

Causes of Job Insecurities among Employees of Textile Industry- The Case of Zaman Textile Mills Private Limited

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Abstract

The employee job insecurities problem could directly hit to the performance level of employees of the textile sector. The success of an organization to achieve goals and objectives is largely determined by the performance of employees. This study is conducted to evaluate the factors that have an influence on the employee's job insecurities of the textile sector. The analytical approach is used for the conduction of this project and the data is qualitative in nature. The findings of the project disclosed all the factors like employee's job insecurities, monetary rewards, intrinsic motivations and performance of the employees working in the textile industry. The action of prompting a reduced the employees' job insecurity as that can increase the performance level of the workforce.

Keywords: *Cotton Export corporation, job insecurities, Predictors of job insecurity, Disruptive Technological Advancements.*

JEL Classification: J28

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1. INTRODUCTION

1.1 Background of textile industry

The garments industry is the biggest manufacturing business enterprise in Pakistan. In Asia, Pakistan is the eighth-largest exporter of textile goods. 85% of Pakistan's GDP is derived from the textile industry. Additionally, the arena employs 38% of the producers and around 45% of the nation's total labor force. Pakistan is the fourth biggest producer of cotton with the 1/3 largest spinning potential after China and India in Asia, and it makes up 5% of the world's spinning capacity. There are 442 spinning machines, 124 large spinning units, and 425 small units at gift that create textiles. Pakistan's textile industry is the biggest and fastest-growing one in the country. Considering Independence It is Pakistan's most significant manufacturing sector. \$3.5 billion worth of cotton was shipped in 2017–2018, or 6.5% of all cotton exported globally. In Asia, Pakistan is the eighth-largest exporter of raw materials. About 85% of the total GDP is represented by the contribution in monetary terms. About 45% of the labour force in the United States is employed in the textile sector.

The value of textile exports increased by \$4.4 billion in the fiscal year 2017–18. Pakistan is also the world's third-largest cotton consumer. Pakistan has 464 textile mills in total, of which 5% are listed on the Pakistan Stock Exchange. Textile has a total processing ability of five.2 billion square meters. International producers running in Pakistan with nearby fabric mills are specifically; H&M, Levis, Nike, Adidas, Puma, Target and so on. Textile businesses are centered in Karachi with a proportion of 38% and 28% in Faisalabad. Out of 464, 316 fabric gadgets in Punjab, 116 in Sindh.

Pakistan's exports are below risk particularly from local competitors due to the reality the governments of those international locations assist their textile enterprise hundreds as compared to Pakistan's authorities. Rs.185 million has been authorized in Pakistan for the Export Development Fund for the improvement of the fabric zone.

The textile company presents 40% of the financial group credit in Pakistan. After Pakistan quickly gained independence from British rule in South Asia in the middle of 1950, it began to aggressively industrialise. A major component of this industrialisation was the manufacture of clothing. The Pakistani Cotton Export Corporation was founded by the Pakistani government in 1974. (CEC). Personal manufacturers were prevented from participating in global transformation by the CEC. However, inside the late 1980s, the function of the CEC diminished and with the resource of 1988-89, personal manufacturers were capable to buy cotton from ginneries and promote in each domestic and overseas markets. Between 1947 and 2000, the style of cloth generators in Pakistan multiplied from 3 to 600. In the identical time period, spindles accelerated from 177,000 to 805 million.

There are 423 fabric industries running inside the country Pakistan has a deliver base for almost all man-made and herbal yarns and fabric, which includes cotton, rayon and others. This abundance of raw fabric is a huge gain for Pakistan due to its beneficial effect on cost and operational lead time 57% of Pakistan's export revenues come from textiles. However, exports of textiles have significantly decreased in recent years. Exports of textiles were valued at \$11.625 billion. This number had dropped 7.7% to \$10.395 billion.

Recently, the Pakistan Textile Exporters Association urged the government to take considerable action to support the sector's employment and assure the expansion of textile exports. In particular, the PTEA has asked for:

- Zero rating on the value chain of exports (i.e., no tax, no rebate) to promote export growth
- Provide subsidies for a reduction in production costs to increase the competitiveness of Pakistani exports
- Ensure competitive energy prices for textile factories.

