



Coping Strategies mediating the effects of Job Insecurity on Subjective Well-Being, Leading to Presenteeism: An empirical study

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Coping Strategies mediating the effects of Job Insecurity on Subjective Well-Being, Leading to Presenteeism: An empirical study

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7 **Coping Strategies mediating the effects of Job Insecurity on Subjective Well-**
8 **Being, Leading to Presenteeism: An empirical study**
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19 **Abstract**
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22 **Purpose** – This study explores how coping strategies (CS) mediate the relationship
23 between job insecurity (JI) and subjective well-being (SWB) leading to presenteeism among
24 millennials. The study has been tested based on the conservation of resources theory (Hobfoll,
25 2001) and the transactional theory of stress and coping (Lazarus & Folkman, 1984). In India,
26 employees in the IT and business process management sectors have been facing increased job
27 insecurity over the last couple of years. The advent of technology has increased job insecurity
28 among millennials, specifically in the IT sector. The Indian IT and ITES sector witnessed mass
29 retrenchments by companies in 2016-2017. Instead of reskilling, the companies decided to lay
30 off their employees. During the pandemic, the IT and ITES industries witnessed a massive
31 culture shift in terms of technology and work engagement. Post-pandemic, the recession is
32 looming large on these industries. In 2022, tech layoffs have witnessed 135,000 employees
33 impacted globally and many may lose their job in the coming year. The study chose Indian
34 millennials since they form a large part of the Indian workforce, especially in the IT and ITES
35 sector.
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55 **Design/methodology/approach** – In this present study cross sectional design is used
56 where different individuals are part of the study at the same point in time. A sequential mixed
57 method of research is adopted for this study, owing to the kind of research questions and the
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7 requirement to include critical realism. A qualitative study was carried out post the quantitative
8 study, to corroborate the results from the quantitative study. Quantitative methodologies
9 address questions about causality, generalizability, or magnitude of outcome whereas
10 qualitative research methodologies explore why or how a phenomenon occurs, describe the
11 nature of an individual's experience during the study relevant to the context and/or develop a
12 theory (Fetters et al., 2013). Since the study is about the millennial workforce in IT and the
13 ITES sectors, the sample population comprised employees in Delhi and the NCR of Delhi in
14 northern India. Out of a total of 374 ITES companies listed in NASSCOM (2018), 103 are
15 based out of Delhi/NCR, hence companies from Delhi/NCR were chosen for the study. The
16 other reason for opting for companies based in Delhi/NCR was that many millennials from
17 second and third-tier cities also are employed in these companies bringing in varied cultural
18 perspectives. The study included 588 employees working in ITES organizations based in the
19 National Capital Region of India. Mediation analysis for statistical verification was carried out
20 with regression-based analysis in SPSS macro process (version 4).
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40 **Findings** – The impact of job insecurity on the positive and negative affect of the
41 subjective well-being of millennials was found to be substantial. Coping strategies moderated
42 the relationship and it was seen that both engaged and disengaged strategies of coping had an
43 impact on the positive affect of subjective well-being but did not have any impact on the
44 negative affect of subjective well-being. The positive affect of subjective well-being was
45 negatively related to presenteeism, and the negative affect of subjective well-being was
46 positively related to presenteeism.
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57 **Practical implications** –The study brings forth original insights into the impact of
58 constant job threats on millennials employed in the information technology and/or information
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7 technology service sectors. The key findings contribute to literature knowledge and help
8 managers recognize the unfavourable consequences of continuous job threats on the well-being
9 of employees. There is an immediate need for managers to recognize the problem and devise
10 various policies and communication strategies to enable millennial employees to cope with the
11 constant changes in the organization, owing to various technological, political and
12 environmental factors.
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21 Organizations should be mindful of this impact, which can subsequently have serious
22 consequences on the productivity of the employees, resulting in decreased overall performance
23 and health of the organization.
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29 **Originality/Value** – The study of job insecurity as a job stressor, triggering coping
30 strategies in Indian millennials working in the ITES and IT industry presents original insights.
31 The study explores and presents how the impact of job insecurity may increase presenteeism
32 as a result of coping. The study brings value to practitioners and this study may help
33 organizations improve the overall well-being of their employees, thus improving productivity.
34 On the other hand, it also opens opportunities for exploring the impact of job insecurity as a
35 challenge stressor.
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46 **Keywords:** Job insecurity, well-being, positive affect, negative affect, coping, coping
47 strategies, presenteeism
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55 **Paper type:** Research paper
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Introduction

In India, information technology (IT) and information technology-enabled services (ITES) employees have been facing uncertainty for more than a decade. With the advent of technologies such as robotic process automation, artificial intelligence, cloud computing, and several other technologies, companies are re-skilling and restructuring their talent to give cutting-edge technology and agility (Davenport & Iyer, 2015). ITES industry's major work was based on managing processes for big companies. The rule-based transactions that were being performed by employees are now being carried out with a few lines of software known as robotic process automation, which is much faster than humans (Fung, 2014; Fersht & Slaby, 2012). The study conducted by NASSCOM (2017) found that 25–30% of jobs would become redundant soon. About 60–65% of the workforce needs to be reskilled and retrained for IT and ITES industries to grow. Restructuring, reskilling, and the advent of technology have resulted in excessive job insecurity in India, particularly in industries, which depend on cutting-edge technology. The percentage of the young millennial workforce is increasing (Cahill & Sedrak, 2012). According to a research report by Gupta (2017), millennials are already the chief wage earners in most Indian households, with their income contributing to 70% of the household income.

On the other hand, India has been witnessing an alarming increase in mental health problems. As per the Global Burden of Disease report, mental disorders account for 13% of the total disability-adjusted life years (DALYs) lost for years lived with disability (YLD) with depression being the leading cause (National Mental Health Survey of India, 2015–2016, supported by the Ministry of Health and Family Welfare, Govt. of India).

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Indians aged 15–24 years: 6.9% suffer from depression, and 15.4% have anxiety disorders (WHO 2017 Mental Health Survey Report). The age group of 30–49 years was the most impacted, representing that mental disorders contribute to greater indisposition among the productive population. It was observed from the results of the study that stress-related disorders like depression and anxiety (6.93%) were nearly 2–3 times more in urban metros. Workplace mental health concerns are also on the rise. According to the Deloitte report (Mental Health and Wellbeing in the workplace, September 2022), depression and anxiety disorders are the most quoted symptoms amongst professionals followed by irritability and burnout. According to the report, mental health disorders in India account for approximately 15% of the world's mental health issues.

In recent times, the COVID-19 pandemic has also played a significant role in the minds of millennials. According to the Deloitte Global 2021 Millennial and Gen Z Survey, 41% of millennials felt stressed all the time, and one of the top drivers for stress amongst millennials is the job and career prospects. During the pandemic, huge layoffs, reduction of remuneration, forced sabbaticals, and the economic downturn resulted in increased levels of insecurity and uncertainty of jobs among workers (Carnevale & Hatak, 2020; ILO, 2020). Post-pandemic, the surge in demand for information technology professionals crashed and the employees working in the information technology service sectors are undergoing immense mental stress due to severe financial issues and job insecurity (Kurian and Thomas, 2022).

