’ emotions and also the genuineness of those emotions is also useful in handling the perceptions of Job Insecurity.

Emotional Assimilation

The second facet of emotional intelligence is the capability of people to differentiate among the diverse emotions which they may perceive and to highlight such emotions which are persuading their cognitive processes (Mayer & Salovey, 1997).

When an employee gets a feeling of ‘Job Insecurity’, he may encounter a variety of negative emotions such as grief, dismay, anger, etc. Emotional assimilation permits such individuals to emphasize on significant facts which explicate why such negative feelings are being encountered. Hence, such individuals would be able to judge whether such negative emotions are rational in the condition. Hence, those individuals who assimilate emotions easily are able to analyze the situation from all angles, rationally assessing the rational and irrational perspectives. Employees would hence, be able to compare various perspectives and chose the apt emotions which would simplify, rather than complicate the problem. Hence, employees who assimilate emotional state better, would fare better in diffusing the negative emotions resulting from Job Insecurity.

Emotional Understanding

The third facet of Emotional Intelligence is the capability of a person to comprehend complicated emotions, for instance a “double-bind,” or concurrent emotional state of ‘betrayal’ and ‘loyalty’

(Mayer & Salovey, 1997). This facet also allows the individuals to identify the prospective shifts between contrasting emotions, for instance, a shift from feelings of treachery to feelings of rage and dismay. Distinguishing and examining the series of emotions which arise from perceptions are imperative in overpowering negative emotions. Hence, 'emotional understanding' facilitates in overcoming the feeling of "emotional dissonance" which may result from feelings of Job Insecurity. Employees who comprehend and understand emotions well, are capable of doing so not only for their own emotions, but also for the emotions of others. Hence, such employees can also, to some extent, facilitate in tackling negative emotions in other employees arising from Job Insecurity by providing them with their insights and suggestions.

Emotion Management

Lastly, Emotional Intelligence has also been found to be significantly related to management and controlling of emotions. Emotional Management is the capability of dissociating and relate back to an emotion contingent on its practicality in any given situation (Mayer & Salovey, 1997).

For example, when an individual feels Job Insecurity, Emotional Management would be helpful to him in dissociating from feelings of frustration and anger, which could hinder the job performance. According to Fitness (2000), such frustration and enmity could result in conflicts at workplace and weakened social ties. However, using Emotion Management, such feelings of frustration and dismay may be diverted to work harder in order to overcome the hardship. According to Mayer & Salovey (1997), the "emotion management" facet of 'Emotional Intelligence' parts 'emotional intelligence' from the personality dominion, since emotional control can contrast to meet particular personality characteristics.

We contend that the four facets of Emotional Intelligence discussed above, would together 'moderate' and help to forecast the attitudinal and emotional resorts of employees as a response to Job Insecurity.

Affective Commitment

Our hypotheses are dependent on the belief that emotionally intelligent employees would be able to subside negative effects of Job Insecurity in terms of Turnover Intention and Work Engagement. This proposition can be understood by inspecting each of the facets of Emotional Intelligence separately. Employees with high 'Perception' facet of Emotional Intelligence are aware of their 'emotions' which they encounter due to the feeling of Job Insecurity. On the basis of this awareness, they can better judge whether their perceptions of Job Insecurity are correct or even justified. Similarly, employees who are advanced on 'Emotional Assimilation' facet of Emotional Intelligence are able to reorder the facts and information related to Job Insecurity, in the manner of relative importance. By doing this, they can analyze various perceptions to determine whether their feelings of Job Insecurity are rational and accurate (Mayer & Salovey, 1997). Further, with regards to the 'Emotional Understanding' facet, emotionally intelligent individuals are able to predict complicated emotions which may possibly be engendered from a feeling of Job Insecurity. Hence, they can predict whether they may encounter negative emotions such as perfidy, annoyance, anger etc arising out of Job Insecurity. In this way, they are able to control such emotions as and when they arise. Lastly, employees with the capability of 'Emotional Management' are better able to contain their emotions as a response to Job Insecurity, especially when they are aware and realize that such emotional response would be counter-productive. Hence, a control and management of such negative emotions will enable the emotionally intelligent employee to have lesser Turnover Intention and be more committed to the organization. (Mayer & Salovey, 1997). This is because, the emotionally intelligent employees would realize that a negative emotional response would only be detrimental to their position in the current organization, and the most rational response would be to sincerely work for the current organization.