In addition, the Pakistan Textile Mills Association has called for the elimination of the duty on cotton imports and a five percent export tax credit. This appeal comes at a time when around 110 mills have closed as a result of multiple growth inhibitors, including the energy crisis.

1.2 Overview of the company (zaman textile pvt ltd.)

Zaman Textile PVT LTD Established in 2003, Zaman Textile has been recognized for its Excellence, Trust & Quality. We are honored to be recognized among the few vertically integrated manufacturing units of Pakistan and we have full confidence in our ability to exceed customer expectations. We believe in crafting & building excellence from the ground, by sourcing and selecting premier cotton locally and organic cotton globally, while producing the highest quality fabric. Zaman has a rich legacy of serving the industry and preserving its perception as a quality first organization. We firmly believe in customer & quality orientation which gives us a competitive advantage and allows us to lead in the textile industry.

R&D is highly valued at Zaman. As a pioneer in the quickly developing fashion business, we strive towards advancements while keeping the needs of our clients in the foreground. In fact, our product development team accomplishes this with the aid of our top-notch technologies. By

speeding up procedures with accuracy, the bit loom helps us keep one step ahead of the competition by funding R&D and anticipating market trends.

Depending on the type of weave, these machines may create finished 182-inch fabric in a maximum of 8 colours in approximately 4 to 5 hours. The machine offers a wide range of thread counts, from 4 to 100, as well as a number of yarn types, including viscose, denier, lycra, linen, and Moulin yarns..

1.2.1 Mission

Our mission is to serve the textile industry with seamless fabric solutions by investing in top quality innovative infrastructure, and the latest technology to satisfy customers' requirements, and drive our business forward while adopting socially responsible practices.

1.2.2 Vision

Our perception is to inspire our stakeholders with creativity, innovation, and devotion in order to build a legacy of excellence in the global textile industry.

1.2.3 Core Values

- **INNOVATE:** We believe in leveraging innovation and unique solutions to solve problems by empowering our people.
- **INTEGRITY:** We manage our operations finances daily activities with honesty and efficiency and reliability.
- **AGILITY:** With our action-centered leadership we maintain an agile environment with efficient order execution.
- **RESILIENCE:** We conquer every challenge with our ability to adapt to new technology and innovation.
- **CLIENT-FIRST:** We keep our client's satisfaction at the core of every interaction.

1.2.3 Competitors

The following are the major competitors of Zaman Textile:

• Yunus Textile Limited

The most recent company to join the Yunus Brothers Group of Companies is Yunus Textile Mills (YTM). YTM is a fully vertically integrated textile mill with cutting-edge equipment for the apparel and home textiles industries. It is also a strong competitor in Pakistan's domestic textile and apparel export market. The Yunus Group employs over 15,000 people nationwide, compared to 6,500 employees at only the YTM segment.

Yunus Textile Group is well-known in Pakistan's export industry and has received more than 20 export trophies from the Pakistani government for both the nation's greatest overall exports and the highest exports in the textile industry.

• Union Fabric Private Limited

More than 20 years ago, Union Fabrics was just a little weaving operation. It is now a household name when it comes to the export of high-quality made-ups and home textiles from Pakistan. (Bleeding, to use a term used by the furnishing, industry, we sew about half of these manufactured fabrics into sheets, pillows, shams, bed skirts, duvets, quilts, comforters, draperies, and kitchen linen for our retail and institutional customers all over the world.

Over the last six (6) years, the company's sales and exports have impressively increased by over 40%. We can take advantage of the readily accessible trained and unskilled labor. We have a steady supply of gas and electricity, as well as quick and easy access to the port,

thanks to our location in the industrial zone in the middle of Karachi, the port city of Pakistan. We think that we are all prepared to handle the present and upcoming problems facing the home textile business.

