Copyright is owned by the Author of the thesis. Permission is given for a copy to be downloaded by an individual for the purpose of research and private study only. The thesis may not be reproduced elsewhere without the permission of the Author.
The interplay of Job stress and Post-traumatic stress disorder in the context of terrorism, and its effects on employee outcomes: The roles of individual and organisational resources

A thesis presented in partial fulfilment of the requirements for the degree of

Doctor of Philosophy in Management

at Massey University, Albany
New Zealand

Fatima Ali Junaid
ID Number: 14061868
2017
Dedication

This thesis is dedicated to my father, who lost his life in bomb blast while offering Friday prayers on 13th February 2015.

and

to all like him who have lost their lives in acts of terrorism, and to their families who are left with their irreplaceable loss.

May we all find peace.
The interplay of Job stress and Post Traumatic Stress Disorder in the context of terrorism, and its effects on employee outcomes: The roles of individual and organisational resources

Abstract

Terrorism is a scourge which has now spread across the globe. The events of the last few years in London, Paris, and other cities around the world highlight the fact that acts of terrorism cause deep trauma to those exposed to them. However, for some countries such as Pakistan, terrorism is an everyday reality. Living under on-going terrorism can be extremely stressful for employees, in that they have to deal with continuous risk in addition to the common stressors of professional and personal life. To date, however, there has been scant research into this phenomenon. This study was thus undertaken with two main objectives: 1) to understand the interplay between work stress and that caused by terrorism and its implications for employee outcomes; and 2) to determine whether personal and organisational resources such as psychological capital and perceived organisational support could help explain the influences of these stressors.

Pakistan was the setting for this research, as it has suffered from on-going terrorism for more than a decade, with nearly 50,000 civilians killed between 2003-2014. I have personally experienced on-going terrorism and its associated loss of life. The drive to understand the effects of this context was thus deeply felt and meaningful on a personal level. This research was challenging in many aspects, and I faced obstacles different to those presented by general management research, including conducting a study in a country where danger to life from terrorism was a real possibility. Aside from being emotionally taxing, the investigation involved ethical issues around the additional stress and trauma that could arise from the inquiry. Notwithstanding this, gaps in the literature and the practical need for the study could not be ignored.

Drawing on conservation of resources theory, a theoretical framework was developed. This suggested that if employees are stressed, they are likely to feel resource depletion. The source of stress could be caused by their job and/or terrorism. The constant nature of terrorism, however,
would likely further hinder employees from gaining psychological strength. For job stress, a challenge and hindrance stressors framework was used, and Post-Traumatic Stress Disorder (PTSD) was used as a lens through which to understand terrorism stress. Next, using positive psychology and organisational support theory, it was argued that viewing/approaching/utilising psychological capital as a psychological resource, and perceived organisational support as an organisation-based support resource may help to reduce the toll of the stressors on employees.

This thesis comprises three studies and three data sets. First, it explored through a qualitative study the stressors of a job and terrorism, and their influence on employee outcomes, and determined the roles of personal and organisational resources. Next, a quantitative study was conducted to test some of these relationships. The first study had highlighted that there was a need to develop a contextual measure which required testing before conducting the final study.

Study One was based on the limited existing literature, and involved semi-structured interviews with 15 human resources (HR)/line managers. It aimed to gain knowledge about the influence of job and terrorism stress on employee outcomes, and the role of resources in helping reduce/explain the detrimental consequences. Thematic analyses highlighted several themes which were highly embedded in the context of on-going terrorism. The main themes concerned job stress, terrorism stress, organisational support in the context of terrorism, and employee outcomes of stressors of job and terrorism. Study One pointed out that the population at large was exposed to terrorist incidents, had suffered losses, and was likely to be traumatized. It also indicated that the organisational support needed by employees in the context of on-going terrorism was distinctly different than that which is conventionally observed in the literature as perceived organisational support (POS). For example, employees in the terrorism context wanted organisations to provide physical security such as armed guards with bullet proof jackets. There was no existing instrument that could be used to specifically measure this.