Hypotheses

Based on the literature review undertaken in preceding section, the following hypotheses have been suggested:

H1: Job Insecurity leads to Turnover Intention.

H2: Job Insecurity results in lesser Work Engagement.

H3: There would be a moderating consequence of Emotional Intelligence for the connection among Turnover Intention and Job Insecurity.

H4: There would be a moderating consequence of Emotional Intelligence for the connection among Work Engagement and Job Insecurity.

These hypotheses are presented diagrammatically in Figure no. 1.

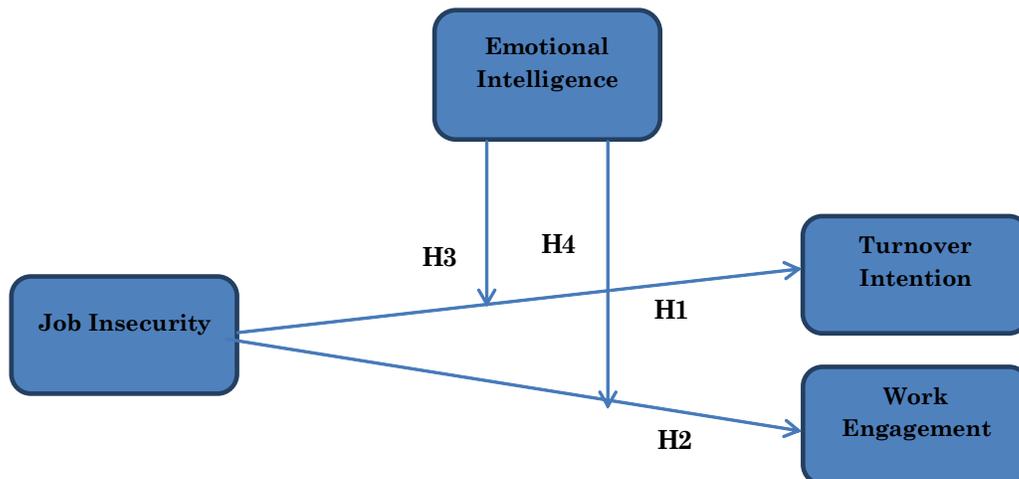


Figure No. 1: Research Model

Research Method

Data Collection and Sampling

As we are examining the precursors & repercussions of Job Insecurity, the sample was created from employees involved in teaching profession and who consistently face issue of Job Insecurity. For the purpose of this study, various government schools and colleges under University of Delhi were identified wherein temporary/ad-hoc employees are found in large numbers. This circumstance has deteriorated over the years especially with government's slack intention to fill such positions on permanent basis. Around 26000 and 5400 educators are known to be employed on temporary/ad-hoc basis in government schools and colleges of University of Delhi respectively.

The sample comprises of such instructors. Altogether, 110 responses were gathered utilizing 'Google Documents'.

The descriptive profile of data collected is given in table no. 1.

Instrumentation

"Job Insecurity was measured using 1-item- 'How likely, in your opinion, is the probability that you will become unemployed in the near future?' which was measured on a 5-point scale ranging from 1 (highly likely) to 5 (highly unlikely)" (De Witte, 1996, p. 164).

Table No. 1: Demographic Profile of the Respondents

| Demographic Characteristic | | No. of Responses | Percentage |
|----------------------------|-------------|------------------|------------|
| Gender | Male | 44 | 40 |
| | Female | 66 | 60 |
| Age | 20-30 years | 75 | 68.18 |
| | 30-40 years | 30 | 27.27 |
| | 40+ years | 5 | 4.54 |

“Emotional Intelligence was measured using 2 items adapted from Trait Emotional Intelligence Questionnaire (TEIQue) ranging from 1 (completely disagree) to 5 (completely agree)” (Petrides, 2009, p. 362).

“Turnover Intention was measured using 2-items measured on 5-points ranging from ‘strongly agree’ to ‘strongly disagree’. Sample question includes asking employees if they intend to leave the company within the next six months” (Walsh, Ashford, & Hill, 1985, p. 46).