The environment wherein there is a constant threat to the job is impacting the well-being of these youngsters. Job insecurity has been studied as a work-related stressor (e.g., Cheng & Chan, 2008; De Witte et al., 2016; Sverke et al., 2002), and it has a negative association with the subjective well-being of an individual. While it impacts an individual's

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7 well-being, one of the outcomes that is gaining popularity and that impacts both individuals
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9 and organizations is presenteeism.
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12 Presenteeism, defined as the practice of attending work while ill, or differently put,
13 being unhealthy and present at work (Robertson & Cooper, 2011), should be looked at as an
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15 adaptive behaviour as individuals' behaviour is purposeful and goal-directed (Barrick et al.,
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17 2013; Sherman & Dinkmeyer, 2014). The practice is insufficiently explored, and most of the
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19 studies have focused on the negative side of presenteeism. The notion of presenteeism as a
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21 positive practice is gaining popularity (Karanika-Murray & Cooper, 2018). However, on the
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23 other hand, the manpower costs of tech companies will go up due to lower productivity levels
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25 caused by an increase in employees arriving to work exhausted (Cooper & Lu, 2016).
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32 When an individual experiences stress, a stress-coping mechanism is triggered in the
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34 individual. Folkman and Lazarus (1985) defined stress as a transaction between an individual
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36 and an environment that the former considers harmful, threatening, or challenging to their
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38 happiness or well-being. When the individual cognitively analyzes an event as stressful, the
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40 actions result in an emotional response known as a coping strategy to react and cope with stress
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42 (Biggs et al., 2017; Lazarus & Folkman, 1987; Matthieu & Ivanoff, 2006; Wethington et al.,
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44 2015).
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49 The 2022 Deloitte report on mental health and well-being in the workplace further
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51 shows that seventy per cent of employees working in the IT and ITES industries, have mental
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53 health issues and confirmed that they were less productive and took much longer time to
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55 complete their tasks. As can be seen from various results, Indian youth in urban India suffer
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57 from mental health issues and the numbers are increasing due to various socio-economic
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7 reasons.

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10 In India, the ITES industry employs approximately 50 lakh employees (NASSCOM
11 2018) and is therefore one of the industries employing millennials in large numbers. The reason
12 is that these industries need youngsters to join at the entry level so that they can be trained to
13 work on various processes - which are quite simple to understand but also quite monotonous.
14 Millennials are enthusiastic to go all out and put in extra effort for immediate recognition, even
15 though millennials tend to be selfish, non-tolerating, self-loving, dissolute, and have a casual
16 attitude towards work ethics (Na Desh, 2008; Alexander and Sysko, 2012). Millennials have
17 higher cases of narcissism and anxiety, and they get stressed when their expectations at work
18 are not met. Millennials are known to be a generation with maximum stress and anxiety leading
19 to mental health issues. "Earlier, when the sector was booming, IT executives suffered stress.
20 But they are showing signs of depression now," - Chandra, Director of the National Institute
21 of Mental Health and Neurosciences.
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39 The arrival of technology and the impending world recession have increased job
40 insecurity among millennials. With the characteristics of millennials, the mental health survey
41 reports, and trends - the constant job insecurity will only lead to more stress, and in turn more
42 impact on the overall well-being of the millennials. Because these individuals are also
43 contributing to the livelihoods of their families, they go through a lot when they are faced with
44 the adversity of job loss, leading to a lack of a steady income to maintain a quality lifestyle.
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54 The COVID-19 epidemic has also impacted millennial minds. According to Deloitte
55 Global 2021 Millennial and Gen Z Survey, 41% of millennials felt stressed all the time, and
56 one of the top drivers for stress amongst millennials is the job and career prospects. During the
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7 pandemic, huge layoffs, reduction of remuneration, forced sabbaticals, and the economic
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9 downturn resulted in increased levels of insecurity and uncertainty of jobs among workers
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11 (Carnevale & Hatak, 2020; ILO, 2020).
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15 According to WHO's World Mental Health Report (2022), it is estimated that India will
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17 lose \$1.03 trillion in economic value to mental health between 2012 and 2030. There is an
18
19 immense demand to explore the influence of constant job insecurity on millennials and fathom
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21 how the prospects of millennials are at risk. The pandemic has created so much external
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23 uncertainty among employees, that organizations are finding it challenging to help employees
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25 whose productivity has been reduced which has resulted in a crisis within the organization
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27 (Goodell, 2020).
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32 Taking all the above into consideration, currently, it is the need to understand how and
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34 where all the changes leading to job threat is impacting the individual and the work
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36 environment. Post conducting a systematic literature review and based on the research
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38 objectives, positive affect and negative affect of subjective well-being were studied as
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40 dependent variables, job insecurity as an independent variable, coping strategies as mediating
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42 variable and presenteeism as the dependent outcome variable.
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47 **Theoretical Framework and Hypotheses**

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50 The conservation of resources theory (Hobfall, 2001) and the transactional theory of
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52 stress and coping (Lazarus & Folkman, 1987) have been considered in this study aimed to
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54 explore how coping strategies mediate the impact of job insecurity on positive and negative
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56 affect of subjective well-being and lead to presenteeism, as one of the outcomes. This study
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58 sought to explore how well millennials in IT and ITES industries cope with the constant threat
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7 to their job and career prospects. The two theories form a strong framework in this study
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9 because according to the conservation of resources theory, the perception of individuals is that
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11 they may lose their jobs as well as the resources attached to the jobs (including financial
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13 resources, physical objects, individual learning and expertise, social condition, etc.), which
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15 causes stress. The experience of stress triggers coping behaviours in an individual. According
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17 to Lazarus (2012), there are two forms of appraising in individuals. The primary appraising
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19 involves the individual trying to assess the situation and the extent to which it will impact
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21 personal beliefs, loss of resources, and commitments. If the individual identifies that there is
22
23 not too much at stake in potential outcomes, the situation does not impact much (Smith &
24
25 Lazarus, 1993). In secondary appraising, the individual analyzes the situation, and coping
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27 potential either problem-solving or emotion-focused is activated to handle stress. The settings
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29 are considered more insecure and difficult to handle as the individuals perceive that they will
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31 lose their job, although they are not able to assess when. To secure resources and handle stress,
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33 on activation of coping potential, one of the outcomes may be an increase in
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35 productivity/visibility by being present at work, despite exhaustion and/or feeling unwell.
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42 ***Job Insecurity (JI)***

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45 In a society, a job not only provides stature but also provides constancy to survive.
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47 Organizations had to re-structure and re-organize due to many unseen situations in the last few
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49 decades because of mergers, acquisitions, recession, and technological advancement, due to
50
51 which job insecurity is becoming a major worry (Burke & Cooper, 2000). Some studies
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53 consider thoughtful job insecurity a challenge stressor and promoter of performance.
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55 Gradually, the scientific focus has shifted from job security being a motivator to it being a
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57 work-related stressor (Ashford et al., 1989; Herzberg, 1959; Maslow, 1954). Job not only
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7 provides an individual stature in society but also provides stable financial support to survive.
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9 Job insecurity or threat to the continuity of work can be due to various internal and external
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11 elements, creating a psychological condition in employees that causes feelings of discomfort
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13 (Rohanah and Rahman, 2021).
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17 Job insecurity has been well-researched over the years. It has gained the interest of
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19 researchers because it impacts individuals both personally and socially. Furthermore, it has
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21 been considered one of the major work stressors (De Witte et al., 2012). Individuals' perception
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23 that they will lose their current job shortly due to whatsoever work circumstances is referred
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25 to as quantitative job insecurity (Vander Elst et al., 2014). In a threatened environment,
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27 employees experience many other forms of powerlessness related to their job – increased job
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29 pressures as in the need to deliver more and reduced decision-making freedom leading to
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31 further concerns and stress (Glavin, 2013; Russell et al., 2013). Further, there is often another
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33 set of conditions that individuals constantly face at the workplace – the loss of valued aspects
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35 of one's job such as conditions, work profile concerning the job, and more importantly working
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37 conditions. This is known as qualitative job insecurity (Hellgren et al., 1999). To summarize,
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39 it has been established that job insecurity has two dimensions: quantitative and qualitative
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41 (Greenhalgh & Rosenblatt, 1984). Quantitative job insecurity is characterized by feelings of
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43 insecurity about the continuity of the job (Hellgren et al., 1999), and it is defined as “the
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45 subjectively perceived and undesired possibility to lose the present job in the future” (Vander
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47 Elst et al., 2014). On the other hand, qualitative job insecurity is elucidated as a threat to the
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49 continuity of necessary and valued features of the job, such as employment relationships and
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51 working conditions (Hellgren et al., 1999).
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Put simply, quantitative job insecurity is described best as a feeling of insecurity about