• **Lucky Textile Limited**

Lucky Textile Mills was established in 1983 and has since been one of the leading textile manufacturers in the country. We have always held the firm belief that creating the best value for any entity that invests its time with us requires an unwavering dedication to using the most up-to-date technology and offering first-rate working circumstances for every member of our crew order revision service on our site. For more than 36 years, our constant focus has been on our valued clients and their satisfaction, which we always work to ensure.

We are adamant that if we adhere strictly to our fundamental principles of Leadership, Understanding, Commitment, Knowledge, and Yielding, we will unquestionably grow into one of the country's most wealthy industry leaders. We firmly believe that every facet of our business is designed to advance the future.

• **Orient Textile Limited**

With a cutting-edge wet processing facility that can produce 5 million meters of fabric per month and a stitching facility that can handle 1.5 million pieces per month, Orient Textile Mills Limited, which began operations in January 2012, is one of the most advanced facilities in Pakistan.

Orient Textile Mills is able to produce jacquards in T-180s to T-600 and dobby's up to a 1400 thread count thanks to our cutting-edge weaving setup and a strong production base. Additionally, we are able to work with both prints and solids. We excel in a variety of areas to best serve the unique demands of our clients. These include a variety of herring bones in designs and solids, as well as yarn dyed sateens, percales, dobby, jacquards, and twills.

1.3 Human resource development

- In Zaman Textiles Mills PVT LTD HRD Provides proper training programs would thus facilitate in supply of well qualified workforce.
- The role of HRD has gained momentum in terms of employing manpower that satisfies the professional requirements of this sector and that is well skilled.

- The HRD department of Zaman Textiles Mills is responsible recruiting skilled labors and executives, allocation and planning of work, monitoring of workforce and performance appraisal.

- It is also responsible to timely up gradation of skills of the workforce by organizing educative professional workshops or seminars.

- Thus many collaboration among many textile industries and educational institutions has been observed

1.4 Employee training and development

- Our training and development depart provide a training session for new comers they provide so many training according to need assessment like excel training, conflict management , time management , decision making and so on.

- We also provide a development session of existing employees.

- We use many channel to conduct training like physical training, through multimedia,

through different activities again its depend for the need assessments of employees.

- Our compliance depart also give a training related to fire and safety training and other training which are useful for employee and those trainings groom the employee for the better performance.

1.5 Problem statement

The Zaman textile Mills is facing a threat of job insecurity. Textile industry is totally based on family business. All the policies and procedure done by as per the owner permission in Textile industry. The sense of insecurity is mostly observed in the senior employees of the textile. In zaman textile senior employees faced job insecurities because of new induction and new internees of the textile. Because new internee or new employees have a potential and they are more technologically aware as Compared to old employees that's why old employees feel insecure for their job. Old employees have fear to misplace their position because of new induction. they feel fear related to destroy the relationship with boss because of new employees in the textile. Job insecurity is considered to be one of the biggest threats for an individual. It helps a person to feel dissatisfaction and incomplete when they are not assured by the organization, they are working for is providing them an uncertain future (Abolade, 2018).

When employees feel secured at jobs, they are motivated to perform at their best as they are not threatened by any uncertainty that might hit them during job. It is expected from workplaces that they bring a sense of comfort and secure zone for its employees where they are protected from the harsh economic and societal challenges that are the outcomes one faces if they lose a job. Due to the rapid changes in the environment with disruptive technology and millennial and post millennial attitude of the upcoming employees in the market, senior and old employees become aggrieved of the job that the way their younger counterparts are so skilled with technology that their own part in an organization might cease to exist anytime (Purcell Sean, 2020).

1.6 Purpose

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The purpose of this case study is to analyze the causes and determinants of the insecurity regarding the job. As per observations, it has been identified that the main cause of the insecurity among senior employees because of the induction of new employees. But this cause might be only a symptom; therefore, this report will highlight the further causes that is causing the insecurity among senior employees.

1.7 Key areas of investigation

The case study focuses on assessing the determinants of the job security that prevails in the textile industry. The top management is selected for the discussions so that their perceptions and opinions would be gathered on the matter. The company selected for this study comes under the manufacturing sector which is Zaman Textile Mills Pvt Ltd. The study will contribute in the manufacturing industry to analyze and understand one of the most common issues faced by the the industry which will assist them to prevent these issues in the future.

