

## ECONOMICS

## Sociology

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### THE EFFECT OF JOB INSECURITY ON ORGANIZATIONAL TRUST DURING THE COVID-19 PANDEMIC: EVIDENCE FROM THE AVIATION SECTOR

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**ABSTRACT.** Due to the novel COVID-19, millions of workers in the aviation industry have lost their jobs, and most of the remaining employees experience unemployment anxiety. This study aims to investigate the effects of job insecurity on both managerial and organizational trust and the mediating role of unemployment anxiety in hopes of improving employees' well-being and promoting business continuity. In this cross-sectional study, the convenient sampling method was adopted. The research was conducted with the participation of aviation sector employees (n=210) of ground handling companies located in Türkiye. The Partial Least Squares Structural Equation Modeling (PLS-SEM) was performed on the collected data for hypothesis testing. As per the results obtained from the study, quantitative job insecurity increases pessimism and adversely affects managerial trust and organizational trust (through managerial trust). Moreover, qualitative insecurity increases optimism, which adversely affects managerial trust. Managerial trust affects organizational trust positively. This study reveals that qualitative job insecurity led the employees to retain optimism but damaged both management and organizational trust during the COVID-19 pandemic. Quantitative job insecurity, on the other hand, caused pessimism and, as a result, affected managerial trust negatively.

**Keywords:** unemployment anxiety, COVID-19, job insecurity, managerial trust, organizational trust

### Introduction

COVID-19 was initially reported in Wuhan (China), in December 2019 (Velavan & Meyer, 2020). It then quickly spread over the world in two months, prompting the World Health Organization (WHO) to declare a pandemic on March 11, 2020 (Cucinotta & Vanelli, 2020; Suk & Kim, 2021).

Despite WHO's opposition, governments worldwide imposed travel restrictions, some even going the extra mile to close their borders to anyone other than their citizens (Brumfiel & Wilburn, 2020; Thiessen, 2020). As shown in Figure 1, by mid-May 2020, i.e., two months

after the WHO's declaration of the COVID-19 pandemic, 99 countries suspended flights, 52 countries closed their borders to nonresidents, and 48 countries closed their borders to visitors from specific countries. Only three countries did not put any reported restrictions into effect (Brumfiel & Wilburn, 2020).

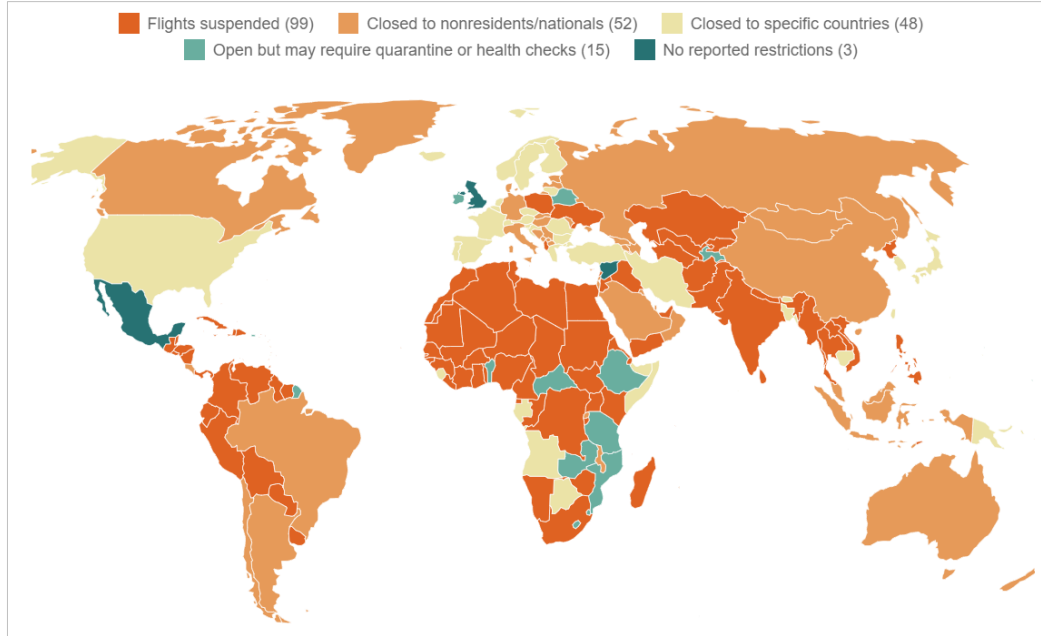


Figure 1. Travel restrictions imposed by countries

Source: Brumfiel & Wilburn, 2020.