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7 the continuity of the job. The threat of unemployment does not mean a threat to job loss only;
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9 in a wider perspective, the threat to job loss implies a loss of financial security and stature in
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11 society.
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15 Over the years, political, economic, and technological conditions have changed how
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17 individuals perceive job insecurity (Otto et al., 2016). It is interesting to note that many
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19 researchers have explored and established empirically that being uncertain about the job
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21 situation for a longer duration or being in a threatened job situation for a long period might
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23 have stronger negative effects on the individual than an actual job loss (Dekker & Schaufeli,
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25 1995; Latack & Dozier, 1986; Vastamäki et al., 2011). The prevalent economic conditions and
26
27 social environments can influence how people perceive job security levels (e.g., Otto et al.,
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29 2016). A very good example of this is what was seen and felt reasonably during the recent
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31 pandemic, where the job environment was threatened, and economic instability was on the
32
33 high. Research on the contextual antecedents of job insecurity tends to highlight organizational
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35 factors as the conceptualization of job insecurity refers to a specific situation in a specific
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37 organization. Lack of procedural justice (Loi et al., 2012) or violations of the psychological
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39 contract with employees (Bernhard-Oettel et al., 2013; Callea et al. 2016) also increase job
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41 insecurity.
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48 There have been few in-depth studies on circumstantial antecedents of job insecurity,
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50 and it has been found that different organizational factors and situations lead to job insecurity
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52 such as a lack of fair practices and procedural justice (Loi et al., 2012) or intrusions of the
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54 employee psychological contract (Bernhard-Oettel et al., 2013; Callea et al., 2016). Working
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56 conditions of young employees or individuals who are new entrants are objectively less secure
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58 than those of older or middle-aged workers mainly because entrants to the workforce are in the
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7 early formative phase of adapting to work culture.
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10 In this study, the interest is to explore the impact of quantitative job insecurity on
11 various levels and understand the behaviour of the millennial workforce going through the
12 same. The operational definition of job insecurity used by the researcher for this study is as
13 follows: Job insecurity is the subjective perception of employees that they will not be able to
14 retain their jobs (De Witte et al., 2016).
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22 **Subjective Well-Being**

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26 Subjective well-being can be defined in many ways, and there are varied approaches to
27 well-being, the earliest being developed by the Greek philosopher Aristippus of Cyrene (435–
28 356 BC), whose principle was hedonism (Greek: Hedone – comfort, pleasure), which was
29 considered basic good is pleasure or comfort.
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36 The presence of positive affect and the absence of negative affect is known as the
37 hedonic approach. Hedonic well-being means satisfaction/happiness with life (Ryan et al.,
38 2008). Hedonic concepts of well-being have been extensively studied. Researchers Flugel
39 (1925) and Bradburn (1969) studied how people feel as they go about their daily lives
40 expressing the hedonic tradition. The review of research by Diener (1994) on subjective well-
41 being concluded in a model composed of a person's cognitive and emotional evaluations of
42 life. According to Diener, subjective well-being refers to experiencing high levels of pleasant
43 emotions and moods, low levels of negative emotions and moods, and high life satisfaction.
44 Changes in happiness can be observed when carefully measured and evaluated as per Norrish
45 and Vella-Brodrick (2009). Hedonic well-being is also termed subjective well-being and is
46 focused on the experience of pleasure and happiness (positive emotions). As per the broaden-
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7 and-build model of emotions, experiencing positive emotions improves positive actions like
8 creativity, and liveliness available to the individual as responses to their thoughts and feelings
9 (Wright & Cropanzano, 2004). The ability to engage in a wide range of positive behaviours in
10 many job roles makes the experience of positivity particularly important when evaluating
11 overall well-being at work.
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19 In addition to hedonic aspects, eudemonic experiences, or the process of living well,
20 have been considered important for overall well-being. In their framework, Ryan et al. (2008)
21 distinguish eudemonic well-being from hedonic well-being by explaining thoroughly that
22 eudemonic experience is associated with the process of being well, while the hedonic
23 experience is linked to the end state of feeling happy. The emotions and energies of employees
24 help them in their workplace as per the results of a few kinds of research. According to
25 Frederickson, positive emotions can foster surges in both individual and organizational
26 functioning.
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39 When the concept of subjective well-being is considered together with occupational
40 life, it can be defined as individuals' establishing positive financial stability, good working
41 relationships with the people around them, acceptance of their performance, personal
42 development, and meeting life and occupational needs. Professional life is a process
43 constituting an important part of individuals. Feelings, thoughts, and behaviours of individuals
44 during this process can remarkably lead to their well-being levels. It is possible to infer from
45 this aspect that the satisfaction level individuals obtain from their occupation could
46 significantly affect their well-being. Put simply, subjective well-being or happiness is the
47 presence of dispositional positive affect and the absence of dispositional negative affect
48 (Diener et al. 2019).
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7 This study explored the positive and negative affect on employees that impact their
8 subjective well-being as a reaction to job insecurity. Perceived positive emotions and negative
9 emotions at the workplace impacts subjective well-being and hence these are considered for
10 this study. As explained earlier in the review, how individuals react to and cope with job
11 insecurity depends greatly on how they decide to manage their emotional state depending on
12 their resource reserve and positive emotion reserve.
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22 According to the conservation of resources theory and transactional theory of stress and
23 coping, the perceived notion of losing the job and resources that are important for the
24 sustenance of an individual's lifestyle in society triggers stress, which impacts the well-being
25 of the individual. Thus, the first hypothesis is derived from the above:
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32 **H1.** Job insecurity is negatively associated to the positive affect of subjective
33 well-being and positively associated to the negative affect of subjective well-being
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36 37 **Coping strategies** 38