2. LITERATURE REVIEW

This section of the report will discuss the main issue of the case study i.e. job insecurity. In the following sub-sections of the literature review, definitions relevant to the case will be explored, the types of job insecurity will also be highlighted and the main predictors of job insecurity will also be discussed in detail. In the last sub-section of this chapter, the impact of job insecurity on business and employee well-being will be discussed.

Organizations have been downsizing, restructuring, and merging with increasing frequency over the past decade. For employees, these major changes have caused feelings of anxiety, stress, and insecurity concerning the nature and continued existence of their jobs.

For most individuals in developed and emerging economies, having a job is essential. Nonetheless, the evolution of work and its origins have profound consequences. Consequently, employees at all levels are worried about their job security (Lee et al., 2018). Job insecurity (or more particularly, quantitative job insecurity; may be devastating, placing workers at risk for mental and physical sickness due to the constant worry that they may lose their jobs (Jiang & Lavaysse, 2018). Employment uncertainty has "long-arm" effects, hurting not just workers but also their loved ones.

If both spouses are experiencing economic instability, for instance, the husband is significantly less likely to put out effort at work (Debus & Unger, 2017). Children suffer when their parents are worried about their jobs, which impacts their confidence in school, their desire to pursue a profession, and their outlook on the workplace (Lee et al., 2018; Shoss, 2017). Since reducing or eliminating work insecurity may depend on addressing its root causes, it is crucial that we get a better knowledge of those causes in light of job insecurity's pervasiveness and deleterious effects (Debus & Unger, 2017).

2.2 Job insecurity

2.2.1 Definition

Job insecurity means not knowing if you will keep your job. Workers can feel acute job insecurity when they are about to be fired or laid off, or they can feel chronic job insecurity, which is a genuine fear of not being able to keep their jobs (Park et al., 2017). Many employees may experience insecure about their employments at a certain point in their careers, especially if they have worked in jobs that were not very stable for a long time. But not everything is bad.

2.3 Types of job insecurities

There are two main types of job insecurity: acute and chronic.

2.3.1 Acute Job Insecurity

If an employee suspects being laid off in the coming weeks, they are experiencing acute job insecurity.

2.3.2 Chronic Job Insecurity

On the other hand, if the company is doing well and his/her boss seems fairly satisfied with their work, but there are no guarantees this will remain the status quo and the industry is prone to layoffs, the employees are experiencing chronic job insecurity.

2.4 Predictors of job insecurity

2.4.1 Uncertain Future of the Organization

This is not the same world in which we lived a few years ago. And since the pandemic of 2019, it would not be wrong to say that the world needs to understand this new term. VUCA is a

terminology that refers to volatility, uncertainty, complexity, and ambiguity. The business world has evolved over the ages. This is an era of smartphones, social media, and global crises. Companies need to be proactive in this rapidly changing environment. All around the world especially developed countries are struggling to keep up with the dynamic changes in business. While developing countries like Pakistan, Sri Lanka, and Nepal have to make more effort to meet the changing requirement of the business.

There is a need to understand and use this acronym to deal with one of the most common issues faced by companies, especially in developing countries i.e. insecurities among the employees. Because ignoring the circumstances still means that the company is being ignorant. Negligence regarding this concept will lead to stress, anxiety, decreased motivation, destabilization, increased costs, and bad decisions.

Job insecurity is majorly linked with two of the components of VUCA and that is uncertainty and ambiguity. In developing countries, where environmental, economic, and political stability is already not steady can lead to higher risks of anxiety and stress for the workers that are contributing to the economy. However, many causes can cause uncertainty among the employees in an organization. These causes are technological disruptions, business complexities, etc. As mentioned early, job insecurity refers to an employee's sense of threat towards the continuation and stability of employment and when the macro environment is unstable and uncertain it can further lead to job insecurities. The key to handling VUCA in organizations that directly influence job insecurity among employees in the company is to break down these components individually and deal with them specifically.

