

# Perceived Employability and Task Performance: Examining the Impact of Occupational Self Efficacy and Turnover Intention

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## **Abstract**

*The aim of the study was to uncover the impact of occupational self-efficacy and employee's turnover intention on perceived employability and task performance relationship. A sample of 80 project managers, 130 team leaders and 190 software developers working in the information technology sector were selected from Islamabad, Rawalpindi, Lahore and Karachi. The data collection was conducted through self-administered questionnaires and online survey. The results show that occupational self-efficacy has a positive influence on perceived employability and task performance relationship. It also reveals that occupational self-efficacy has a strong influence on perceived employability and turnover intention and turnover intention to task performance relationships. This research also indicates a stronger direct influence of occupational self-efficacy on perceived employability and task performance relationship as compared to the indirect influence of occupational self-efficacy on perceived employability to task performance via turnover intention relationship. The study suggests the importance of employee's perceived employability to emphasize their intention to stay with the organization but it is often based on the perceive career guarantees from the organizations instead of their affection with the organization.*

## **Keywords**

*Perceived Employability; Turnover Intention; Occupational Self-Efficacy; Task Performance.*

## **1. INTRODUCTION**

Employee's self-perceived employability (EPE) and its impact on various individual and organizational level factors has gained considerable researcher interest in recent years. Individual employability simply refers to one's idea about how easily one can get a new job, either it be internal to the organization or external to the organization (Berntson & Marklund, 2007; Philippaers, De Cuyper, & Forrier, 2019) and keeping abreast of and equivalent with the current human resource needs in the market within one's area of expertise (Rothwell &

Arnold, 2007b). It also includes one's perception about available job opportunities in the external job market (De Cuyper et al., 2014) and his perceived chance of getting a job (Berntson & Marklund, 2007).

Employee's perception about how capable he is to get promoted within organization or getting employed in the external job market reaps benefits at individual and organizational levels (Heijde & Van Der Heijden, 2006). The more an individual perceives that he is employable lesser will be his intentions to leave the organization. Individuals with lesser turnover intentions take the responsibility of their tasks and try to improve their performance. However, there are always certain underlying preconditions which enhance the relationships therein.

Researchers have been studying the concept of EPE from two perspectives, i.e; (i) input-oriented employability; and, (ii) output-oriented employability. Input oriented studies focus on the factors which increase the possibility of employability such as personal factors. Whereas, the output oriented employability relates to the consequences associated with employability factors (Dorien Vanhercke, De Cuyper, Peeters, & De Witte, 2014). The purpose of this study is to investigate the individual level perspective of an EPE in relation with TP with a mediating role of ETI and moderating role of occupational self-efficacy (OSE) such that more an individual possesses OSE, lesser will be ETI and higher will be the TP of an individual. This study focuses on the output-oriented employability factors in such a way that EPE contributes towards increasing the TP on the job.

## **2. LITERATURE REVIEW**

### **a. Employee Perceived Employability (EPE)**

Employability is a complex term which can be viewed from three standpoints such as; (i) Government perspective; (ii) Organizational perspective; and, (iii) Individual perspective. The government perspective entails to achieve full employment levels for its labor market, organizational perspective covers how an organization can balance the demand and supply side of labor demand within organization. While, the individual perspective is about one's own future job prospects. This study focuses on the individual perspective of employability.

Employee perceived employability (EPE) can be categorized into; (i) employability with in organization; and, (ii) employability external to the organization (Rothwell & Arnold, 2007b). Demographic characteristics of an individual play a significant role in determining one's employability (Rothwell & Arnold, 2007b). Perceived employability depends on organization's investment on individual in anticipation of future economic returns or individuals may try to become employable in order to upgrade or acquire future resource capability for which they try to engage themselves in training and developmental activities (De Cuyper et al., 2014).

