

RESEARCH ARTICLE

Exploring personal experience of wartime crisis effects on job insecurity in Syria

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Abstract

The present research was conducted in Syria during the crisis conditions facing the nation in the years 2011-2014. We hypothesized that the broad effects of the Personal Experience of Wartime Crisis (PEoWTC) would be strongly and positively associated with increased job insecurity. We reasoned that employees are likely to experience intense unpredictability at work as a direct or indirect function of the national crisis. This line of inquiry represents a first in job insecurity research because PEoWTC has not previously been examined as a predictor of job insecurity. Thus, this research analyzes a new predictor of job insecurity, i.e., PEoWTC, and how its effects are indirectly transmitted via job insecurity to several organizational outcomes. Using a cross-sectional design, our preliminary data come from a sample consisting of 129 professionals, managers, and administrators. Our results show that PEoWTC positively predicts job insecurity. Additionally, our findings indicate that job insecurity significantly mediates the relationships between PEoWTC and job satisfaction, affective commitment, intention to quit, and organizational citizenship behavior (OCB).

Keywords

Personal Experience of Wartime Crisis, Job Insecurity, Job Satisfaction, Affective Commitment, Trust, Intention to Quit, Organizational Citizenship Behavior, Syria

Rezumat

Cercetare de față a fost realizată în Siria, în condițiile crizei cu care se confrunta națiunea în anii 2011-2014. Ipoteza principală este aceea a faptului că există o relație puternică și pozitivă între efectele generale ale experienței personale în timpul crizei războiului (PEoWTC) și insecuritatea locului de muncă. Am considerat că angajații sunt susceptibili la a resimți mai acut insecuritatea locului de muncă, ca urmare directă sau indirectă a crizei naționale. Având în vedere faptul că experiența personală în timpul crizei războiului nu a fost studiată niciodată în relație cu insecuritatea locului de muncă, linia de cercetare a lucrării de față reprezintă o premieră. Astfel, cercetare analizează un nou predictor al insecurității locului de muncă și a modului în care acesta influențează indirect diverse fenomene organizaționale. Folosind un design transversal, datele noastre preliminare derivă din utilizarea unui eșantion format din 129 de profesioniști, manageri și administratori. Rezultatele obținute arată că experiența personală în timpul crizei războiului prezice pozitiv insecuritatea locului de muncă. De asemenea, insecuritatea locului de muncă mediază în mod semnificativ relațiile dintre experiența personală și satisfacția profesională, angajamentul afectiv, intenția de a demisiona și comportamentul civic organizațional.

Cuvinte cheie

experiența personală în timpul crizei războiului, insecuritatea locului de muncă, satisfacția profesională, angajament afectiv, încredere organizațională, intenția de a demisiona, comportament civic organizațional, Siria

Résumé

La présente recherche a été menée en Syrie pendant les conditions de crise face à la nation dans les années 2011-2014. Nous émettons l'hypothèse que les effets généraux de l'expérience personnelle de crise en temps de guerre (EPdCTG) seraient fortement et positivement associés à l'insécurité croissante de l'emploi. Nous avons pensé que les employés sont susceptibles de connaître l'imprévisibilité intense au travail en fonction directe ou indirecte de la crise nationale. Cette ligne d'enquête représente une première dans la recherche de l'insécurité de l'emploi parce (EPdCTG) n'a pas déjà été examinée comme un prédicateur de la précarité de l'emploi. Ainsi, cette étude analyse un nouveau prédicateur de la précarité de l'emploi, à savoir, (EPdCTG) et comment ses effets sont indirectement transmis par l'insécurité de l'emploi à plusieurs résultats organisationnels à dominante. En utilisant une conception transversale, nos données préliminaires d'un échantillon se composaient de 129 professionnels, des gestionnaires et des administrateurs. Nos résultats montrent que (EPdCTG) prédit positivement l'insécurité de l'emploi. En outre, nos résultats indiquent que l'insécurité de l'emploi médie de manière significative les relations entre (EPdCTG) et la satisfaction au travail, l'engagement affectif, l'intention de démissionner, et le Comportement Organisationnel de la Citoyenneté COC.

