Job Insecurity, Workplace Bullying and Project Innovation, Moderating Role of Perceived Organizational Support: In Contextual Setting of Pakistan

by

Sidra Hasan

A thesis submitted in partial fulfillment for the
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Dedicated to Rashid, Mahad & Ali Jan... for their never ending support and unconditional love

CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY

ISLAMABAD

CERTIFICATE OF APPROVAL

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Abstract

The study examines the extent to which project employees job insecurity can become a hurdle in the way of project innovation through mediating mechanism of workplace bullying and moderating role of perceived organizational support. The context of the study was non-governmental projects. Data were collected from 250 project managers who were engaged in different projects of different nature. Based on post-positivism approach and a specific deductive design the results of the study indicated that increase in job insecurity can decrease the project innovation whereas workplace bullying acted as a mediator of this relation. The moderator of perceived organizational support also shows significance as a moderator. The theoretical and practical implications are also discussed.

Key words: Job Insecurity, Perceived Organizational Support, Project Innovation, Workplace Bullying, Pakistan.

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Chapter 1

Introduction

1.1 Background of the Study

In last ten years, project innovation has been the leading attention of the project management writings. Research workers' new concern in this particular area and this characteristic can be attributed to the reality that, apart from the increasing rate of losses, the number of project based organizations are increasing (Meredith & Mantel Jr, 2011; Zwikael & Smyrk, 2012; Flyvbjerg, Garbuio, & Lovallo, 2009), which shows that 30% of the world economic rise depend on project based organizations (Turner, Müller, & Dulewicz, 2009). Although if the organization is not entirely based on the project, they will establish a temporary organization in the form of assignment, task mathematical group, procedures, and so on. (Bakker, 2010).

Many recognized firms have incorporated the necessity for innovation and have created processes, procedures, and even whole new R&D departments to discover new technologies and opportunities (Das et al, 2017). The increasing setups of projects focus on innovation in impulsive environments, like "push project managers beyond evidence-informed policies, even if they do not feel the pull of their request" (Huff, 2016). Innovation in comprehensive process includes the solicitation of a Product, Procedure, or process that is at present in use or we can say that it would be a new presentation in a Specific role, work cluster, or a whole

organized structure (Anderson et al., 2004). Various factors like individual, job and environment play significant roles during the process of innovation, especially in generating ideas and then implementation of those ideas (Farr et al., 2003).

We cannot deny the significance of innovation for the success of organization as it is being discussed widely in theoretical and practical literature of the organizational disciplines (Anderson, De Dreu & Nijstad, 2004; west, 2002). There are some factors which can impede innovation at level of organization (Levitt & March, 1988; Wieck, 1991). But at the same time, as the firms are rapidly turning to work clusters and teams and the significance of teams and hence innovation is extensively considered, very less consideration has been given towards group level innovation (Scott & Bruce, 1994; Burningham & West, 1995).

Researches which have been conducted in this area have indicated that innovation as a central power or core adequacy Create and maintain competitive lead in a fluctuating business environment (Choi and Chang, 2009; Somech and Drach-Zahavy, 2011). If organizations and work groups are ready to alter, boost and worth new thoughts and ideas then publicly identify and recompense them, and managers, supervisors, and colleagues upkeep new ideas and then putting them into practice, innovation will have more chances to occur (Scott & Bruce, 1994; Madjar, Oldham, & Pratt, 2002; Shin & Zhou, 2003).

Hulsheger, Anderson & Salgado (2009) says that the ability to categorize a range of team degree variables that have a strong and broad relationship by means of innovation: "Visualization, outside commmunication, innovation, task orientation, inside communication, interrelation and eventual interdependence upkeep".

In the past few years, work insecurity has felt considerable research attention (Sverke, Hellgren, & Naswall, 2002). Because it is considered to be "a person who focuses on the future of work" (Van Vuuren & Klandermans, 1990, p. 133).

Job insecurity narrates "the expectation of this traumatic affair that the nature and persistence of a person's work is considered risky" (Sverke & Hellgren, 2002, p. 27). Studies of unsafe work over the past two decades have shown that job insecurity can directly or indirectly leads to results that are negatively correlated

with employee organizations and organizations (Cheng and Chan, 2008; Sverke et al., 2002).

Einarsen et al., (2003) explain the perception of workplace bullying as ...negatively intervening work of other, harassing someone and excluding the people from social circles. Workplace bullying, can be defined as frequent behavioral practices that can adversely affecting the work of an employee by harassing, offending, socially excluding that can occur after some time (Moayed et al., 2006; Einarsen et al., 2003). When employees remark a high level of support from organization, they will feel more indebted to interchange for what their organizations have providing them by increasing their determinations to help the organization attain its goals (Aselage & Eisenberger, 2003; Sharma and Dhar, 2015). POS is measured as a resource that employees of the organization may use as aid, care, and guidance (Shanock and Eisenberger, 2006).

When employees notice increasing level of organizational support, they will feel indebted to interchange for what their organizations have providing them by increasing their determinations to help the organization attain its goals (Aselage & Eisenberger, 2003; Sharma and Dhar, 2015). POS is measured as a resource that employees of the organization may use as aid, care, and guidance (Shanock and Eisenberger, 2006).

1.1.1 Gap Analysis

Job insecurity has generally not been studied in project-based organizations. Due to temporary nature of the jobs and performance pressures in project-based organizations, it is likely that job insecurities exists among project managers. Therefore, it is significant to understand how job insecurity affects the positive/desired outcome (specifically "innovation" for this study).

This also was highlighted by Creasy and Carnes (2017) in a recent study to address this gap. Apart from this the underlying mechanism linking these two variables is lacking in extant literature. To address this gap workplace bullying is being proposed as a mediator between job insecurity and project innovation.

This study also addresses another gap by studying the buffering Perceived organizational support to see how it affects the relationship. Finally, the last gap is the dearth of relevant literature in the context of Pakistan. Most of the prior studies have been carried out in the low power distance and highly individualistic cultures and project based organizations of underdeveloped countries generally and that of Pakistan specifically have received limited attention in the extant literature.

1.1.2 Problem Statement

Innovation is the basic requirement for growth of any organization. However if employees feel insecure at workplace, this may hamper the innovation. This issue has rarely been examined in the extant of project manager literature.

Similarly, if job insecurity affects innovation, the exact mechanism and buffers are also unknown. Thus this study is a comprehensive attempt to address the above problem in Project based organizations.

1.1.3 Research Questions

Considering the above stated problems, this research is proposed to find solutions for some queries, transitory precipitate of the questions are given below;

Question 1: How Job insecurity can affect the project innovation?

Question 2: Does work place bullying plays a role of mediator on the association of job insecurity and project innovation?

Question 3: Does perceived organizational support plays a role of moderator on the relationship of job insecurity and project innovation?

1.2 Research Objectives

The overall goal of the study is to develop and test expected models to find relationships among job insecurity, work place bullying and project innovation. Additionally perceived organizational support is added as the moderator for the association

of the variables stated in the research model (job insecurity, work place bullying and project innovation).

Some of the specific objectives are as follows;

1. To explore the relationship between Job insecurity and project innovation using workplace bullying as mediator and organizational support as moderator.

2. To test empirically and establish the proposed relationships in the developmental projects of Pakistan.

1.3 Significance of the Study

This whole study will be helpful adding more theoretical content to project management as well as giving concrete evidence that how the performance of project based organization can be improved by avoiding the problem of job insecurity and its motives. The study also opens different consequences of job insecurity to be studied further in detail. It will also help the development sector of Pakistan to realize the importance of securing the jobs of employees and minimizing the practices of workplace bullying in the projects effectively and efficiently.

Project based learning takes place within a project to keep up with modification issues occurring as a result of the changing environment. It circulates the knowledge within a project since the purpose is to use it in a dynamic learning atmosphere rather than only storing in the electronic databases. Underlining this connotation and also that the top most priority of each project is to achieve high performance, this study will give direction and insight towards enhanced project innovation through avoiding the different practices as discussed earlier at all the levels of the projects.

Most of the time whenever a new project is launched or a second phase of the project is implemented, certain failures and setbacks are faced, this study will facilitate the project managers in realizing the importance of keeping the knowledge intact and how learning is vital for improving performance.

This study also highlights that knowledge is one of the key elements for the success of projects. Because it is proven from different current researchers from different top businesses and projects that if the projects will be innovative they will ultimately be successful which one of the top priorities of any project.

Project innovation will certainly improve e when the perceived organizational support is ensured. The field has not been explored in Pakistan; therefore, it will make a significant contribution to research arena alongside will also pronounce the value adding factors for augmenting the project performance and gaining competitive advantage with the help of innovation. Moreover, this research work will encourage the researchers to further study these insubstantial liabilities that can create hurdles in gaining values and competitive advantage for the projects.

1.4 Supporting Theories

1.4.1 Organizational Support Theory

The organizational support theory (Eisenberger & Stinglhamber, 2011; Eisenberger et al., 1986) suggests two main practical approaches to nurture employees' perceived organizational support. First, to enhance perceived organizational support organizations can promote human resources practices and policies. And secondly, organizations can boost their managers to involve in supportive behaviors such as providing employees with sovereignty in full-filling their job responsibilities, and undertaking their conflicting job responsibilities.

Job insecurity can be regarded as a feeling or state in which a person working within the organization cannot express or convert his true creativity in his or her work. And if there is a support from the organization or support from the supervisor is received the whole scenario can be changed into creativity and innovation and hence the negative aspects of work place bullying as a consequences of job insecurity will not be faced by the other employees as a result.

Chapter 2

Literature Review

2.1 Job Insecurity and Project Innovation

Innovation in a broader aspect can be briefed as "new ideas, practices or objects as individuals or other employers" (Rogers, 2003, p. 12). Amabile, Conti, Coon, Lazenby, & Herron (1996) have emphasized that the concept of innovation depends on the element of purposive effort by team members and the application aspect which differentiate it from infrequent creativity of competent individuals.