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40 Stress and coping have been studied together by researchers. Stress can be explained or
41 defined as the continuous process of individuals interacting or transacting with their
42 environment, appraising their situations, and trying to cope if they perceive that those situations
43 are adverse to them (McGowan et al., 2006). According to Lazarus and Folkman (1984), coping
44 strategies are both behavioural and cognitive efforts, applied by individuals to manage adverse
45 internal and external demands that they see as exceeding their current resources. Edwards
46 (1988) further described coping as individuals making efforts to reduce the negative impact of
47 stress. It is also important to note here that individuals appraise the situation according to their
48 available resources (physical, cognitive, and emotional) rather than the situation or
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7 characteristics of the situation that are evaluated as stressful (Lazarus & Folkman, 1984;
8 Roskies et al., 1993; Lazarus, 1996).
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12 Problem-focused strategies and emotion-focused strategies are the most common and
13 simple classifications of coping strategies that may be applied when faced with a stressful
14 situation (Lazarus & Folkman, 1984). Problem-focused strategies involve changing the source
15 of stress, and they are generally activated when the individual believes or appraises that the
16 source of stress is subject to change. Individuals engaged in jobs which involve technology are
17 bound to face constant changes in work structure and skill upgradation demand. Many jobs
18 may become redundant with the advent of technology (Probst et al., 2018). Employees must
19 engage in proactive methods to change the situation and come out of the perceived job
20 insecurity. To stay employable and have relevant skills, employees will have to constantly
21 upgrade and reskill as per the requirements (Haffer et. al., 2021). In contrast, emotion-focused
22 strategies involve regulating the emotional response to the problem or situation, and that too
23 when the individual sees or perceives the situation as unchanging. Pinquart and Silbereisen
24 (2008) observed that when individuals implement or apply one or the other coping strategy,
25 depressive symptoms or anxiety arising out of stressful situations is reduced depending on
26 whether the situation is appraised as unchanging or not. The third category according to
27 Skinner et al. (2003), known as the avoidance strategy, involves distancing themselves both
28 physically and mentally from the problem or situation. Problem-solving strategies like trying
29 to change the situation (changing the situation), making changes to needs and desires
30 (accommodation), reducing the significance of the difference between desire and perception
31 (devaluation), consciously improving perceptions of well-being (symptom reduction), or
32 averting and diverting attention from the situation (avoidance). Avoidance is an
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7 inactive/passive or disengaged coping strategy; the other four are engaged/active ways to cope
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9 with stressful situations (Skinner et al., 2003).
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12 In particular, the mediating role of engaged coping in the relationship between job
13 insecurity and subjective well-being outcomes has rarely been examined. A study investigated
14 whether coping strategies buffered the negative impact of employment uncertainty, reported
15 by both unemployed and employed participants, on stress (Mantler et al., 2005). The study did
16 not however succeed in finding a moderating or buffering effect on problem-solving coping.
17
18 Another study, during the process of merger, found that engaged coping saw higher levels of
19 satisfaction concerning jobs with the merged organization (Amiot et al., 2006), but again, job
20 insecurity was not the focus of the study. Armstrong-Stassen (1994) also observed that
21 employees who used control coping (i.e., engaged/active) reported higher job performance and
22 lower turnover intentions in a study related to layoff survivors. From the above, we can assume
23 or summarize that these studies proposed that engaged coping strategies could be adaptive and
24 improve subjective well-being in line with the stress and coping theories (Edwards, 1992, 1988;
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26 Hobfoll, 1989; Lazarus & Folkman, 1984).
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43 Engaged coping functions can be seen as a protective factor as it drives to manage and
44 alters the sources of stress and responses to them through a direct positive impact on well-being
45 or as a moderator of the relationship between stressors and subjective well-being (Carver &
46 Connor-Smith, 2010; Skinner et al., 2003). Disengaged coping and avoidance often lead
47 individuals to neglect direct problem-solving options (Amiot et al., 2006; Carver & Connor-
48 Smith, 2010). Avoidance relates negatively to well-being and health (Penley et al., 2002; Snow
49 et al., 2003), such that it leads to increased psychological distress (Tyler & Cushway, 1995),
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51 anxiety, depression, and somatic complaints (Snow et al., 2003).
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7 Consistent with the transactional theory of stress (Lazarus & Folkman, 1984), exposure
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9 to potentially stressful events is not harmful unless the events represent a threat or potential
10
11 risk to one's subjective well-being (threat appraisal). Given that job insecurity leads to loss of
12
13 resources and probably even loss of continuing present livelihood, it can be assumed that it
14
15 will trigger negative thoughts and reactions in an individual that will in turn activate coping,
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17 which led to the following hypotheses:
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22 **H2.** Coping strategies mediate the relationship between job insecurity and
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24 subjective well-being
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27 **H2a.** Engaged coping strategies positively mediate the positive affect of
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29 subjective well-being and negatively mediate the negative affect of subjective well-
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31 being.
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35 **H2b.** Disengaged coping strategies negatively mediate the positive affect of
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37 well-being and positively mediate the negative affect of well-being.
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40 41 **Presenteeism as an Outcome** 42

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44 Another thought-provoking concept, which materialized while researchers were
45
46 studying job insecurity, is that employees tend to be present at work due to high levels of
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48 insecurity concerning job loss. Presenteeism refers to attending work while ill, or succinctly
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50 put, "unhealthy and present" (Robertson & Cooper, 2011). When presenteeism occurs,
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52 employees often demonstrate lower levels of performance and productivity, feeling more
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54 depressed and exhausted (Robertson & Cooper, 2011).
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59 Individuals fear disciplinary action if they feel that their work remains incomplete and
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7 if they do not report to work irrespective of their illness. This is a case when there are loads of
8 work and the individual is not able to complete the same. Similarly, in an environment where
9 there is a constant threat to the job either through organizational restructuring or due to
10 economic impact, individuals tend to work much longer than needed to display their
11 commitment to work and the organization (Simpson, 1998). Restructuring can also lead to
12 competitive presenteeism where individuals compete to demonstrate their commitment to the
13 organization by being present longer. Studies indicate that presenteeism is also caused by a
14 fear of income or job loss. In a study carried out in Canada on overall employee health, the
15 relationship between presenteeism and absenteeism, and organizational outcomes post-
16 downsizing due to restructuring (Caverley et al., 2007). It was found that presenteeism is a
17 stronger predictor of health than absenteeism. Presenteeism has been strongly associated with
18 downsizing (Aronsson & Gustafsson, 2005). According to Caverley (2007), presenteeism may
19 be directly or indirectly related to feelings of insecurity, poor communication, and a lack of
20 trust following organizational changes and restructuring.
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40 According to the conservation of resources theory, individuals strive to retain, gain and
41 protect their resources. In the case of losing the job, the resources they fear losing both
42 monetary, potential to grow individual resources, and personal resources like personality and
43 status. The uncertainty and absence of control over the situation trigger stress. Based on
44 transactional stress theory, threat and challenge are not opposites of a given situation; instead,
45 they represent two different sides of the same coin. Employees may try to retain their job or
46 remain in the organization if they make themselves visible with the intent that the organization
47 may consider them valuable (Gilboa et al., 2008) may lead to presenteeism. This led to the last
48 hypothesis:
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H3. Subjective well-being is associated to presenteeism

H3a. The positive affect of subjective well-being is negatively associated with presenteeism.

H3b. The negative affect of subjective well-being is positively associated with presenteeism.

Hypothesis Framework

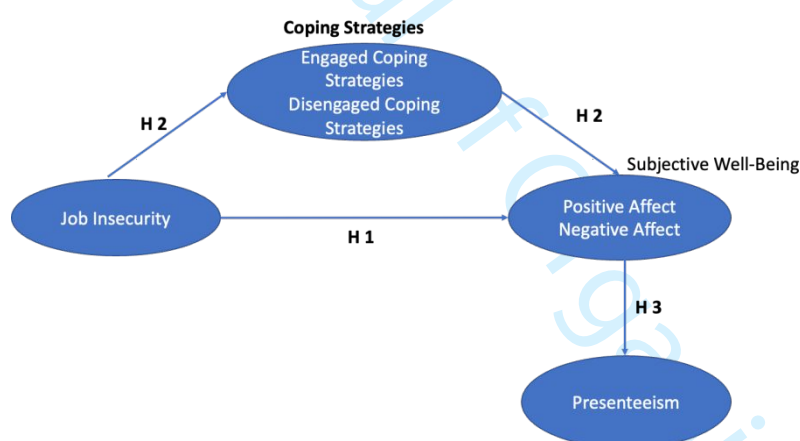


Figure 1: Hypotheses framework diagram

Method

Participants and Procedure

Based on the research objectives, for this cross-sectional study, we chose a sequential explanatory mixed-method research design. A quantitative survey responds to the survey questions, and qualitative interviews bring in critical realism that develops the compatibility thesis of different world views, supporting the point that quantitative and qualitative research

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7 can work together to address the other's limitations (Maxwell & Mittapalli, 2010). This
8 manifests in mixed-method research based on the ability to discuss how particular findings
9 might not support existing theories. Identified as "compatible" with both quantitative and
10 qualitative research, critical realism emphasizes a particular view of relationships between
11 variables. Quantitative methodologies address questions about causality, generalizability, or
12 the magnitude of effect, whereas qualitative research methodologies explore why or how a
13 phenomenon occurs, describe the nature of an individual's experience, or develop a theory
14 (Fetters et al., 2013). The mixed method used for this research is both a method and
15 methodology. It was called a "third methodological movement" after quantitative and
16 qualitative methods (Teddlie & Tashakkori, 2009).
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31 The questionnaires were sent to the millennial population aged between 25 and 40 years
32 working in leading ITES organizations in Delhi/NCR. Out of the total of 374 ITES companies
33 listed in NASSCOM (2018), 103 are based out of Delhi/NCR; hence, companies from
34 Delhi/NCR were opted by the researcher to conduct the study. The survey instrument was sent
35 to approximately 3000 employees. A total of 654 responses were received. After removing
36 non-valid responses due to the absence of responses in specific sections, the final number of
37 responses considered for the study was 588. Data were collected online using SurveyMonkey
38 and Qualtrics. The questionnaire was uploaded on SurveyMonkey, and the link was shared
39 with all target respondents. The link was also sent to respondents through email and WhatsApp
40 for easier and wider reach.
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54 **Measures**