Work Engagement was measured using 2-items adapted from the Utrecht Work Engagement Scale by Schaufeli, & Bakker (2003) measured on 5-points ranging from “strongly agree” to “strongly disagree”. Example of items include: “My job inspires me”. For the analysis purposes, scores of Work Engagement were reverse coded in order to make interpretation easier.

Analysis of Data & Results

The connections amongst the factors were analyzed utilizing SEM through PLS method. Entire analysis in our research was directed utilizing SmartPLS v2 (Ringle, et al. 2005). As per Hulland (1999), appraisal & analysis of a model using PLS is a 2-way procedure. In the initial step, validity & reliability analysis is carried out for the model. In following steps, the consistency & importance of the paths amongst different constructs in the model is assessed.

Evaluation of the SEM Model requires following steps

Initially the reflective model is analyzed wherein, internal consistency is calculated first, followed by calculating the reliability of the indicators proposed in the model, followed by testing for the convergent validity (AVE), and lastly testing the discriminant validity.

After the analysis of the reflective mode, we analyze the structural model on the basis of relevance and significance of the relations between the variables. First, structural model is analyzed for any issues arising out of collinearity. Then, relevance and significance of the relationships proposed in the structural model are analyzed. After this, R² (or coefficient of determination) value is calculated.

Internal Consistency (Composite Reliability) and Indicator Reliability

Cronbach (1951) devised statistical methods which divide the data in every possible 2 ways and relies on the average of the correlations of all such potential pairs. Such average is called Cronbach’s Alpha, α , which is considered to be a good measure of the reliability of the scale concerned.

Cronbach’s α is:

$$\alpha = \frac{N^2 \text{Cov}}{\sum s_{\text{item}}^2 + \sum \text{Cov}_{\text{item}}}$$

The Cronbach’s alpha value shows aggregate scale reliability. As per Kline (1999, p. 105), “value of

Cronbach’s alpha of 0.8 or greater is considered to be acceptable for psychological tests such as intelligence tests, however in the tests measuring the abilities, the value of greater than 0.7 is acceptable.” Accordingly, all of our constructs meet this requirement.

Table No. 2 shows the results of the Cronbach’s á calculated for every scale and sub-scale wherever applicable.

Table No. 2: Results of Cronbach’s Alpha

| Variables | Cronbach’s α |
|---------------------------|---------------------|
| Work Engagement | 0.856 |
| Turnover Intention | 0.859 |

Convergent Validity (Average Variance Extracted)

Convergent validity demonstrates the degree a variable decidedly associates with substitute variable. “Average Variance Extracted” demonstrates the convergent validity for a measure.

Table no. 3 presents the AVE values for various variables and sub-variables which are presented in our study.

Table No. 3: Results of Average Variance Extracted

| Variables | AVE |
|-------------------------------|-----------------------|
| Job Insecurity | Single Item Construct |
| Emotional Intelligence | 0.95 |
| Work Engagement | 0.8625 |
| Turnover Intention | 0.8746 |

As the variables in our model have AVE values greater than 0.5. Hence, it can be said that the variables and the all-inclusive model checks the requirement of convergent validity.

Discriminant Validity

Discriminant validity displays the exclusivity of a variable in contrast to other variables on the basis of observed standards. Once the discriminant validity for a particular variable is established, it shall equate that the variable is unique in the research & assesses the facets not exhibited by other variables in the model.

“Discriminant validity is generally assessed utilizing “Fornell-Larcker criterion” (Fornell et al., 1981). Fornell-Larcker measure suggests that “it must be greater when contrasted with the most extreme correlation with any other variable. This would suggest that the variable under examination would infer more variety with the indicators associated with it than with other factors” (Fornell et al., 1981, p. 41).

The square roots associated with the variables for the AVE are presented on the diagonal and the associations between the factors are in the lower portion. This value needs to be compared with other values representing the correlation in the row of ‘Turnover Intention’. Consequently, all our variables check the requirements for Fornell-Larcker and hence, discriminant validity is proved.

Table no. 4 shows the application of Fornell-Larcker criterion on our model.