Individual innovation is repressed when people feel apprehensive and unsafe at work, and explicitly "Deliberately introduced and applied to the work, work group or arrangement of thoughts and ideas, processes, yields or procedures, these are novel to the work, work group or association, intended to subsidize the work, work group or association" (West & Farr, 1990; West, 1987).

People are more likely to innovate where they have adequate sovereignty and hold over their work to be able to try out novel and enhanced ways of doing things (Nicholson & West, 1988; West, 1987). Innovation not only need the creative ideas but also the employment of these ideas and intuitions (Amabile et al., 1996).Innovation has more opportunities to happen in groups with innovation support, innovation efforts are compensated rather than punished (Amabile, 1983; Kanter, 1983). Innovation ingenuities tend to be contingent extremely on employees' knowledge and proficiency (Ericsson, 1999; Youndt, Snell, Dean, & Lepak, 1996).

Janssen (2000) claimed that innovative work behavior is associated to three stages that occur throughout the process of innovation i.e.; idea generation, idea promotion, and idea realization. Moreover, innovation involves Positive emotion, supportive atmosphere and comprehensive leadership (Zhang and Bartol 2010).

Orthodox and typical behavior does not lead to reforms in processes, product features, and services; to attain a flow of innovation, employees must be agreeable and capable as they are required to have the essential aptitudes in order to innovate (De Jong & Den Hartog, 2007). Hall & Madigan (2000), have discussed that supervisor share equal responsibility for innovation because he have a tendency to evaluate employee innovative performance and behavior moderately.

As according to Stoffers et al., (2018) a deprived level of innovation could damage the supervisor's reputation. Distinguishing definitions of innovation are found in economics, management, marketing and engineering (Garcia & Calantone, 2002). Before we can discuss further, it is important to find a reasonable difference between creativity and innovation (Potočnik & Anderson, 2016). Many researchers have concluded that innovation and creativity can be used in exchange (Axtell et al., 2000).

However, many researchers are still discussing multiple overlaps of creativity and innovation, and many times innovative work behavior comprises creativity (De Spiegelaere et al., 2014). Huhtala and Parzefall (2007) defined innovation as the process comprised of idea generation, promotion and then at last the idea realization, which highlights when employees try to dialogue organizational objectives and requirements in unique methods. According to De Spiegelaere (2014), "Job insecurity can have a negative impact on employees' overall work commitments, making them less eager to devote in innovative conduct".So we can say that these findings suggest that as an aspect in research of employee innovation, work insecurity should not be overlooked..

Karasek and Theorell (1990), who argued that interacting with others and conversing problems, finding proficient ways of resolving them, will increase problem solving and hence the individual performance. De Dreu (2006) suggested that a supportive group is a key factor for innovation in teams (projects). Daniels et al.

(2013) have conducted a qualitative study in which they found how social support powers problem solving defined as generating and implementing new ideas.

More precisely, authorizing behaviors from the supervisor have been connected to employees recognizing the whole organization as being more supportive to innovation (Scott & Bruce, 1994). Many reliable sources of collecting and publicizing information such as data collected through feedbacks of clients and individuals involved in the real time work are considered as the major sources of creating organization's innovative success in order to gain the successive innovative performance for developing creativity in projects (Trantopoulos, von Krogh, Wallin, &Woerter, 2017). Unluckily, Research that links job insecurity to employee innovation behavior and project innovation is not common. (Spiegelaere, Van Gyes, De Witte, Niesen & Van Hootegem, 2014).

Employees who are unsafe about their work cannot fully participate in the work because they are concerned about the results of their work. Instead, they will experience greater anxiety, anger or frustration (Kiefer, 2005), but less positive impact (Wiesenfeld, Brockner, Petzall, Wolf, & Bailey, 2001). Probst et al. (2007) collected not only survey but experimental research as well to analyze how job insecurity upsets creativity of employees. Many studies have argued that in management of project it is vital to manage the people associated with that project especially the behavior of the project manager who supervise the project plays a key role (Fisher, 2011).

Spiegelaere, Gyes, De Witte, Niesen & Hootegem (2014), have discussed that unluckily studies which link job insecurity with innovative behavior of employees are not very common. Furthermore they have argued that if job insecurity is negatively interrelated to Innovative workplace conducts and hence innovation also. So that managers should provide predictable and innovative work for their employees, so that they can participate in innovation.Job insecurity revealed strong negative relationships with beliefs about the innovation. The implication is precarious for management to create and nurture an appropriate organizational environment

where the threat of redundancies and powerlessness in the workplace is not imminent. Such threats only lead to a feeling of insecurity, which is harmful to innovation implementation and may result in surplus unwanted organizational penalties such as reduction of effort and a deterioration in productivity (L. Greenhalgh and Z. Rosenblatt, 1984).

Therefore, we can find a direct negative relationship among job insecurity & project innovation. Therefore, assume:

H$_1$: job insecurity negatively predicts the project innovation.

2.2 Job Insecurity and Workplace Bullying

All over the world organizations are facing changes, intimidations and challenges, and as a result the organizations which are considered as a major source of jobs and career opportunities are on the way to decline (Davis 2013). Every organization need their employees to be dedicated, and fully engaged in their work to increase work efficiency (Lu et al., 2014). The meta-analysis which have been done in the past of job insecurity by Sverke et al. (2002) shows that there were large differences in the effect sizes of the relationship between job insecurity and its consequences. Job Insecurity is a stressor that devours the intellectual and emotional assets of insecure employees, inducing numerous physical, mental, and psychological strain responses that are harmful to mental health and well-being (Cheng & Chan 2008, Jordan et al. 2002, Staufenbiel & Konig 2010).

However, some organizational attitudes may reduce these negative effects. Job insecurity had more destructive effect on organizational citizenship behavior for employees with more traditional values (Wang, Lu, & Lu, 2014).

Workplace bullying can be defined as an interpersonal attitude designed to harm or harm other employees (Bowling & Beehr, 2006), and may bring serious social, psychological or psychological problems to the oppressor (Einarsen, 1999). According to Stouten, Baillien, Van den Broeck, Camps, De Witte, and Euwema (2010) workload, pitiable job features like lack of involvement in making decisions,

lack of feedback related to work, and job insecurity can be positively related to bullying.

And hence it may lead workers to violate work-related customs so that they eventually become bullying targets. Studies like (Glambek et al, 2014) have demonstrated that exposure to workplace bullying behavior may lead to raised levels of job insecurity within the organization.Frustrated employees may disrupt social norms, thus undertaking withdrawal or rude behavior stimulating revenge by co-workers or seniors in the form of bullying (Baillien et al., 2009). Escartín et al. (2017), have hypothesized that bullying reduces job performance and will relate negatively to job satisfaction. Moreover, they expect a positive perception of job characteristics will be negatively related to bullying.

Conceptually, workplace bullying is a combined expression that includes several forms of mistreatment and hostile behavior in the workplace setting (Fox & Stallworth, 2009). Workplace bullying has a negative impact on the organization because it affects not only the victim but also the bullying viewer (Hoel et al., 1999).

Baillien and De Witte (2009) have used the Job insecurity in a study on employees working in multiple private organizations to investigate its relationship with workplace bullying. As because inability to resist the unsolicited behavior is the essential of bullying (Saunders et al., 2007), at the same time as inability to resist any threats or risks to desired continuity in a job is at the central point of job insecurity (Greenhalgh and Rosenblatt, 1984), the opinion is also theoretically rational.

H$_2$: There is a positive association between job insecurity and workplace bullying.

2.3 Workplace Bullying and Project Innovation

Conflicts are supposed to be unavoidable in organizations and under certain conditions they may even contribute to performance and innovation of an organization (e.g., De Dreu, 1997). When people feel that their jobs are endangered if they make blunders there is more probability that they will perform harmless and evade the

risk taking and trialing which is vital to innovation (Ford & Gioia, 1995). According to Amabile and Conti (1999) the creative work atmosphere from the perception of cut back, we establish substantial negative relationships. Bullying adversely affects an organization's performance in terms of output, creativity and innovation (Rayner et al., 2002). Whereas, Baillien & De Witte (2009), have examined that job insecurity leads to high workplace bullying. And Job insecurity or expectation of job loss has been connected to an increased risk of bullying (e.g. Hoel et al., 2002; Notelaers and De Witte, 2003). Ceja, Escartín, and Rodríguez-Carballeira (2012) originate that in those organizations where higher levels of bullying behaviors are seemed, lower professed performances can be detected.

So we can hypothesize that;

H₃: There is negative association between workplace bullying and innovation in projects.

2.4 Workplace Bullying Mediates the Relationship Between Job Insecurity and Project Innovation

Increased workload and job insecurity through different changes in the organization are theorized to lead to bullying. (Baillien et al., 2009; Hoel and Cooper, 2000; Salin, 2003). In addition, Baillien and De Witte (2009) propose the mediating role of different variables, namely the sense of job insecurity between organizational change and bullying.

Glambeck et al. (2014) found that an indication of an inversion relationship indicates that workplace bullying is an antecedent cause of work insecurity, while Hoel and Cooper (2000) argue that employees with high levels of insecurity are less willing to protect themselves from colleagues and colleagues. Infringement of supervisors and violations of aggression. They have a high risk of experiencing bullying in the workplace.

Creasy and Carnes (2017) have discussed and suggested that studying this relationship can help to join the literature because of the lack of existing work to address bullying in project management. This will allow for an open survey to explore the complexities of workplace bullying in the project team.

H$_4$: Workplace bullying mediates the relation between job insecurity and project innovation.

2.5 Perceived Organizational Support (Supervisor's Support)

Some researchers like Cao and Liang (2010) have confirmed POS acts as a mediator in most relationships. Support at work place upturn whenever coworkers and supervisors support each other in their tasks with sharing of knowledge and experience (Zhou and George, 2001).

Perceived Organizational Support (POS) is considered a possible mechanism to explain the positive impact of guiding functions on workplace employees' attitudes (Baranik et al., 2010). This study aims to provide an understanding of the process of guiding discipline reduction. Turnover intentions and sharing expertise may increase (Murphy, 2012, p. 550).

There is a qualitative evidence that an organization's approach to emotional exploitation can mitigate the relationship between emotional exploitation and its impact on goals (Keashly, 2001).