55 The Job Insecurity Questionnaire (JIQ) (De Witte, 2000) was used as a measure of job
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7 insecurity in this study. Peter Warr's 12-item PANAS questionnaire was used to measure the
8 positive and negative affect of Subjective well-being. Coping was measured using the 15-item
9 short version of the Cybernetic Coping Scale (Guppy et al., 2004). Presenteeism was measured
10 using the 13-item Stanford Presenteeism Scale.
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15 16 17 **Table 1**

18 19 20 *Descriptive Statistics and Reliability*

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23 Reliability analysis was performed to determine how well a set of observed variables
24 goes together into a single scale. The Cronbach's alpha in this research ranged from 0.717 to
25 .891, which is greater than 0.70, and hence it shows that each item is strongly associated with
26 the overall scale.
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32 33 34 **Table 2:**

35 36 37 **Factor Loadings**

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40 Factor Analysis was conducted. All the items were forced to form a single factor, the
41 factor analysis was able to extract components with a variance of 80.859%. Three items had
42 factor loadings of less than 0.4 and they were deleted from further analysis.
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48 49 50 **Results**

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52 To test Hypothesis 1, which states that job insecurity is associated negatively to the
53 positive affect of subjective well-being and positively associated to the negative affect of
54 subjective well-being, a regression analysis was applied using SPSS (version 26).
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7 It can be seen from Table 3 that the adjusted R Squared value is .32. p -value < 0.05 for
8 both job insecurity and constant term; thus, both are significant. The coefficient of job
9 insecurity is negative; thus, it has an inverse relation with “Pos_wb” (the positive affect of
10 subjective well-being), meaning if job insecurity increases, the positive affect of well-being
11 would decrease. Thus, job insecurity is negatively associated with the positive affect of
12 subjective well-being.
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22 **Table 3**

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25 ***Job Insecurity and positive affect of subjective well-being***
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28 Similarly, to test whether job insecurity is associated positively with the negative affect
29 of subjective well-being, regression analysis was carried out. Table 4 provides that the adjusted
30 R Squares value is .32. p -value < 0.05 for both JI and constant term, thus both are significant.
31 The coefficient of “Job_in” is positive; thus, it has a direct relation with “Neg_wb_r” (the
32 negative affect of well-being), meaning if “Job_in” increases, the negative affect would
33 increase as well. ***Hence H1 stands proven.***
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43 **Table 4**

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46 ***Job Insecurity and negative affect of subjective well-being***
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49 For Hypothesis 2, to test the mediating role of Engaged Coping Strategies (H2a), on
50 the relationship of job insecurity and the positive affect of subjective well-being, process model
51 4 (Hayes, 2018) was run. As given in Table 5, we found the mediation effect to be significant
52 as the p -value of the indirect effect was less than .05. and the indirect effect was non-zero –
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59 95% confidence 95 (-.231 to -.073). The indirect effect of job insecurity on positive subjective
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well-being in presence of the mediator was also found to be significant. Since zero is not lying between the bootstrap confidence interval for indirect effect, we can say that engaged coping strategies mediate the relationship between job insecurity and the positive affect of subjective well-being.

The mediation was found to be complimentary as the indirect and direct effects are both negative. Hence from the result, we can infer that while there is partial mediation, the positive affect of subjective well-being will not improve with engaged coping strategies.

Table 5

Engaged Coping Strategies mediating the association of job insecurity and the positive affect of subjective well-being

To further test the mediation effect as in **Hypothesis 2a**, Process model 4 (Hayes, 2018) was run. As provided in Table 6, we found that the mediation effect is significant as the p-value of the indirect effect was less than .05. and the indirect effect was non-zero – 95% confidence (-.216 to -.070). Since zero is not lying between the bootstrap confidence interval for indirect effect, we can say that engaging coping strategies mediate job insecurity and the negative affect of subjective well-being.

The indirect effect is negative while the direct effect is positive; therefore, we can infer that engaged coping strategies decrease the impact of job insecurity on the negative affect of subjective well-being, hence justifying that engaged coping strategies negatively mediate the negative affect of subjective well-being.

Table 6***Engaged coping strategies mediating the association of job insecurity and the negative affect of subjective well-being***

For Hypothesis H2b, to test the mediation of disengaged coping strategies, Process model 4 (Hayes, 2018) was run. As provided in Table 7, the zero does not lie between the bootstrap confidence interval (0.20 to 0.67) for the indirect effect, and the p-value is less than .05; thus, we can state that disengaging coping strategies is significantly mediating between job insecurity and positive well-being.

From Table 7, we can see that the indirect effect is negative while the direct effect is positive; therefore, we can infer that disengaged coping strategies decrease the effect of job insecurity on positive well-being, thereby proving that disengaged coping strategies mediate the positive affect of subjective well-being but is competing.

Table 7***Disengaged Coping Strategies mediating the association of job insecurity and positive affect of subjective well-being***

Process model 4 (Hayes, 2018) was run to test H2b, Disengaged Coping Strategies positively mediate negative affect of subjective well-being. From Table 8, we can see that zero lies between the bootstrap confidence interval (-.047 to .017) for the indirect effect and the p-value is not less than .05 for the indirect effect; thus, we can say that disengaged coping strategies do not mediate between job insecurity and negative well-being.

Hence, we can say that while disengaged coping strategies significantly negatively mediate the positive affect of Subjective Well-Being, it does not mediate the negative affects of Subjective Well Being.

Table 8

Disengaged Coping Strategies Mediating the association of job insecurity and negative affect of well-being

To test Hypothesis 3 (H3a), which states that the positive affect of subjective well-being is negatively associated with presenteeism, a regression analysis was applied using SPSS, (Version 26). From Table 9, the Adjusted R² value is .22. The p-value < 0.05 of positive well-being and the constant term; thus, both are significant. The coefficient of Pos_wb is negative and significantly large too. Thus, positive well-being is negatively associated with presenteeism, i.e., if positive well-being increases, presenteeism would decrease, hence proving hypothesis 4.

Table 9

The positive affect of subjective well-being and presenteeism

To test Hypothesis H3b – the negative affect of subjective well-being is positively associated to presenteeism, a regression analysis was applied using SPSS (Version 26). It can be seen from Table 10 that the Adjusted R² value is .11. The p-value < 0.05 of Neg_wb_r (negative affects) and the constant term; thus, both are significant. The coefficient of Neg_wb_r is negative and significantly large as well. Thus, the negative affect of subjective well-being is

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7 positively associated with presenteeism, i.e., if the negative affect of subjective well-being
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9 increases, presenteeism would also increase, thus proving Hypothesis 5.
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11 12 **Table 10**

13 14 15 *The negative affect of subjective well-being and presenteeism*

16 17 18 **Qualitative Analysis**

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22 In phase II of the study, qualitative research was carried out to corroborate findings
23 from the quantitative analysis. Semi-structured interviews were conducted with 26 individuals,
24 out of which 21 were employees and 5 were managers managing teams. This was intentionally
25 done to get a holistic view. Interview respondents were selected on a first-come, first-available
26 basis. The interviews were conducted face-to-face and in person.
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35 Managers – all of them have been managing teams for more than five years. Interviews
36 were semi-structured, and the researcher majorly used interpretive and leading questions. The
37 questions were designed as per the themes. Here in this study, the themes were divided as per
38 the research questions and the conceptual model. Since this is more of a deductive approach,
39 the themes were predefined based on research questions and hypotheses.
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48 The transcripts were coded using NVivo and grouped under relevant themes. After
49 sorting coded text, the pattern was analysed to deduce and corroborate the results from the
50 quantitative study.
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Table 11**Codes derived using NVivo**

The relationship diagram from NVivo, on the themes, was studied along with references from documented interview excerpts. The findings from face-to-face interviews helped the researcher to understand the emotions and reality of the situation and were confident in presenting the findings of the study.