As EPE is considered to be an asset for the employee (De Cuyper et al., 2014; Heijde & Van Der Heijden, 2006) so, according to the Conservation of Resource theory (COR) presented by Hobfoll (1989), individuals have an intrinsic tendency to foster and nurture their existing resources. So, according to this theory individuals who want to improve or nurture their EPE

will try to focus on conserving this resource through focusing on their future performance improvements (Philippaers, De Cuyper, Forrier, Vander Elst, & De Witte, 2016) as they already know the fact that all the future employers will be demanding high performing individuals from the supply side of the job market (Trevor, 2001). Similarly, the second principle of this theory states that individual possessing certain resources will try develop their “resource caravans” in order to maximize utility and employability in near future (Hobfoll, 1989). Therefore, employees with intentions to maximize their EPE will try to invest their knowledge and skills resources enhancing their expertise in particular areas of specializations they are in (Wittekind, Raeder, & Grote, 2010). This will lead employees to focus on improving their performance scores by showing high levels competence in TP (Nijs, Gallardo-Gallardo, Dries, & Sels, 2014).

b. Task Performance (TP)

Employee performance is generally associated with TP and his in-role performance (Abramis, 1994). TP has been given considerable attention by the researchers (Devonish & Greenidge, 2010) and it has been frequently used as a dependent variable (Kahya, 2007). It is considered important as it represents employees contribution in achieving the strategic goals of the organization (Zhang, LePine, Buckman, & Wei, 2014). Researchers have proved that there is a positive association between EPE and job performance and TP, as employees with high EPE are more in control of their performance and become more independent of their employers (De Cuyper et al., 2014; Fay & Frese, 2001; Frese & Fay, 2001; Philippaers et al., 2019; Philippaers et al., 2016; Sonnentag & Frese, 2002; Vander Elst, De Cuyper, Baillien, Niesen, & De Witte, 2016). Likewise, a study conducted by Abas-Mastura, Imam, and Osman (2013), on 220 respondents from government sector contends that employability has a direct positive impact on TP of employees, such that they tried to improve their team work and personal management skills to enhance their PE and later on their employers rated their TP (including skills, knowledge, quality and quantity of work and) as satisfactory. Whenever an individual is rich in a personal resource and feels employable he will enhance his efforts to achieve his performance related goals on the job (Philippaers et al., 2019). The commitment to perform on the job plays a crucial role in enhancing this specific relationship (Philippaers et al., 2016). People who feel that their jobs are secure are more inclined toward goal and task accomplishment behaviors (De Cuyper et al., 2014). So, this effort of enhancing EPE improves TP and hence results in higher performance ratings on the job (Abas-Mastura et al., 2013). In the light of the above discussion, this study assumes that there is a direct positive relationship between EPE and TP.

H<sub>1</sub>: Employee perceived employability is directly and significantly related to employee’s task performance.

c. Employee Turnover Intentions (ETI)

Turnover intentions is one of the most studied variables in organizational research studies because of the impact these intentions have organizations at macro level such as low productivity levels (Shaw, Gupta, & Delery, 2005). As the job markets are becoming more volatile the idea of spending maximum part of career in one organization is also challenged.

In fact, employees are becoming more independent, more equipped with individual resources and adapt to the external market demands (Acikgoz, Sumer, & Sumer, 2016). Contextually, Pakistan is facing major structural and economic reforms and the feeling of uncertainty and job in security prevails as such (Baraldi, Kalyal, Berntson, Näswall, & Sverke, 2010).

The relationship of EPE with ETI is quite complex. Many researchers argue that more the individual is higher in EPE higher will be the ETI whereas, contrary to this concept researchers also contend that individuals with higher EPE are better performers on the job (De Cuyper & De Witte, 2011). Some studies like Berntson, Näswall, and Sverke (2010) have concluded that there is no relationship between these two variables. Similarly, Considerable amount of research studies contend that ETI and TP is negatively related such that more an individual possesses intention to leave an organization lesser will be the efforts to improve his TP on the job (Shaukat, Yousaf, & Sanders, 2017), as ETI of an individual leads to the withdrawal behavior. This contradiction in empirical research demands exploration and explanation of this relationship.

