Journal of Human Security

Research Article

Effects of Job Security, Work-Family Conflict, LMX, and Psychological Safety on Job Performance and Safety Voice: Moderating Role of Coercive Pressure

Vimala Venugopal Muthuswamy[1]*, N. Nithya[2]

[1] Department of Management, College of Business, King Faisal University, Al-Ahsa 31982, Saudi Arabia. Email: fmuthuswamy@kfu.edu.sa
[2] Professor, Department of MBA, Sona College of Technology, Salem, Tamil Nadu, India. Email: nithya.n@sonabusinessschool.com

*Correspondence: fmuthuswamy@kfu.edu.sa

Abstract: The well-being and safety of employees are crucial for optimizing their performance. Identifying and analyzing the factors that contribute to enhancing performance and promoting safety is of utmost importance. This research examined the impact of work-family conflict, LMX, and job security on job performance and safety voice. It also explored how psychological safety and coercive pressure play a role in mediating and moderating these relationships. This study uses a cross-sectional research design. A comprehensive questionnaire was created to collect data from the participants. The research sample was collected from employees in the telecom sector. We had a total of 212 usable questionnaires. The collected responses were analyzed using SPSS. The study's findings revealed that psychological safety has a significant impact on job performance and safety voice. In addition, factors such as work-family conflict, relationships between leadership members, and job security have a significant influence on performance. The study also provides support for the role of psychological safety and the impact of coercive pressure. Scholars can use these findings for their future research.

Keywords: Psychological Safety, Safety Voice, Job Security Perception, Work-family Conflict, Saudi Arabia.

1. Introduction

Interpersonal fear is a significant factor that greatly impacts both personal and professional aspects of an individual's life. The notion of psychological safety pertains to the lack of fear in interpersonal relationships for an individual. When there is a sense of psychological safety, individuals feel comfortable discussing both personal and professional matters openly [1]. When it comes to work-related matters, the foundation of team members' motivation and engagement lies in psychological safety. Individuals who perceive their contribution to be important in the workplace and are granted the freedom to express themselves tend to exhibit this behaviour. Psychological safety of individuals increases the likelihood of success in organisational and innovative endeavours [2]. An individual who experiences psychological safety tends to have reduced fear of failure and is more willing to take risks in order to accomplish personal and organisational objectives [3].

The safety of employees is contingent upon the organisational environment. The individual encountered challenges in predicting and anticipating risk [4]. Mere compliance with safety regulations is insufficient for effectively managing this situation. Recently, scholars and practitioners have been primarily concerned with developing procedures for creating a sustainable and safe work environment. One procedure that can be implemented is safety voice. The primary objective of Safety Voice is to assess the existing potential and constraints in establishing a secure work environment [5]. Therefore, people should proactively identify hazardous methods of task execution. They offer valuable suggestions for generating positive change. Ensuring the physical safety of employees can be achieved through proactive behaviours. Furthermore, the safety performance of the organisation is crucial.

The employee's psychological safety has a significant impact on organisational productivity [6]. Organisations prioritise job performance as it is crucial for overall productivity. One of the main factors in achieving organisational goals is... Employers and organisations seek individuals who can effectively and efficiently perform tasks, as their performance is crucial for organisational success. The decision-makers should have a comprehensive understanding of the short-term and long-term benefits of employee performance [7]. The employees' performance is crucial for organisational growth.

The performance of employees is influenced by factors such as work-family conflict and the relationship between leaders and management. The concept of work-family conflict has been widely utilised in previous studies. The significance of discussing this topic lies in the frequent association between work roles and work-family conflict. It is important to maintain a balance between family and work responsibilities, as both aspects can be demanding and require attention. Work-family conflict arises when there is a conflict between the responsibilities of one's family and their work. This contradiction poses significant risks to both the personal and professional aspects of an individual's life [8]. The performance and safety of individuals are positively associated with the leader-member relationship (LMX). The primary focus of LMX is the development of the relationship between employees and management. Furthermore, it is crucial to understand how these relationships contribute to the development of both individuals and organisations [9]. Studying LMX is crucial for understanding team dynamics and their impact on organisational success and productivity.

Additionally, JS plays a crucial role in promoting economic stability, enhancing positive work environments, ensuring organisational stability, and improving productivity and employee well-being. The absence of job security can have detrimental effects on employees' health and overall well-being [10]. The primary objective of this study is to identify the factors that enhance performance and safety communication. The study investigated the effects of job performance, leadership member relationships, and work-family conflict on safety voice and job performance in the Telecom sector of KSA. This was done by examining the mediating role of psychological safety and the moderating role of Coercive Pressure.

2. Literature Review

2.1 Psychological Safety (PSS) Relationship with Job Performance and Safety Voice (SV)

Employee performance is commonly defined in literature as the manner in which employees carry out their job responsibilities and duties [11]. Several studies have described the overall behaviour of employees as having value for the organisation. The value can be positive or negative. Furthermore, these behaviours can be classified into counter-productivity,

librello

contextual performance, and task performance [12]. SV, or shouting voice, is described in the literature as a workplace behaviour aimed at preventing injuries [13]. Organisations can mitigate safety hazards and prevent serious accidents through the use of appropriate measures. Therefore, SV plays a crucial role in ensuring the safety of the organisation.

The literature has examined the concept of PSS, which refers to the situation where employees feel comfortable expressing their genuine opinions about the organisation without fearing negative consequences for their image and career advancement [14]. PSS is a formal process that facilitates productive and trustworthy employee interactions, with the aim of minimising risks. The PSS also has a significant impact on an individual's behaviour and their ability to manage and address conflicts. Consequently, the organisation reaps the benefits [15].

Research has shown that PSS has a significant impact on enhancing both individual job performance and the overall performance of organisations [2]. Numerous previous studies have concentrated on evaluating the efficacy of PSS, as organisations are allocating more funds towards enhancing its effectiveness. The PSS factor has a favourable impact on the employee's attitude [16]. It fostered an environment where employees felt secure and comfortable expressing their thoughts to both upper management and their colleagues, which in turn helped alleviate any feelings of depression among the workforce. The performance of the employees is enhanced as PSS enhances work engagement and impacts job involvement. In addition, the employee at PSS actively participates in discussions that encourage job performance [17].

The implementation of safety behaviour within an organisation carries inherent risks. The PSS factor influences an individual's assessment of workplace risk [18]. In the context of robust PSS, it is important for workers to remain unconcerned about PSS behaviour. Constructive ideas are generated and innovative problem-solving techniques are discussed within the organisation. [19] found that PSS has a significant positive effect on SV.

H1: PSS has a significant effect on Job Performance.
H2: PSS has a significant effect on SV.

2.2 Work-Family Conflict (WFC) and Psychological Safety (PSS)

WFC, as defined in literature, refers to the conflict that arises when work roles become more challenging as a result of family role involvement [20]. WFC can be classified into two types: interference of family with work and interference of work with family. The study of WFC is crucial due to its association with various health, family, and work-related concerns. Prior research has established a correlation between lower job satisfaction and increased WFC, which in turn is associated with higher levels of psychological distress and a greater likelihood of intending to change employers [21].

Work-family relationships significantly impact the creation of a positive psychological workplace environment. The psychological environment is crucial for the development of PSS. A psychologically safe climate in an organisation is characterised by employees feeling comfortable to freely express their opinions on any organisational matter. Organisations lacking a psychologically safe environment tend to have low employee PSS.