Mots-clés

l'expérience personnelle de crise en temps de guerre, l'insécurité d'emploi, la satisfaction professionnelle, l'engagement affectif, Trust, l'intention de démissionner, comportement organisationnel de la Citoyenneté, de la Syrie

Introduction

In three decades of study, researchers on the predictors of job insecurity have identified numerous threats and conditions related to employment contracts (permanent or contingent), organizational announcements of downsizing or restructuring, individual differences, and conditions of work (Keim, Landis, Pierce, & Earnest, 2014). To the best of our knowledge, however, no research endeavor has reported the effects of national wartime crisis upon the experience of job insecurity. We can define Personal Experience of Wartime Crisis (PEoWTC) as the perceived probability of economic and political crises related to a nation being engaged in a war. In this regard, to our knowledge, there has not been a clear theoretical framing for personal experiences during a wartime context. This could be related to a macro-level phenomenon, i.e., political crisis. Wars as political crises (Hughes & Kroehler, 2011) could be changing organizations approaches to functioning, and consequently, adapting the psychological contract (Millward & Brewerton, 2000). Logistical obstacles in data collection may, perhaps, be the underlying reason that academic researchers have not gathered data of this sort. Even this research was delayed numerous times for reasons stemming from the crisis that started in 2011. At the time, Syria began a protracted political crisis that has erupted into military violence affecting the entire country. Despite the tremendous deterioration of economic and social conditions in Syria, this research project

moved forward in the hands of one of the authors who lives and works in Damascus, Syria. Much of the time during the crisis, Damascus has faced power outages and internet disruption. Violence has visited the streets and food and medicine have been in short supply. Factions have engaged in bloody combat that has reached into the heart of the nation's capital (Damascus) and that has imposed humanitarian, medical, economic, and infrastructure problems on nearly all citizens of Syria (The World Factbook, 2014). The purpose of this research is to learn about the relationship of wartime crisis with perceptions of job insecurity, a prospect, we reason, is highly likely given the incredible amount of uncertainty faced by employed citizens of Syria. We further examine outcomes of job insecurity: job satisfaction, affective commitment, trust, intention to quit and organizational citizenship behavior. Finally, we examine the mediating role of job insecurity between PEoWTC and individual and organizational outcomes. In other words, we want to explore if job insecurity would, as a transmitter, account for (Baron & Kenny, 1986) the relationship between PEoWTC and job satisfaction, affective commitment, trust, intention to quit, and OCB.

Job insecurity

The main variable of this research is job insecurity. Job insecurity is defined as insecurity resulting from threat to one's job continuity (Reisel & Banai, 2002). The notion that job security is valued by employees has

long been foundational in the management literature (Ronan, 1967). But not until the mid-1980s has job insecurity grown as a topic of research interest (Greenhalgh & Rosenblatt, 1984). For many reasons, job insecurity is inherently threatening to workers who must exert psychic and physical energy to deal with the potential impact of job loss. A great progress has been made to identify and understand the nomological network of job insecurity and this is demonstrated in the hundreds of studies that have been reported in the management and social-psychological literatures (e.g., Keim, Landis, Pierce, & Earnest, 2014; De Cuyper, Notelaers, & De Witte, 2009; De Witte, 1999; Ashford, Lee, & Bobko, 1989). What we can state fairly clearly today is that there are many detrimental consequences of job insecurity for both

individuals and their employers (Cheng & Chan, 2008; Sverke, Hellgren, & Näswall, 2002). The present research builds on existing knowledge of job insecurity by extending it to a novel context. We focus on predictors and outcomes of job insecurity inside of a geographic wartime context. We measure the PEOWTC to see if it is related to the experience of job insecurity. In the next section, we present the model and our hypotheses.

Model and hypotheses

In Figure 1 below, we present the model and directional hypotheses for each of the variables in this research. Theoretical background is provided for the predictor and outcome variables in the section that follows.