The final step was to summarize and deduce results from the patterns created through the analysis. The advantage of using software for building the pattern is, it becomes very easy and the analysis becomes much simpler. This reflects the flexibility of semi-structured over other data collection methods.

Findings

As per the sequential explanatory research design, the results from the quantitative analysis are corroborated through semi-structured interviews and analysis. In this study, it was found that perceived job insecurity is negatively associated with the positive affect of subjective well-being and positively associated with the negative affect of subjective well-being.

Further, it was found that coping strategies mediate the association between job insecurity and subjective well-being. It was observed that the engaged coping strategies mediated the association between job insecurity and the positive affect of subjective well-being, but did not increase the positive affect. It was corroborated through semi-structured interviews that engaged coping strategies did help employees cope with the situation but the

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7 positive emotions did not improve. Engaged coping strategies mediated the association
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9 between job insecurity and subjective well-being and also decreased the negative affect of
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11 subjective well-being.
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15 The disengaged coping strategy mediated the association between job insecurity and
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17 subjective well-being. However, contrary to the belief, it was found in this study that
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19 disengaged coping improved the positive affect of subjective well-being, but disengaged
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21 coping did not mediate the association between job insecurity and negative well-being. While
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23 disengaged coping improves positive affect, it neither mediates nor reduces the negative affect
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25 of subjective well-being. To summarise, engaged coping strategies improved subjective well-
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27 being by reducing negative affect whereas disengaged coping strategies do not improve
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29 subjective well-being.
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34 The outcome variable presenteeism in individuals was found to decrease when the
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36 positive affect of subjective well-being increased and presenteeism increased when the
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38 negative affect of subjective well-being decreased.
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41 42 **Discussion** 43 44

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46 The present study contributed to the literature as the results from the study supported
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48 that job insecurity is negatively associated with subjective well-being in millennials working
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50 in the IT and ITES sectors in India. This is consistent with the conservation of resources theory
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52 and various other empirical studies which established that fear of losing a job may lead to
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54 reduced subjective well-being. The study explores and brings forth one of the major job
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56 stressors, which might be impacting the mental health of the millennial workforce in the IT and
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7 ITES industries. This study strengthened the findings of Diener et al. (2002), De Witte et al.
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9 (2010), and Ritche et al. (2014).
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12 Coping is a constant tendency and personality trait of an individual to react to stress in
13
14 a particular manner (Carver & Connor-Smith, 2010). The transactional theory of stress explains
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16 that the stressor is appraised as difficult, strenuous, and exceeding one's ability to cope elicits
17
18 a negative response as seen in this study concerning job insecurity. After the evaluation or
19
20 appraisal of the stress and its threat to one's well-being, an individual adopts the adaptive
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22 process of coping to manage external events (Potts et al., 2019). Put simply by Walke et al.,
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24 (2018), coping is a process through which individuals manage a taxing and constantly changing
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26 environment, which exceeds their available resources. Coping strategies are conscious efforts
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28 made by an individual to cope with or respond to the everyday changing environment and stress
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30 (Rodriguez et al., 2016).
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37 The study established that both engaged and disengaged strategies mediate the
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39 association of job insecurity with the positive affect of subjective well-being. The millennial
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41 workforce is the chief wage earner in IT and ITES industries and when exposed to stress they
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43 try to adopt various coping mechanisms. Engaged coping in millennials do not improve the
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45 positive affect as even while trying to cope using problem-solving or changing the situation
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47 approach, the existing condition does not bring about positive emotions. However, the practice
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49 of engaged coping does reduce negative emotions in individuals.
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54 Avoidance coping or disengaged coping strategies increased the positive affect of
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56 subjective well-being. Avoidance coping, wherein the individual tries to avoid the situation
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58 and goes about as if nothing has happened or will happen. This certainly might be helping the
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7 individual for a limited time. Further, it was also observed that disengaged coping strategies
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9 do not mediate the relationship between job insecurity and negative subjective well-being. This
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11 phenomenon should be explored through a longitudinal time study to understand this coping
12
13 behaviour in millennials.
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17 Presenteeism has always been studied as ‘bad’ and it can prove costly to health and
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19 organizations (Sainsbury Centre for Mental Health, 2007; Stewart et al., 2003; Strömberg et
20
21 al., 2017; Vänni et al., 2017). Presenteeism is highly prevalent in various organizations due to
22
23 various antecedents (Hirsch et al., 2017). In this study, presenteeism is studied as an outcome
24
25 of job insecurity, impacting subjective well-being and coping mediating. If more efforts are
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27 put in willingly or as a work environment ethics by the individual or find it as a career-
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29 enhancing tactic (Lu, 2013) it still impacts the health of the individual in the long run.
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34 The findings of the study also highlight that when the positive affect of subjective well-
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36 being increases, presenteeism decreases and on the increase of the negative affect of subjective
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38 well-being, Presenteeism increased. So in a way, we can infer from this study that the positive
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40 and negative affect of subjective well-being, which are mediated by coping strategies, does
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42 lead to an increase or decrease in presenteeism.
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46 **Conclusion**

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49 This research studied perceived job insecurity as a job stressor as well as its impact on
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51 the perceived well-being of millennial employees working in the ITES and IT industry, which
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53 has been facing a lot of disruptions in the last decade. It was seen clearly through the mixed
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55 method of research that the millennial workforce’s perceived well-being is impacted by the
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57 constant threat of job loss.
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7 Individual coping is activated during stress, but how engaged and disengaged coping
8 strategies impact the positive and negative affect needs to be explored further in detail. The
9 results have been contrary to the initial assumption that engaged coping strategies would
10 mediate and increase positive affect. It has also been observed that millennials do not believe
11 in avoiding the problem. Presenteeism has been studied as an outcome of a coping mechanism
12 and it has been found that the overall well-being of the individual does impact presenteeism.
13 While coping helps millennials, it has been noted that engaged strategies of coping certainly
14 mediate and do not increase the negative affect; on the other hand, disengaged coping strategies
15 do not mediate the negative affect. Hence it does support our initial assumption that the
16 motivating effect of job insecurity on performance only occurs when such performance is
17 helpful toward safeguarding one's job (Koen et al., 2019).
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34 35 36 **Contribution to Practice** 37 38

39 For any organisation to flourish and progress, it is important to have a stable and
40 mentally healthy and committed workforce. The constant threat to jobs due to organisational
41 changes and/or technological reasons is going to be the normal norm in future. The employers
42 and human resources must come together to ensure that the workforce is engaged.
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50 The proposed study can be used as a diagnostic for an organization's productivity loss
51 due to sickness presenteeism. Further, the study has established that coping strategies help
52 individuals cope with the negative impact of job insecurity. Interventions like employee
53 engagement, training, and other well-being initiatives such as workplace yoga can lead to a
54 positive work environment, helping employees cope even when the industry is changing due
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7 to the advent of new technology or restructuring. Organizations wanting to engage with
8 employees positively and increase productivity certainly should focus on preventing the
9 adverse effects of presenteeism by creating a healthy work environment (Umair et al., 2019).
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15 The recent changes in technology and other economic changes will certainly push
16 leaders to take tough decisions that may not be in favour of the employees, but the same can
17 be mitigated through a well-thought-through methodological approach to upskill and reskill
18 talent. A humane approach and supportive behaviour by managers will certainly help
19 employees going through job insecurity. Active listening is another area which is gaining fast
20 acceptance in the workplace. Supervisors engaging in active listening help employees to speak
21 about their fears openly, which helps them to analyse and devise various coping strategies to
22 mitigate (Kluger and Lehmann, 2018).
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33 34 **Limitations of the Study** 35