Furthermore, a robust association exists between mental health and WFC. Furthermore, it can have adverse effects on the individual's mental health. Employees' personal work stress has a negative impact on their work effectiveness [22]. Scholars have noted that PSS plays a significant role in shaping individuals' roles within organisations. The concept of PSS encourages individuals to freely express their emotions without worrying about negative consequences on their professional growth, social standing, and self-perception [23]. Work-life balance significantly affects an employee's quality of life. Furthermore, it has the potential to impact one's health, safety, and personal satisfaction. Consumption of WFC has been linked to negative outcomes such as depression and intoxication. [24], [15], and [25] found that WFC has a significant impact on PSS.

H3: WFC has a significant effect on PSS.

The organisational environment significantly influences employees' perception of safety. Employees who maintain a balance between their family and job roles are more likely to experience peace of mind and enhance their job performance. Work-family conflict can lead to decreased employee performance due to increased stress and reduced perceived social support. The likelihood of individuals who feel psychologically safe having better communication with their colleagues is high. There will be fewer conflicts and challenges for such an employee. The individual will seek additional support from their colleagues. The employee's productivity increases due to the supportive climate provided by their family and organisation. Furthermore, previous literature has examined the mediating function of PSS in their

research. A study conducted by [26] found that PSS plays a positive mediating role between leadership and innovative work behaviour.

[27] proposed a set of mediating conditions for a variable. According to these conditions, for a variable to be proposed as the mediator, there must be a minimum of two paths: path "a" and path "b". Scholars assert that path "a" signifies that the independent variable in the study directly influences the mediating variable. Path "b" indicates that the mediating variable must have a significant impact on the dependent variable. This study revealed that WFC significantly influences PSS [25] (path "a"). Additionally, PSS was found to have a significant impact on performance [17] and SV [19] (path "b"). Thus, we hypothesise that.

H4: WFC significantly influence Job Performance through the Mediating Effect of PSS.
H5: WFC significantly influence SV through the mediating effect of PSS.

2.3 Leader-Member Exchange (LMX) and Psychological Safety (PSS)

Various previous studies have put forth varying definitions of LMX. The research conducted by [28] provides an explanation of LMX as a measure of the quality of interaction between employees and their supervisors. Leaders of the organisation can participate in meaningful social interactions that are characterised by empathy, effective communication, and trust. However, there is a possibility that they may become involved in practical discussions and experience a decrease in quality. The frequency of interaction between followers and leaders can impact the quality of their relationship. LMX primarily relies on work exchanges between subordinates and supervisors in the workplace [29]. The interaction between subordinates and supervisors is influenced by the workplace goals and the nature of the work being done. The primary emphasis of LMX is on employment relationships, contribution, and competence, leading to a collective prioritisation of work.

The foundation of LMX is rooted in the connection between the tasks. The strength of the LMX relationship is influenced by various factors such as emotional support, decision making, and facing challenges [30]. The relationship between subordinate and supervisor is built upon various dimensions that ultimately have a positive impact on the perception of the employee's interest, self-determination, and comfort [31]. Psychological safety is crucial for employees to work effectively and efficiently. Conversely, employee insecurity may arise if they perceive constant monitoring by their employer or leader. These factors contribute to employees feeling secure in the presence of a strong LMX relationship. Conversely, a low LMX can hinder the development of a PSS [32]. [33] found a significant relationship between LMX and PSS.

H6: Leader-member exchange has a significant effect on PSS.

The concept of PSS is crucial for fostering trust among employees. This construct plays a crucial role in fostering a positive organisational environment. Employees are encouraged to communicate with management regarding any mistakes they may have made. The relationship between leaders and employees is crucial for developing PSS perception [34]. The organization's leaders handle the daily operational matters. They are effectively managing the organisation. The behaviour of leaders influences employee attitudes and perceptions. The organization's employees seek information about their managers to evaluate their future actions. If a manager fails to fulfil their promises, employees may experience a lack of psychological safety. The primary role of leadership is to foster a positive work environment that enhances employee performance. The safety voice of employees is influenced by this, as they feel comfortable sharing their concerns with managers when they feel safe. Previous studies have investigated the mediating role of PSS in their research. For instance, [35] and [36] emphasised the mediating role of PSS in their respective studies.

In addition, [33] provide evidence supporting the positive effect of LMX on PSS, which fulfils the condition of path "a" as proposed by [27] based on mediating conditions. [17] demonstrate a significant relationship between PSS and job performance, while [37] establish a significant effect of PSS on SV, satisfying the criteria for path "b". Thus, we hypothesise that;

H7: Leader-member exchange significantly influences Job Performance by the mediating effect of PSS.
H8: Leader-Member Exchange significantly influences SV through the mediating effect of PSS.

2.4 Job Security (JS) and PSS

JS is commonly associated with worker health and safety. JS plays a

crucial role in facilitating the work of employees and individuals. Furthermore, the use of JS is associated with job stability, workplace security, career advancement, and future employment prospects. JS, as defined in literature, encompasses an employee's expectations regarding work continuity, including long-term career opportunities, work conditions, and promotion prospects [38]. JS is often associated with employee health and safety [39]. The perception of job safety is associated with an employee's attitude towards safety. JS refers to the guarantee that workers will retain their employment and avoid unemployment [40].

Prior research has limitedly explored the impact of JavaScript (JS) on employees' PSS [41]. Job insecurity has significant adverse effects on the mental and physical health of workers. Mental health problems encompass various issues such as stress, emotional exhaustion, burnout, psychological distress, anxiety, and depression [42]. Employees experience a sense of relief when they perceive their job to be secure within an organisation. Under these circumstances, employees find it convenient to express their authentic identities. Consequently, when employees lack a sense of security within an organisation, they are less likely to report important issues to management [43]. On the other hand, people who feel job security are more likely to experience psychological safety, allowing them to freely express their opinions on organizational matters without feeling burdened. [44] found that JS has a significant positive impact on PSS.

H9: JS has a significant effect on PSS.

Past research has examined the mediating effect of PSS [45]. In current research, the JS factor in an organisation fosters a sense of employee safety. The worker will exhibit fearlessness in the face of potential negative consequences resulting from errors. In this scenario, employees are also willing to take risks in order to enhance their performance. In addition, the employee engages in open communication with colleagues at all levels. Employees who make errors and mistakes during their jobs can easily share their experiences, contributing to the development of a safety culture. These factors contribute to job engagement and improved job performance. Furthermore, literature has also examined the mediating effect of PSS. The study conducted by [37] found a significant mediating role of PSS in their research. In addition, [46] identified a mediating mechanism of PSS in their study.

The influence of PSS on job performance and SV has been demonstrated, thus fulfilling the mediating condition of PSS. According to [27], [44] found that JS has a positive effect on PSS, fulfilling condition "a". However, previous studies [17, 37] have reported a positive relationship between PSS and both job performance and SV. Thus, we hypothesise that

H10: JS significantly influence Job Performance by the mediating effect of PSS.
H11: JS significantly influences SV through the mediating effect of PSS.

2.5 Coercive Pressure as Moderator

The concept of coercive pressure is rooted in social sanctions that can be imposed when an individual fails to conform to socially acceptable behaviour. Coercive pressure is a significant source of law, analogous to how an employee can be promoted by conforming to the organization's expectations [47]. When stakeholders impose additional pressure through punishments, sanctions, regulations, and rules, it results in a situation of coercive pressure. On the other hand, the phenomenon of normative pressure arises from the standards, norms, values, and expectations within the organisational culture. Organisations are seeking new behaviours and actions in response to these pressures [48]. Mimetic pressure is a form of pressure that arises from uncertainties within an organisation. Pressure occurs from both external and internal sources [49].