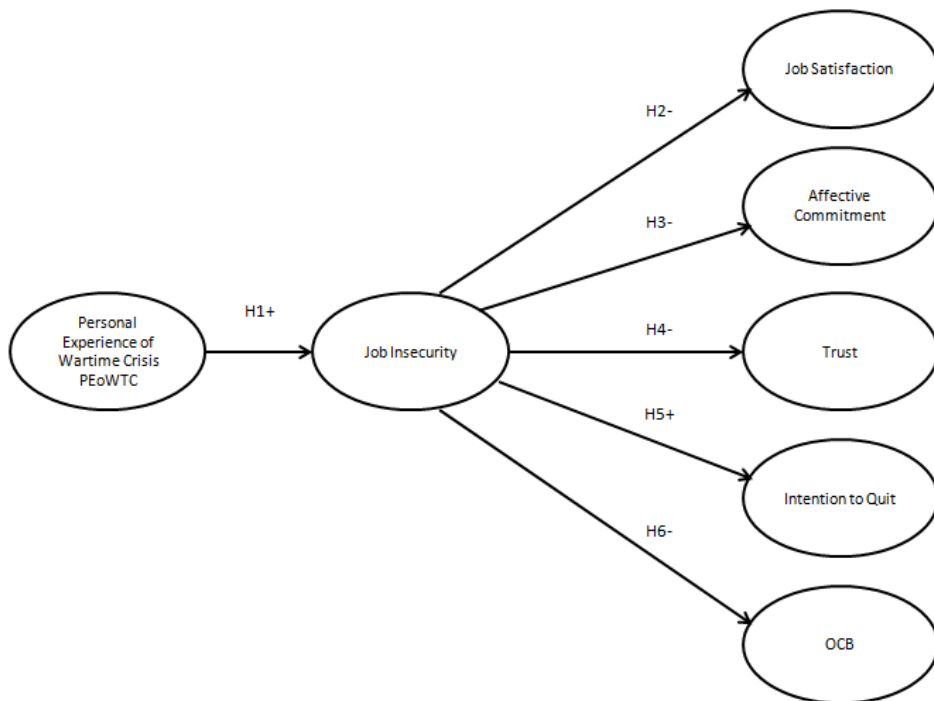


Figure 1. The conceptual model

Predictors

We examine the role of PEOWTC in our model along with control variables (i.e., age, gender, job status, rank, and education) that have been found in the previous research to predict job

insecurity (Sverke, Hellgren, & Näswall, 2002). Each of these predictors with the exception of PEOWTC has been shown to be related to job insecurity. We review PEOWTC as the main predictor of job insecurity before

revisiting the literature on the control variables.

Personal experience of wartime crisis

As stated above, Syria has, since 2011, been engaged in a protracted internal conflict that has cost thousands of lives and produced near constant disruptions to everyday life of its citizens. Many businesses have shut down because of the war, while some were victimized through the acts of sabotage causing many Syrians economic damage and loss of jobs. Other firms have been at a high risk of facing the same destiny. The uncertainties stemming from this crisis are threatening on many levels and are reasoned to increase prospects of job loss and, thus, should predict increased job insecurity. Therefore we forward our first hypothesis.

H1: PEOBTC will be positively related to job insecurity.

Outcomes of job insecurity

Psychological contracts are considered a key framework that is adopted in understanding and directing workers attitudes and behaviors (Hartmann & Rutherford, 2015). Thus, many authors have used the psychological contract theory (P.C.T.) to elaborate the way job insecurity predicts its outcomes (e.g., Keim, Landis, Pierce, & Earnest, 2014; De Witte, 2005). According to Peng (2008), the term “psychological contract” was first presented by Argyris (1960). The concept of the psychological contract goes beyond the formal contract and includes the perceived employment relationship between an employee and his/her employer (Peng, 2008; De Witte, 2005; Keim et al., 2014). Morrison & Robinson (1997, p. 228) stated that psychological contracts are composed of a “set of beliefs about what each party is entitled to receive, and obligated to give, in exchange for another party's contributions.” These set of beliefs describes the mutual obligations between the employee and his/her employer (Bal, De Lange, Jansen, & Van Der Velde, 2008; Rousseau, 1989, 1995). A psychological contract has two main perspectives (Sok, Blomme, & Trompa, 2013). The first