Table No. 4: Fornell-Larcker Criterion

| Variable | Job Insecurity | Work Engagement | Turnover Intention |
|---------------------------|-----------------------|-----------------|--------------------|
| Job Insecurity | Single item construct | | |
| Work Engagement | 0.457 | 0.9287 | |
| Turnover Intention | 0.319 | 0.453 | 0.935 |

Assessment for Multi-collinearity

“In the event of extensive relationship being found among various factors analyzed in a research model, it implies that greater than 1 variable is elucidating the exact facet, consequently, high correlations are undesirable. The word ‘Tolerance’ is utilized so as to figure out the collinearity midst the variables. Tolerance essentially registers a degree of change of one construct which isn’t predicted by another variable. Variance Inflation Factor or basically VIF is utilized to compute the collinearity, which is the opposite of tolerance” (Hair et al. 2013, p.164).

“Square root is used to extricate the VIF, which is the degree to which standard mistake is enlarged because of collinearity. With regards to SEM, a tolerance value of lesser or equivalent to 0.20 and a VIF estimation of more noteworthy or equivalent to 5 recommends a collinearity issue” (Hair et al. 2013, p.164). These qualities propose that greater than 80% difference in marker of the construct being considered is accounted by the rest of the variables identified with the same factors. In the present study, no construct showed any collinearity issue.

Significance and Relevance of the SEM pathways

Utilizing PLS calculation of SEM, path measurements are produced for connections suggested in the auxiliary model. Estimations of such pathways range among +1 and -1. When such value reaches +1, it suggests a fundamentally positive connections between 2 factors concerned. Opposite is valid for negative values drawing nearer to -1. Frail associations are typically connected with values nearer to 0, which are, generally, all non-significant. Genuine choice with respect to the importance of the pathway value is dependent on its “standard error” which is obtained by “bootstrapping” as represented by ‘t’ value.

Table No. 5: Collinearity Assesment

| Construst | VIF |
|-------------------------------|------|
| Emotional Intelligence | 1.31 |
| Job Insecurity | 1.22 |
| Work Engagement | 1.62 |
| Turnover Intention | 1.58 |

Relevance of associations of structural model are presented in figure no. 2, while the significance of such relationships are presented in figure no. 3 by exhibiting the respective ‘t’ values.

Table no. 6 presents the relevance & significance results of the pathway coefficients which suggest that Job Insecurity is a significant predictor of both (Lesser) Work Engagement and Turnover Intention. However, the feeling of Job Insecurity predicted (Lesser) Work Engagement more than the Turnover Intention.

Emotional Intelligence was also found to be a significant predictor of both (Lesser) Work Engagement