2.4.2 Disruptive Technological Advancements

Job insecurity as mentioned earlier is one of the top most considerate issues in not just the textile industry but every existing industry. The textile industry in Pakistan has been known for a long time to be operating in highly unstable conditions and is famous for its employee downsizing and turnover issues. As a result, employees are under continuous stress to lose their jobs As per (Abbas, et al., 2021) job security is one reason that is causing anxiety and stress among employees. But there is another cause behind this reason. As technological advancements are happening all around the world, adjusting to upcoming technology is not easy and is faced with much resistance. In developing countries, where people especially senior employees who have been working in the industry for so many years have now started to feel insecure about their jobs as the new technology and the age of digitalization have changed the perception of the nature of the jobs (Brougham & Haar ,2018).

After Covid19, when people started to work from home due to the lockdown, another revolution, since the last era of the internet that happened during the Millennium, of technology has taken over the world. The internet, applications, software, and tools that were once a part of entertainment and friendly chats and communication have now become a necessity in the last few years. Future projected shifts in employment owing to technical revolutions like automation and artificial intelligence, along with economic volatility and political implications, may potentially influence employees' psychological elements and generate job insecurity at the time of COVID-19 and after (Brougham & Haar ,2018, 2020).

2.4.3 Gen Z and Post Millennials

Generation Z or also known as Gen Z or Zoomers who are born in the mid to late 1990s and ended the birth era in the 2010s. This generation is highly tech-savvy which means that gone are the days of the millennials who might know their methods and ways around a desktop, laptop, and smartphone. One thing to understand is that there is a difference between tech natives, which is Gen Z, and tech-literate (Millennials) (Ghani et al., 2022).

The Gen Z are tech natives since they are the ones who are born and brought up with smartphones,

AI, Voice assistants (Alexa), and digital platforms like Twitter, YouTube, and Facebook. Now to understand further how this generation contributes to job insecurity in the industry it is important to understand the significance of technology (discussed in the previous section). With the rapid changes in the environment with the technology, this generation is already at win due to the environment and culture they are born and grew in (*The Rise of Gen Z: Considerations for TechSavvy Tenants - ReadWrite*, n.d.).

In this era where others are still struggling to keep up with the new technology, this generation is developing that technology. So, to answer why technological disruptiveness is causing job insecurity lies with Gen Z. Their understanding and adaptiveness to the technology is on a whole other level which is difficult to beat by the older generations. The fear of the older generations of the smart upcoming generations and their skills with the rapidly changing technology is making them feel highly insecure at the workplace (Basyouni & el Keshky, 2021; Ghani et al., 2022). As a result, counterproductive work behaviors occur, and bullying and hatred develop between senior and junior employees. Hence, this rising gap between managers and subordinates has a direct influence on the business (Brougham & Haar, 2018).

2.4.4 Organizational Culture

Culture refers to how things are done. It is a way of doing things. Culture includes all the traditions, norms, rituals, stories, folklore, heroes, and legends that make up a community. It gives direction to the people in a community. Just like in the past culture was used as a tool to give the right direction to the people, similarly in organizations, it gives people an understanding of how things are done at a workplace. The workplace is like a second home to the people who are working there. The work culture needs to give employees a sense of security, comfort, and stability to the employees (SHRM, 2022). Organizational culture guides the management on how to treat its most valuable assets i.e. employees. The concept of culture in the workplace has been a matter of concern for scholars for ages. The concept emerged in the 1960s.

Today, every organization has its own culture. Keeping a culture is not difficult but what's challenging is how the organizations make that culture favorable for their employees. Studies suggest that a relationship does exist between the management and the subordinate regarding job insecurity and culture plays a mediating role. If the majority of people in a company have the same basic values, that organization's culture is regarded to be robust, and any divergence from some of those values is seen as a "wrong" that is being done by the business (St, 2019).