perspective is that an employee could look at the psychological contract as a source of stability at his/her current job or in other words a source of job security. On the other hand, for an employer, a psychological contract will guarantee good levels of satisfaction and loyalty among his/her employees (Keim et al., 2014). Organizational changes sometimes represent a real threat to psychological contracts. This happens as a consequence of jobs being either dramatically altered or eliminated (Ashford, Lee, & Bobko, 1989). That is, an employer could breach a psychological contract and fail to meet obligation and promises (Hartmann & Rutherford, 2015; Conway & Briner, 2005; Morrison & Robinson, 1997; Parzefall & Coyle-Shapiro, 2011; Rousseau, 1989, 1995; Suazo, 2009). In this regard, job insecurity can be a violation of the psychological contract and consequently introduces cognitive and affective reactions by employees that influence organizational outcomes (Bal et al., 2008; Sok et al., 2013; Rousseau, 1989, 1995; Suazo, 2009).

Job satisfaction. Spector (1997, p. 2) described job satisfaction as the extent to which an employee likes or dislikes his/her job. Job satisfaction has been regarded as one of the affective attachments of a worker to his/her organization (Buitendach & De Witte, 2005). Previous studies have shown that job insecurity negatively predicts job satisfaction (e.g., Mahmoud & Reisel, 2014; Mahmoud, 2013; Reisel, Probst, Swee-Lim, Maloles, & König, 2010; De Cuyper, Notelaers, & De Witte, 2009). Further, the evidence from Cheng & Chan's (2008) meta-analysis reveals a negative mean correlation ($M = -.32$, $K = 34$, $N = 76260$) between job insecurity and job satisfaction. Therefore, we state the following hypothesis.

H2: Job insecurity is negatively related to job satisfaction.

Affective commitment. Affective commitment is defined as an affective attachment to, identification with, and involvement in the organization (Meyer, Allen, & Gellatly, 1990). We expect that an employee's job insecurity will undermine positive attachment attitudes to the

organization such as affective commitment (Buitendach & De Witte, 2005). Cheng and Chan's meta-analysis (2008) found a negative mean correlation of $-.26$ ($K=83$, $N=38,650$). The evidence and rationale combines to predict that an erosion of job security at work should have a strong negative effect on affective commitment. Therefore we forward the following hypothesis.

H3: Job insecurity is negatively related to affective commitment.

Trust. An employee's trust of their manager is an important attitudinal outcome of job insecurity. In 8 studies of trust and job insecurity, Sverke, Hellgren, & Näswall (2002) found a negative mean correlation of $-.40$. We adopt Mayer, Davis, and Schoorman's (1995) definition of trust as the willingness of a trustor to be vulnerable to the actions of a trustee on the expectation that the trustee will perform a particular action. Our assumption, which is born out in prior research, is that job insecurity will be negatively and significantly associated with trust (Colquitt, Scott, & LePine, 2007). Our fourth hypothesis follows:

H4: Job insecurity is negatively related to trust.

Organizational citizenship behavior (OCB) was defined by Organ (1988) as behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the functioning of the organization. OCB has several distinct manifestations including altruism, courtesy, cheerleading, peacekeeping, sportsmanship, civic virtue, and conscientiousness (Podsakoff, Ahearne, & MacKenzie, 1997). Given the voluntary nature of OCB, we expect that job insecurity will tend to reduce non-formal requirements of the work and job insecurity will be negatively associated with OCBs. Additionally, several recent studies have shown a direct negative relationship between job insecurity and OCBs (e.g., Mahmoud & Reisel, 2014; Reisel, Probst, Swee-Lim, Maloles, & König, 2010). Therefore, we forward the following hypothesis.

H5: Job insecurity is negatively related to organizational citizenship behavior.