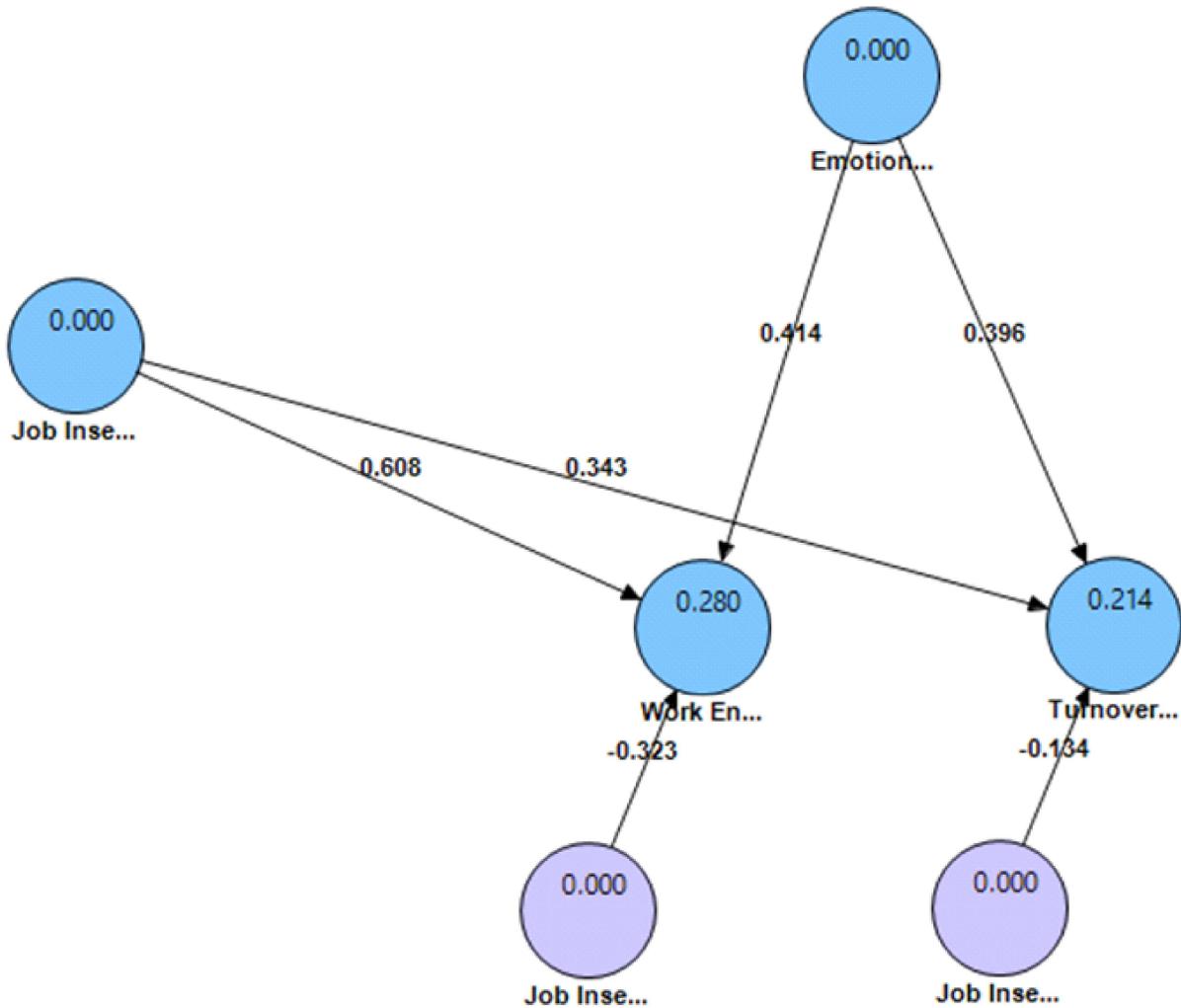


Figure No. 2: Coefficients for Interrelationship between Parameters

Table No. 6: Significance Testing Results of the Structural Model Path Coefficients

| Parameter | Path Coefficients | t'values | Sig. Levels |
|--|-------------------|--------------|-------------|
| Emotional Intelligence → Work Engagement | 0.414 | 5.121 | *** |
| Emotional Intelligence → Turnover Intention | 0.396 | 5.418 | *** |
| Job Insecurity → (Lesser) Work Engagement | 0.608 | 2.152 | *** |
| Job Insecurity → Turnover Intention | 0.343 | 2.279 | *** |
| Job Insecurity * Emotional Intelligence → Work Engagement | -0.323 | 2.096 | *** |
| Job Insecurity * Emotional Intelligence → Turnover Intention | -0.134 | 2.484 | *** |