Kozlowski and Hults (1987) found that factors such as supervisor support can predict factors associated with individual innovation behavior. Organizational support strongly influences the systemic aspects of emotional exploitation at work (Keashly, 2001). In addition, Djurkovic, McCormack and Casimir (2008) argue that "POS has psychologically mitigated the effects of bullying by communicating to them the importance of the organization and its concern for happiness." Bettencourt, Gwinner and Meuter (2001) discuss work attitudes Perceived organizational behavior can influence internal impact behavior.

Blau, (1964), have defined that Social exchange theory delivers a valuable perception for having an idea of the effects of perceived organizational support. According to social exchange theory, Associations can be based on economic exchanges and/or social exchanges. Relationships based primarily on economic interactions are often contributory and temporary, and those based largely on social interaction are relatively deep and trustworthy due to the interaction between the two parties.

Social exchange includes insights of shared compulsions (Shore and Tetrick, 1991) that are not specified and that indicate the mutuality custom (Gouldner, 1960). Moreover, social exchanges tend to stimulate frame of mind of responsibility and thankfulness, while economic connections are not able to do (Blau, 1964).

Siegel and Kaemmerer (1978), have checked the relationship of perceived organizational support and innovation and found that they are presumed to stimulate innovation. George and Brief (1992) noted that "positive mood" which is considered as an alternative mediator of perceived organizational support appears to increase creative thinking, which can be a source of influence employee innovation.

POS is an imperative form of social exchange that happens between an organization and its employees, because it shows to employees that how much the organization is dedicated to them and give them value (Eisenberger et al., 1986).

Schreurs et al. (2012) measure the role of supervisors and colleagues in supporting the relationship between job insecurity and other performance outcomes. The results show that supervisor support mitigates the negative impact of job insecurity on employee performance. J.Yoon et al. (2017) have also taken the Perceived organizational support as a moderator of innovation and other related factors. Eisenberger et al. (1990), Shin and Kim (2014), Liu et al. (2013), and Ashford et al. (1998) have indicated that perceived organizational support is positively related to context-specific forms of organizations like innovation.

H$_5$: Perceived supervisor- support moderates the relation between job insecurity and workplace bullying such that when perceived supervisor support is high, the positive relation between job insecurity and workplace bullying weakens.

2.6   Research Model
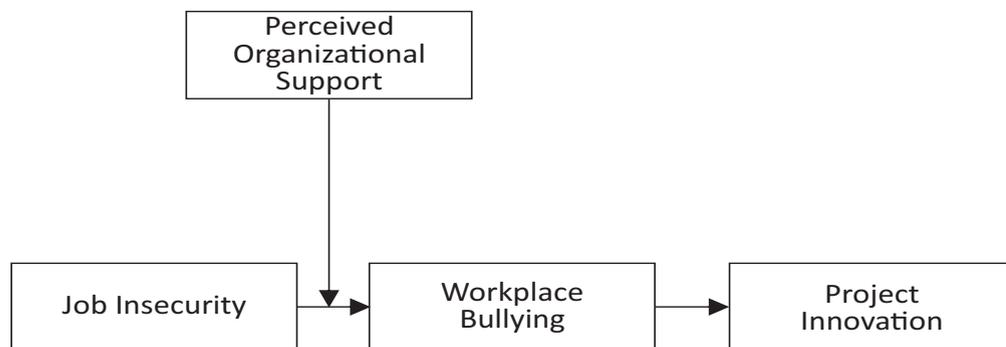
FIGURE 2.1: Research Model of Job Insecurity, Workplace Bullying & Project Innovation, and Moderating Role of Perceived organizational Support.

2.7   Research Hypotheses

H$_1$: Job insecurity negatively predicts the project innovation.

H$_2$: There is a positive association between job insecurity and workplace bullying.

H$_3$: There is negative association between workplace bullying and innovation in projects.

H$_4$: Workplace bullying mediates the relation between job insecurity and project innovation.

H$_5$: Perceived supervisor- support moderates the relation between job insecurity and workplace bullying such that when perceived supervisor support is high, the positive relation between job insecurity and workplace bullying weakens.

Chapter 3

Research Methodology

This chapter details all the procedures and methods used to obtain actual results in this study. Discussions included research design, population, sampling techniques, sampling characteristics, instrumentation, and reliability of all variables and projects involved in the study.

3.1 Research Design

Research design states the methods and procedures that are carried out for the purpose of research. Therefore it provides the master plan identifying the basis of research. An applicable research design not only enriches the effectiveness of the study but also help researchers to achieve excellent results (Wiersma & Wiersma, 1985). Mostly, the quantitative research is chosen considering its proven effectiveness and reliability since it determines both nature and strength of proposed associations (de Vaus, 2001). According to Chase, Teel, Thornton-Chase, and Manfredo (2016) dependable and valid results can be obtained through quantitative research strategy.

3.1.1 Nature of Study

The study is used to highlight the impact of job insecurity of the project employees on the innovation of the project, for that co-relational study has been used in

this research. For this purpose, project based organizations of Pakistan has been targeted to get the required data needed to get the authentic results. Initially 400 questionnaires were set as a target but 246 genuine responses were collected. The sample selected for this study represents the entire Pakistani population. This will help to promote sample statistics that may be displayed across the Pakistani population..

3.1.2   Research Philosophy and Quantitative Research

This study follows a hypothetical deductive research approach based entirely on deterministic philosophy in which prior and existing theories are used to prove and support our hypotheses, and then empirically tested to validate the proposed hypotheses. In order to reach a large population, quantitative methods are often used and appreciated. Therefore, in this study, quantitative studies were used to collect quality data in order to correlate variables and to demonstrate the nature of the relationships between the variables used in the study.

3.1.3   Unit of Analysis

Typically, the unit of analysis is the most important feature of any study being analyzed. In the study, the units of analysis can be individuals, or different groups, organizations, cultures, etc. Since this study focuses on the binary relationship between managers and employees, dualism is the unit of analysis for this study. In order to assess the project innovation amongst employees, study needed to approach the specific sector of project based organization which basically required and promoted innovation in their tasks, activities and job insecurity of project employees.

3.2 Population and Sample

3.2.1 Population

There are approximately 40 famous software houses working in twin cities. Most of them are dealing with different kind of projects. Their business type includes Application Development, Business Intelligence, Cloud Computing, E Commerce, IT Consultancy, Mobile Applications, Software Product, Software Services, Software Technology and Web Development.

By continually improving the experience through innovation, project firms has the main goal to deliver a high quality and engaging product that will inevitably lead to a better business performance. To analyze the project innovation and its antecedents we select this area as our population to have an improved know how of the importance of innovation for the projects.

The population utilized in this study includes project managers/supervisors and employees working under them in different project based organizations in Pakistan. As project based organizations are the emerging source of competitive advantage for Pakistan, in this way this sector is contributing in a massive way to attract other foreigners to invest in Pakistan, which in return is increasing the global recognition of Pakistan as a new emerging and developing country. And innovation in projects through project based organization cannot prosper without minimizing employee's job insecurity and with perceived organizational support in project based organization. Printed as well as online questionnaires were used to solicit data, on case to case basis. All questionnaires are self-reported and unit of analysis are individuals.

3.2.2 Sample and Sampling Technique

Because of resource constraints and other time constraints, data cannot be collected from the entire population, so sampling is a common procedure for collecting data. To this end, select a specific group of people as the true representative of the

entire population. In general, only project organizations that are critical to creativity and innovation and that fully consider creativity at work will be exposed. Respondents who require the sample to participate fully in their work must promote the interpersonal communication and promote the uniqueness and innovation of ideas and tasks through the emotional support of the project manager, through the effective knowledge flow privilege between employees. . Therefore, the sample chosen for the study represents all the elements needed to achieve the desired result and is the true representation of the entire population.

Since this study is going to contribute towards the novel aspects in enhancing the creativity of the projects, so the main focus would be the project based organizations of Pakistan. The sample consists of both managerial and employee level of different organizations, hence data will be collected through self-reported questionnaires. Almost 400 questionnaires were distributed in the project based organizations. Due to certain limitations convenient sampling was used. Participants were made assured of the confidentially about the information that they will provide for the research purpose.

In this study, convenience sampling is the basis for sample extraction. Convenient sampling is one of the non-probability sampling techniques in which data is collected randomly based on feasibility to efficiently collect data. Therefore, facilitating sampling is the most appropriate technique in this study, because data can be randomly collected from project organizations in Pakistan that will depict the most realistic of the entire population to demonstrate the impact of unsafe work. Project innovation through workplace bullying and perceived organizational support.

3.2.3   Technique

The population of the study was determined by collecting information from 12 different software companies working in Rawalpindi and Islamabad. The challenge of time lag research is that it is collected over three time periods that is collected from the same employee at three points in time. This was done by leaving the

questionnaire with the respondents till the time they completed all responses with a time lag of 3 weeks. The participants were guaranteed of complete confidentiality of their responses as they would be providing the essential information without mentioning their names. It was vital to take these measures in order to minimize the social appeal or acceptance biases (Spector, 2006).

3.2.4   Data Collection in Three Time Lags

Time lag studies to avoid common method deviations that typically occur in cross-sectional applications (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003).

The data collection time was 3 times with a lag of at least 4 weeks. The time lag is expressed as the time period between the spur and the reaction or interconnection. Various meta-analyses revealed that when the lag between the two measurements increases, the effect is eliminated (Atkinson et al., 2000; Griffeth, Hom, & Gaertner, 2000; Hulin, Henry, & Noon, 1990). Therefore, as the time lag becomes longer, the effect becomes worse and has become the rule of thumb. (Dormann & Griffin, 2015).

Time Lag 1- T1: In Time lag 1, job insecurity is independent variable whereas perceived organizational support is the moderator variable.

Time Lag 2-T2: The mediator workplace bullying were measured at Time 2.

Time Lag 3-T3: The dependent variable project innovation were measured at Time 3.