Intention to quit

One of the most understandable reactions to increased perceptions of job insecurity is to consider leaving or quitting an employer. Some scholars have addressed the damaging consequences of job insecurity in terms of developing turnover intentions among employees (Arnold & Feldman, 1982; Arnold & Feldman, 1982). In Cheng & Chan's (2008) meta-analysis, job insecurity was positively associated with turnover intention ($K=49$, $N=25,669$, $M=.22$). Moreover, other researchers have identified job insecurity as among the top reasons explaining intentions to quit (Smith & Kerr, 1953; Clare, 1950). Our expectation is consistent with the large body of evidence which finds that job insecurity is related positively to intention to quit (Ameen, Jackson, Pasewark, & Strawser, 1995; Hsu, Jiang, Klein, & Tang, 2003; Laine, van der Heijden, Wickstrom, Hasselhorn, & Tackenberg, 2009). Our final hypothesis follows:

H6: Job insecurity is positively related to intention to quit.

Method

Data

The data were collected in Damascus, Syria during the period of crisis, 2011-2014. The sample included professionals and skilled workers ($N=129$). The data was collected by one of the authors who lives and works in Damascus using a convenience sampling method. During this period of time, the situated researcher experienced many challenges to collecting the data including power and internet outages. In addition, there were many closed facilities and local disturbances which made it unsafe, at times, to enter the streets and public buildings. Data was collected directly from employees via questionnaires that were provided directly to the participants in either electronic or paper formats. Participants were informed that the survey information would remain anonymous and that it was a study of work conditions being collected as part of academic research. Double-translation was performed from English to Arabic and back to English to assure the meanings of the research items were

properly conveyed as recommended in cross-national studies (Brislin, 1980). The data were analyzed using SPSS statistical software.

The participants in the study were 58.9 % male and, 41.1 % female. The age of the respondents ranged from 21 to 67 years ($M = 33.27$, $SD = 9.33$); the tenure averaged 6.32 years ($SD = 6.94$). 84 % of our sample worked full-time and 16 % worked part-time. On average, our sample worked 41 hours per week. 21.7 % of the sample reported holding an administrative rank; 13.2 % held supervisory positions; 24.8 % held middle management positions; 7 % held senior management positions; and 33 % reported the category 'other'. Our sample was highly educated: 11.6 % finished primary education; 17.8 % reported some college; 27.1 % finished undergraduate studies, and 43.4 % had some postgraduate education. The sample reported on average they felt it would take 6 months to find a new job if they were fired. Over 90 % answered "no" to the question "do you think this is a good national economy for workers in jobs like your own". Average job insecurity in the sample was 2.59 on a scale of 1 (low) to 5 (high).

Measures

We introduced five control variables: age, education, job status, rank and gender to account for any variance explained in our regression models explaining job insecurity. These controls have been widely used in previous research on job insecurity (Hartley, Jacobson, Klandermans, & Van Vuuren, 1991; Keim, Landis, Pierce, & Earnest, 2014; Cheng & Chan, 2008). All control variables in the current study were categorical except age which was continuous. Gender was coded using two values, 1 for 'male' and 2 for 'female'. Job status had two values, 1 for 'part-time', and 2 for 'full-time'. Rank's categories consisted of two values, i.e., 1 for 'lower rank', and 2 for 'higher rank'. Education was dummied into two values, i.e., 1 for 'lower educated', and 2 for 'higher educated'. All variables were subjected to factor analysis using Varimax rotation to assess the degree to which they conformed to known properties of the variables being measured. This proved to be the case (See

appendix 1; values below .3 were not listed). Reliabilities were also assessed and were acceptable (see Table 1).

Job insecurity was measured with 4 items from a global measure of job insecurity adopted from Francis & Barling (2005). The Cronbach's alpha coefficient in the current research was .83. A sample item is, "I feel insecure about the future of my job."

PEoWTC was measured with two items written for the study. These items are "My employment could be ended because of the country's crisis" and "I am not personally safe during the country's crisis". The Spearman-Brown statistic in the current research was .69 (Eisinga, Grotenhuis, & Pelzer, 2013). Factor analysis and reliability analysis for this variable were acceptable, though, this is the first time this variable has been measured so further research will be needed to provide further support for its validity.