Conservation of Resource theory (COR) provides a significant support to this relationship in a way that in the event of resource maximization individuals may leave their current jobs in anticipation of better employment elsewhere. Whereas, the same individual with higher EPE does not necessarily intends to leave the current job, provided there are certain underlying factor or preconditions which may make this happen, e.g. futuristic cost benefit analysis of leaving the current job (Acikgoz et al., 2016). The famous management paradox proposed by De Cuyper and De Witte (2011), suggests a positive relationship between EPE and ETI. So, it can be concluded that EPE and ETI are not directly related. Yet depending upon the level and intensity of certain interaction factors significant relationship between two variables may be concluded. So, drawing upon the suggestion of Acikgoz et al. (2016), to use different moderators for this relationship, this study is taking OSE as a first order moderator between these two variables to see how it relates.

H<sub>2</sub>: Employee turnover intention mediates a relationship between perceived employability and task performance.

d. Occupational Self-Efficacy – as a Moderator

Due to inconsistent results of EPE and ETI different researchers have tested different moderators between these two variables. Perceived control over jobs (De Cuyper & De Witte, 2011), job insecurity (De Cuyper et al., 2014), job satisfaction, organizational commitment, perceived job security (Acikgoz et al., 2016), Perceived justice as a moderator (Philippaers et al., 2019) are some of the moderators studied. Most of these moderators are individualistic in nature and based on personal individual resources. Personal resource an individual possesses is the capability to control the surrounding environment and to create an impact, which is based largely on core self-evaluations (Bandura, 2010; Hobfoll, Johnson, Ennis, & Jackson, 2003). As the change is evident in external and internal environments of the organizations, employees need personal resources investments to increase their individualistic personality characteristics in order to adapt to the changing environments (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009). Individuals with higher levels of personal resources consider

themselves equipped to proceed and succeed in certain specific situations (Brown, Jones, & Leigh, 2005).

OSE is one such personal resource, which refers to a person's competence to fulfill the tasks involved in performing his job (Rigotti, Schyns, & Mohr, 2008) including education as well as job related knowledge and skills. OSE leads to various personal level and organizational success and enhances one's career outcome, job satisfaction, performance on the job and career success (Brown et al., 2005; Judge & Bono, 2001; Judge, Jackson, Shaw, Scott, & Rich, 2007; Rigotti et al., 2008). This enables individuals to overcome any obstacles on job which help enhance their TP (Bandura, 2010). The moderating impact of OSE has been tested in many research studies (Betoret, 2006; Chaudhary, Rangnekar, & Barua, 2012; Konig, Debus, Hausler, Lendenmann, & Kleinmann, 2010; Siu, Spector, Cooper, & Lu, 2005).