On top of these imposed restrictions, changes in customer behaviors and preferences resulted in a severe reduction in demand for aircraft services (Suk & Kim, 2021). Furthermore, the situation was worsened by the IATA's lack of foreseeing the long-term effects of the pandemic (Aslan, 2022). Due to the aviation industry's strategic importance and position, governments entered into the equation, adopting some measures to prevent bankruptcies. In addition to some tax and social security cut exceptions, support packages worth trillions of dollars were effectuated (Aslan, 2022). Nevertheless, severe declines in passenger numbers, combined with precautions adopted to prevent the spread of coronavirus, paralyzed the aviation industry. Because of several factors, including political and economic issues, the trade-off between assuring operations and sustaining competition during the pandemic was difficult. Hence, over 40 commercial airlines, including some flag carriers, have either declared bankruptcy or ceased operations, restricted the number of flights and destinations (Aslan, 2022), or early retired many aircraft in their fleets (Deveci, Çiftçi, Akyurt, Ernesto, Santibanez, 2022).

As a result of the decreasing number of passengers, flights, and aircraft, aviation companies have adopted flexible and part-time working methods apart from measures such as layoffs and unpaid leave, which caused employees to experience job insecurity (Chirkowska-Smolak & Chumak, 2021). Although human resources are the most critical competitive factor in the aviation industry (Türk, 2020), around 24.6 million employees in the aviation sector are expected to be affected by COVID-19-related downsizing (Pearce, 2020), which is about 37.7% of the 65.5 million jobs created by the aviation industry (IATA, 2018), but almost all employees in the sector feel the job insecurity.

The complex nature of the aviation industry, with its various challenges and constant evolution, has highlighted the need to explore the connection between unemployment anxiety, job insecurity, and trust within this context. Understanding these interconnections could lead to

improved organizational practices, better employee well-being, and potentially more resilient industry strategies. Hence, the current study intends to delve into the complex relationship between job insecurity, unemployment anxiety, and organizational trust in the aviation industry during the COVID-19 pandemic. By addressing critical questions related to the effect of job insecurity on unemployment anxiety and trust, and the mediating role of unemployment anxiety, this research aims to fill a significant gap in the existing literature. Furthermore, this paper seeks to explore these crucial connections and provide insights that could help both practitioners and researchers in the field.

## 1. Literature review and hypothesis development

The concept of job insecurity was initially defined as the uncertainty that arises only in the future existence of the job and the state of anxiety caused by this situation. Then, apart from losing the job, it has begun to be defined as two-dimensional, including the negative changes in job characteristics such as wages and additional wages, physical conditions of the work environment, and situations such as the lack of power of the personnel to intervene in developments that will affect them at work (Polat, 2020). Concerns about the future viability of one's employment constitute the quantitative insecurity dimension, and concerns about the crucial job characteristics are the qualitative insecurity.

Quantitative and qualitative insecurity adversely affect employees and their organizations (Hellgren, Sverke, & Isaksson, 1999). Job satisfaction, organizational commitment (Huang, Zhang, & Zhang, 2021), intention to leave (Cheng & Chan, 2008), psychological well-being (de Witte, 1999), stress, depression, and unemployment anxiety are some of the adverse effects of job insecurity (Chirkowska-Smolak & Chumak, 2021; Cheng, Huang, Lee, & Ren, 2012; Richter et al., 2013).

The layoffs and unprecedented uncertainty have increased job insecurity among aviation employees. This insecurity is quantitative (fear of losing a job) and qualitative (concerns about changes in job characteristics). Job insecurity in the aviation context is particularly acute due to the strategic importance of the industry and the political and economic complexities involved (Aslan, 2022).

Job insecurity significantly impacts both employees and organizations, causing a chain reaction of problems that can reverberate throughout the workplace. Employees may experience increased stress, anxiety, and depression due to the fear and uncertainty associated with potential job loss. These emotional tolls frequently manifest as decreased job satisfaction, decreased organizational commitment, and even physical health problems over time. Employee dissatisfaction, in turn, can have a negative impact on organizational outcomes. Organizations dealing with high levels of job insecurity among their workforce may see a drop in productivity, a loss of trust between management and employees, and an increase in turnover rates. The costs associated with these issues can be significant, ranging from losing valuable skills and experience to recruiting and training new employees. In a sector as interconnected and dynamic as aviation, where trust and stability are critical, job insecurity can be particularly severe, jeopardizing the organization's cohesiveness and overall success.