Coercive pressure has a significant impact on an organisation, compelling it to adhere to regulations and rules. They play a crucial role in the organization's survival and strive to stay competitive in the market. Organisations are under significant pressure from their stakeholders to enhance their performance [70]. Due to the heightened expectations, organisations are implementing strategies to improve overall performance [50]. Numerous previous studies have explored the strong correlation between organisational performance and coercive pressure. Researchers have extensively examined the impact of coercive pressure on performance improvement and the influence of a competitive environment [51]. Simply stated, coercive pressure serves as an external force that compels an institute to enhance productivity. In addition, the performance of the organisation is directly impacted by coercive pressure [51]. In addition, coercive pressure serves as the dividing line between PSS, SV, and JS. External factors, such as coercive pressure, have been found to have a significant impact on enhancing the connection between safety-related variables and overall employee productivity [52]. In addition, the research

conducted by [51] also explores the influence of coercive pressure as a moderating factor [69].

H12: Coercive Pressure is a significant moderator between PSS and Job Performance.
H13: Coercive Pressure is a significant moderator between PSS and SV.
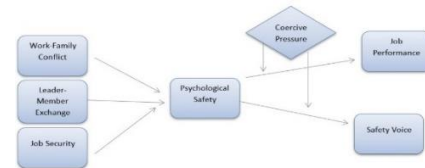

Figure 1: Framework.

3. Methodology

A quantitative research design was employed for the data collection. The focus of the study was on the employees working in the Telecom sector of KSA. The primary objective of the study was to investigate how various factors, such as the internal and external environment, including the home environment, can impact the behaviour and performance of workers. A purposive sampling technique was employed to gather the necessary data. A highly effective survey instrument was utilised for the data collection. The questionnaire was divided into two sections. The first section focused on gathering demographic information about the respondents, while the second section contained items related to the variables of the model. The instrument's reliability and validity were tested. Questionnaires were distributed among the respondents through direct interaction between the respondents and the researcher. The researcher provided a concise overview of the research and its objectives, while also emphasising the importance of data privacy. A total of 240 questionnaires were distributed among the respondents, and the researcher received 212 of them back. The high response rate was a result of utilising a face-to-face interaction methodology.

3.1 Measurements

Researcher measured the variables understudy with the help of well-developed scale. Seven points Likert scale was used. 1-strongly disagree and 7-strongly agree.

3.1.1 Work Family Conflict

Work-family conflict was assessed using a validated five-item scale developed by [53]. The work demands negatively impact my home and family life. There are seven points. The Likert scale was utilised [71].

3.1.2 Leader-member Relationship

The leader-member relationship was assessed using a seven-item scale developed by [54], which measures leader-subordinate relational identity. The text consists of seven points. The Likert scale was used.

3.1.3 Job security perception

The measurement of job security perception utilised a six-item scale developed by [55]. There are seven points. The Likert scale demonstrates strong reliability and validity.

3.1.4 Psychological Safety

The measurement of psychological safety was conducted using a five-item scale developed by [56], using seven points Likert scale.

3.1.5 Safety Voice

The measurement of safety voice is assessed using a four-item scale developed by [57], which demonstrates strong reliability and validity.

3.1.6 Job Performance

Job performance measured with 9 items scale developed by [58] using seven points Likert scale.

3.1.7 Coercive Pressure

The coercive pressure was assessed using a scale consisting of five

items, which demonstrated strong reliability and validity. The scale utilised a seven-point Likert scale was utilised [67]. For example, "Regulatory bodies closely monitor our compliance with industry standards". Coercive pressure was measured by the scale used by [57].

Once the data was collected, the researcher proceeded to clean it by removing any duplicate responses and questionnaires with identical answers. Excluded outliers from the data set. The data that could be utilised consisted of 199 responses.

4. Analysis

The hypothesised model was tested using SPSS. SPSS offers a diverse array of tests and procedures, making it a robust tool for effectively managing and manipulating data. SPSS offers the capability to generate comprehensive tables and reports.

4.1 Demographics of Respondents

Discussing the demographics of respondents is crucial for analysing the integrity, applicability, and validating the research findings. In addition, it ensures research transparency and allows for critical assessment by other researchers. It is important to have a clear understanding of how the research findings can be applied [68].

In the current study, the distribution of respondents was 35.2% female and 64.2% male. In terms of the age distribution of respondents, 20.1% fell within the 18-to-28-year range, while 28.1% fell within the 28-to-38-year range. 33.7% fell within the age range of 38 to 48 years. 18.1 percent of the respondents were above the age of 48 years.

Table 1: Demographic Characteristics.

	Categories	Percentage
Gender	Female	35.2%
	Male	64.8%
Age	18–28 years	20.1%
	28– 38 years	28.1%
	38– 48 years	33.7%
	> 48 years	18.1%
Education	Undergraduate	40.2%
	Graduate	39.2%
	Postgraduate	20.6%

4.2 Correlation and Descriptive

A correlation table provides a concise summary of the relationship between variables. Understanding the correlation between variables is beneficial for predictive analysis. Identifying significant relationships aids in the effective interpretation of data [66]. This tool facilitates comprehension of data structures and provides guidance for data analysis. Correlation analysis informs managerial decision making through data analytics [59].

The table below displays the mean values of the variables, ranging from 3.10 to 3.36. The standard deviation ranges from 1.05 to 1.20. There is a significant correlation between all variables. All variables exhibit significant correlations with each other at a significance level of 1%, except for the correlation between CP and LME. Additionally, the correlation between JP and JSP is significant at a 5% level.

Table 2: Correlation and Descriptive.

	Mean	SD	1	2	3	4	5	6	7
WFC	3.21	1.09	1						
LME	3.36	1.16	0.41**	1					
JSP	3.24	1.20	0.40**	0.48**	1				
CP	3.10	1.11	0.26**	0.27*	0.21**	1			
PSS	3.04	1.13	0.42**	0.34**	0.14**	0.22**	1		
JP	3.28	1.14	0.46**	0.48**	0.28*	0.27**	0.28**	1	
SV	3.18	1.05	0.31**	0.43**	0.42**	0.26**	0.50*	0.32**	1

*Significant at 5% **significant at 1%

4.3 Factor Loading

Confirmatory factor analysis allows researchers to determine the extent to which a single factor influences the value of the outcome variable by calculating factor loadings. The researcher performed a CFA using AMOS, which revealed that all the factors exhibited loadings exceeding 0.60 [60].

Table 3: Factor Loadings.

Measure	WFC	LME	JSP	PSS	SV	JP	CP
Work-Family conflict							
WFC1	.786						
WFC2	.864						
WFC3	.871						
WFC4	.795						
WFC5	.812						
Leader-Member relationship							
LME1		.883					
LME2		.859					
LME3		.785					
LME4		.798					
LME5		.656					
LME6		.781					
LME7		.818					
Job Security Perception							
JSP1			.861				
JSP2			.798				
JSP3			.882				
JSP4			.761				
JSP5			.695				
JSP6			.685				
Psychological Safety							
PSS1				.782			
PSS2				.727			
PSS3				.639			
PSS4				.817			
PSS5				.836			
Safety Voice							
SV1					.884		
SV2					.898		
SV3					.815		
SV4					.796		
Job Performance							
JP1						.835	
JP2						.811	
JP3						.790	
JP4						.688	
JP5						.789	
JP6						.801	
JP7						.815	
JP8						.580	
JP9						.823	
Coercive Pressure							
CP1							.884
CP2							.781
CP3							.694
CP4							.775
CP5							.798

The results in Table 3 indicate that WFC consists of five items, all of which have loadings between 0.79 and 0.871. The leader-member relationship consists of five items, each with factor loadings ranging from 0.656 to 0.883. The perception of JS was assessed using six items, with factor loadings ranging from 0.685 to 0.882. The measurement of psychological safety was conducted using five items, with factor loadings ranging from 0.639 to 0.836. The safety voice measurement consists of four items, with factor loadings ranging from 0.796 to 0.898. Job performance was assessed using nine items [65]. However, one item had a factor loading below 0.60 and was therefore excluded from the analysis. The remaining factors had loadings ranging from 0.789 to 0.835. The coercive pressure was assessed using five items with loadings ranging from 0.694 to 0.884.