The first survey assessed job insecurity and perceived organizational support. The respondents were asked to keep the questionnaire with themselves. Three weeks after first survey completion, the respondents were asked to provide information regarding workplace bullying i.e. at Time 2 the mediator. 2 weeks afterwards finalizing the second survey, the respondents were requested to submit the questionnaires to their relevant managers and then managers fill questionnaire items on Project innovation at Time 3. Almost in the time of two months from April, 2018 to June, 2018 data gathering was finalized in three time lags. Overall 400 questionnaires were circulated for this purpose and data was collected from the

same staff. In the final phase, 250 questionnaires were received, of which 04 were incomplete and discarded. Therefore, almost 246 questionnaires were used in the current study for analysis. The response rate was 61.5%.

3.3 Sample Characteristics

The demographics measured for this study are; project manager's age and age of employee project manager's dynamic experience in the project based organizations and employee's dynamic experience in project based organizations, project manager's gender and gender of employee and, project manager's qualification and qualification of employee. Since this is a binary relationship, two different questionnaires were produced; one was filled out only by the project manager and one was filled out only by the staff. Sample characteristic's particulars are following:

3.3.1 Age

Age is considered as one of the demographics, to which respondents sometimes feel uncomfortable to disclose openly. Therefore, to facilitate the range of respondents, use to collect information about the age of the respondent.

TABLE 3.1: Frequency by Age

Age	Frequency	Percent
18-25	46	18.7
26-33	129	52.43
34-41	59	23.98
42 and above	12	4.87
Total	246	100.0

It can be seen in Table 3.1 that most of the respondents were having age between the range of 26-33, that means 52% of majority respondent were having age ranging between 26-33, 18.7% of respondents were having age ranging between 18-25 which is depicting the young generation contribution towards development of element of Projects' innovation, 24% respondents were having age ranging between 34-41 and only 4.87% of the employees were having age range of 42 or above.

3.3.2   Experience

Again to collect information regarding the experience of the respondents, different ranges of experience time period were developed so that every respondent can easily sport out the specific tenure of their experience in the relevant field of projects.

TABLE 3.2: Frequency by Experience

Experience	Frequency	Percent
01-05	81	32.9
06-10	152	61.7
11-15	10	4.2
16 or above	3	1.22
Total	246	100.0

It can be seen from the Table 3.2 that most of the respondents were having an experience ranging between 06-10 years, which depicts that 61.7% respondents were having experience between the range 06-10 years, 33% respondents were having experience ranging between 01-05 years, 4.2% respondents were having experience ranging between 11-15 years, 1.22% respondents were having experience of

16 years or above. As experience includes gaining knowledge about new proce-
dures and ideas to bring creativity in the tasks, experience is considered as one
of the most effective demographics which contribute too much towards knowing
the effects of job insecurity and workplace bullying domain for the Improvement
in project innovation.

3.3.3 Gender

Gender is an element which remains in highlights for the purpose to maintain gen-
der equality, so it is also considered as the important element of the demographics
because it differentiates between male and female in a given population sample.
In this study, it has been tried to make sure the privilege of gender equality but
still it has been observed that ratio of female mangers is almost equal to the ratio
of male managers.

TABLE 3.3: Frequency by Gender

Gender	Frequency	Percent
Male	117	47.5
Female	129	52.4
Total	246	100.0

Table 3.3 depicts the ratio of male and female respondents. As we can see majority
of the respondents were female, which shows that 52.4% of the respondents were
female and 47.5% respondents were male.

3.3.4 Qualification

Education is the major element which contributes towards the prosperity of the
whole Nation and it is also the basic need of the hour to compete globally. Hence

after gender, qualification/education is another vital dimension of the demographics. Education opens up many new and unique paths for success and creativity in order to gain competitive advantage amongst all the other countries around the globe. Probably education plays an important role in demonstrating creativity and innovation in project tasks by facilitating the effective knowledge management.

TABLE 3.4: Frequency by Qualification

Qualification	Frequency	Percent
Bachelors	127	51.6
Masters or above	119	48.4
Total	246	100.0

It has been shown in Table 3.4 that most of the respondents were having qualification of Bachelor, which comprises 51.6% of the total respondents chosen as the true representative sample of the whole population. 48.4% respondents were having qualification of Masters, MS/M.Phil. or PhD. amongst the 246 respondents.

3.4 Instrumentation

The type of all the items comprised in the questionnaire is self-conveyed. Unless otherwise stated, all the items included in the questionnaires were measured using the Likert scale, with 5 (strongly agree) to 1 (strongly disagreed)

3.4.1 Measures

The data will be collected through the questionnaires selected from different authentic sources through adoption of those questionnaires. Questionnaires were distributed in English but were translated to Urdu where it was needed. Almost 50-60 questionnaires were distributed in each project based organization that has

been visited during questionnaire distribution period. The questionnaire was also distributed online to the project-based organization website for quick response. According to past research, online data collection is a more convenient way to collect data, because regardless of how the data collection method is used, respondents can easily fill out the questionnaire through the paper-and-pencil program. In the above two methods. Any method that does not have a significant impact on data quality (Church, Elliot, & Gable, 2001).

All the items i.e., Jon insecurity, Workplace Bullying, Perceived organizational support has to be filled by the project employees/subordinates. Whereas, the project managers filled the Project innovations instrument. All items of the questionnaire are to be filled on a 5-points Likert-scale where 1 represents (strongly disagree), 2 represents (disagree), 3 represents (Neither agree nor disagree), 4 represents (Agree) and 5 represents (strongly agree) and on another scale as well where 1 represents Not at all, 2 represents To a smaller extent, 3 represents To some extent, 4 represents To a moderate extent and 5 represents To a greater extent. All these scales were approved by passing them through reliability test.

The Questionnaire for Project managers includes 8 questions having only 2 sections i-e., demographics and self-reported project innovation questionnaire. The questionnaire for employees includes 32 questions in total having 4 sections i-e demographics, Job insecurity, workplace bullying and perceived organizational support questionnaires. Demographic information which includes the variables Gender, Age, Qualification and Experience, will also be collected in order to make the results more accurate and authentic by making it sure that information provided by the participants will be kept secret.

400 questionnaires were distributed in total but only 260 were received. But the actual numbers of questionnaires used for the analysis of data for demonstrating the results were 246. The discarded questionnaires out of 260 questionnaires were those which were not having the complete information or many of the questions were unfilled in those questionnaires hence making them not appropriate for the study. So, we had a total response of 61% out of 100%.

3.4.2   Job Insecurity

In order to measure the impact of project staff's unsafe work on project inno-
vation, using work insecurities (JIS) to calculate job insecurity, De Witte (2000)
established the scale of four projects: "Opportunity, I quickly lost me The job ",
"I believe I can keep my job" (reverse coding), 'I feel uneasy about the future of
work', "I think I might lose my job in the nearby future" For an overview of the
translation of JIS, see the appendix). Respondents were asked to rate these items
on a 5-point Likert scale ranging from 1 ("very disagree") to 5 ("very disagree").
The scale measures job insecurity, which in itself is theoretical assumptions and
does not hope to lose the present work in the future, as well as the pain or worry
associated with this unemployment prospect.

3.4.3   Project Innovation

Project innovation is measured by nine scales established by Burpitt & Biggoness
(1997). The score consists of questions such as "The team seeks information about
new markets, products and technologies from sources outside the organization.
The team identifies and develops skills that help attract and serve new business
needs. This seems to have the ability to measure the innovation of the project
team.

3.4.4   Perceived Organizational Support

POS will be measured by 8-item scale developed by (Lynch et al., 1999), and
Eisenberger et al. (1986) from simple survey of Perceived organizational support to
assess the valuation of employees in the particular organizations and the measures
they are adopting in the well-being of employees and organization. The sample
question is "My organization is willing to help me when I need a special favor."

3.4.5 Workplace Bullying

Use Simons, S. (2008) The Negative Behavior Questionnaire (NAQ-R) was used to study bullying behavior. NAQ-R is an English version of the Norwegian Negative Behavior Questionnaire, which is designed to measure the perceived risk of bullying at work. The NAQ-R consists of 22 projects that describe different types of behavior and may be considered bullying if they happen on a daily basis. All projects are written in behavioral terms, without mentioning the term bullying.

TABLE 3.5: Instruments

Variables	Source	Items
Job Insecurity (IV)	De Witte (2000)	04
Workplace Bullying (Med)	Simons, S. (2008)	22
Project innovation (DV)	Burpitt & Bigoness (1997)	08
Perceived organizational support (Mod)	Eisenberger et al. (1986)	08

3.5 Statistical Tool

Firstly single linear Regression was carried out in other to study the casual relationship between the Independent variable "Job insecurity" and Dependent variable "Project innovation". Regression analysis is generally used when we have to study the impact of multiple factors on the dependent variable under the study. Regression analysis will make it assure that the previous study regarding the variables is still supporting the acceptance or rejection of the proposed hypothesis or not.

Then for further analysis three steps of Preacher and Hayes (2004) were used. In these three steps, first we have to put our dependent variable i-e Project innovation in the outcome column, then our independent variable i-e Job insecurity in the IV column and after that we have to put all the demographics in covariant column.

Along with all these steps we have to choose our Model number, as we have to perform both mediation and moderation through Preacher and Hayes we have to separately perform the analysis both for mediation and moderation by selecting model 1 for moderation and model 4 for mediation respectively for both analyses.

3.5.1 Pilot Testing

Before going to perform something on a larger scale it would be a very proactive and effective approach to conduct a pilot testing for it, as it will avoid many risks related to wastage of resources and time. Therefore, a pilot test of approximately 30 questionnaires was conducted to confirm whether the results were familiar and consistent with the proposed assumptions. After conducting the pilot testing it was concluded that there was no significant problem in the variables and the scales are reliable for the pilot study piloted.

3.5.2 Analysis of Reliabilities

Reliability is the process of repeatedly giving the same consistent result when a particular item is tested over a certain period of time, as is the ratio. The reliability of the gauge describes the ability of the gauge to give consistent results when tested. I have tested the reliability with Cronbach alpha, which tells the internal reliability of the variables and tells us if there is a link between these variables, or if it also measures a single structure. Cronbach alpha ranges from 0 to 1. The higher the value, the higher the reliability of the scale at which it is measured. A value above 0.7 is considered reliable, and below 0.7 is considered to be less reliable when measuring the selected theoretical set.