Note: NS = Not Significant

** $p < 0.05$, *** $p < 0.01$.

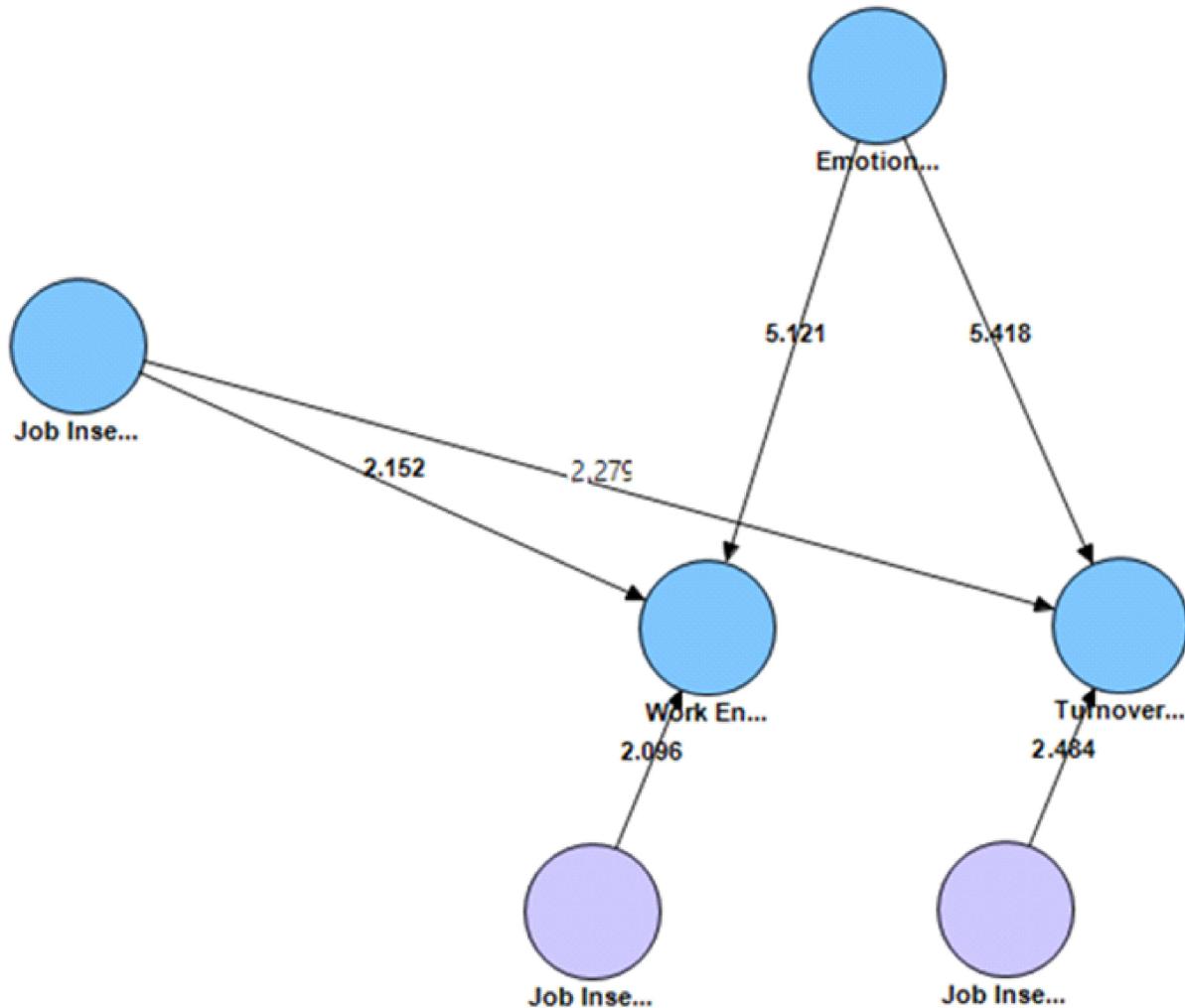


Figure No. 3: Significance of Coefficients for Interrelationship between Parameters

and Turnover Intention, meaning that emotions have a great role to play in predicting loyalty and engagement towards the organization and the retention of employees.

Finally, both of the interacting (moderating) path coefficients via Emotional Intelligence were found to be significant. Hence, our 1st and 2nd hypotheses are confirmed.

Emotional Intelligence as the Moderator

From the results obtained by bootstrapping, it is evident that Emotional Intelligence significantly moderates the relation between Job Insecurity and Work Engagement ($t=2.096, p<0.01$), and between Job Insecurity and Turnover Intention ($t=2.484, p<0.05$).

A negative value (-0.323) of path coefficient- Job Insecurity * Emotional Intelligence leading to Work Engagement suggests that as Emotional Intelligence increases, the relationship between Job Insecurity and Work Engagement would decrease by the size of the ‘interaction term’, producing a net total effect $0.608-0.323=0.285$ of Job Insecurity on Work Engagement.

Correspondingly, for the path coefficient Job Insecurity * Emotional Intelligence prompting Turnover

Intention, a negative estimation of - 0.134 was gotten, recommending that as Emotional Intelligence expands the connection between Job Insecurity and Turnover Intention would diminish by the span of the “interaction term”, demonstrating a net total impact $0.343-0.134=0.209$ of Job Insecurity on Turnover Intention.

This confirms our 3rd and 4th hypotheses.

Assessment of Total Effects

An endogenous factor might be indirectly influenced by numerous factors. Henceforth, it is essential to distinguish between pertinence & significance of the connections amongst various factors, as reflected by total impact of specific factor on target factor. Bootstrapping technique of PLS presents standard errors, which assesses the pathway coefficients’ significance (Efron & Tibshirani, 1986).

Such results are presented in table no. 7.