4.4 Construct Reliability and Validity

The reliability of a construct ensures the consistency of its results [61], while validity ensures that the instrument is measuring what it is intended to measure [64]. The reliability and validity of the construct are crucial for ensuring research accuracy and quality. In order to establish discriminant validity, the values of AVE should be higher than the squared correlation values [62].

Table 4: Discriminant Validity and Construct Reliability.

	1	2	3	4	5	6	7	CR	Alpha
WFC	0.68							0.91	0.78
LMX	0.19**	0.64						0.89	0.81
JSP	0.16**	0.23**	0.61					0.90	0.89

CP	0.07**	0.07*	0.04**	0.62				0.90	0.87
PSS	0.18**	0.12**	0.02**	0.05**	0.58			0.87	0.79
JP	0.21**	0.23**	0.08*	0.07**	0.08**	0.72		0.91	0.86
SV	0.09**	0.18**	0.18**	0.07**	0.25*	0.10**	0.63	0.93	0.88

Diagonals have the AVE and the values below the diagonal are the squared correlation

The validity and reliability of the data were tested using table 4, which assessed the data's fitness against various standards. According to [63], data validity is determined by testing the p-value, which must be less than 5% to be considered significant. In order to test the validity of the data correlation, it is necessary for the correlation among the data to be statistically significant. The reliability of data was assessed using Cronbach's alpha. According to [63], reliability must exceed 70%. The table above shows that all variables have reliability scores above 70% and the AVE values are greater than 0.5, as specified by [63]. In order to assess the discriminant validity of the data, it is necessary to establish certain criteria. Specifically, the AVE values should exceed the squared correlations below the diagonal. The table indicates that the AVE values for variables WFC, LME, JSP, CP, PSS, JP, and SV are 0.68, 0.64, 0.61, 0.62, 0.58, 0.72, and 0.63, respectively. These values are higher than those below the diagonal. This finding provides evidence of discriminant validity. The construct reliability of all variables ranges from 0.87 to 0.93. Therefore, the data is suitable for analysing the hypothesised model.

4.5 Hypothesis Testing

SPSS was used to test the hypothesised model. The initial hypotheses tested the effects of WFC, leader-member exchange, and JS on PSS, as well as the effects of PSS on job performance and safety voice. The study later tested the indirect hypothesis that the role of PSS as a mediator between WFC, leader-member exchange, job satisfaction, and job performance, as well as safety voice. The study also examined the moderation of coercive pressure on the relationship between PSS and job performance, as well as the relationship between PSS and safety voice.

The results of the direct effects of independent variables on the dependent variable are shown in Table 5. The relationship between WFC and PSS is found to be statistically significant (β=0.27; P=0.00), indicating that a 27% change in the independent variable directly affects the dependent variable. This relationship is significant at a 1% level of significance. The relationship between leader-member exchange and the PSS is found to be positive and significant (β=0.34; P=0.00). The T value, which is greater than 2, indicates that the effect of leader-member exchange is statistically significant at the 1% level, as the P value is less than 1%. The direct effect of leader-member exchange on the PSS is 34%. The use of JS has a positive and significant effect on the PSS (β=0.35; P=0.00), with a T value greater than 2. The direct effect of JS on PSS is found to be positive and statistically significant at the 1% level, with a p-value of less than 1%. The effect of JS on the PSS is 35%. The

direct effect of PSS on job performance is statistically significant (β=0.56; P=0.00), indicating a positive and significant relationship between PSS and job performance at a significance level of 1%. A direct positive relationship exists between any change in PSS and a 56% increase in job performance. The safety voice is significantly affected by PSS, with a magnitude of 43%. The significance level is 1%, and the T value is 8.97.

Table 5: Direct Effects.

	Independent Variable	Dependent Variable	Standardized β	Sig	T value
1	Work-family conflict	Psychological Safety	0.27	0.000	3.88
	Leader-member exchange		0.34	0.000	5.02
	Job security		0.35	0.000	5.01
2	Psychological Safety	Job performance	0.56	0.000	9.51
		Safety Voice	0.43	0.000	8.97

Table 6: Indirect Effects of Mediation on Job Performance.

	Independent Variable	Dependent Variable	Mediator	Standardized β	Sig	T value
3	Work-family conflict	Job performance	Psychological Safety	0.15	0.000	6.05
	Leader-member exchange			0.19	0.001	5.78
	JS			0.19	0.020	2.90

The relationship between WFC and job performance is significantly mediated by PSS, with a magnitude of 0.15. This relationship is highly significant at the 1% level, with a p-value of 0.000 and a T-value of 6.05. The relationship between leader-member relationship and job performance is significantly mediated by PSS. The effect size is 0.19, which is statistically significant at the 1% level (P=0.001, T=5.78). In addition, it is worth noting that the relationship between JS and job performance is significantly mediated by PSS. The magnitude of this mediation is 0.19, with a significance level of 5% (P=0.020) and a T-value of 2.90. Hence, the data substantiates the mediation hypothesis.

The mediational role of PSS between the relationship of WFC, leader-member relationship, JS and safety voice is illustrated in the table above. The relationship between work-family conflict and the safety voice is mediated by PSS, with a magnitude of 0.12 and a significance level of 1% at P=0.004 and T=5.23. The relationship between leader-member exchange and safety voice is significantly mediated by PSS, with a magnitude of 0.15. This mediation is statistically significant at a 5% level, with a P-value of 0.010 and a T statistic of 4.78. The relationship between JS and safety voice is positively mediated by PSS, with a magnitude of 0.15 and a significance level of 1% (P=0.003, T=7.90).

Table 7: Indirect Effect of Mediation on Safety Voice.

	Independent Variable	Dependent Variable	Mediator	Standardized β	Sig	T value
3	Work-family conflict	Safety voice	Psychological Safety	0.12	0.004	5.23
	Leader-member exchange			0.15	0.010	4.78
	Job security perception			0.15	0.003	7.90

4.6 Moderation Analysis

A process macros developed by [27] was utilised to assess the impact of coercive pressure on the relationship between PSS and job performance. This tool is highly efficient and effective for testing moderation.

Table 8: Moderation of Coercive Pressure.