TABLE 3.6: Scale Reliabilities

Variables	Cronbach's Alpha	Items
Job insecurity	0.701	04
Workplace Bullying	0.859	22
Project innovation	0.808	08
Perceived organizational support	0.887	08

In Table 3.6, the Cronbach alpha of all the scales used in the data gathering are shown. All the values of Cronbach alpha for the questionnaire used under the study are above 0.7. The items i-e Perceived organizational support, Project innovation and Workplace Bullying having values 0.8 shows that these three scales are highly reliable to be used in this study according the context of Pakistan.

3.5.3 Data Analysis Technique

After the data is being composed that is appropriate to the study from 246 people who respond, the data were then analyzed on software named as SPSS. I have gone through a number of procedures while analyzing the data, such procedures are as following:

1. First of all, only the questionnaires which were filled appropriately were selected for the exploration.

2. Encode each variable of the questionnaire and use each encoding variable for data analysis.

3. The frequency table is used to explain the sample characteristics.

4. Use numerical values for descriptive statistics.

5. Check the reliability of all variables by Cronbach coefficient α.

6. Perform a correlation analysis to see if there is a significant relationship between the variables that were not fully studied in this study.

7. Perform a single linear regression analysis of the independent and dependent variables to determine the proposed relationship.

8. Preacher and Hayes Process are used for mediation and review to determine the existence of the role of mediator and moderator between independent variables and dependent variables.

9. The expected hypotheses were tested by correlation and the Preacher and Hayes methods to examine rejection and acceptance of the proposed hypothesis.

Chapter 4

Results

4.1 Descriptive Statistics

Descriptive statistics deliver a brief summary of sample size and observations related to the data. This shows the basic details of the collected data. For example size of sample, minimum limit, maximum limit, average and standard deviation. Statistics also present big number of data in the form of permutations and summaries. The details of collected data in this research survey are exposed in the Table 4.1.

TABLE 4.1: Descriptive Statistics

Variables	Sample	Min	Max	Mean	SD.
Job Insecurity	246	1.00	5	3.3506	0.84
Workplace Bullying	246	2.53	4.47	3.4921	0.522
Perceived organizational support	246	1.13	4.75	2.7642	0.853
Project Innovation	246	1.25	4.63	3.1255	0.747

The data associated with the lowest, highest and average values for each variable, as well as the arithmetic mean and standard deviation is demonstrated in table. In the column no. 1 variables are given. The next column covers information about the sample size of the study, the third and fourth columns show the lowest

and highest averages of the data composed. The value of gender is 1, because gender is calculated by two dynamic groups, one male and one female. The above table shows the mean and standard deviation between the variables that are being studied under this study.

Job insecurity of a project manager is having mean of 3.3506 with a S.D of .84. The mean project innovation is 3.1255 where as standard deviation is .747. Workplace Bullying which acts as a mediator between Job insecurity of Project Manager and Project Innovation comes out with the mean value of 3.4921 and S.D of value 0.522. Perceived organizational support which acts as a moderator between Job insecurity of Project Manager and Workplace Bullying, reported a mean of 2.7642 and a S.D of 0.853.

4.2   Analysis of Correlations

The objective of this analysis is to point out the association among two variables, or checking that two variables are affecting in same directions or in opposite. Regression analysis is different because it usually does not contemplate the causative relationship of the items or variables which are being discussed. This association is studied to justify variables affecting in the same or different ways without containing zero correlation. Negative values denote to the degree to which the increase in one variable differs from one another. The correlation analysis is a commonly used coefficient for evaluating the correlation among relationships.

TABLE 4.2: Bivariate correlations of all study variables

Variables	1	2	3	4
1. Job Insecurity	1			
2. Workplace Bullying	.365**	1		
3. Perceived org. support	-.421**	-.225**	1	
4. Project Innovation	-.253**	-.335**	.122**	1

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

N=246. *P<0.05, **P<0.01, ***P<0.001 (JIN= Job Insecurity, PIN= Project innovation,
WB= Workplace Bullying, POS= Perceived Organizational Support)

The Correlation Findings according to the Table 4.2 are as following and the values of correlation are depicting the nature and magnitude of relationship between the variables.

Table of correlation shows a negative and substantial relationship among Job insecurity and Project innovation, where r = -.253** at P< 0.01. It can be seen from the table given above that Job insecurity of project employees has a positive and significant relationship with workplace bullying, where r = .365** at P< 0.01. It has been shown that r = -.421** at P< 0.01, Job insecurity of project employees has a negative and significant relation with the Perceived organizational support. There is a negative and significant relationship between Project innovation and workplace bullying, where r = -.335** at P< 0.01. A positively insignificant association exists between Project innovation and perceived organizational support, while r = .122 at P =0.05. Workplace bullying with perceived organizational support also as an insignificant negative relationship, where r = -.225** at P< 0.01.

4.3   Regression Analysis

TABLE 4.3: Regression analysis results for Job Insecurity and Project innovation

		Project innovation		
Predictors	β		$R2$	$\Delta R2$
Step1				
Control Variables			0.09	0.069
Step 2				
Job Insecurity	-.256***			

*Table values are consistent beta loads, * p < .10; ** p <.05; ***p<.01*

By analyzing correlations is not sufficient to infer the relationship between variables. In order to draw conclusions about the correlation of the discussed two variables regression analysis is the next step. Regression indicates the extent to which one variable is dependent on the independency of the other variable. If two variables have linear relationship, there are some factors which can explain the change in dependent variable: first of all the regression line; when the regression depends on the independent variable, no other factors are considered. Table 4.3 depicts statistics on the outcomes of the hypothetical relationship between inferred variables. The impact of demographic data, i.e. age, gender and experience, is controlled.

H$_1$: Job insecurity negatively predicts the project innovation.

Regression analysis show that job insecurity has negative and significant relationship with Project innovation (β = -.256, $p < .00$), accepting the hypothesis H1.

TABLE 4.4

	Workplace Bullying		
Predictors	β	$R2$	$\Delta R2$
Step1			
Control Variables		.137	.119
Step 2			
Job Insecurity	.369**		

H$_2$: There is a positive association between job insecurity and workplace bullying.

According to outcomes of this regression analysis, job insecurity also has noteworthy positive relationship with workplace bullying ($\beta = 0.369$, $p = .00$), accepting the hypothesis H2.

TABLE 4.5

	Project innovation		
Predictors	β	$R2$	$\Delta R2$
Step1			
Control Variables		.139	.121
Step 2			
Workplace Bullying	-.341**		

H$_3$: There is negative relationship between workplace bullying and innovation in projects.

Workplace bullying has found to be considerably negatively connected with project innovation at significance level of $<.001$. Very substantial results indicate that results extracted are clearly depicted the association.

4.4   Analysis of Mediation

Mediation psychoanalysis is a statistical method used to answer enquiry about in what way some causal agent say "X" convey their effects on "Y". Is there any emotional, cognitive, biological or other means, what is the mechanism of X affecting Y.

According to Preacher & Hayes (2008), the mediation analysis which is being analyzed in present study is used to understand the association among job insecurity and the mediating role of workplace bullying. The most basic mediation model is represented in Figure 3 as a conceptual diagram.
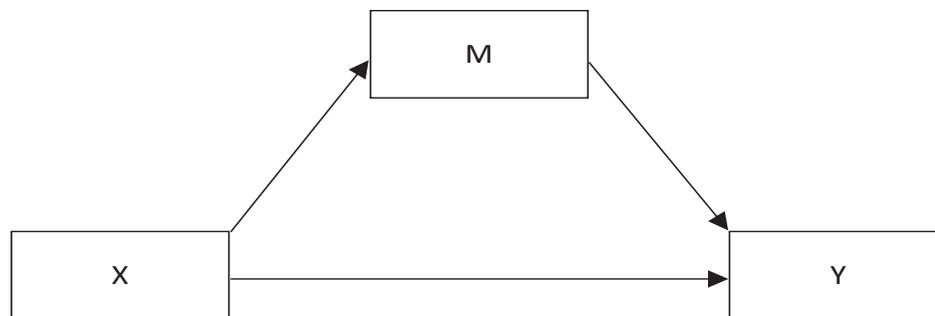
FIGURE 4.1: Model of Simple mediation

Analysis of mediation was performed by the method projected by Preacher and Hayes, 2008. Modern researchers are progressively using this approach rather than the popular Baron and Kenny (1986) method. According to Hayes (2008), Baron and Kenny's preconditions for regulating the overall effect led researchers to underestimate the mediated pathways that may exist even if total effects are not present. The researchers point out that the Baron and Kenny methods may be obsolete in contemporary research (Hayes, 2009). A lot of other criticisms that rely on old procedures for a long time (Preacher, Rucker & Hayes, 2007). The guided approach escapes the deficiencies of early step-by-step method testing intermediaries and focuses on "a series of tests on the importance of each path in a causal system" (Hayes, 2008). Also, because of the resampling using the replacement method, you can use the bootstrap method to draw better estimates.

For this study, a boot process with 5000 boot resampling is utilized. Some other investigators testified the results using the bootstrap process (Raes, 2010). By using the fitted macro application in SPSS, the bootstrap method provides a confidence interval for estimating mediation analysis. After all the upper and lower limits of the confidence interval form a series, and if it does not overlap with zero, it indicates an indirect effect. The 95% confidence interval shows that the results remain correct for 95% of the time.

Following results of mediation analysis are as follows.

TABLE 4.6: Results of analysis of mediation for Workplace bullying

Effect of IV on M	Effect of M on DV	Direct effect of IV on DV in presence of M	Total effect of IV on DV	Bootstrap results for indirect effects	
				LL 95 CI	UL 95 CI
.2299	-.4088	-.0940	-.1339	-.2467	-.0211

*IV = Job insecurity, DV = Project innovation, M = Workplace Bullying, * p = < 0.1, ** p = < 0.05, ***p =< 0.01*

H$_4$: Workplace bullying mediates the relation between job insecurity and project innovation.