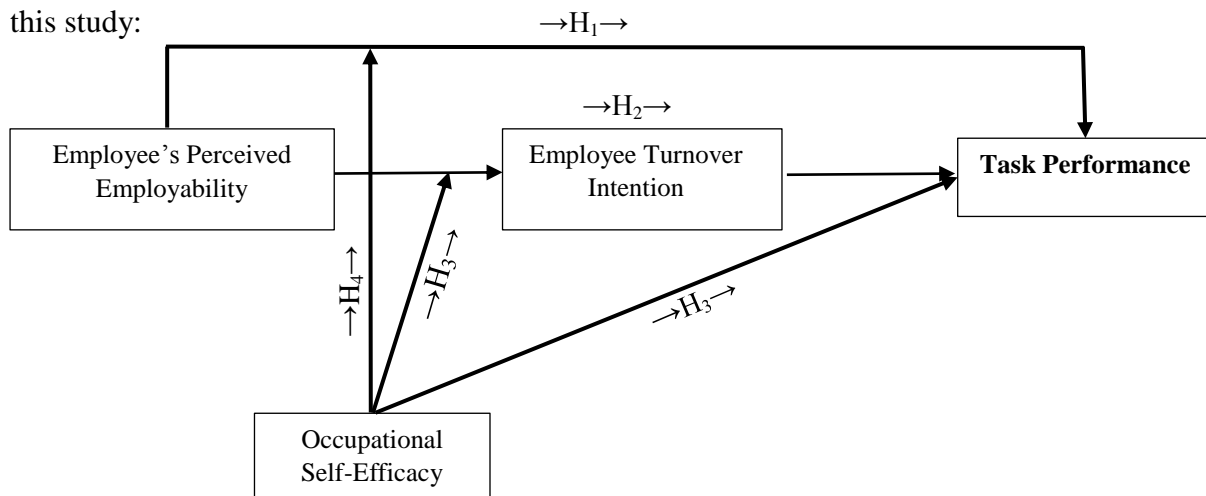
Hobfoll (1989) in COR theory argues that personal resources, like OSE, of an individual buffer the negative impacts of situational and job stresses which may lead to developing negative ETI leading towards lower levels of TP. So the levels of OSE will determine how much effort an individual puts in to improve his TP (Konig et al., 2010) and reduce ETI (Cunningham, Sagas, & Ashley, 2003). Similarly, the social cognitive career theory proposed by Lent, Brown, and Hackett (2000) contends that all career decision within individuals life depend on the confidence one feel in performing well on a specific job. So, people who feel that they will be better able to perform the job will be having lesser ETI. The concept of future time perspective (FTP) represents one's own future perspective (Nuttin, 2014). People generally consider to take up a new job to progress in career but people who have clear FTP might discourage this thought and consider all the benefits and risks involved in taking such a decision. So, people with higher levels of personal resources like OSE consider altering behaviors of improving their current TP and try to reduce ETI while on the current job with a perspective of increasing their employability with in the same organization.

H<sub>3</sub>: Occupational self-efficacy through turnover intention moderates the first and the second stage of the indirect relationship of employee perceived employability and task performance.

H<sub>4</sub>: The direct relationship of employee perceived employability and task performance is moderated by occupational self-efficacy.

## 2.5 Theoretical framework

Based on the literature review above following theoretical framework has been proposed by this study:



## 3. METHODOLOGY

Participants of the study were first line and middle level employees (including project managers, the team leads and the developers), employed in top 10 information technology sector organizations on the bases of highest export revenues working in Pakistan. To help the researchers for selecting samples with specific objectives, the purposive sampling technique was utilized in this research study (Neuman, 2006).

### a. Data Collection

A purposive sampling technique was utilized for the data collection. For the purpose of data collection both self-administration and online sources were utilized. Before distributing the questionnaires, it was assured to the respondents that questionnaires would be treated with confidentiality and would only be utilized for research purposes. Furthermore, no personal information was collected in the process. From Islamabad and Rawalpindi 300 self-administered questionnaires were distributed. Whereas from Karachi and Lahore companies were given a brief introduction about the study and after taking their consent almost 100 questionnaires were sent through emails. To complete the questionnaire on average 12- 14 mins were required. A total of 312 questionnaires were received, out of which 13 questionnaires were incomplete and four questionnaires were detected outliers (through Cook's distance and Leverage test). Therefore, the total usable questionnaires were 295 and the response rate was 73.75%.

### b. Measures

On the basis of prior studies, measures (EPE, ETI, OSE and TP) utilized in this research study were reliable and valid. The survey form had five dimensions; first dimension included demographic items. It includes information about respondent's gender, age and education level.