Regarding unemployment anxiety and job insecurity, the latter is particularly pervasive in dynamic sectors like aviation, profoundly influencing employees and organizations and setting off a complex chain of effects that intertwines with unemployment anxiety. The fear and uncertainty of potential job loss lead to increased stress and anxiety among employees and fuels a specific form of distress known as unemployment anxiety. This anxiety is characterized by an intense concern over the prospect of losing one's job and the subsequent challenges of finding new employment. This anxiety can be heightened within the aviation industry, where roles are

specialized, and opportunities might be scarce. Employees grappling with unemployment anxiety often experience decreased job satisfaction, reduced organizational commitment, and even physical health problems. These effects, in turn, can lead to organizational challenges such as declines in productivity, diminished trust, and increased turnover rates. In the context of the aviation industry, where trust, stability, and specialized skills are essential, the combined impact of job insecurity and unemployment anxiety can be especially damaging, threatening the overall success and cohesion of organizations.

Unemployment anxiety has three dimensions (Özbay & Öncel, 2017): optimism, desire to achieve, and pessimism. Pessimism is the thought that adverse situations will occur without prospects of favorable conditions. (Abramson et al., 1989). The desire to achieve is a driver of motivation to accomplish valued outcomes (Fleck, Volkema, Pereira, & Vaccari, 2017). In the aviation sector, where the scarcity of available jobs during the pandemic has been significant, this anxiety has taken on particular relevance. Understanding how these dimensions interact with job insecurity and the effects on organizational trust is essential. Hence, our first set of research questions is about the effect of job insecurity on unemployment anxiety:

*Research Question 1: Does job insecurity affect unemployment anxiety? Which dimensions of unemployment anxiety are being affected? Does qualitative or quantitative job insecurity affect unemployment anxiety more?*

During the coronavirus pandemic, when most companies seek survival by downsizing, having a job is the most important source of hope for employees. Nevertheless, quantitative job insecurity should adversely affect all three dimensions of pessimism since the possibility of finding a similar or even less-paying job during the pandemic is a great challenge for everyone. Qualitative job insecurity, however, should cause a decrease in pessimism and in the desire to achieve because of the unfavorable work conditions, and an increase in optimism since, despite all the hurdles, the employee still holds a job and hope. The coronavirus pandemic was a process that made everyone feel insecure about their job. In this process, the aviation industry workers were the worst sufferers due to the scarcity of available jobs. Because of this situation holding a job, regardless of the job characteristics, should make employees optimistic. The hypotheses that reflect our understanding are as follows:

*H1: Quantitative job insecurity adversely affects (a) desire to achieve, (b) pessimism, and (c) optimism. Qualitative job insecurity adversely affects (d) desire to achieve and (e) pessimism and positively affects (f) optimism.*

Another outcome of job insecurity, besides unemployment anxiety, is organizational trust. Previous studies have revealed that job insecurity negatively affects organizational trust (Cheng & Chan, 2008; Ashford, Lee, & Bobko, 1989; Pearce, 1994), an essential issue for employees and organizations. As the social exchange theory suggests, there is a link between organizational trust and organization identification. Employees who trust their organizations are likely to develop positive attitudes toward them, making them feel responsible and obliged to contribute to their organizations' well-being (Salamon & Robinson, 2008; Settoon, Bennett, & Liden, 1996).

The social exchange theory, which underlines the relationship between trust and mutual obligations in organizational settings, is relevant in the aviation industry's context. The aviation sector operates on a complex network of relationships between airlines, employees, regulators, and consumers. Trust forms the bedrock of these relationships, fostering collaboration and facilitating the smooth operation of this interconnected system. Employees in the aviation industry, especially during times of uncertainty such as the COVID-19 pandemic, rely heavily on trust in their organizations to ensure job security and fair treatment. In this context, the social exchange theory provides a framework for understanding how employees perceive their

relationship with their organization and managers. When employees perceive that their organizations fulfill their obligations, such as providing job security and appropriate working conditions, a positive exchange relationship is fostered. In contrast, any perception of unfulfilled obligations or unfair treatment can undermine this trust, with potentially severe implications for the organization's overall functioning and resilience. Therefore, the social exchange theory's principles offer critical insights into the aviation industry's organizational dynamics and the essential role that trust plays within it.