Independent Variable	Dependent Variable	Moderator	Effects	T-value	P-value	LLCI	ULCI
Psychological Safety	Job Performance	Low value of Coercive pressure	0.38	3.79	0.000	0.2430	0.5273
		High Value of Coercive pressure	0.51	6.81	0.000	0.3782	0.6486
Psychological Safety	Safety Voice	Low value of Coercive pressure	0.29	3.794	0.000	0.1367	0.4453
		High Value of Coercive pressure	0.51	6.8109	0.000	0.3601	0.6536

Based on the data presented in table 8, it is clear that coercive pressure has a positive and significant moderating effect on the relationship between PSS and job performance. The effect at lower and higher values of the moderator is 0.38 and 0.51 respectively, with T-values exceeding 2. The values of LLCI and ULCI also indicate significance in the same direction, without reaching zero, thus confirming a significant moderation. Coercive pressure has a significant moderating effect on the relationship between PSS and safety voice. Specifically, at low levels of coercive pressure, the beta value is 0.29, and at high levels, it is 0.51. These values are significant at the 1% level (P=0.000), with T-values greater than 2. The LLCI and ULCI values also support the significant moderation, as they are in the same direction and not equal to zero.
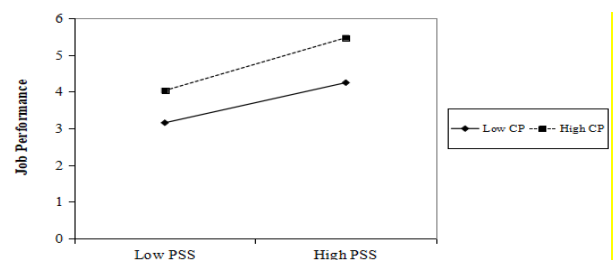

Figure 2: Moderation of Coercive Pressure on the Effect of Psychological Pressure on Job Performance.
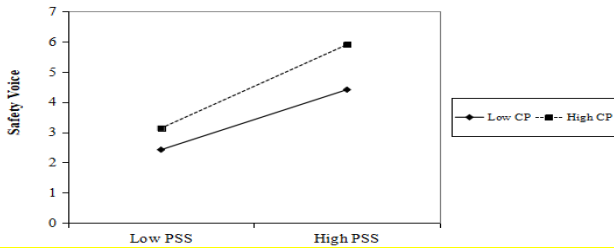
Figure 3: Moderation of Coercive Pressure on the Effect of Psychological Pressure on the Safety Voice.

5. Discussion

The Telecom sector holds significant importance worldwide. In order to remain competitive in the market, it is essential for employees to go above and beyond their assigned responsibilities. The performance of the employees is determined by their perception of safety. Telecom firms should analyse the factors that can contribute to their PSS. This study was conducted in the context of Telecom organisations based in Saudi Arabia. The study's findings indicate that PSS has a notable impact on safety voice. One possible explanation for these findings is that employees may be more inclined to discuss safety issues within the organisation if they feel secure. Employees are encouraged to engage in open communication and discussion regarding workplace safety with the Telecom firm, through the use of PSS. The participants in the study expressed their belief that when there is a culture of open communication, the work environment becomes more secure.

In this scenario, telecom companies can effectively address the safety concerns related to practices in the telecom industry. The study participants also noted that they have no difficulty expressing their safety concerns during the planning sessions and meetings. In addition, these employees have the freedom to express any safety concerns they may have to the safety representatives. It is important for individuals to remind their colleagues to take necessary precautions when they are going out into the field or engaging in installation activities. In addition, the participants in the study believe that they can openly communicate with their supervisors about any dangerous work conditions. The results align with the findings of [17] in the past.

Furthermore, the findings of the study further validate the assertion that PSS has a substantial impact on employee job performance. According to the employees in the telecom sector, feeling safe at work has a positive impact on their job performance. Due to their strong dedication, they are fully committed to their work without any distractions. The study participants noted that they have the freedom to bring various matters to the attention of top management. Their telecom firm promotes a culture of open communication, where employees are encouraged to raise any concerns, they may have regarding safety and procedures to the top management. These employees also feel secure when they are engaging in innovative activities at the workplace.

Additional colleagues are present to assist employees during the execution of hazardous tasks. Ultimately, within the organisation, there are few individuals who undermine the efforts of others during task execution [19]. Due to the support and encouragement from management, these employees can work more efficiently and effectively on the given task. Their work quality is also improved in this situation. The implementation of PSS ensures that employees' work aligns with managers' expectations. The employees' sense of safety motivates them to work diligently in pursuit of job promotion. Additionally, this individual derives satisfaction from their job. Their job satisfaction is attributed to their passion for work. Psychological safety positively influences employee retention.

The study findings indicate that perception of JS has a significant positive impact on the PSS of employees in the telecommunications sector. [44] also reported similar findings in their previous study. The respondents of the study, who are employees in the telecom sector, likely perceive a sense of job security, which may explain these findings. They also believe that they cannot be terminated without valid cause or reason. Consequently, they experience no workplace-related stress or anxiety. According to some workers, they have the opportunity to work for their entire lives if they choose to do so. The participants indicated that termination is only possible if they engage in illegal activities. Hence, employees must adhere to their job description in order to maintain their employment. JS has been found to reduce employee stress levels. Their overall mental and physical well-being is satisfactory. Consequently, their job performance surpasses that of others.

The study findings also indicate that there is a notable impact of WFC on PSS. The well-being of a person is closely tied to finding a harmonious equilibrium between their personal and professional spheres. The participants in the study expressed that they experience reduced stress levels due to the absence of work-family conflict. Feeling secure in their jobs, they are not stressed out. Individuals who experience work-family conflicts may face an increased risk of workplace accidents, particularly if they hold positions that require a high level of sensitivity. Employees in this line of work may also be more susceptible to mental health challenges, such as anxiety and burnout. The problem of stress and anxiety significantly impacts physical health, particularly cardiovascular health. These challenges are encountered by individuals when they struggle to maintain a healthy work-life balance. When one aspect is neglected, it inevitably has repercussions on the other in the long term. These findings align with the results of a previous study conducted by [25].

The results of this study indicate that the relationship between the leader and the members has a notable positive impact on PSS. Previous studies by [33] have also documented similar findings, highlighting the consistent relationship between the variables. The primary factor behind these findings is the belief among respondents that it is important for subordinates and supervisors to openly communicate their emotions with each other. Additionally, people should be able to openly share their empathy and concerns. It is important for subordinates and supervisors to openly communicate and support each other through the challenges of professional life. All these actions indicate a strong emotional connection. Ultimately, the study's findings indicate that coercive pressure plays a role in influencing the impact of PSS, performance, and safety voice. The relationship among these factors becomes robust when the organisation adheres to the rules and regulations set by external regulatory bodies. By adhering to these guidelines, an employee can experience a sense of psychological security and enhance their job performance. Previously, [51] also found evidence supporting the moderating role of coercive pressure.

6. Implications

This study addresses a gap in the existing research by examining the role of PSS as a mediator and considering multiple independent and dependent variables simultaneously. This has important theoretical implications. In addition, this study has made a valuable contribution to the existing body of knowledge by examining the simultaneous moderating role of PSS on two different paths. There is a lack of extensive research on PSS and safety voice in relation to Arab countries. Most comparable studies take place in Europe or other developed states. The present study also aims to address this gap in knowledge. In addition, there is a scarcity of studies that have examined the relationship between work-family conflict, LMX, and JS perception within a single framework. Numerous studies have made use of all these variables. The present study also addresses this gap.

The present study also has several managerial implications. The findings can be utilised by top management in the telecom sector to enhance employee security. The study's findings emphasise the significance of achieving a balance between work and family responsibilities to enhance employee performance. In addition, these findings can provide valuable insights for the decision-making bodies of the telecom sector to enhance their performance. The policy makers of the telecom sector can utilise these findings to gain a deeper understanding of their employees.

7. Limitations and Future Directions

Regarding limitations, this study utilised a cross-sectional research design due to the restricted time frame. Using a longitudinal research design would enhance the generalisability of the data, making it more applicable to future studies. The current study gathered data through a questionnaire completed by the participants. It is suggested that future studies could consider employing a mixed methodology approach to gather more comprehensive data. In addition, the study involves one mediation and two dependent variables. This model is quite intricate and presents challenges when attempting to analyse the impact of specific predictor variables on multiple outcomes simultaneously. Therefore, it is advisable for future studies to prioritise the examination of safety voice as the dependent variable in the current model. In addition, the data collected from the study was analysed using SPSS. It is recommended that future studies conducting similar research consider using alternative analysis tools like Smart PLS 4, as they are more advanced and up-to-date. For future studies in the same area, researchers may consider using sequential mediation to examine mediating effects.