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37 This original cross-sectional study on millennial mental health being impacted due to
38 constant job threat was researched using the sequential explanatory mixed method and was
39 able to establish the relationship between the variables, but it does not account for the time
40 study. This forms the future scope of research to explore the impact on subjective well-being
41 through a longitudinal study.
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50 The study focuses on IT and ITES industries which got impacted by the advent of
51 technology. Other industries too are going through challenges concerning layoffs and
52 restructuring to improve profits. In times to come, for strategizing employee engagement it is
53 necessary to understand how the workforce copes with various work-related stress factors. The
54 positive affect and negative affect of subjective well-being and responses have been studied
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7 from an employee perspective only. Further research should be conducted to explore responses
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9 from both employers and employees to establish presenteeism and the antecedents of
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11 presenteeism in conjunction with the positive and negative affect of subjective well-being.
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14 There is further scope to study the impact of job insecurity on adaptive presenteeism in older
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16 generations and various industries given the current job scenario and talent-reskilling issues.
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Table 1***Descriptive Statistics and Reliability***

	Reliability	Mean	Std. Dev	Job_in	Sub_wb	Pos_wb	Neg_wb_r	Cop_str	Prstsm
Job_in	0.891	2.911	0.875	1					
Sub_wb	0.868	4.156	0.853	-.677**	1				
Pos_wb	0.853	3.294	1.05	-.565**	.843**	1			
Neg_wb_r	0.874	2.982	0.996	.562**	-.823**	-.388**	1		
Cop_str	0.876	2.928	0.805	-.114**	.133**	.202**	-0.014	1	
Prstsm	0.717	2.951	0.842	.488**	-.487**	-.467**	.340**	-.145**	1

Notes on abbreviations: Job_in (Job Insecurity); Sub_wb (Subjective well-being); Pos_wb (positive affect of subjective well-being); Neg_wb_r (Negative affect of subjective well-being); Cop_str (Coping Strategies); Prstsm (Presenteeism)

Variable	Reliability
Job Insecurity	0.891
Subjective Well-Being	0.868
Coping Strategies	0.876
Presenteeism	0.717

Table 2:**Factor Loadings**

Items	Factor loadings
I think I will be able to continue working here i.e. my current organisation	.404
There is only a small chance that I will become unemployed	.676
I am certain / sure of my job environment	
I am very sure that I will be able to keep my job	.652
It makes me anxious that I might become unemployed	.876
I feel uncertain about the future of my job	.803
I worry about the continuation of my career	.673
I fear that I might lose my job	.669
I fear that I might get fired	.868
There is a possibility that I might lose my job in the near future	.751
I think I might be dismissed in the future	.869
Enthusiastic	.616
Nervous	.825
Calm	.811
Depressed	.513
Joyful	.545
Anxious	.408
Relaxed	.753
Dejected	.716
Inspired	.624

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2		
3	Tense	.559
4		
5	Laidback	.644
6		
7		
8	Despondent	.757
9		
10	Excited	.747
11		
12		
13	Worried	.548
14		
15	At Ease	.693
16		
17	Hopeless	.626
18		
19		
20	On purpose, damaged equipment or work process.	.675
21		
22	Took supplies home without permission	.882
23		
24	Wasted company materials	.862
25		
26		
27	Called in sick when not ill.	.694
28		
29	Spoke poorly about the company to others.	.678
30		
31		
32	Refused to work weekends or overtime when asked.	.648
33		
34	Left a mess unnecessarily (did not clean up).	
35		
36	Disobeyed a supervisor's instructions.	.413
37		
38		
39	"Talked back" to your boss.	.593
40		
41	Gossiped about your boss	.611
42		
43	Spread rumors about coworkers.	.709
44		
45	Gave a coworker a "silent treatment."	.766
46		
47		
48	Failed to give coworker required information.	.709
49		
50	Tried to look busy while wasting time	.712
51		
52		
53	Took an extended coffee or lunch break	.745
54		
55	Intentionally worked slower.	.426
56		
57	Spent time on personal matters while at work.	.588
58		
59		
60		

1	I will probably look for a new job in near future	.640
2		
3	At the present time, I am actively searching for another job in a different	.633
4	organization.	
5		
6	I do not intent to quit my job.	.625
7		
8	It is unlikely that I will actively look for a different organization to work	.749
9	for in the next year.	
10		
11	I am not thinking about quitting my job at the present time.	.472
12		
13	I will easily find another job, if I lose this job	.881
14		
15	I could easily switch to another employer, if I wanted to	.865
16		
17	I am confident that I could quickly get a similar job	.814
18		
19	I am optimistic that I would find another job, if I looked for one	.799
20		
21	I tried to let off steam	.519
22		
23	I told myself the problem was unimportant	.617
24		
25	I tried to turn my attention away from the problems	.633
26		
27	I tried to relieve my tension somehow	.616
28		
29	I tried to change the situation to get what I want	.651
30		
31	I told myself the problem wasn't so serious after all	.555
32		
33	I made an effort to change my expectations	.656
34		
35	I focused my efforts on changing the situation	.715
36		
37	I told myself the problem wasn't such a big deal after all.	.706
38		
39	I tried to keep my mind off the problem	.757
40		
41	I tried to just get it off my chest	.749
42		
43	I tried to adjust my expectations to meet the situation	.708
44		
45	I worked on changing the situation to get what I want	.670
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2		
3	I tried to avoid thinking about the problem	.643
4		
5		
6	I tried to adjust my own standards	
7		
8	I create new ideas for difficult issues	.515
9		
10	I make important organizational members enthusiastic for innovative ideas	.709
11		
12		
13	I mobilize support for innovative ideas.	.664
14		
15	I search out new working methods or instruments to improve my work	.769
16		
17	I transform innovative ideas into useful applications.	.878
18		
19		
20	I introduce innovative ideas into the work environment in a systematic	.817
21		
22	way	
23		
24	I evaluate the utility of innovative ideas.	.771
25		
26		
27	I acquire approval when I come up with something new.	.657
28		
29	I generate original solutions for problems	.846
30		
31	At work, I was able to focus on achieving my goals despite not feeling	.719
32		
33	well.	
34		
35		
36	I felt energetic enough to complete all my work despite not feeling well.	.779
37		
38		
39	The stresses of my job were much harder to handle because I was not	.781
40		
41	feeling well.	
42		
43	Not feeling well distracted me from enjoying my work.	.839
44		
45	I felt hopeless about finishing certain work tasks due to not feeling well.	.653
46		
47	Not feeling well distracted me from enjoying my work.	
48		
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Table 3**Job Insecurity and positive affect of subjective well-being**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.565 ^a	.319	.318	.86723
a. Predictors: (Constant), Job_in				

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.267	.124		42.359	<.001		
	Job_in	-.678	.041	-.565	-16.567	<.001	1.000	1.000
a. Dependent Variable: Pos_wb								

Notes on abbreviations: Job_in (Job Insecurity); Pos_wb (positive affect of subjective well-being);

Table 4

Job Insecurity and Negative affect of subjective well-being

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.562 ^a	0.316	0.315	0.824
a. Predictors: (Constant), Job_in				

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.118	0.118		9.462	<.001
	Job_in	0.64	0.039	0.562	16.461	<.001
a. Dependent Variable: Neg_wb_r						

Notes on abbreviations: Job_in (Job Insecurity); Neg_wb_r (Negative affect of subjective well-being);

Table 5

Engaged Coping Strategies mediating the association of job insecurity and positive affect of subjective well-being

Hayes Process Results (Model 4)							
		M (Engaged Coping Strategies)			Y (Positive Well-Being)		
Variable		Coefficient	SE	p-value	Coefficient	SE	p-value
Constant	Const	3.752	.122	.000	.677	.534	.205
Job Insecurity (X)	Job_in	-.233	.040	.000	--1.295	.140	.000
Engaged Coping Strategies (M)	Eng_Cop				.621	.126	.000
				$R^2 = .054$	$R^2 \sim .316$		

	Effect	P-value	95% bias-corrected Bootstrap CI
Direct Effect	-1.295	.000	-1.570 to -1.020
Indirect Effect	-.145		-.231 to -.073
Total Effect	-1.440		
Bootstrap SE for indirect effect is .041.			
*Direct and indirect effects of X on Y are on a log-odds metric.			