Studies have shown that, especially during downsizing, perceived job insecurity causes lower productivity, managerial trust, and increased intention to quit (Brockner, J., Grover, Reed, de Witt, & O'Malley, 1987; Brockner, Grover, & Blonder, 1988; Brockner & Wiesenfeld, 1993; Ket et al., 1997; Allen, Freeman, Russell, Reizenstein, & Rentz, 2001). Furthermore, because they were the ones whose job agreements were chosen to be terminated, job insecurity makes employees perceive the treatment of their managers as unfair (Brockner, Tyler, & Cooper-Schneider, 1992). Hence, our second set of research questions is about the effect of job insecurity on managerial and organizational trust:

*Research Question 2: Does job insecurity experienced during the pandemic affect managerial and organizational trust? If it does, then which one is being affected more, and does managerial trust have a mediating effect on this effect?*

*Research Question 3: Does unemployment anxiety have a mediating effect on the effect of job insecurity on managerial and organizational trust?*

Although the job insecurity experienced during the prevalence of pandemic conditions – a period when all companies, and even countries, are at a disadvantage – should not harm employees' managerial and organizational trust, for such a predicament is no longer related to the company, when an employee is laid-off, i.e., quantitative job insecurity, the first question on the employee's mind is something like “why me?” (Clair & Dufresne, 2004). The fairness of the layoff process and the way employees are treated (Bies, Martin, C. L., & Brockner, 1993) answer this question. Perceived unfairness causes the violation of implicit psychological contracts, which, in the end, reduces managerial and organizational trust (Feldman & Leana, 2000) and causes anger. Likewise, qualitative job insecurity should cause employees to blame managers and the organization since the work conditions have worsened and several colleagues have been laid off. Furthermore, unemployment anxiety should mediate all these effects since both types of job insecurity cause the employees to worry about the future, which also harms both managerial and organizational trust. Hence, we hypothesize the following:

*H2: (a) qualitative and (b) quantitative job insecurity affect managerial trust.*

*H3: (a) qualitative and (b) quantitative job insecurity affect organizational trust.*

*H4: (a) desire to achieve, (b) pessimism, and (c) optimism affect organizational trust.*

*H5: (a) desire to achieve, (b) pessimism, and (c) optimism affect managerial trust.*

*H6: Managerial trust positively affects organizational trust.*

*H7: (a) desire to achieve, (b) pessimism, and (c) optimism mediate the effect of the quantitative job insecurity on organizational trust, (d) desire to achieve, (e) pessimism, and (d) optimism mediate the effect of the qualitative job insecurity on organizational trust.*

*H8: Managerial trust mediates the effect of (a) quantitative and (b) qualitative job insecurity on organizational trust.*

*H9: Managerial trust mediates the effect of (a) desire to achieve, (b) pessimism, and (c) optimism on organizational trust.*

Moreover, to our knowledge, the effect of job insecurity caused by the coronavirus on managerial and organizational trust and the mediating effect of unemployment anxiety is a subject that has not been studied in any sector, let alone the aviation sector. Furthermore, to our knowledge, the mediating role of unemployment anxiety has never been studied in the effect of job insecurity on managerial and organizational trust. Again in this sense, the pandemic period can be considered no exception, and thus there is a gap in the literature in this field. This study aims to fill this gap by revealing these effects and thus contributes to the literature..

## **2. Methodological approach**

### **2.1. Sample**

This cross-sectional study adopted a convenient sampling method. The data were obtained in May and June 2020, from 210 people working in the aviation industry in Türkiye, accessed by the convenience sampling method. According to the survey results, most of the participants are single males — mostly younger than 30 — with 3 to 5 years of tenure.

### **2.2. Data collection tools**

In the study, we used the job insecurity scale, unemployment attitude scale, organizational trust scale, and demographic questions to collect data. The participants' responses were received by a 5-point Likert-type scale ranging from (1) Strongly Disagree to (5) Strongly Agree.

#### **2.2.1. Job insecurity scale**

The job insecurity scale was developed by Dede (2017) based on Greenhalgh and Rosenblatt (1984) Model. The scale has nine items and two dimensions: Qualitative and Quantitative Job Insecurity. The qualitative job insecurity scale has five items (item numbers 5, 6, 7, 8, and 9), and quantitative job insecurity has four items (item numbers 1, 2, 3, and 4).

#### **2.2.2. Unemployment anxiety**

The unemployment Anxiety scale is developed by Tunçsiper, Biçil, and Biçen (2012), which has 12 items and three dimensions: pessimism, desire to achieve, and optimism.

#### **2.2.3. Organizational trust inventory**

The organizational Trust Inventory was developed by Nyhan and Marlow (1997). The scale has 12 items and two dimensions: managerial trust (8 items) and organizational trust (4 items).

### **2.3. Purpose and model of the research**

This study examined the effect of job insecurity on organizational and managerial trust and the mediating role of unemployment anxiety in these effects. The conceptual model of the research is depicted in Figure 2.