Table No. 7: Significance Testing Results of the Total Effects for each Exogenous Construct

| Path | Path Coefficients | ‘t’ values | Sig. Levels |
|--|-------------------|------------|-------------|
| Emotional Intelligence → Work Engagement | 0.414 | 5.121 | *** |
| Emotional Intelligence → Turnover Intention | 0.396 | 5.418 | *** |
| Job Insecurity → (Lesser) Work Engagement | 0.608 | 2.152 | *** |
| Job Insecurity → Turnover Intention | 0.343 | 2.279 | *** |
| Job Insecurity * Emotional Intelligence → Work Engagement | -0.323 | 2.096 | *** |
| Job Insecurity * Emotional Intelligence → Turnover Intention | -0.134 | 2.484 | ** |

Note: NS = not significant

** $p < 0.05$, *** $p < 0.01$.

Table no. 7 suggest that both Emotional Intelligence and Job Insecurity are significant predictors of both Turnover Intention and Work Engagement (Lesser).

Results for “Coefficients of determination (R^2)”, demonstrating the “exogenous latent variables” aggregate impact on the “endogenous latent variable”, are accessible from table no. 8. R^2 is a degree which suggests the predictability of the factors presented in a model. It is assessed as the squared correlation between the predicted values and the definite values of a particular endogenous factor (Efron & Tibshirani, 1986).

Table No. 8: Coefficient of Determination

| Constructs | R Square |
|--------------------------|----------|
| (Lesser) Work Engagement | 0.280 |
| Turnover Intention | 0.214 |

Results of R_2 propose that 28% variation in Work Engagement is clarified by the sense of Job Insecurity, on the other hand 21.4% variation in the Turnover Intention is clarified by sense of Job Insecurity.

Discussion, Suggestions, and Conclusions

Instructors and teachers of a numerous government Schools and Colleges based in Delhi live with uncertainty. Constantly altering guidelines & laws of administration and long pending decisions of courts can't bring any help to such educators. There are a huge number of ad-hoc teachers educating in government universities for a considerable length of time, some of them being unexpectedly nearer to the age of retirement.

Such circumstances present hopeless circumstances for these instructors that influence their prosperity and wellbeing, yet in addition sway their commitment towards the organization.

In this study conducted on the teachers of Delhi Schools and Colleges, several of who suffer from Job Insecurity due to inability of the government to fill the positions in recent years, we found that Job Insecurity significantly explains the Intention of the employees to quit the organization, showing very less Work Engagement and attachment to their organization.

Emotional Intelligence was hypothesized to be the moderator of the relationship between Job Insecurity and Turnover Intention & Work Engagement, which was also found to be significant.

This has implications for the management and the employees who need coping from the stress related to workplace or job (Lazarus & Folkman, 1984). Such organizations may choose to initiate employee assistance programs, which are known to be effective in dealing with employee stress and negative emotions (Reddy, 1994). Such programs deal with a broad range of issues of the employees ranging from job stress to giving counseling on personal and financial problems, hence, ameliorating holistic well-being of the employees.

Organizations must also need to bring in changes in order to eliminate the problem of Job Insecurity altogether, rather than targeting its emotional implications. Government should fast track its efforts related to the recruitment and salary of teachers. More efforts need to be put in regarding the benefits and facilities given to the temporary teachers. Some sort of job security needs to be granted to the teachers through amendments to the employment contracts.

Even though employees with lower Emotional Intelligence may be susceptible to lesser Work Engagement towards the organization, that doesn't mean that organization should not be concerned about such employees. As per Salovey & Mayer (1990), EI is not a uniform phenomenon and may be enhanced with proper training. Hence, such training sessions must be organized by the organizations in order to improve the emotional intelligence in their employees.

This study has few limitations that should be addressed in further researches. Personality of the employees, demographic characteristics, organizational culture and climate, all may play a role in explaining the behavioral outcomes of Job Insecurity (Greenhalgh & Rosenblatt, 1984). External factors such as social networks have also been known to impact the implications of Job Insecurity, which has not been covered in our research. Emotional intelligence of the managers and administrators has also been known to affect the behaviors, attitudes and stress coping tendencies of their employees (George, 2000). Such factor may be included in future research in order to find out the interaction mechanism.

Emotional Intelligence has been known to have several facets, as discussed in this study. Future study may investigate the impact of each of such facet on the implications of Job Insecurity in order to help formulate effective training programs.

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