Notes on abbreviations: Job_in (Job Insecurity); Eng_cop (Engaged Coping Strategies)

Table 6

Engaged Coping Strategies mediating the association of job insecurity and the negative affect of subjective well-being

Hayes Process Results (Model 4)							
		M (Engaged Coping Strategies)			Y (Negative Well-Being)		
Variable		Coefficient	SE	P-value	Coefficient	SE	P-value
Constant	Const	3.752	.122	.000	-7.327	1.055	.000
Job Insecurity (X)	Job_in	-.233	.040	.000	1.077	.206	.000
Engaged Coping Strategies (M)	Eng_Cop				.563	.171	.000
				$R^2 = .054$	$R^2 \sim 0.12$		

	Effect	P-value	95% bias-corrected Bootstrap CI
Direct Effect	1.077	.000	.673 to 1.481
Indirect Effect	-.131		-.216 to -.070
Total Effect	0.946		
Bootstrap SE for indirect effect is .038.			
*Direct and indirect effects of X on Y are on a log-odds metric.			

Notes on abbreviations: Job_in (Job Insecurity); Eng_cop (Engaged Coping Strategies)

Table 7

Disengaged Coping Strategies mediating the association of job insecurity and the positive affect of subjective well-being

Hayes Process Results (Model 4)							
Variable		M (Disengaged Coping Strategies)			Y (Positive Well-Being)		
		Coefficient	SE	P-value	Coefficient	SE	P-value
Constant	Const	2.452	.133	.000	1.955	.422	.000
Job Insecurity (X)	Job_in	.089	.044	.041	-1.374	.139	.000
Disengaged Coping Strategies (M)	Dis_Cop				.343	.106	.001
				R ² = .007		R ² ~ .286	

	Effect	P-value	95% bias-corrected Bootstrap CI
Direct Effect	-1.374	.000	-1.646 to -1.101
Indirect Effect	.031		0.020 to .067
Total Effect	-1.343		
Bootstrap SE for indirect effect is .017.			
*Direct and indirect effects of X on Y are on a log-odds metric.			

Notes on abbreviations: Job_in (Job Insecurity); Dis_cop (Disengaged Coping Strategies)

Table 8

Disengaged Coping Strategies mediating the association of job insecurity and negative affect of subjective well-being

Hayes Process Results (Model 4)							
		M (Disengaging Coping Strategies)			Y (Negative Well-Being)		
Variable		Coefficient	SE	P-value	Coefficient	SE	P-value
Constant	Const	2.452	.133	.000	-4.367	.745	.000
Job Insecurity (X)	Job_in	.089	.044	.041	.822	.174	.000
Disengaging Coping Strategies (M)	Dis_Cop				-.140	.164	.394
		R ² = .007			R ² ~ .087		

	Effect	P-value	95% bias-corrected Bootstrap CI
Direct Effect	.822	.000	.480 to 1.164
Indirect Effect	.013		-.047 to .017
Total Effect	0.952		
Bootstrap SE for indirect effect is .016.			
*Direct and indirect effects of X on Y are on a log-odds metric.			

Notes on abbreviations: Job_in (Job Insecurity); Dis_cop (Disengaged Coping Strategies)

Table 9***The positive affect of subjective well-being and presenteeism***

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.467	.218	.217	.74529
a. Predictors: (Constant), Pos_wb				

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.185	.101		41.328	<.001		
	Pos_wb	-.375	.029	-.467	-12.796	<.001	1.000	1.000
a. Dependent Variable: Prtstm2								

Notes on abbreviations: Pos_wb (Positive affect of subjective well-being); Prtstm2 (Presenteeism)

Table 10***Negative affect of subjective well-being and presenteeism***

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.340	.116	.114	.79266
a. Predictors: (Constant), Neg_wb_r				

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.092	.103		20.267	<.001		
	Neg_wb_r	.288	.033	.340	8.764	<.001	1.000	1.000
a. Dependent Variable: Prstsm2								

Notes on abbreviations: *Neg_wb_r* (Negative affect of subjective well-being); *Prstsm2* (Presenteeism)

Table 11:
Codes for themes from the face-to-face interviews (NVivo)

Name	Files	References
Theme - Coping Strategies	1	29
Disengaging Coping Strategies	1	6
Didn't try anything to cope up, Can't focus	1	2
I tried to avoid thinking about the problem	1	3
I tried to keep my mind off the problem	1	3
Engaging Coping Strategies	1	23
Activities to Divert Mind	1	12
Doing another PG in Marketing to find better jobs	1	1
Enrolled in NGO to divert my mind	1	1
Gardening to divert mind	1	1
Help in GARage to divert mind	1	1
Music to divert my mind	1	1
Spend time with Friends to divert mind	1	3
Spend time with my kids to divert mind	1	1
Studying to upskill myself	1	1
Tried Sports to divert mind	1	1
Yoga_Exercise to divert mind	1	2
Can't Avoid, Always finding solution	1	7
Discussed with Friends to find a solution	1	1
Trying to Cope, Avoiding it will be foolish	1	1
Trying to make myself more Valuable	1	1

Name	Files	References
Upskilling myself constantly	1	2
Theme - Presenteeism	1	28
At work, I was able to focus on achieving my goals despite not feeling well.	1	1
Didn't take leave due to fear of getting fired	1	1
I Don't believe in Long Hours & Hard Work would result in getting retained	1	4
I Don't work long hours, nothing will change	1	6
Feels If I don't work hard, I would be laid off	1	3
Feels if worked hard, could be retained	1	7
Have come to work, even if I was ill	1	1
Have taken leaves, when not feeling well	1	5
Haven't took any leave for a long time now	1	2
I have come to office for Important work, even if I was ill	1	1
I work hard and try to put my best in job	1	3
The stresses of my job were much harder to handle because I was not feeling well.	1	1
Work Long hours as role demands it	1	1
Theme - Well Being	1	38
Negative Subjective Well Being	1	30
Anxious	1	7
Dejected	1	11
Depressed	1	8
Despondent	1	5
Disturbed	1	1
Hopeless	1	3

Name	Files	References
Irritated	1	1
Nervous	1	5
Restless	1	5
Sad	1	1
Scared	1	2
Stressed	1	1
Tense	1	4
Worried	1	8
Positive Subjective Well Being	1	7
At ease	1	1
Calm	1	2
Enthusiastic	1	1
Excited	1	1
Inspired	1	5
Joyful	1	1
Laid-back	1	1
Relaxed	1	1
Theme - Job Insecurity	1	20
fear that I might get fired	1	7
fear that I might lose my job	1	8
I might be dismissed in the future	1	12
I might lose my job in the near future	1	11
I worry about the continuation of my career	1	4
makes me anxious that I might become unemployed	1	3

Name	Files	References
only a small chance that I will become unemployed	1	1
sure of my job environment	1	2
uncertain about the future of my job	1	4
very sure that I will be able to keep my job	1	1
will be able to continue working here	1	1
Job Insecurity Reasons'	1	30
Already benched	1	2
Asked to move to other Process	1	5
Client wants to move process	1	1
Cost Cutting	1	3
Digital Transformation	1	1
Friend was asked to leave the job	1	3
High Competition from Foreign Markets	1	1
Might get replaced by a youngster	1	1
Pressure to Perform More	1	6
Process getting over soon	1	1
Process is making Losses	1	1
Reduced Customers	1	1
Reduced Incentives	1	3
Small Customer Base	1	2
Taken over by bots	1	5
Team Leaders reduced in number	1	1
Threatened to fire, if didn't keep up	1	1
Unable to Up Skill	1	3