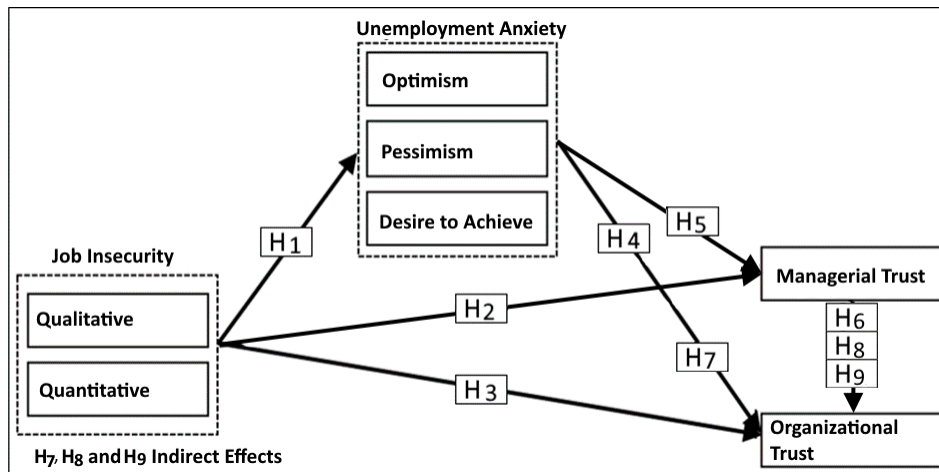


Figure 2. Research model

### 3. Findings

#### 3.1. Demographic characteristics of participants

The questionnaires were delivered to participants electronically to 306 people who work primarily in ground handling and passenger services. Of the 306 people, 258 answered the questionnaire (response rate of 84.3%). Forty-eight incomplete or inaccurate surveys were excluded from the analysis, leaving 210 questionnaires to carry out all the analyses. The demographics of participants are given in Table 1.

Table 1. Demographics of the participants

		Frequency	Percent
Age	30 and Younger	88	41,9
	Between 31-40 Years	65	31,0
	Between 41-50 Years	42	20,0
	51 Years and Older	15	7,1
Gender	Man	133	63,3
	Woman	77	36,7
Education	High School	8	3,8
	College	37	17,6
	Undergraduate	109	51,9
	Graduate School	56	26,7
Tenure	0-2 Years	53	25,2
	3-5 Years	64	30,5
	6-10 Years	51	24,3
	11 Years and above	42	20,0

N=210

#### 3.2. Validity and reliability

Before the hypothesis tests, the validity and reliability of the constructs employed in the research model and the acceptability of the research model were examined. In this context, the criteria for convergence validity are the following:

- Cronbach Alpha value should be 0.60 or higher (Lyberg et al., 1997) for the reliability of the constructs,
- Factor loadings should be higher than 0.70 (Hair, Risher, Sarstedt, & Ringle, 2019),

- The Average Variance Extracted (AVE) value should be 0.50 or higher (Hair et al., 2019),

- The Composite Reliability (CR) value should be 0.70 or higher (Hair et al., 2019) and greater than the square root of the AVE value.

The items with factor loads between 0.40 and 0.70 in the research model will be kept if their Cronbach Alpha, AVE, and CR values are above the threshold values. Accordingly, items with factor loads below 0.40 were excluded from the research model regardless of other criteria. (Hair, Black, Babin, & Anderson, 2010; Hair, J. F., Tomas, Hult, Ringle, & Sarstedt, 2014; Fornell & Larcker, 1981).

Table 2 presents the measurement results of the internal consistency reliability and convergent validity of the constructs included in the study.

Table 2. Internal consistency reliability and convergent validity of constructs

Variable	Items	Factor Load	Cronbach Alfa	CR	AVE
Quantitative	JINSC02	0,618	0,666	0,804	0,582
	JINSC03	0,762			
	JINSC04	0,885			
Qualitative	JINSC05	0,477	0,807	0,859	0,558
	JINSC06	0,743			
	JINSC07	0,858			
	JINSC08	0,834			
	JINSC09	0,760			
Pessimism	UNEMPANX02	0,534	0,766	0,835	0,566
	UNEMPANX03	0,753			
	UNEMPANX04	0,834			
	UNEMPANX05	0,847			
Achievement	UNEMPANX06	0,841	0,552	0,754	0,509
	UNEMPANX12	0,615			
	UNEMPANX07	0,666			
Optimism	UNEMPANX08	0,844	0,688	0,807	0,515
	UNEMPANX09	0,707			
	UNEMPANX10	0,698			
	UNEMPANX11	0,599			
Managerial Trust	TRUST01	0,771	0,657	0,814	0,594
	TRUST02	0,805			
	TRUST07	0,734			
Organizational Trust	TRUST09	0,711	0,728	0,829	0,548
	TRUST10	0,749			
	TRUST11	0,690			
	TRUST12	0,807			

The HTMT (Heterotrait-Monotrait Ratio) criterion was used to determine discriminant validity. HTMT expresses the ratio of the averages of the correlations of the items of all variables in the study (the heterotrait-heteromethod correlations) to the geometric averages of the correlations of the expressions of the same variable (the monotrait-heteromethod correlations). As a criterion, the HTMT value should be less than 0.90 for close concepts and 0.85 for concepts far from each other (Henseler, Ringle, & Sarstedt, 2015).