In addition, this study has explored the mediating role of PSS. It is recommended that future studies consider evaluating its moderating role to make a greater contribution to the existing literature. In addition, the

study does not delve into the theoretical framework. Future studies may consider supporting the proposed model in future research. In the current framework, only one variable has been proposed as a moderator. This model can be expanded by incorporating social media as a moderator in the latter part of the process. In addition, the proposed model is evaluated within the context of KSA. In the future, a comparative study is being proposed with countries such as India or Malaysia.

Acknowledgement

Reference

[1] Grailey K, Lound A, Brett S. Lived experiences of healthcare workers on the front line during the COVID-19 pandemic: a qualitative interview study. BMJ open. 2021;11(12):e053680. doi:https://doi.org/10.1136/bmjopen-2021-053680

[2] Chughtai AA. Trust propensity and job performance: The mediating role of psychological safety and affective commitment. Current Psychology. 2022;41(10):6934-44. Doi: https://doi.org/10.1007/s12144-020-01157-6

[3] McCausland T. Creating psychological safety in the workplace. Taylor & Francis; 2023. p. 56-8. Doi: https://doi.org/10.1080/08956308.2023.2164439

[4] Derdowski LA, Mathisen GE. Psychosocial factors and safety in high-risk industries: A systematic literature review. Safety science. 2023;157:105948. Doi: https://doi.org/10.1016/j.ssci.2022.105948

[5] Sun Y, Jiang Y, Luo X, Zhang Y, Wu X. Development and validation of employee safety voice scale in the Chinese organizational context. Journal of Management & Organization. 2024;30(2):223-47. Doi: https://doi.org/10.1017/jmo.2022.73

[6] Walton CC, Purcell R, Pilkington V, Hall K, Kenttä G, Vella S, et al. Psychological safety for mental health in elite sport: a theoretically informed model. Sports Medicine. 2024;54(3):557-64. Doi: https://doi.org/10.1007/s40279-023-01912-2

[7] Boudreaux CJ. Employee compensation and new venture performance: does benefit type matter? Small Business Economics. 2021;57(3):1453-77. Doi: https://doi.org/10.1007/s11187-020-00357-5

[8] Wang R, Shi H, editors. A Review of Work Family Conflict Research. 2022 6th International Seminar on Education, Management and Social Sciences (ISEMSS 2022); 2022: Atlantis Press. Doi: https://doi.org/10.2991/978-2-494069-31-2_350

[9] Uhl-Bien M, Carsten M, Huang L, Maslyn J. What do managers value in the leader-member exchange (LMX) relationship? Identification and measurement of the manager's perspective of LMX (MLMX). Journal of Business Research. 2022;148:225-40. Doi: https://doi.org/10.1016/j.jbusres.2022.04.041

[10] Adekiya A. Perceived job insecurity and task performance: what aspect of performance is related to which facet of job insecurity. Current Psychology. 2024;43(2):1340-58. Doi: https://doi.org/10.1007/s12144-023-04408-4

[11] Hajiali I, Kessi AMF, Budiandriani B, Prihatin E, Sufri MM. Determination of work motivation, leadership style, employee competence on job satisfaction and employee performance. Golden Ratio of Human Resource Management. 2022;2(1):57-69. Retrieved from: https://goldenratio.id/index.php/grhrm/article/view/160

[12] López-Cabarcos MÁ, Vázquez-Rodríguez P, Quiñoá-Piñeiro LM. An approach to employees' job performance through work environmental variables and leadership behaviours. Journal of Business Research. 2022;140:361-9. Doi: https://doi.org/10.1016/j.jbusres.2021.11.006

[13] Noort MC, Reader TW, Gillespie A. Speaking up to prevent harm: A systematic review of the safety voice literature. Safety Science. 2019;117:375-87. Doi: https://doi.org/10.1016/j.ssci.2019.04.039

[14] Kolbe M, Eppich W, Rudolph J, Meguerdichian M, Catena H, Cripps A, et al. Managing psychological safety in debriefings: a dynamic balancing act. BMJ simulation & technology enhanced learning. 2020;6(3):164. Doi: https://doi.org/10.1136%2Fbmjstel-2019-000470

[15] Obrenovic B, Jianguo D, Khudaykulov A, Khan MAS. Work-family conflict impact on psychological safety and psychological well-being: A job performance model. Frontiers in psychology. 2020;11:475. Doi: https://doi.org/10.3389/fpsyg.2020.00475

[16] Yin J, Ma Z, Yu H, Jia M, Liao G. Transformational leadership and employee knowledge sharing: Explore the mediating roles of psychological safety and team efficacy. Journal of Knowledge Management. 2020;24(2):150-71. Doi: https://doi.org/10.1108/JKM-12-2018-0776

[17] Cao F, Zhang H. Workplace friendship, psychological safety and innovative behavior in China: a moderated-mediation model. Chinese Management Studies. 2020;14(3):661-76. Doi: https://doi.org/10.1108/CMS-09-2019-0334

[18] Sun Y, Yang H, Qian C, Jiang Y, Luo X, Wu X. Voice endorsement and employee safety voice behavior in construction projects: The mediating role of leader-member exchange. International journal of environmental research and public health. 2022;19(6):3374. Doi: https://doi.org/10.3390/ijerph19063374

[19] Sun Y, Yang H, Wu X, Jiang Y, Qian C. How safety climate impacts safety voice—Investigating the mediating role of psychological safety from a social cognitive perspective. International journal of environmental research and public health. 2022;19(19):11867. Doi: https://doi.org/10.3390/ijerph191911867

[20] Allen TD, French KA, Dumani S, Shockley KM. A cross-national meta-analytic examination of predictors and outcomes associated with work–family conflict. Journal of Applied Psychology. 2020;105(6):539. Retrieved from: https://psycnet.apa.org/doi/10.1037/apl0000442

[21] Soelton M, Amaelia P, Prasetyo H, editors. Dealing with job Insecurity, work stress, and family conflict of employees. 4th International Conference on Management, Economics and Business (ICMEB 2019); 2020: Atlantis Press. Doi: https://doi.org/10.2991/aebmr.k.200205.031

[22] Kumar P, Kumar N, Aggarwal P, Yeap JA. Working in lockdown: the relationship between COVID-19 induced work stressors, job performance, distress, and life satisfaction. Current Psychology. 2021:1-16. Doi: https://doi.org/10.1007/s12144-021-01567-0

[23] Basit AA. Trust in supervisor and job engagement: Mediating effects of psychological safety and felt obligation. Leadership and Supervision: Routledge; 2021. p. 122-42. Doi: https://doi.org/10.4324/9781003243595

[24] Lizano EL. The impact of work-family conflict on psychological well-being: A cross-sectional study of Salvadoran social workers. Journal of Ethnic & Cultural Diversity in Social Work. 2022;31(1):51-61. Doi: https://doi.org/10.1080/15313204.2020.1827333

[25] Huang X, Liu Y, Zhao J. The Impacts of Work-Family Conflict and Corporate Innovation on Organizational Performance. SAGE Open. 2024;14(2):21582440241247626. Doi: https://doi.org/10.1177/21582440241247626