As can be seen from Table 4.4, the real indirect impression of workplace bullying on job insecurity and project innovation is between -2467 and -0.0211, so there is no zero in the 95% confidence interval. In conclusion, workplace bullying mediates the relationship between job insecurity and project innovation. Therefore accept the hypothesis H4.

4.5   Moderation Analysis

Moderately used to determine whether the affiliation between job insecurity and workplace bullying depends on the organization's sense of support. Moderate analysis is basically a multiple regression equation with interaction terms.

TABLE 4.7

	Workplace Bullying		
Predictors	β	$R2$	$\Delta R2$
Step1			
Job insecurity	1.021***	.5225	.273
Perceived org. support	.9167***		
Step 2			
Int.term (JI X POS)	-.2848***		.1299***

Table values are standardized beta weights.

*** Correlation is significant at the 0.000 level

To test the perceived interaction of perceived organizational support for job insecurity and project innovation, moderate multiple regression analysis was used, as suggested by Cohen, Cohen, West, and Aiken (2003). The value of the variable

has been converted to centralized normalization, and the interaction term is calculated by multiplying the value of the argument by the manipulated variable. The multiplication of work insecurity and organizational support is called interaction. In step 1, the independent variables and moderator variables are input together. In step 2, enter the interaction term for the independent and moderator variables, and if it is important, confirm the moderation. For moderate regression analysis, the median variable is subtracted by subtracting the population mean from the input distinct values, and if important, the moderation is confirmed. For moderate regression analysis, the variables are centered by eliminating the population mean from each value.
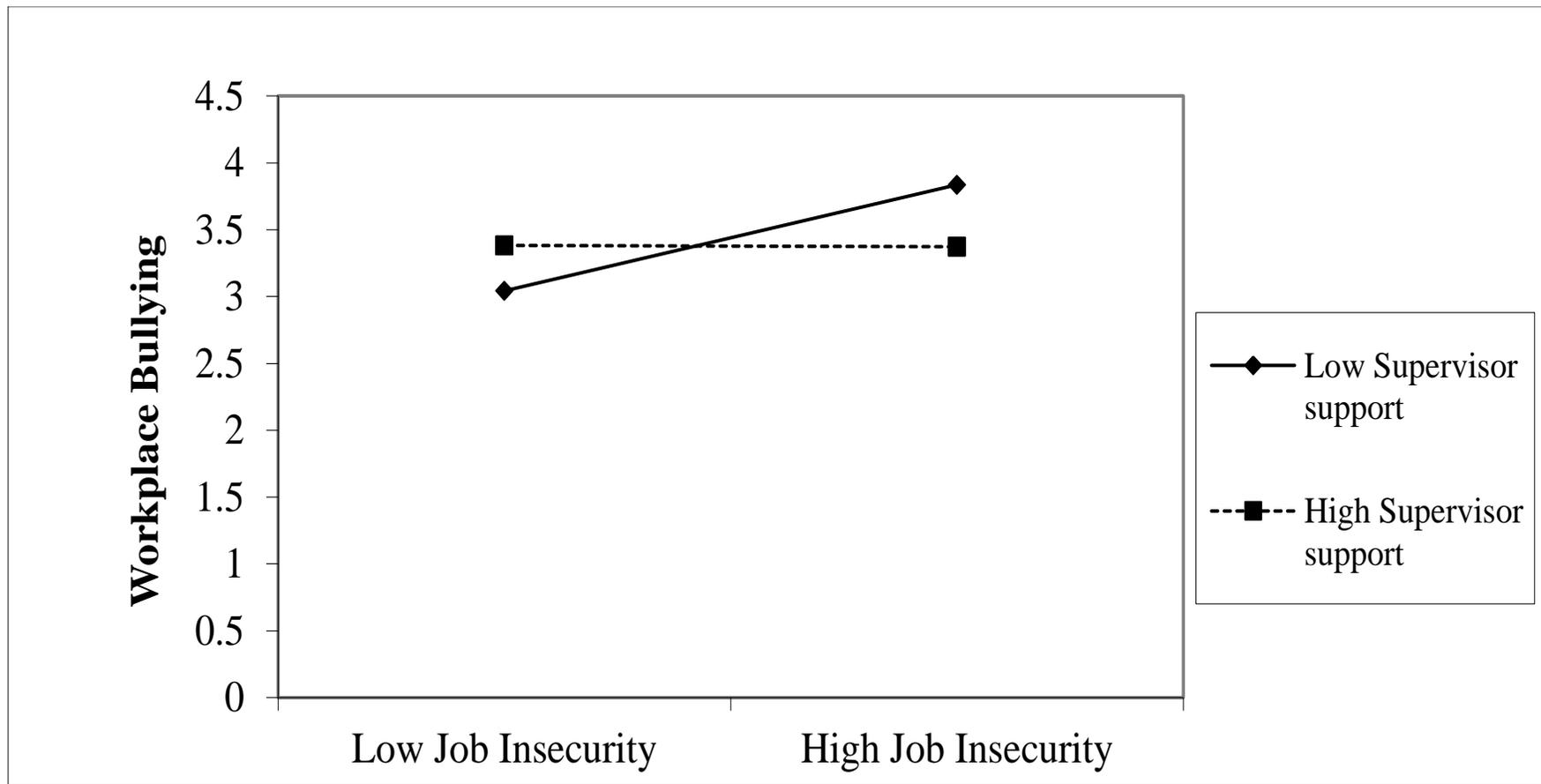
FIGURE 4.2: Moderation graph that tells that the Perceived organizational support weakens the relationship between Job insecurity and Workplace bullying.

4.6   Measurement Model

Confirmatory Factor Analysis (CFA) is analyzed to demonstrate models of measurement (Anderson & Gerbing, 1988), which includes four (4) potential variables: job insecurity, workplace bullying, perceived organizational support, and project innovation. The model is being evaluated by using some fit indices, incremental fit index (IFI), Tucker-Lewis index (TLI), comparative fit index (CFI) and approximate root mean square error (RMSEA), model chi-square. The measurement model is well suited to the data of the surrogate model ($\chi2/df$ = 1.059; TLI = 0.971; CFI = .981; RMSEA = 0,015, IFI = .981). Table 4. These CFA results show that the four-factor model has satisfactory discrimination. Validity. In addition, all projects are significantly loaded with their respective potential factors, with factor loads ranging from 0.52 to 0.95.

TABLE 4.8: Confirmatory Factor Analysis of the Measurement Model

	Chi Square	Df	CMIN/DF	IFI	RMSEA	CFI	TLI
Preliminary Model	861.005	813	1.059	0.981	0.015	0.981	0.971

TABLE 4.9: Contending different models with theorized 4 factor measurement model

Model	χ^2	Df	χ^2 / Df	$\Delta \chi^2$	ΔDf	CFI	IFI	TLI	RMSEA
Hypothesized Measurement Model (4 Factor Model)	**861**	**813**	**1.074**			**0.98**	**0.98**	**0.97**	**0.015**
Alternate Model 1: Combined " workplace bullying and Innovation" (3 Factor Model)	710	662	1.059	151	151	0.978	0.979	0.976	0.017
Alternate Model 2: Combined " workplace bullying and Innovation and POS" (2 Factor Model)	1422	664	2.142	561	149	0.661	0.672	0.622	0.068
Alternate Model 3: All items Combined " (1 Factor Model)	1714	665	2.578	853	148	0.531	0.546	0.477	0.08

Note: n = 246; the value is the difference between each alternative measurement model and the hypothetical model.