Table 3 presents the discriminant validity analysis results (HTMT values).



Table 3. HTMT values

	1	2	3	4	5	6	7
1- Desire to Achieve							
2- Pessimism	0,396						
3- Quantitative	0,239	0,324					
4- Qualitative	0,231	0,160	0,423				
5- Managerial Trust	0,139	0,179	0,298	0,123			
6- Optimism	0,812	0,368	0,258	0,348	0,217		
7- Organizational Trust	0,174	0,091	0,279	0,182	0,740	0,131	

Based on the values given in Table 2 and Table 3, it was concluded that the internal consistency and convergent and divergent validity of the constructs in our model were provided. It was further concluded that there was no multicollinearity because the VIF (Variance Inflation Factor) value, which was also measured between the highest Optimism and Organizational Trust, was 1.539, a figure less than the threshold value of 5 (Rahman, Wong, & Yu, 2016).

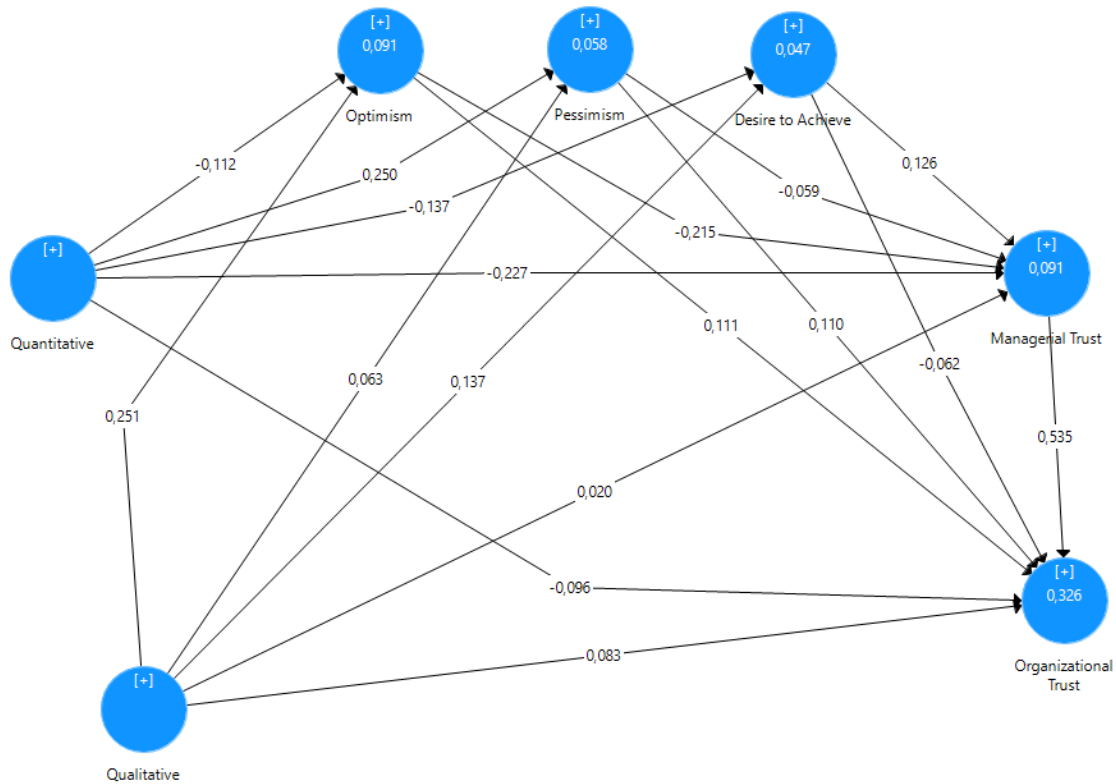


Figure 3. Path analysis model

Our model (Figure 3) was considered acceptable because our model’s level of explanation of the dependent variables ( $R^2$ ) level was measured as 0.322, a figure greater than the threshold value of 0.10 (Falk & Miller, 1992; Hair et al., 2019).