[26] Ahmad I, Gao Y, Su F, Khan MK. Linking ethical leadership to followers' innovative work behavior in Pakistan: the vital roles of psychological safety and proactive personality. European Journal of Innovation Management. 2023;26(3):755-72. Doi: https://doi.org/10.1108/EJIM-11-2020-0464

[27] Preacher KJ, Hayes AF. Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. Behavior research methods. 2008;40(3):879-91. Doi: https://doi.org/10.3758/BRM.40.3.879

[28] Ji H, Zhao X, Dang J. Relationship between leadership-member exchange (LMX) and flow at work among medical workers during the COVID-19: the mediating role of job crafting. BMC psychology. 2023;11(1):162. Doi: https://doi.org/10.1186/s40359-023-01194-3

[29] Mäkelä L, Tanskanen J, De Cieri H. Do relationships matter? Investigating the link between supervisor and subordinate dedication and cynicism via the quality of leader–member exchange. Journal of Leadership & Organizational Studies. 2021;28(1):76-90. Doi: https://doi.org/10.1177/1548051820967010

[30] Wang C, Ponnapalli AR, Sin H-P. A Purposeful Approach to LMX Differentiation: The Role of LMX With Key Members. Group & Organization Management. 2024;49(2):299-331. Doi: https://doi.org/10.1177/10596011241230702

[31] Xie Z, Wu N, Yue T, Jie J, Hou G, Fu A. How leader-member exchange affects creative performance: an examination from the perspective of self-determination theory. Frontiers in Psychology. 2020;11:573793. Doi: https://doi.org/10.3389/fpsyg.2020.573793

[32] Oktavio A. To what extent is leader-member exchange and psychological safety able to influence counterproductive work behavior? Evidence from the hospitality industry in Surabaya, Indonesia. 2020. Retrieved from: http://dspace.uc.ac.id/handle/123456789/2799

[33] Gao Y, Liu H, Sun Y. Understanding the link between work-related and non-work-related supervisor–subordinate relationships and affective commitment: the mediating and moderating roles of

psychological safety. Psychology research and behavior management. 2022:1649-63. Doi: https://doi.org/10.2147/PRBM.S367282

[34] Liu X, Mao JY, Chiang JTJ, Guo L, Zhang S. When and why does voice sustain or stop? The roles of leader behaviours, power differential perception and psychological safety. Applied Psychology. 2023;72(3):1209-47. Doi: https://doi.org/10.1111/apps.12432

[35] Durrah O. Do we need friendship in the workplace? The effect on innovative behavior and mediating role of psychological safety. Current Psychology. 2023;42(32):28597-610. Doi: https://doi.org/10.1007/s12144-022-03949-4

[36] Xu Z, Wang H, Suntrayuth S. Organizational climate, innovation orientation, and innovative work behavior: the mediating role of psychological safety and intrinsic motivation. Discrete Dynamics in Nature and Society. 2022;2022(1):9067136. Doi: https://doi.org/10.1155/2022/9067136

[37] Su X, Jiang X, Lin W, Xu A, Zheng Q. Organizational innovative climate and employees' improvisational behavior: The mediating role of Psychological Safety and the moderating role of creative self-efficacy. Sage Open. 2022;12(4):21582440221132526. Doi: https://doi.org/10.1177/21582440221132526

[38] Shoss MK. Job insecurity: An integrative review and agenda for future research. Journal of management. 2017;43(6):1911-39. Doi: https://doi.org/10.1177/0149206317691574

[39] Firdaus F, Ujianto U, Slamet R. The Effect of Job Security and Job Attractiveness on Intention to Leave: the Mediation Role of Employee Engagement. International Journal of Professional Business Review: Int J Prof Bus Rev. 2023;8(5):12. Retrieved from: https://dialnet.unirioja.es/servlet/articulo?codigo=8984864

[40] Wahyuni S, Musnadi S, Nurdin R. The Effect Of Job Security And Organizational Support On Job Satisfaction And Its Implication On Employee Performance In The Ministry Of Religion Office Of Banda Aceh City. International Journal of Scientific and Management Research. 2020;3(4):35-47. Retrieved from: https://ijsmr.in/doc/ijsmr_01_6888_94.pdf

[41] Jeong J, Kim B-J, Lee J. The effect of job insecurity on knowledge hiding behavior: The mediation of psychological safety and the moderation of servant leadership. Frontiers in Public Health. 2023;11:1108881. Doi: https://doi.org/10.3389/fpubh.2023.1108881

[42] Aguiar-Quintana T, Nguyen THH, Araujo-Cabrera Y, Sanabria-Díaz JM. Do job insecurity, anxiety and depression caused by the COVID-19 pandemic influence hotel employees' self-rated task performance? The moderating role of employee resilience. International journal of hospitality management. 2021;94:102868. Doi: https://doi.org/10.1016/j.ijhm.2021.102868

[43] Da Veiga A, Astakhova LV, Botha A, Herselman M. Defining organisational information security culture—Perspectives from academia and industry. Computers & Security. 2020;92:101713. Doi: https://doi.org/10.1016/j.cose.2020.101713

[44] Kožo A, Hodžić I, Bičo Ćar M, editors. Job Insecurity and Psychological Safety in the Workplace: Evidence from Bosnia and Herzegovina. International Conference "New Technologies, Development and Applications"; 2022: Springer. Doi: https://doi.org/10.1007/978-3-031-05230-9_115

[45] Castro DR, Anseel F, Kluger AN, Lloyd KJ, Turjeman-Levi Y. Mere listening effect on creativity and the mediating role of psychological safety. Psychology of Aesthetics, Creativity, and the Arts. 2018;12(4):489. Retrieved from: https://psycnet.apa.org/doi/10.1037/aca0000177

[46] Joo B-K, Yoon SK, Galbraith D. The effects of organizational trust and empowering leadership on group conflict: psychological safety as a mediator. Organization Management Journal. 2023;20(1):4-16. Doi: https://doi.org/10.1108/OMJ-07-2021-1308

[47] Yue X, Huo B, Ye Y. The impact of coercive pressure and ethical responsibility on cross-functional green management and firm performance. Journal of Business & Industrial Marketing. 2023;38(5):1015-28. Doi: https://doi.org/10.1108/JBIM-09-2021-0446

[48] Marculetiu A, Ataseven C, Mackelprang AW. A review of how pressures and their sources drive sustainable supply chain management practices. Journal of Business Logistics. 2023;44(2):257-88. Doi: https://doi.org/10.1111/jbl.12332

[49] Aragòn-Correa JA, Marcus AA, Vogel D. The effects of mandatory and voluntary regulatory pressures on firms' environmental strategies: A review and recommendations for future research. Academy of Management Annals. 2020;14(1):339-65. Doi: https://doi.org/10.5465/annals.2018.0014

[50] Alshumrani S, Baird K, Munir R. Management innovation: the influence of institutional pressures and the impact on competitive advantage. International Journal of Manpower. 2022;43(5):1204-20. Doi: https://doi.org/10.1108/IJM-05-2021-0291

[51] Wang YM, Ahmad W, Arshad M, Yin HL, Ahmed B, Ali Z. Impact of coordination, psychological safety, and job security on employees' performance: The moderating role of coercive pressure. Sustainability. 2021;13(6):3175. Doi: https://doi.org/10.3390/su13063175

[52] Tagod M, Adeleke A, Moshood TD. Coercive pressure as a moderator of organizational structure and risk management: Empirical evidence from Malaysian construction industry. Journal of safety research. 2021;77:139-50. Doi: https://doi.org/10.1016/j.jsr.2021.02.011