The second dimension of the survey form included 15- items for EPE was developed by Rothwell and Arnold (2007a). The third dimension of the survey form included 03- items for ETI, developed by Wayne, Shore, and Liden (1997). The fourth dimension of the survey form included 06 - items for OSE, developed by Schyns and Von Collani (2002). The last dimension of the survey form included 05 - items for employee's TP, developed by Koopmans et al. (2013). All the study variables were measures on seven-point Likert scale ranging from 1- strongly disagree to 7- strongly agree. Reliability (Cronbach's alpha) of the scales of all the variables range from .80 to .88. The construct validity of all the study variables ranges from 58.90% to 69.15%.

Measure of Sampling Adequacy was measured through KMO, which for EPE was (.87, Sig = .00), ETI was (.94, Sig = .00), OSE was (.82, Sig = .00) and for TP was (.91, Sig = .00), representing that the sample is sufficient to attain the test results and have no high inter-item correlations. The VIF values are less than 2 and Tolerance values are less than 1, represents that there is no multicollinearity.

#### c. Demographic Analysis

Pakistan is a masculine society and according to the reports of World Economic Forum Report (2020), female participation in labor force in professional and technical jobs is only 30%. These were also evident in the demographics of the study as female respondents were only 23.1%, where as 76.9% were male. The age of 62.7% respondents was between 25 to 30 years and rest of 37.3% respondent's age variate between 31 to 55 years. As shown in the demographics, most of the respondents of the study are millennials. As per qualification 33.6% of the respondents have graduation degrees whereas 64.2% respondents have post-graduate degrees whereas rest of 2.2% respondents have other certifications.

### 4. DATA ANALYSIS

#### a. Descriptive Statistics and Correlation Analysis

Table 1 represents reliability (Cronbach's Alpha), validity (Average variance explained), descriptive statistics (Mean and standard deviation), multicollinearity (Tolerance and Variance inflation factor) and Pearson correlation statistics of the study variables.

Table 1: Reliability, Validity, Descriptive, Multicollinearity and Correlation Statistics

Varibales	Reliability, Validity		Descriptive Statistics		Collinearity Statistics		Correlation Analysis						
	$\alpha$	AVE	Mean	SD	Tol	VIF	1	2	3	4	5	6	
1. Age	-	-	1.41	.56	-	-	1.00						
2. Gender	-	-	1.23	.42	-	-	-.070	1.00					
3. EPE	.83	58.90%	4.74	.78	.57	1.87	-.12*	.05	1.00				

4. TOI	.80	63.13%	3.88	.95	.70	1.02	-.05	-.06	-.26*	1.00		
5. OSE	.88	69.15%	5.08	1.02	.57	1.75	-.07	.02	.66**	-.13*	1.00	
6. TP	.84	67.42%	5.12	.94	.48	1.37	-.10	.07	.54**	-.21**	.62**	1.00

*Note: N = 295*

*M = Mean, SD = Standard Deviation,  $\alpha$  = Cronbach Alpha, AVE = Average Variance Explained, Tol = Tolerance, VIF = Variance Inflation Factor; EPE = Employee's perceived employability, TOI = Turnover intention, OSE = Occupational self-efficacy, TP = Task performance; \* $p < .05$ ; \*\* $p < 0.01$*

Mean value of EPE is 4.74 and standard deviation is .78. Mean value of ETI is 3.88 and standard deviation is .95. Mean value of OSE is 5.08 and standard deviation is 1.02 Whereas, mean value of TP is 5.12 and standard deviation is .94. Values of VIF range from 1.02-1.87 and tolerance range from .48 -.70, which shows there is no issue of multicollinearity. The normality of data was also analyzed through Skewness and Kurtosis, missing values and outliers as recommended by Singh and Sharma (2016). Perceived employability is negatively correlated with TOI ( $r = -.26$ ) and positively correlated with OSE ( $r = .66$ ) and TP ( $r = .54$ ). TP was negatively correlated with TOI ( $r = -.21$ ) and positively correlated with OSE ( $r = .62$ ).