**3.3. Hypothesis testing**

The partial least squares path analysis (PLS-SEM) was used to examine the research model. PLS-SEM is an appealing method for researchers due to its ability to estimate complex models with numerous constructs, indicators, and structural paths, without requiring distributional assumptions on the data. This causal-predictive approach uniquely emphasizes

prediction while also providing causal explanations, thus bridging the gap between academic focus on explanation and the managerial need for prediction. It thereby unites both the theoretical and practical aspects of statistical modeling (Hair et al., 2019).

The SmartPLS 3.2.9 statistics package program was used to evaluate the data collected throughout the research (Ringle, Wende, & Becker, 2015). The t-values were calculated by taking 5000 subsamples from the sample with bootstrapping in order to assess the significance of the path coefficients. The path coefficients and statistical significance levels in the analysis results presented in Table 4 were used to interpret the results.

Table 4. Direct effects

Path	Hypothesis	$\beta$
Desire to Achieve -> Managerial Trust	H5a	0,126
Desire to Achieve -> Organizational Trust	H4a	-0,062
Pessimism -> Managerial Trust	H5b	-0,059
Pessimism -> Organizational Trust	H4b	0,110
Quantitative -> Desire to Achieve	H1d	-0,137
<b>Quantitative -&gt; Pessimism</b>	<b>H1e</b>	<b>0,250*</b>
<b>Quantitative -&gt; Managerial Trust</b>	<b>H2b</b>	<b>-0,227*</b>
Quantitative -> Optimism	H1f	-0,112
Quantitative -> Organizational Trust	H3b	-0,096
Qualitative -> Desire to Achieve	H1a	0,137
Qualitative -> Pessimism	H1b	0,063
Qualitative -> Managerial Trust	H2a	0,020
<b>Qualitative -&gt; Optimism</b>	<b>H1c</b>	<b>0,251*</b>
Qualitative -> Organizational Trust	H3a	0,083
<b>Managerial Trust -&gt; Organizational Trust</b>	<b>H6</b>	<b>0,535**</b>
<b>Optimism -&gt; Managerial Trust</b>	<b>H5c</b>	<b>-0,215*</b>
Optimism -> Organizational Trust	H4c	0,111
<b>Quantitative -&gt; Managerial Trust -&gt; Organizational Trust</b>	<b>H8a</b>	<b>-0,121*</b>
<b>Optimism -&gt; Managerial Trust -&gt; Organizational Trust</b>	<b>H9c</b>	<b>-0,115*</b>
Quantitative -> Pessimism -> Managerial Trust -> Organizational Trust		-0,008
Pessimism -> Managerial Trust -> Organizational Trust	H9b	-0,031
Quantitative -> Desire to Achieve -> Managerial Trust		-0,017
Qualitative -> Optimism -> Managerial Trust -> Organizational Trust		-0,029
Qualitative -> Pessimism -> Managerial Trust		-0,004
Qualitative -> Optimism -> Managerial Trust		-0,054
Quantitative -> Pessimism -> Organizational Trust	H7b	0,028
Qualitative -> Desire to Achieve -> Organizational Trust	H7d	-0,008
Qualitative -> Desire to Achieve -> Managerial Trust -> Organizational Trust		0,009
Desire to Achieve -> Managerial Trust -> Organizational Trust	H9a	0,067
Quantitative -> Optimism -> Organizational Trust	H7c	-0,013
Quantitative -> Pessimism -> Managerial Trust		-0,015
Quantitative -> Optimism -> Managerial Trust -> Organizational Trust		0,013
Qualitative -> Optimism -> Organizational Trust	H7f	0,028
Quantitative -> Desire to Achieve -> Managerial Trust -> Organizational Trust		-0,009
Qualitative -> Managerial Trust -> Organizational Trust	H8b	0,010
Quantitative -> Desire to Achieve -> Organizational Trust	H7a	0,008
Qualitative -> Pessimism -> Organizational Trust	H7e	0,007
Qualitative -> Pessimism -> Managerial Trust -> Organizational Trust		-0,002
Qualitative -> Desire to Achieve -> Managerial Trust		0,017
Quantitative -> Optimism -> Managerial Trust		0,024

As per the analysis results shown in Table 4, it is seen that the Quantitative dimension of Job Insecurity has an increasing effect (H1e;  $\beta=0.250$ ;  $p<0.05$ ) on the Pessimism dimension of Unemployment Anxiety. In other words, employees' job insecurity regarding their current jobs drives them into pessimism. The effect of quantitative job insecurity on Managerial Trust

(H2b;  $\beta=-0,227$ ;  $p<0,05$ ) shows that quantitative job insecurity negatively affects managerial trust. Paradoxically, Qualitative job insecurity, that is, decrease or no change in salary despite the increased workload, reduced career opportunities, and worsening conditions related to job quality such as deteriorating working conditions, make people more optimistic (H1c;  $\beta=0,251$ ;  $p<0,05$ ). Again surprisingly, optimism negatively affects managerial trust ( $\beta=-0,215$ ;  $p<0,05$ ), while managerial trust positively and significantly affects organizational trust ( $\beta=0,535$ ;  $p<0,01$ ).