Job Satisfaction: We measured job satisfaction with five items selected from Judge, Scott, & Ilies' (2006) scale. The Cronbach's alpha coefficient in the current study was .92. A sample item is "I am enthusiastic about my work".

Affective Commitment: Affective commitment was measured with seven items from Allen and Meyer's (1990) measure. The Cronbach's alpha coefficient in the current research was .90. A sample item is "I would be very happy to spend the rest of my career with this organization".

Organizational citizenship behavior was measured with 3 items from Van Dyne, Graham, & Dienesch's (1994) measure. The Cronbach's alpha coefficient in the current research was .65. A sample item is "I share ideas for new projects or improvements widely".

Trust was measured with 3 items from Mayer & Gavin's (2005) measure. The Cronbach's alpha coefficient in the current research was .78. A sample item is "I am comfortable going to my manager with all types of issues or problems".

Intention to quit was measured with 2 items designed for this study. The Spearman-Brown statistic in the current research was .89 (Eisinga, Grotenhuis, & Pelzer, 2013). The two items are "I am thinking about leaving this organization within the next year" and "I am

talking to my family or friends about leaving this organization within the next year”.

Results

The main variables in the study are presented in a correlation table (Table 1). Means and standard deviations, and reliability statistics are included. Hypotheses for predictors of job insecurity (H1) were tested using hierarchical regression analysis to test the effects of the control and the main variable, PEOWTC, on job insecurity (Table 2). In the first step of the regression, control variables were entered (age, gender, education, job status, rank). In

the second step, PEOWTC was entered. Hypotheses for outcomes of job insecurity (H2-H6) were tested using hierarchical regression analysis to test the effects of the control variables and job insecurity on job satisfaction, affective commitment, organizational citizenship behavior, trust, and intentions to quit (Table 3).

In Table 2 below, the predictors of job insecurity are presented in our regression analysis. After the effects of the control variables, PEOWTC was significantly related to job insecurity ($\beta = .315, p < .0001$). Thus, hypotheses 1 was supported.

Table 1. Mean, standard deviation, reliability and correlations

	M	SD	1	2	3	4	5	6	7
1. Job insecurity	2.589	1.128	1						
2. PEOWTC	3.663	1.143	.323**	1					
3. Job satisfaction	3.456	1.169	-.461**	-.207*	1				
4. Affective commitment	3.620	1.041	-.265**	-.074	.665**	1			
5. Trust	3.331	1.169	-.16	-.006	.578**	.676**	1		
6. OCB	3.450	1.055	-.207*	-.122	.447**	.526**	.446**	1	
7. Intention to leave	2.395	1.314	.473**	.135	-.615**	-.542**	-.351**	-.139	1

** $p < .0001$. * $p < .05$

Table 2. Summary of hierarchical regression analysis for predictors of job insecurity (results of step 2)

Variable	Model 2	
	SE B	β
Age	.01	-.18*
Gender	.203	-.112
Job Status	.271	-.085
Rank	.217	.097
Education	.218	-.074
PEOTWC	.083	.32**
F	3.880***	
Adjusted R ²	.119	
ΔR^2	.099***	

*** $p < .001$. * $p < .05$.

Next, we examined outcomes of job insecurity. Our models controlled for age, education, gender, rank, and job status. After considering the effects of the control variables, job insecurity was significantly related to four outcome variables: job satisfaction ($\beta = -.435, p < .0001$), affective commitment ($\beta = -.244, p = .007$), intention to quit ($\beta = .466, p < .0001$), and organizational citizenship behavior ($\beta = -.206, p = .047$). Thus we found support for four hypotheses (H2, H3, H5, and H6). Job insecurity did not predict trust, thus hypothesis 4 was not supported.