#### *b. Moderated Logistic Regression Analysis*

TP as dependent variable, moderated logistic regression analysis was conducted. Age and gender as control variables were inserted in the first step. In the second step centered values EPE and OSE were inserted. In the third step, interaction term (EPE x OSE) was inserted and in the last step ETI was inserted.

Table 2: Moderated Logistic Regression Analysis for Task Performance

Step	Variable(s) entered	B	Exp (B)	B	Exp (B)	B	Exp (B)	B	Exp (B)
1	Gender	-.11*	.59	-.19*	.43	-.21*	.59	-.14*	.47
	Age	.07	.67	.09	.52	.03	1.05	.09	.78
2	EPE			.24***	1.91	.32**	.58	.24*	1.24
	OSE			.33**	1.37	.47**	.47	.39*	.44
3	EPE x OSE					.32**	.51	.42***	.53
4	TOI							-.48**	.85
	$\Delta R^2$	.07*		.42**		.54***		.72***	

*Note: Exp (B) refers to the odds ratio. The  $\Delta R^2$  row includes Nagelkerke  $\Delta R^2$  values. Final model statistics:  $\chi^2 (10) = 118.35, p < .001, -2LL = 359.87, Constant = .61; Nagelkerke R^2 = .58. *p < .05; **p < .01; ***p < .001.$*



Odd ratios and variable's logistic regression coefficients association are presented in Table 2. It shows factor by which the probability rise in task performance is multiplied for each percent rise in EPE. Perceived employability ( $\beta = .24, p < .001$ ) and OSE ( $\beta = .33, p < .01$ ) show a positive association with TP in the second step. The significant coefficient values of variables show that EPE, ETI and OSE are associated with TP. In the last step the product term (EPE x OSE) was highly significant ( $\beta = .42, p < .001$ ) and coefficient of EPE become less significant ( $\beta = .24, p < .05$ ). Turnover intention was also a significant predictor of TP but having a negative influence ( $\beta = -.48, p < .01$ ) as shown in Table 2.

*c. Hayes Moderated Mediation Analysis*

A moderation and mediation analytical framework of Hayes (2013) was used to test hypothesis. It is hypothesized in theoretical framework (Figure 1) that OSE moderates (i) EPE to task performance path (i.e., direct effect), (b) EPE to ETI path (i.e., indirect effect, first stage) and (c) ETI to TP path (i.e., indirect effect, second stage). To evaluate study model Hayes PROCESS macro (model 59) can be used and it involves measurement of the given equations:

$$TOI = \beta_{TOI01} + \beta_{1EPE} + \beta_{2OSE} + \beta_{3EPE \times OSE} + e_{OSE} \tag{Eq 1}$$

$$TP = \beta_{TP} + \beta_{1'EPE} + \beta_{2'OSE} + \beta_{3'EPE \times OSE} + \beta_{1TOI} + \beta_{2TOI \times OSE} + TP \tag{Eq 2}$$

Table 3: Results for Equation 1

Mediators	$\beta_{1EPE}$	$\beta_{2OSE}$	$\beta_{3EPE \times OSE}$	$R^2_{adj}$	F- value
TOI	-.22**	-.26**	-.38***	.53	77.82***

*Note: N=295; Values are unstandardized coefficient estimations from Equation 1, utilizing dependent variable in the form of ETI;  $\beta_{1EPE}$  indicate the influence of EPE on ETI;  $\beta_{2OSE}$  indicate the influence of OSE on ETI; and  $\beta_{3EPE \times OSE}$  indicate the interaction of EPE and OSE on ETI.*  
\*\*  $p < .01$ ; \*\*\*  $p < .001$ .

Equation 1 evaluates the moderated influence of OSE on EPE influence on ETI; while the moderation influence of OSE on the relationships of EPE, ETI to TP was evaluated by equation 2. Hence, exhibiting moderated-mediation impact frameworks enclosing direct impact, indirect impact and total impact. Coefficients of Equation 1 and 2 were calculated via model 59 of Hayes PROCESS macros. Coefficients of equation 1 is represented in Table 3 while Table 4 represents coefficients of equation 2.