The mediation analysis results also show that only managerial trust plays a mediating role. Managerial trust plays a mediating role in the effects of Qualitative job insecurity ( $\beta=-0,121$ ;  $p<0,05$ ) and optimism ( $\beta=-0,115$ ;  $p<0,05$ ) on organizational trust.

#### 4. Discussion

In their research, Chirkowska-Smolak and Chumak (2021) determined that the job insecurity experienced by employees during the pandemic process causes many severe psychosomatic disorders, including anxiety and depression. Quantitative job insecurity, in other words, job insecurity about the continuity of work, increases the fear dimension of unemployment anxiety in employees, negatively affecting their psychological well-being (Chirkowska-Smolak & Chumak, 2021; Ganson, Tsai, Weiser, Benabou, & Nagata, 2021; Laovoravit, Pongpirul, Chinswang, Janlampoo, & Imsombut, 2021). Our study reveals that pessimism also needs to be added to these problems.

The negative effect of quantitative job insecurity on managerial trust also reveals that employees generally think the process is poorly managed. (Brockner et al., 1988; Cascio, 1993; Brockner, Wiesenfeld, Reed, Grover, & Martin, 1993; Henkoff, 1994; Wanberg, Gavin, & Bunce, 1999; Armstrong-Stassen, 1998). Employees consider this process temporary and believe that the company should protect its employees in bad and good times. In other words, employees tend to think that the organization has to provide assurance somehow, and once this assurance is not delivered, the manager mismanages the process and fails to consider all options properly. This situation causes distrust towards the organization that continues to employ that manager. Previous studies have shown that job insecurity damages organizational trust (Cheng & Chan, 2008; Ashford et al., 1989; Pearce, Branzkycki, & Bakasci, 1994; Kim, 2019). However, this study shows that the effect is actually realized through managerial distrust; that is, insecurity harms managerial trust, thus negatively affecting organizational trust.

Optimism prevails when there is qualitative job insecurity, that is, when there is job continuity but when working conditions deteriorate, and salaries and other benefits are deduced. However, this optimism affects the managerial trust negatively, not positively, because the employee still thinks the process is poorly managed and holds the manager responsible for the prevailing unfavorable working conditions. Put another way, employees are hopeful for the future because they have at least a job, but due to the cuts and worsening working conditions, they experience managerial distrust. The aviation business, in particular, is a capital-intensive industry. In this sense, from the employees' perspective, the organization reduces employee salaries and rights while also withholding a sum that would not significantly impact it. In terms of employees, rather than merely surviving, this is an attempt to turn the situation into an opportunity to minimize the damage and an effort of the managers to show themselves as successful to the company owners in the pandemic process. This notion is supported by the fact that the communication managers hold with employees reduces perceived job insecurity (Charoensukmongkol & Suthatorn, 2022).

## Conclusion

This study offers a comprehensive examination of the perceived job insecurity among aviation sector employees, casting light on its far-reaching effects on unemployment anxiety, managerial trust, and organizational trust. In the turbulent context of the coronavirus pandemic, maintaining one's job in the aviation industry engenders optimism, while adverse developments in business conditions erode trust at multiple levels. Job loss, conversely, fosters pessimism and further undermines trust.

A comparative analysis with other industries such as healthcare, technology, and manufacturing reveals both commonalities and distinctions. When contrasted with the healthcare sector, where job security might have increased due to the high demand for medical professionals, the contrast is striking. In the technology industry, the relationship between job insecurity and unemployment anxiety might be mitigated by the growth in remote work opportunities, thereby sustaining optimism and organizational trust. In the manufacturing sector, the effects might mirror the aviation industry, with economic downturns leading to increased pessimism and decreased trust.

These comparisons reveal both commonalities and distinctions across various sectors. The underlying relationship between job insecurity, unemployment anxiety, and trust appears to be a recurring theme. Still, its manifestation varies in intensity and nuance across different industries. Such insights enable a broader understanding of job insecurity's multifaceted impact, shedding light on the complex interplay of individual, organizational, and industry-specific factors. This broader perspective could inform cross-industry strategies to foster employee well-being and organizational cohesion in these uncertain times, aligning responses more closely with the unique characteristics and needs of each sector.

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