Table 3. Hierarchical regression analysis for outcomes of job insecurity

Variable	Job satisfaction		Affective commitment		Trust		Intention to quit		OCB	
	SE B	β	SE B	β	SE B	β	SE B	β	SE B	β
Model 2										
Age	.010	.133	.010	.129	.012	.056	.012	-.110	.010	-.035
Gender	.199	-.043	.195	-.024	.227	.017	.225	.041	.199	-.056
Job status	.265	.055	.259	-.019	.303	.019	.299	-.021	.264	-.019
Rank	.211	.040	.206	.114	.240	-.041	.238	.095	.210	.168
Education	.213	.090	.208	-.054	.243	.020	.240	.054	.212	.104
Job insecurity	.084	-.431***	.082	-.256**	.095	-.145	.094	.464***	.083	-.210*
F	6.974***		2.394*		.631		6.765***		2.091*	
Adjusted R ²	.219		.061		-.018		.213		.049	
ΔR^2	.174***		.061**		.020		.202***		.042*	

*** $p < .001$. ** $p < .01$. * $p < .05$.

Testing the mediation role of job insecurity:

After having H1, H2, H3, H5, and H6 supported we tested the mediating, we test the mediation role of job insecurity in transmitting PEOWTC's effects to job satisfaction, affective commitment, intention to quit, and OCB. In this regard, we adopt Preacher & Hayes's (2008) method after reviewing other works on mediation (e.g., Baron & Kenny, 1986).

To run the mediation analyses, we used bootstrapping following Preacher and Hayes's (2008) INDIRECT macro, where PEOWTC is the independent variable, job insecurity is the mediator, and job satisfaction, affective commitment, intention to quit, and OCB are the dependent variables. For Bootstrapping, we chose 5,000 samples as suggested by the

literature (Preacher & Hayes, 2008). We adopted the bootstrapping method with bias-corrected confidence estimates because a-paths and b-paths were significant (Preacher & Hayes, 2008). Our results show that job insecurity significantly mediates the relationship between PEOWTC and job satisfaction ($B = -.1456$, $CI = .2555$ to $.0597$), affective commitment ($B = -.0794$, $CI = .1775$ to $.0154$), intention to quit ($B = .1785$, $CI = .0764$ to $.3189$), and OCB ($B = -.0558$, $CI = .1205$ to $.0157$) as exhibited in Table 4. In other words, we can state that PEOWTC exerts indirect effects over job satisfaction, affective commitment, intention to quit, and OCB. Additionally, no total effects (paths c) are found to be significant except between PEOWTC and job satisfaction.

Table 4. Job insecurity as a mediator between peowtc and job satisfaction, affective commitment, intention to quit, and OCB

Variable (DV)	PEOWTC to job insecurity (a paths)		Job insecurity to DV (b paths)		Total effect of PEOWTC on DV (c path)		Direct effect of PEOWTC on DV (c' path)		Indirect effects	
	B	SE B	B	SE B	B	SE B	B	SE B	B	SE B
Job satisfaction	.3195***	.0829	-.456***	.0864	-.2123*	.0888	-.0667	.0853	-.1456*	.0499
Affective commitment	.3195***	.0829	-.2485**	.0838	-.0673	.0806	.0121	.0827	-.0794*	.0409
Intention to quit	.3195***	.0829	.5588***	.0965	.1553	.1011	-.0232	.0953	.1785*	.0630
OCB	.3195***	.0829	-.1748*	.086	-.1124	.0814	-.0565	.0849	-.0558*	.0314

*** $p < .001$. ** $p < .01$. * $p < .05$

Discussion

To the best of our knowledge, this is the first research into job insecurity that examines the context of wartime crisis (we label it as Personal Experience of Wartime Crisis - PEOWTC) as a potential predictor of job insecurity. To undertake this, we collected data in Syria, a nation where there has been a national wartime crisis since 2011. Despite many obstacles such as internet and power outages and other wartime disruptions, we managed to collect survey data from 129 professional employees. While this sample is relatively small and does not control for industry sector effects, the results are supportive of five of six models tested. In particular, PEOWTC was shown to significantly predict job insecurity ($\beta = .444$, $p < .0001$). This was the main untested hypothesis and suggests, as anticipated, that job insecurity is significantly predicted by PEOWTC. This is a novel contribution to the literature on predictors of job insecurity. This suggests that PEOWTC is highly disruptive not only to the institutional fabric and economic prospects of a nation but also to the perceptions of job security. Employees in wartime crisis are certainly concerned that they may lose their jobs. In this regard, vulnerability to wartime experiences can be critical to organizations because the PEOWTC effect is transmitted via job insecurity, and indirectly negatively affects other individual and organizational outcomes. Therefore, effects of PEOWTC indirectly influence outcomes of job insecurity including affective commitment, OCBs, and worker intention to leave his/her organization.