Results of table 3 represents that EPE has a significant and negative influence on ETI ( $\beta_{1EPE} = -.22, p < .01$ ), whereas product term of EPE and OSE represents high significant and negative influence on ETI ( $\beta_{2EPE \times OSE} = -.38, p < .001$ ).

Results in Table 4 represents that influence of ETI on TP ( $\beta_{1TOI} = -.31, p < .001$ ). Moreover, bootstrap approach was used confirming an indirect but significant association of EPE to TP through ETI (.052, 95% CI = .064, .040). therefore, providing confirmation of Hypothesis 1. Furthermore, results reported in Table 4 presents that EPE has direct and positive influence

on TP ( $\beta_1 \beta_{EPE} = 1.07, p < .001$ ), therefore providing confirmation of Hypothesis 2. Table 4 also show that interaction of ETI with OSE to forecast TP ( $\beta_{2TOI \times OSE} = -.16, p < .01$ ).

Table 4: Results for Equation 2

$\beta_1 \beta_{EPE}$	$\beta_2'_{OSE}$	$\beta_3'_{EPE \times OSE}$	$\beta_{1TOI}$	$\beta_{2TOI \times OSE}$	$R^2_{adj}$	F
1.07***	.68***	1.29**	-.31***	-.16**	.73	247.59***

*Note: N=295; Values are unstandardized coefficient estimations of Equation 2, utilizing dependent variable in the form of TP;  $\beta_1 \beta_{EPE}$  indicates the influence of EPE;  $\beta_{1TOI}$  indicates the influence of ETI;  $\beta_2'_{OSE}$  indicates the influence of OSE;  $\beta_3'_{EPE \times OSE}$  indicates the influence of the interaction of EPE and OSE; and  $\beta_{2TOI \times OSE}$  indicates the interaction of ETI and OSE.  
\*\*  $p < .01$ ; \*\*\*  $p < .001$ .*

Results of Table 5 represents the first and second stage moderation of OSE and also direct influence and indirect influence of study variables (i.e., OSE, EPE, ETI, TP). As per the results shown in table 5, path from EPE to ETI (first stage and indirect), path from ETI to TP (second stage and indirect) were both negative and significant. Therefore, support hypothesis 3.

Table 5: Analysis of Simple Effects

OSE	Turnover Intention				
	Stage		Effect		
	1 <sup>st</sup>	2 <sup>nd</sup>	Direct	Indirect	Total
	-.26**	-.21*	.42***	.16**	.58**

*Note: First stage coefficients signify the OSE effect on the EPE to ETI path; second stage coefficients signify the OSE effect of ETI to TP path.  
Direct effect coefficients signify the direct effect of OSE on EPE to TP; indirect effect coefficients signify the effect of OSE on EPE to TP through ETI; and total effects signify a combined direct and indirect effects.  
\*  $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .001$*

Results of Table 4 represents that to measure TP, EPE interacted with OSE ( $\beta_3'_{EPE \times OSE} = 1.29, p < .01$ ). Results of table 5 represents that EPE direct effect on TP was significant and positive when OSE is high (Direct = .42,  $p < .001$ ). Therefore, confirming hypothesis 4.

## 5. DISCUSSION

The basic purpose of this study was to explore the influence of EPE on TP through ETI in IT based organizations working in Pakistan. The study hypothesized and tested a framework that OSE as a first and second stage moderator, ETI as a mediator and TP as a consequence of EPE.

The study found a strong and positive relation between EPE and TP, which suggest that employees with high PE may exhibit high TP, irrespective with their perception of

organizational relationship quality. Perceived employability consists of an employee's KSAOs that gives them a self-belief and continuously motivate them to improve their KSAOs and perform better than their colleagues (H. J. Hahn & Kim, 2017). Studies conducted by De Cuyper and De Witte (2011) and Kalyal, Berntson, Baraldi, Naswall, and Sverke (2010) suggested that employee having high PE easily adjust with the changes in task and procedures. So, employers should invest in enhancing employee's employability because it could enhance their options to enhance employee deployment, thus provide support to organizational strategies. Perceived employability improves employee's task flexibility and thereby improves their task performance.