2.4.5 Counterproductive Work Behavior-Politics

How employees are treated at a workplace is an important factor in predicting their stability, retention, and continuity at the organization. If employees are not treated with respect and dignity they might experience insecurity about their jobs. No workplace is ideal. Employees do not always

get just means and everything fair and square. They are unfortunately treated with disrespect, which may incite ambiguity about their job.

Two theoretical frameworks may be identified that account for why mistreated workers could feel insecure about their jobs. First is the Group Value Model, which states that getting treated with respect at the workplace leads to higher chances that the employees feel valued and a belief is developed that they have a social standing. Whereas mistreatment like inter and intra departments politics, and negative work behaviors, signals that the employees have no value; hence destroying their self-esteem (Gupta et al., 2018).

Mistreatment in the workplace is also indicative of an unpredictable and unmanageable workplace. Understandably, work uncertainty is characterized by a lack of control and predictability (Shoss,2017).

2.5 Impact of job insecurity on business

Employees' capacity to deal with stress is diminished when they fear for their jobs, hence job instability is a major source of stress. And there's further evidence that workers' moods take a nosedive when they worry about their jobs. When people are worried about losing their jobs, they are more likely to report health problems, both mental and physical. The findings of Laszlo et al. (2019), who discovered that workers in uncertain employment situations are more likely to have health problems, lend credence to this idea (Lingmont & Alexiou, 2020).

Apart from affecting the well-being of the employees, job insecurity also influences the employee attitude and behaviors. For instance, the more the employee feels insecure of his/her employment, the more dissatisfied they feel (Çınar et al., 2019). Researchers suggest that when workers believe their jobs are less secure, they are more likely to want to leave, trust anagement less, and care less about the organization. Due to these effects, job insecurity will eventually hurt the company's performance as well (Lingmont & Alexiou,2020).

3. METHODOLOGY

3.1 Case study approach

Case studies are a common kind of exploration in the social and life sciences. A contextual investigation can be defined as an intensified learning about a person, a group, or a unit that is intended to include more than one unit. Another definition of a contextual inquiry is a focused, precise analysis of a single person, group, locality, or other unit in which the expert examines all available data in relation to a number of criteria.

3.2 Nature of research

The idea of this examination is exploratory and strategies is utilized in this research is qualitative in which we perceived the elements of occupations frailties of senior's representatives due to new workers or internee of the zaman textile mills Pvt ltd. Essential information has been gathered through directing the meeting and to distinguish the issue and gather information regarding it. Optional information has been gathered through numerous sources or references, including examination articles, reports, books, websites, and so forth, to compile the initial sections.

3.3 Exploratory research

Exploratory research is a method approach that looks deeply into research problems that haven't lately received much attention. It is many times utilized when the issue you're considering is new, or the information assortment process is trying here and there.

3.4 Data collection

Introduction, Detailed Organization, Opportunity and Problem, Research Methodology, Result and Discussion, Limitations, and Conclusion are the five chapters of this study.

For introduction there is subpart in it like introduction of textile industries, zaman textile mills introduction and human resource developments functions of zaman textile Pvt ltd. For 1 chapter collect the information form website of zaman textile Mills Pvt ltd, research paper, book other journal or articles. Conduct the interviewee from Head of Human Resource at Zaman Textile Mills Private Limited and also conduct another interview of Human Resource Department Assistant Manager of Zaman Textile mills. Further more information obtained from via calls or email if I need to required additional information or any query.

3.5 Research instrument

A Research Instrument is a tool used to collect, measure, and analyze data related to your research interests. These tools are most commonly used in health sciences, social sciences.

Mainly, real-time observations and discussions along with brief interviews were used as a research instrument for constructing this case study.

3.6 Research design

A research design is a strategy for answering your research question using empirical data. The research design refers to a comprehensive and whole outline of procedures and approaches that are utilized by researchers to link different modules of the study in a realistic and thorough way.

3.7 Questionnaire

The questionnaire was prepared by studying various articles specifically related to Employees Job insecurities related to Human Resource Management in Zaman Textiles Mills Pvt ltd.