[53] Netemeyer RG, Boles JS, McMurrian R. Development and validation of work–family conflict and family–work conflict scales. Journal of applied psychology. 1996;81(4):400. Retrieved from: https://psycnet.apa.org/buy/1997-41277-006

[54] AlHashmi M, Jabeen F, Papastathopoulos A. Impact of leader–member exchange and perceived organisational support on turnover intention: The mediating effects of psychological stress. Policing: An International Journal. 2019;42(4):520-36. Doi: https://doi.org/10.1108/PIJPSM-06-2018-0081

[55] Geçdoğan Yilmaz R, Aydin B. Development of the Job Security Perception Scale: Validity and Reliability Study. Anatolian Journal of Educational Leadership & Instruction/Anadolu Eğitim Liderliği ve Öğretim Dergisi. 2023;11(2). Retrieved from: https://openurl.ebsco.com/EPDB%3Agcd%3A9%3A8030153/detailv2?sid=ebsco%3Aplink%3Ascholar&id=ebsco%3Agcd%3A174987725&crl=c

[56] Khan J, Jaafar M, Javed B, Mubarak N, Saudagar T. Does inclusive leadership affect project success? The mediating role of perceived psychological empowerment and psychological safety. International Journal of Managing Projects in Business. 2020;13(5):1077-96. Doi: https://doi.org/10.1108/IJMPB-10-2019-0267

[57] Bazzoli A, Curcuruto M, Morgan JI, Brondino M, Pasini M. Speaking up about workplace safety: An experimental study on safety leadership. Sustainability. 2020;12(18):7458. Doi: https://doi.org/10.3390/su12187458

[58] Valaei N, Jiroudi S. Job satisfaction and job performance in the media industry: A synergistic application of partial least squares path modelling. Asia Pacific Journal of Marketing and Logistics. 2016;28(5):984-1014. Doi: https://doi.org/10.1108/APJML-10-2015-0160

[59] Curtis EA, Comiskey C, Dempsey O. Importance and use of correlational research. Nurse researcher. 2016;23(6). Doi: https://doi.org/10.7748/nr.2016.e1382

[60] Hair JF, Ringle CM, Sarstedt M. PLS-SEM: Indeed a silver bullet. Journal of Marketing theory and Practice. 2011;19(2):139-52. Doi: https://doi.org/10.2753/MTP1069-6679190202

[61] Nunally J, Bernstein L. Psychometric Theory. New York: MacGrow-Hill Higher. INC; 1994.

[62] Fornell C, Larcker DF. Evaluating structural equation models with unobservable variables and measurement error. Journal of marketing research. 1981;18(1):39-50. Doi: https://doi.org/10.1177/002224378101800104

[63] Hair JF, Ringle CM, Sarstedt M. Partial least squares structural equation modeling: Rigorous applications, better results and higher acceptance. Long range planning. 2013;46(1-2):1-12. Retrieved from: https://ssrn.com/abstract=2233795

[64] Syamsuri AS, Bancong H. Do gender and regional differences affect students' reading literacy? a case study in Indonesia. Eurasian Journal of Applied Linguistics. 2022;8(1):97-110. Retrieved from: https://ejal.info/menuscript/index.php/ejal/article/view/136

[65] El-Astal M. Exploring the Workplace Culture of an Eastern Ontario University's Writing Center: A Quasi-Ethnographic Study. Eurasian Journal of Educational Research. 2024;109(109):314-29. Retrieved from: https://ejer.com.tr/menuscript/index.php/journal/article/view/1611

[66] Muthuswamy VV, Bala ML. The sway of Emotional Intelligence and its cutting-edge on the Performance of Employees. Przestrzeń Społeczna (Social Space). 2022;22(3):257-76. Retrieved from: https://socialspacejournal.eu/menu-script/index.php/ssj/article/view/130

[67] Alkhazaleh M, Khasawneh MAS, Alkhazaleh ZM, Alelaimat AM, Alotaibi MM. An Approach to Assist Dyslexia in Reading Issue: An Experimental Study. Przestrzeń Społeczna (Social Space). 2022;22(3):133-51. Retrieved from: https://socialspacejournal.eu/menu-script/index.php/ssj/article/view/121

[68] Shaheed JM, Alabdily DH, Amanah AA. 202 Strategic Physiognomy And Its Impact On Achieving Outstanding Performance. International Journal of eBusiness and eGovernment Studies. 2023;15(3):86-104. Retrieved from: https://sobiad.org/menuscript/index.php/ijebeg/article/view/1820

[69] Hamid BA, Charoenchang C, Dewandaru G, Islam MU. What drives the halal food and beverage trade? A gravity model investigation.

Cuadernos de Economia. 2022;45(127):191-201. Retrieved from: https://cude.es/submit-a-manuscript/index.php/CUDE/article/view/250

[70] Hasnawati S, Hendrawaty E, Wanda S. Similarity Check Article: Investment in Pandemic: Do Behavioral And Demographic Factors Play A Role? International Journal of Economics and Finance Studies. 2022;14(03):314-42. Retrieved from: https://sobiad.org/menuscript/index.php/ijefs/article/view/1276/249

[71] Chen L, Gooi LM, Wei F, Song X, Wang Z. Understanding Accounting Information, Quality, And Operations Sustainable Development Performance: The Mediating Role Of Digital Transformation. Operational Research in Engineering Sciences: Theory and Applications. 2024;7(1). Retrieved from: https://oresta.org/menu-script/index.php/oresta/article/view/710

Appendix

Table: Details of Items of Variables.

S. N	Variables	Item	Scale	Reference Number
1.	Work-Family Conflict (WFC)	The demands of my work interfere with my home and family life. The amount of time my job takes up makes it difficult to fulfill family responsibilities. Things I want to do at home do not get done because of the demands my job puts on me. My job produces strain that makes it difficult to fulfill family duties. Due to work-related duties, I have to make changes to my plans for family activities.	4	[53]
2.	Leader-member relationship	My supervisor personally helps me to solve My relationship with my supervisor is effective I have confidence in my supervisor to support my decisions My supervisor considers my suggestions We are both suited to each other My supervisor understands my problems My supervisor recognises my potential	7	[54]
3.	Job Security Perception	I have adequate job security. I can't be arbitrarily fired. I have no fear of being fired. I think I have a lifetime job guarantee in this organization. I will not be terminated except for the cases specified in the law. I will not be fired when I work in accordance with my rights and obligations.	5	[55]
4.	Psychological Safety (PS)	I am able to bring up problems and tough issues. People in this organization sometimes reject others for being different. It is safe to take risk in this organization. It is easy for me to ask other members of this organization for help. No one in this organization would deliberately act in a way that undermines my efforts.	5	[56]
5.	Safety Voice	Raising safety concerns during planning sessions. Raising safety concerns to the local safety representative. Remind coworkers to take precautions. Tell the supervisor about hazardous work.	4	[57]
6.	Job Performance	My work efficiency is much higher than average. My standards of work quality are higher than the formal standards for this job. My work meets expectations of my manager. I strive for higher quality work than required. I expect to be promoted faster than average. I am far more knowledgeable than others who work in my area of expertise. I find real enjoyment in my job, and I am fairly well satisfied. I like my job better than the average worker. I intend to remain in my profession.	9	[58]
7.	Coercive Pressure	Our organization must comply with strict regulations to avoid legal penalties. Regulatory bodies closely monitor our compliance with industry standards. Failure to comply with regulations results in significant penalties for our organization. Key stakeholders expect our organization to adhere to specific rules and regulations. Our organization has made significant changes to comply with external regulations.	5	[57]