4.7 Confirmatory Analysis
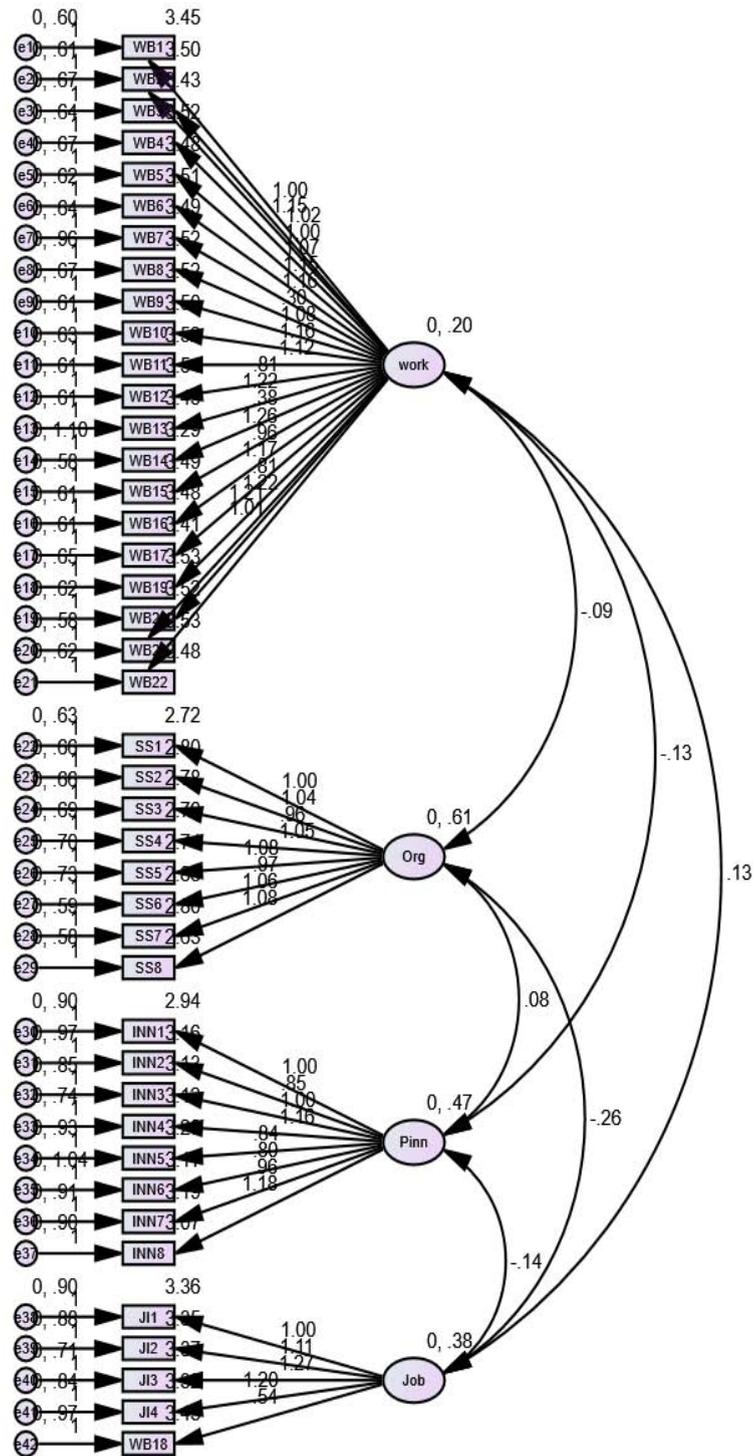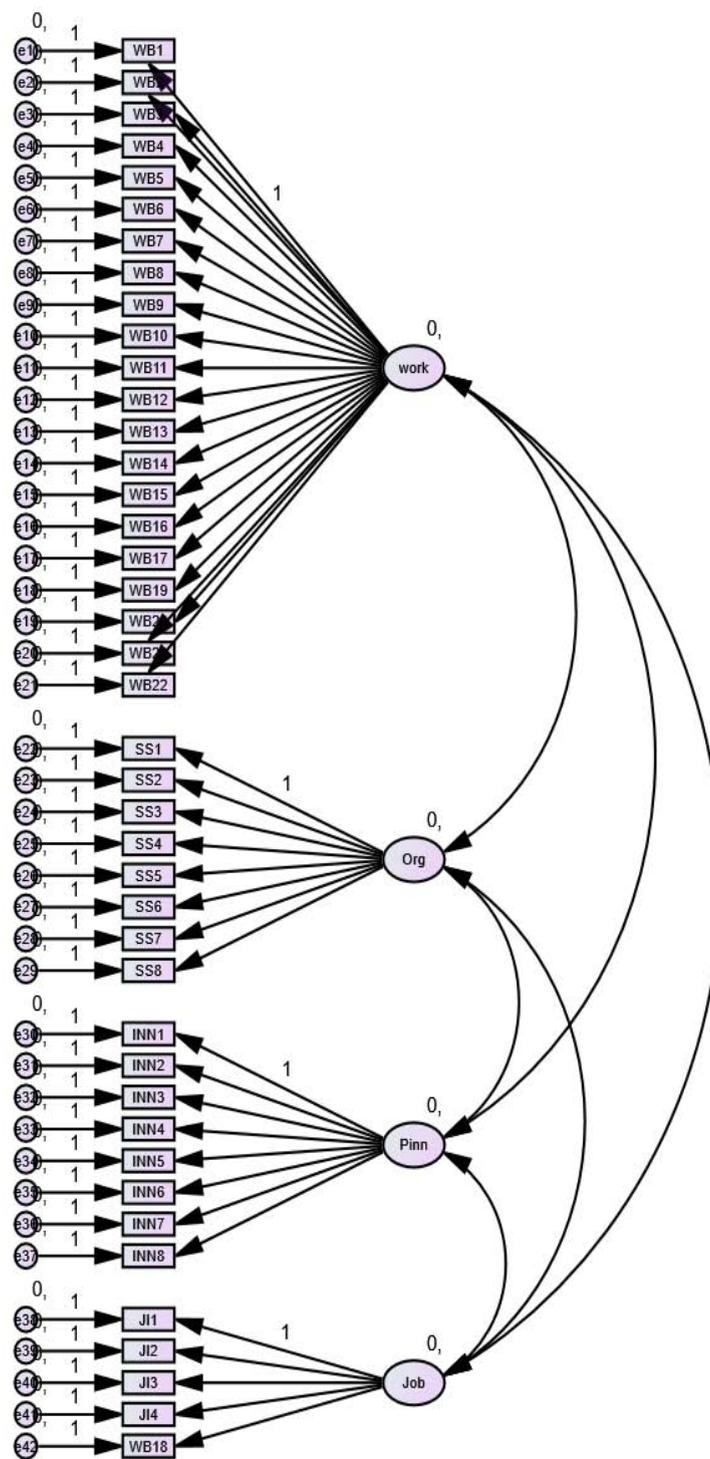
TABLE 4.10: Precipitate of accepted/ rejected hypothesis

Hypothesis	Proclamations	Outcomes
H$_1$:	Job insecurity negatively predicts the project innovation	Accepted
H$_2$:	There is a positive association between job insecurity and workplace bullying.	Accepted
H$_3$:	There is negative association between workplace bullying and innovation in projects.	Accepted
H$_4$:	Workplace bullying mediates the relation between job insecurity and project innovation.	Accepted
H$_5$:	Perceived supervisor- support moderates the relation between job insecurity and workplace bullying such that when perceived supervisor support is high, the positive relation between job insecurity and workplace bullying weakens.	Accepted

Total number of hypotheses:	**05**
Accepted:	**05**
Rejected:	**00**

Chapter 5

Discussion and Conclusion

5.1 Introduction

This section includes relationships of proposition in detail and also their rationalization of being accepted or rejected. We discussed the theoretical and practical implication, strength and weakness along with future directions of the study.

5.2 Discussion

This research work indicates the association among job insecurity and project innovation. The main purpose of conducting this study is to assess the answers of many questions which were unanswered regarding the relationship of job insecurity of project employees and innovation in projects specifically in the context of Pakistan. Along with other variables i-e work place bullying which is assessed as mediator and perceived organizational support which is assessed as a moderator between job insecurity and workplace bullying. Data for the understudied proposed hypothesis is gathered from different project based organizations of Pakistan.

As first hypothesis H_1, which depicts that job insecurity of employees in organizations is a major cause of no innovation and creativity in the projects approves to be accepted. As workplace bullying is the usual habit of people who are frustrated

and having any sort of social or psychological distress within the organizations. So there is a need of spreading awareness throughout the organization in almost every level of department through perceived organizational support of a project manager in order to bring innovation in projects, so the second and third hypotheses H_2 and H_3 are also accepted which shows a significant relation of workplace bullying with job insecurity and project innovation.

Moreover, workplace bullying acts efficiently as a mediator among the association of job insecurity and project innovation, hence the forth hypothesis H_4 is also accepted because workplace bullying and the job insecurity among the project employees can avoid them from doing the innovative work and hence the lack of whole project innovation. After conducted analysis it was concluded that perceived organizational support is acting as a moderator, so H_5 was also accepted. That means the moderator (POS) do affects the relationship between job insecurity and workplace bullying. A detailed discussion of each hypothesis follows:

5.2.1 Hypothesis 1: Job Insecurity Negatively Predicts the Project Innovation

The above hypothesis is being accepted in the light of the results of study which displays significant relationship i.e., (*B= -.228, t= -4.119, P= .00*).

The t value (-4.119) of job insecurity, indicates high significance level of the relationship. Value of $t > 2$ revealed that outcomes are significant. That's why in this hypothesis t = -4.119 shows statistically significant association of Job insecurity with Project innovation. And the *B* co-efficient is -.228 which depicts that if there is 1% change in Job insecurity occurs then there is a likelihood that project innovation will be decreased by 22.8%.

Hence, the above mentioned results are based on the basis of the past literature (Wiesenfeld, Brockner, Petzall, Wolf, & Bailey, 2001 & De Spiegelaere et al., 2014) also provides evidenced for the negative relationship of Job insecurity and project innovation.

As Project employees plays a vital role in leading every task and activities towards innovative tasks and processes, Job insecurity in the organization will automatically slows down the moral of the employees to work more efficiently to lead the project towards innovation and then success by keeping creative ideas with them. Therefore, in an organization where Job insecurity is high becomes a reason of eliminating creativity and innovation in the ideas and tasks of employees, innovation itself is obsoleted in the project. So, Job insecurity may lead to lower level of innovation in project through inculcating frustration and depression among employees.

5.2.2 Hypothesis 2: There is a Positive Relationship Between Job Insecurity and Workplace Bullying

Hypothesis 2 is accepted as well. Results indicates noteworthy association where (B= .369, t= 6.107, P= .00).

Job insecurity comes with t value of 6.107, which shows significance level of the association. Again the value of t is greater than 2 which shows significant association. Here comes the t value of 6.107 which depicts statistically significant association of Job insecurity with workplace bullying. And the B co-efficient is .369 which indicates that when there comes any nominal change in job insecurity then chances are that workplace bullying may be increased by 37%.

Hence, the above mentioned results are based on the basis of the past literature (Greenhalgh and Rosenblatt, 1984; Baillien and De Witte, 2009; Hoel et al., 1999; Escartn et al., 2017) also depicts a positive association between job insecurity and workplace bullying. Factors forecasting workplace bulling comprise, alongside personality qualities and demographic characteristics of targets and culprits (Pilch and Turska, 2015; Salin, 2015), work and organization characteristics such us job stressors and deprived environment situations (e.g. Agervold and Mikkelsen, 2004; Skogstad et al., 2011).

5.2.3 Hypothesis 3: There is Negative Association Between Workplace Bullying and Innovation in Projects

This hypothesis comes out to be accepted. Effects of the current study shows weighty association (B= -.341, t= -5.682, P= .00).

Workplace bullying has the t value of -5.682, which shows highly significant relationship. As the t value which is greater than 2 shows that the results are significant. Therefore, in this hypothesis the value of t which is -5.682 shows negatively significant relation of Workplace bullying with Project innovation. And the B co-efficient is -.341. Hence we can conclude that if there occurs any basic arise in workplace bullying then there is a probability that Project innovation would be decreased by 34%.

Hence, the above mentioned results are based on the basis of the past literature that supports-= the negative relation of workplace bullying and project innovation. (Rayner et al., 2002; Ceja, Escartn, and Rodrguez-Carballeira, 2012; Hoel et al., 2002; Ford & Gioia, 1995; Amabile and Conti, 1999; De Dreu, 1997).

Creasy and Carnes (2017), shows that the results of workplace bullying discussed earlier constitute different types of relationship conflicts, which reduces the team's operations and ultimately reduces team innovation.