The questionnaire is asked during interview

- What are the main Causes of job insecurities in Textile Industry?
- Does age factor Impact in job insecurity of employees?
- Does technology impact in job insecurity of employees?
- Does less career growth impact in job insecurity of employees?
- Impact of Intra department politics of job security of employees?
- Impact of Biasness and discrimination of job insecurity of employees?
- Impact of work environment in job insecurity of employees?
- Impact of distribution of compensation process among the employees of job insecurity of employees?
- Impact of Behavior of Supervisors and shift in charge in job insecurities of employees?

3.8 Ethical considerations

Ethical consideration is an important element when conducting research in any study. The purpose to take this matter seriously is to protect the rights, dignity and honor of not only the researcher who is contributing in the knowledge of a certain topic on which the study is being conducted but also it is necessary to protect the participants who are trying to actively participate in the study and provide valuable insights about the information the researcher is looking for. There are many elements that are considered regarding the ethical standard and code of conduct. Among the most common ones that are significant for the research or study in academia are confidentiality, anonymity, informed consent, and plagiarized free work.

When preparing this case study, the participants were informed correctly about the aims and purpose of the study and it was briefed to them how their shared experiences and knowledge would be a great contribution in making this case study. After that, it was up to them to whether they wanted to be a part of this study or not, and their choices were respected. Furthermore, the anonymity of some participants were considered. And lastly, the study is the original work of the scholar and hence, no copied or stolen material has been used in order to make it plagiarism free study.

4. DISCUSSION/FINDINGS

During the interview I discussed so many queries related to job insecurities of employees according to the questionnaire which I prepared for the interview. HR Head of zaman textiles mills MR Sohail Ahmed khan and MR Firoz khan Assistant manager of HR in zaman textile mills answered all my questions with a descriptive manner. First he told me about the causes of job insecurities in textile:

4.1 Working environment of zaman textile mills pvt ltd

The work environment of zaman textile are good enough but in some units the machinery is outdated which is hazardous for the employees due to this factor most of the employees feel insecure in their jobs that's why He left or feel job uncertainty on their jobs and they don't do their potential on job.

4.2 Supervisor or shift incharge behavior

The unethical way of behaving of supervisor is extremely normal in textile area of Pakistan on the grounds that the managers who go under center level representatives are in fact areas of strength for exceptionally they are not taught so they treat the laborers in a harsh way that is the reason they quit taking care of business in their specialty and feel unreliable on their work.

4.3 Impact of technology in job insecurity of employees

In zaman textile the old employees of textile have less technological skills like they don't have an advanced expertise on ERP software and other software related to payroll, compensation and EOBI on the hand new hire employee / internee have an advanced knowledge of software and they have an advanced technological skills for doing their work in a short period of time that why's old employees feel insecure on their job. Conducted a one more interview of HR Assistant Manager of zaman textile mill regarding the queries of job insecurity.

4.4 Unfair distribution of monetary rewards

In zaman textile mills the distribution of monetary rewards like allowances, perks vehicles and other monetary rewards is distributed on the basis of favoritism. For instance, a senior employee worked in textile since 8 to 10 years they fully deserved to avail a fair compensation but unfortunately he faced an unfair compensation on the hand new comer avail fair compensation because he or she is a favorite of boss that's why old employees feel insecure because of new employees.

4.5 Less career growth

Since workers in zaman Textile are less educated, less talented, and have less personal contacts in business, they have fewer opportunities to progress. Due to their poor level of education, they are incredibly less aware of the need for self-improvement. The majority of them have primary

responsibility for providing food for the entire family, therefore they lack the ability to deal with self-advancement, which is a barrier to the advancement of their careers. Businesses benefit from the fact that workers in the current situation have been working for a long time at a similar level. Some specialists are clueless when it comes to career advancement, so when they are given greater opportunities elsewhere, they feel unreliable.

4.6 Biasness and discrimination in performance appraisal

In zaman textile the performance appraisal of employees is fully based on favoritism and discrimination basis zaman textile to promote the workers on monthly basis on the grounds of good performance which is good human resource practice to reward the good performance but it is not common among the workers and only few workers are treated like this due to biases in the evaluation of supervisors. The bias culture is prevailing in textile sector in which middle level of employees get benefits from the owners due to their cordial relationships but lower level workers remain neglected and it causes employee job insecurities in the organization.