Despite the fact that the ongoing war has been bombing the country for more than four years, it is noticeable that PEOWTC showed a moderate relationship with job insecurity ($r = .323$). This outcome could be attributed to the composition of the sample which includes employees from the public sector. Public sector workers in Syria have higher levels of job security than employees in the private sector (Mahmoud & Reisel, 2014). Moreover, a Syrian public sector employee will never face unintentional job loss because whatever the circumstances, he/she can always be

transferred to another governmental workplace (Al-Ali, 2014). This was supported by the results in this study, showing that our public sector participants reported lower levels of job insecurity ($t = -4.135$, $p < .0001$). This could reduce the strength of the correlation between PEOWTC and job insecurity among workers of the public sector.

Four of five of the outcome models of job insecurity were significant (job satisfaction, affective commitment, organizational citizenship behavior, and intention to quit). Trust was not significantly related to job insecurity. This is contrary to the literature (e.g., Sverke, Hellgren, & Näswall, 2002). However, to our knowledge, the present study represents the first attempt to investigate the relationship between job insecurity and trust in the Syrian context. This finding demonstrates that experiencing job insecurity will not necessarily make employees distrust their employer. However, this contradiction with previous research implies also a need for further investigation in Syria on the relationship between job insecurity and trust.

Most of the findings replicate known evidence. This suggests that the results in Syria are consistent with the evidence on job insecurity that has been published over the last thirty years. Our novel contribution includes testing the mediation role of job insecurity with PEOWTC as an independent variable. We find that job insecurity mediates the relationship from PEOWTC to job satisfaction, affective commitment, intention to quit, and OCB.

The main limitations of the current research are the sample size and lack of controls for factors such as industry. Thus, our findings only allow a general conclusion regarding the consequences of job insecurity under wartime conditions which may or may not hold on an industry-by-industry basis. The findings are cross-sectional, so the associations observed are insufficient to establish causal relations. Future research will be needed to collect longitudinal data to better understand true effects and causal relationships.

In analyzing whether PEOWTC is related to job insecurity, we faced a challenging measurement issue because, to the best of our

knowledge, wartime crisis has not been previously operationalized. In this regard, a two-item scale was developed. The first item was related to one's personal safety in a wartime context, whereas the other described the possibility of losing the job during the war, which could be an aspect experienced in a wartime context. Other wartime experiences were not considered, and could be added and explored in future research. Notwithstanding these constraints on the evidence produced in this research, this study is a preliminary attempt at understanding effects of PEOWTC within the context of organizations and employee perceptions of job insecurity.

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Annex 1

Factor Analysis

Item	PEoWTC	Job Insecurity	Job Satisfaction	Affective Commitment	Trust	Intention to Quit	OCB
crisis01	0.87						
crisis02	0.87						
jinsec01		0.79					
jinsec02		0.86					
jinsec03		0.79					
jinsec04		0.90					
jsatis01			0.88				
jsatis02			0.90				
jsatis03			0.82				
jsatis04			0.91				
jsatis05			0.86				
affco01				0.79			
affco02				0.80			
affco03				0.83			
affco04				0.72			
affco05				0.78			
affco06				0.86			
affco07				0.79			
trust01					0.86		
trust02					0.92		
trust03					0.72		
itq01						0.86	
itq02						0.86	
ocb01							0.87
ocb02							0.86
ocb03							0.57
Eigenvalue	1.52	2.78	3.83	4.41	2.08	1.50	1.82
% Variance	76.02	69.56	76.58	63.02	69.46	74.78	60.66