The results of the study showed that ETI has mediation effect between EPE and TP. When employees have higher EPE their ETI would reduce, resulting in higher levels of TP. The study showed that effect of EPE on TP is not direct but it is indirect. These findings are in line with the studies conducted by De Cuyper et al. (2014) and Philippaers et al. (2019). The study conducted by (Nasurdin, Ling, & Khan, 2018) also stated that when employee perceived that their employability in a specific organization is less than their intention to stay within the organization reduces and both intentionally and unintentionally their performance reduces.

The results of this study are also concurred with the study conducted by Hang-yue, Huimin, and Cheung (2017). The study states that the association between EPE and TP depends on the employee's perception of job insecurity. The inclusion of OSE constructs gives a valuable understanding into comprehension of the EPE association with different employee outcomes.

According to V. Hahn, Binnewies, Sonnentag, and Mojza (2011) for enhancing employee's task performance, organizations require a significant investment of resources, so it can be presumed that in situation of less EPE (threat of resource loss) employees hold back their energy into improving task performance (left resources). As per the COR theory by Hobfoll (1989), employee's personal resource such as OSE have a cushioning influence on the EPE and TP association. In that scenario if EPE is low it will also influence TP but that influence can be reduced by positive OSE.

#### a. Implications of the Study

The current study suggests some practical implications for those organizations that want to improve employee's task performance. The findings of our study provide a rationale for the organizations that they should invest in enhancing EPE. Study empirically tested the relationship between EPE and task performance, OSE, and ETI. When employees have higher PE, they will exhibit more positive job outcomes (i.e., performance, commitment, reduced turnover, satisfaction). To enhance EPE and OSE organization should share responsibility with the employees as by improving EPE and OSE both employees and organizations are going to benefit. Thereby it is important for the organizations to support T&D activities in the organizations in the form of job-related training, generic skill training, career development and leadership training.

The results of the study showed that employees with high EPE have low ETI with their current employer. Moreover, employees with high EPE hold themselves more accountable for their TP as compared to their organizations. The findings of the study suggested that organizations should motivate and support their employees to improve their EPE, so that it would reduce their ETI and also their TP. Researchers and practitioners also stated that organizations have more fear for the turnover of their high potential employees (D. Vanhercke, Cuyper, Peeters, & Witte, 2014). The results of the study indicate that employees with high EPE feel themselves indebted to return organizational investment (in the form of T &D) to enhance their OSE by having high TP.

Employees with high EPE have intention to stay with the organization but it is often based on the perceive career guarantees from the organizations instead of their affection with the organization (Dries, Van Acker, & Verbruggen, 2012). In order to retain employees with high potential and EPE, organizations need to have open and transparent communication regarding their career programs so that employees can align their career expectations with organization's plans (De Cuyper et al., 2014).

#### b. Limitations and Recommendations

The main limitation of this study is related with its design as data is cross-sectional in nature. To further explore the impact of OSE on the EPE, ETI and TP relationships, researchers need to conduct longitudinal studies and also need to collect data from more than one sources. The results of the study can be made more promising if supervisor-rated TP and employee's contextual performance is also included to study TP. Furthermore, the data was only gathered from the IT organizations working in Pakistan, in order to generalize the findings of the study, the research should also include countries in other parts of the world.

#### c. Conclusion

Based on the results of the study, it was concluded that EPE had considerable impact on TP via ETI. When direct influence of OSE was assessed on EPE and TP it showed more influence in contrast with indirect influence of OSE on EPE to TP via ETI. But, when estimation was ETI as mediating variable was performed, there were significant mediation impact on the EPE and TP association.

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