5. CONCLUSION

Studies throughout the decades have shown that fear and insecurity leads to low productivity and performance. There are multiple factors that researchers have identified via their studies that leads to job insecurity. The case study prepared on Zaman textile aimed to explore the factors and reasons which has caused job insecurity among senior employees. Detailed interviews have been conducted to explore the reasons. The findings indicate that the lack of updated technological knowledge among the senior employees is one of the main visible reasons that have caused fear among the employees. The findings also revealed that biases and discrimination in the appraisal processes and procedures have caused major conflict and insecurity among the employees. Apart from unfair practices in the appraisals, inequality, and discrimination in the distribution of incentives and compensations have also contributed to insecurity among the employees.

The employees are losing their trust and loyalty to the organization and to their peers also. Employer attitude has a significant impact on the psychological health of employees. Through discussions and in-depth interviews with the employees, it has also been identified that the employees are not pleased with their employer's attitude. Studies indicate that a healthy work environment where peace, trust, and harmony prevail between the employee and employer has a positive impact on the employee as well as organizational performance. Lastly, the factor that has induced fear and insecurity among the employees in the lack of growth and learning opportunities in the organization. Zaman textile has been observed to deny the fact that career planning and career growth is essential for the employees so that they keep on learning and growing because in a complex and ambiguous environment it is crucial for the workforce to keep themselves updated and adaptive so that they can deal with any upcoming challenge from the changing dynamics of the textile sector.

5.1 Managerial implications / suggestions

Your work environment can greatly influence how you feel about your job so it's important to find an employer that fosters a positive atmosphere. When you have a positive work environment, it can help improve your job satisfaction, increase your productivity and motivate those around you. Our analyses suggest zaman textile should improve the work environment and upgrade the machinery if they provide the better environment to their employees so the employees will do their potential on their work so the employees become more productive and the chances of job insecurities become low.

Employees' actions that further the interests of their leaders but violate ethical norms, values, or standards of proper employee conduct. Examining the ethics of supervision is important, because ethical violations can directly affect the professional relationship between supervisor and supervisee. To improve supervisor or other employee conduct, top management in the textile industry should organize adequate training programmes. Organizations' roles also include highlighting the importance of positive management and emphasizing that it is not an additional work to be completed but rather a set of values and competencies that should be appreciated and included in managing personnel and tasks on a daily basis. Positive managers will satisfy their staff members' spiritual requirements and encourage the motivational process that improves their performance after this shared knowledge has been established. When a supervisor or line manager treats their staff well and expects excellent behaviour from them, the employees perform to the best of their abilities and the level of employment uncertainty in the textile industry is reduced.

Digital therapy programmes can be implemented at the company as a means of reducing work stress and job instability. Lack of technological skills which I observed in Zaman Textile Pvt Ltd and also observed after conducting the interview of HR head of Zaman Textile. The manager and senior management have a responsibility to ensure that personnel receives adequate training to deal with the new technology being implemented in the business. Additionally, they should make sure that new technology is not adopted too quickly and that workers are given enough time to get used to the existing system as well as the new system. Top management of Zaman Textile should conduct training activities for all the employees' senior employees or new comers both and give the update awareness of the software that's a way to reduce the job insecurity among the employees.

5.2. Limitations

Limitations are faced by everyone no matter how good one is. These limitations provide guideline for future research because they are considered beneficial for future. Limitations of this project is that data regarding interview was collected from 3 to 4 top management employee of Zaman Textile Mills Pvt Ltd one person is HR head of Zaman Textile and one others are Assistant manager of Zaman Textile Mills. During project I faced time and geographical limitations too. I have very short time to conducted interview because the HR head of Zaman Textile is busy in their tough schedule that's why I just collected limited information regarding this project. I faced geographical limitations too if the data was collected from other cities like the spinning unit of Zaman Textile located in Kotri the results might vary from the current study But I collected relevant information regarding this project.

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