5.2.4 Hypothesis 4: Workplace Bullying Mediates the Relationship Between Job Insecurity and Project Innovation

This hypothesis got established. The results shows significant relationship of workplace bullying as a mediator between Job insecurity and project innovation, as the upper and lower limit (-.58, -.28) indicated by the unstandardized regression coefficient are both negative and there exist no zero in the bootstrapped 95% interval around the indirect effect of the relationship of Job insecurity and project innovation through workplace bullying.

Increased workload & job insecurity that comes from organizational change have been hypothesized as triggering bullying activities. (Baillien et al., 2009; Hoel and Cooper, 2000; Salin, 2003).

5.2.5 Hypothesis 5: Perceived Supervisor- Support Moderates the Relation Between Job Insecurity and Workplace Bullying such that when Perceived Supervisor Support is high, the Positive Relation Between Job Insecurity and Workplace Bullying Weakens

This possibility is established. As the solvent of the study show significant relationship (B= -.2848, t= -6.5201, P= .00). Perceived organizational living has the t value of -6.5201, which appearance a very high significant level of the association. Because t value which is > 2, appears that the results are significant. And in this proposition the t value of -6.5201 shows statistically substantial relation of perceived organizational support as a moderator between job insecurity and work bullying. And the B co-efficient is -0.2848 through which we can elaborate that a unit change in POS will bring a negative impact of 28% in the relationship between job insecurity and workplace bullying by weakening the relationship. Creative ideas from individuals and groups within organizations results in successful innovation; researchers of innovation cogitate characteristics of the organizational context that can obstruct or support the generation of those ideas. (Amabile, Conti, Coon, Lazenby and Herron, 1996).

The results of interrelated literature have exposed that supervisor support (Huang et al., 2013), successfully lighten the negative possessions of Job Insecurity. The moderating influence of supervisor support in the association between job insecurity and performance outcome is measured by Schreurs et al. (2012), results revealed that supervisor support cushions in contradiction of the negative effect of Job Insecurity on in-role performance.

5.3 Conclusion

In this research I have developed a domain of Job insecurity in projects, which is observed as widespread and important domain in the modern world. In order to compete globally amongst all the emerging innovative organizations around the earth. The main bearing of this work is to breakthrough out the impact of job insecurity of project employees on design in project. Also this subject area has demonstrated the role of work bullying as a mediator between the relationship of job insecurity and project innovation. Additionally, this has been examined an exclusive role of perceived organizational support as a moderator between the relationship of job insecurity and work bullying. Data for the analytic thinking of this written report were collected through questionnaire, which were distributed to the project based organizations of Islamic Republic of Pakistan. This report and the proposed hypotheses are being supported through sociable exchange theory. In amount of 400 questionnaire were distributed but only 246 were used for the analysis function. The reason of using these 246 questionnaires is that they were having relevant required for the analysis of the study. This study has served a lot in the present literature as there has been an inadequate work on study of the impact of job insecurity on project innovation, along with workplace bullying as mediator and perceived organizational support as moderator. In this study, there are five different propositions which are being examined and verified according to the Pakistani setup. Moreover, H_1, H_2, H_3, H_4 and H_5 are being accepted according to the Pakistani circumstance.

5.4 Practical and Theoretical Implication

This study has subsidized towards a new domain in the previous literature where the relation of Job insecurity is tested and analyzed with other variables such as leaders and team creativity (Madrid et al., 2016). This study has added very significant aspects of job insecurity towards the past literature by analyzing its impact with creativity in the projects. As creativity is the most popular demand

of this age, hence this study has illustrated new concept of bringing innovation and creativity in the project through proactive and affective participation of a project manager.

In this study, new relations have been analyzed which are very significant for achieving the competitive advantage in this diverse changing and creative environment of emerging organizations. This survey has contributed in a significant way in the literature by demonstrating the role of workplace bullying as a intercessor between job insecurity and project ion foundation, along with demonstrating the role of perceived organizational support as a moderator between job insecurity and project innovation. As perceived organizational support is one of the vital and unique variables, so analyzing this variable comes out as the unique research which has contributed significantly in the literature for future results.

This study is equally important for managers, subordinates, supervisors and employees, as Pakistan is facing a highly power distance culture which needs a lot of new researches to overcome such dimension of Pakistani culture that will illustrate the concepts of job insecurity, subordinates and supervisors in order to enhance the relationship between managers and employees by eliminating workplace bullying and procedures to enhance the project innovation which is the most demanding need of this century.

5.5 Limitations of Research

Since each survey has some reservations, there are some limitations in this area, mainly due to insufficient resources and of course time as well. Since the information was gathered from the forecasting organization of the Islamic Republic of Pakistan, the results may vary greatly if information is collected from other areas of governance in Pakistan. Since this is a binary questionnaire, there are a lot of troubles when dealing with managers and employees separately when collecting data. Even many employees are reluctant to fill the questionnaire, that's why to convince them is a daunting task. We added one more point in limitation of this study is the utilization of convenience samples because the convenience of sample

distribution is used to randomly collect data from a large population, which limits universality. Therefore, the results may not be extensively promoted. Because, after analysis, the conclusion is that some of the answers are different from the previous studies and the expectations in the literature, mainly due to the high power distance civilization, so it may be a reason that consequences may not be applied to the cultures different than Pakistan.

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Appendices

CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

ISLAMABAD

Department of Management Sciences

Annexure I

Questionnaires

Dear Participant,

I am a student of MS Project Management Capital University of Sciences & Technology, Islamabad. I am conducting a research on the topic: **"Job Insecurity, Workplace Bullying & Project Innovation, and Moderating Role of Perceived organizational Support."** You can help me by completing the attached questionnaire. I appreciate your participation in my study and I assure that your responses will be held confidential and will only be used for education purposes.

Sincerely,

Sidra Hasan

MS Scholar,

Capital University of Sciences and Technology, Islamabad.

Please provide following information.

	0	**1**
Gender	Male	Female

	1	**2**	**3**	**4**	**5**
Age	18-25	26-33	34-41	42-49	50 and above

	1	**2**	**3**	**4**	**5**	**6**
Qualification	Metric	Inter	Bachelor	Master	MS/M.Phil	PhD

	1	2	3	4	5	6
Experience	0-1 year	1 - 3	3 - 5	5 - 7	7 - 10	10 and above

Please tick the relevant choices: 1= **strongly disagree**, 2= **Disagree**, 3= **Neutral**, 4= **Agree**, 5= **Strongly Agree**

	Perceived organizational support (To be filled in by the Project team)					
1	My organization really cares about my well-being.	1	2	3	4	5
2	My organization strongly considers my goals and values	1	2	3	4	5
3	My organization shows little concern for me. ®	1	2	3	4	5
4	My organization cares about my Opinions.	1	2	3	4	5
5	My organization is willing to help me if I need a special favor.	1	2	3	4	5
6	Help is available from my organization when I have a problem.	1	2	3	4	5
7	My organization would forgive an honest mistake on my part.	1	2	3	4	5
8	If given the opportunity, my organization would take advantage of me ®.	1	2	3	4	5

Workplace Bullying (To be filled in by the Project team)						
1	Someone withholding information, which affects your performance	1	2	3	4	5
2	Humiliated or ridiculed in connection with your work	1	2	3	4	5
3	Ordered to work below competence	1	2	3	4	5
4	Having key areas of responsibilities removed or replaced with more trivial or unpleasant tasks	1	2	3	4	5
5	Spreading of gossip and rumors about you	1	2	3	4	5
6	Being ignored or excluded	1	2	3	4	5
7	Having insulting or offensive remarks made about your person, attitudes, or private life	1	2	3	4	5
8	Being shouted at or being the target of spontaneous anger (or rage)	1	2	3	4	5
9	Intimidating behavior such as finger-pointing, invasion of personal space, shoving, blocking/barring the way	1	2	3	4	5
10	Hints from others that you should quit	1	2	3	4	5
11	Being ignored or facing a hostile reaction when you approach	1	2	3	4	5
12	Persistent criticism of your work	1	2	3	4	5
13-	Having your opinions and views ignored	1	2	3	4	5
14-	Practical jokes carried out by people you do not get along with	1	2	3	4	5
15-	Being given tasks with unreasonable or impossible targets or deadlines	1	2	3	4	5
16-	Having allegations or accusations made against you	1	2	3	4	5
17-	Excessive monitoring of work	1	2	3	4	5
18-	Pressure not to use earned job benefits (e.g., sick leave, vacation time, travel expenses)	1	2	3	4	5
19-	Being the subject of excessive teasing and sarcasm	1	2	3	4	5
20-	Unmanageable workload	1	2	3	4	5
21-	Threats of violence or physical abuse or actual abuse	1	2	3	4	5
22-	Repeated reminders of your errors or mistakes	1	2	3	4	5

Job insecurity (To be filled in by the Project Team)						
1	Chances are soon I will lose my Job.	1	2	3	4	5
2	I am sure I can keep my Job ®.	1	2	3	4	5
3	I feel insecure about my future job.	1	2	3	4	5
4	I think I might lose my job in the near future.	1	2	3	4	5

	Project Innovation (To be filled in by the Project Managers)					
1	Using skills they already possess, this team learn new ways to apply those skills to develop new products that can help attract and serve new markets.	1	2	3	4	5
2	This team seeks our information about new markets, products, and technologies from source outside the organization.	1	2	3	4	5
3	This team identifies and develops skills that can improve their ability to serve existing business needs.	1	2	3	4	5
4	This team identifies and develops skills that can help attract and serve new business needs.	1	2	3	4	5
5	This team learns new ways to apply their knowledge of familiar products and techniques to develop new and unusual solutions to familiar, routine problems.	1	2	3	4	5
6	This team seeks out information on products and techniques that are new to the operation and learns how to apply them to develop new solutions to routine problems.	1	2	3	4	5
7	This team identifies and learns skills and technologies that may be useful in developing multiple solutions to problems.	1	2	3	4	5
8	This team seeks out and acquires knowledge that may be useful is satisfying needs unforeseen by the clients.	1	2	3	4	5