The second study was informed by the first and focused on developing a measure for the contextual POS; I called it Security-POS. This study had a sample of 146 Pakistani employees and used factor analysis. It confirmed that Security-POS is distinct from POS. Mediation analysis confirmed that Security-POS enhances POS, which in turn positively influences employee
outcomes and well-being. Drawing on the findings of the two studies, the third and final study was developed. The survey for this study was based on 416 Pakistani employees.

The studies conjointly found that job stressors and PTSD collectively had more dire effects on employee behaviours than did each stressor separately. PTSD itself was higher than any other comparable samples such as those from post 9/11 or Israeli populations. In contrast to the majority of extant research findings, challenge stressors were often not recognised as a challenge, and consequently became another burden for employees. More importantly, hindrance stressors were identified as being the most detrimental of all the stressors. Both POS and Security-related contextual POS helped in moderating the adverse effects of the stressor. Psychological capital also mediated and reduced the harmful effects of the stressors and PTSD.

This is constructed in the form of a ‘By Publication’ thesis wherein the most significant part of the thesis is presented in the form of stand-alone, but linked journal articles. Chapters 1 and 2 introduce the study and review the literature respectively, while Chapter 3 outlines the overall methodology of the research. Chapters 4 to 8 contain the five research articles (manuscripts). These chapters present one article or manuscript each as a complete, stand-alone piece, but collectively, are linked and based on the overall study. A brief outline of these five journal articles or manuscripts can be found below. Chapter 9 then provides an overall discussion of the study, its limitations, contributions and implications, and finally, a concluding section.

This study contributes in general to the literature of management science, and in particular to the areas of job stress and trauma, and even more specifically, to the development of conservation of resources theory, positive psychology, and organisational support theory. It was conducted in areas that were far flung and hard hit by terrorism. It presented voices which are otherwise not heard, and has implications for the well-being of the individual employees working in, and for organisations located in, the terrorism-afflicted area. However, beyond Pakistan and other terrorism-afflicted countries, this study has wider implications for international organisations and communities. According to the United Nations (2016), the number of international migrants has grown faster than the world’s population, reaching 244 million in 2015, a 41% increase since 2000. A large number of people continue to flee unsafe environments, not
only as refugees, but also as expatriates, students and skilled migrants. These individuals may not always be aware of the burdens of the stress and trauma that accompanies them, and nor may their new employment organisations and host countries. For the well-being of the workforce in various settings, it is thus critical that the effects of terrorism on employees and their organisations become better understood.
Acknowledgements

I thank God for blessing me beyond my expectations.

This PhD study would not have been possible, if I did not have help of all the people that I am going to thank below. A big ‘Thank you’ to my supervisory team for their guidance, cooperation and support. I was lucky to have two wonderful primary supervisors; for the first half I had Professor Jarrod Haar and for the second half I found Professor Jane Parker. I want to thank Professor Jarrod Haar, I started my PhD with him as my primary supervisor, he guided and supported me as a supervisor, mentor and friend in my entire journey of PhD, especially when I came back from my father’s funeral and felt shattered. The support I received from you was what enabled me to carry on. I can never thank you enough for that. One and half year into the PhD study, I had to change my primary supervisor as Jarrod moved from Massey and joined Auckland University of Technology. From my primary supervisor he became my advisor, but thankfully still stayed on the team. I was lucky that I found an equally good supervisor who agreed to become my primary supervisor; Professor Jane Parker. I want to thank Jane, who made the transition of ‘change of supervision’ smooth and enabling for me. You guided me with patience and kindness, not only in the PhD study, but also in building my portfolio. You taught me qualitative research writing. I am grateful to have you as my mentor. I am thankful to Dr. David Brougham, who has been my co-supervisor from almost the start till the end of this study. You responded to my emails with miraculous speed and read my drafts over and over again. You have helped me develop my work. Big thanks to Professor Tim Bentley, who joined the team as my co-supervisor the same time as Jane, for providing the broader perspective and the insights from a journal editor’s viewpoint. It helped me in refining my work. I have been blessed to have you all on my team, and that you all got along well. Not to mention the free drinks and food.

I want to thank ‘Khumariyaan’ for their lovely music that kept me going throughout this process. I would certainly have not been able to carry on without my counsellor Johann van den Berg. You heard me cry in all those sessions and helped me unpack and repack my emotional baggage in such a way that I could carry it easily.
I want to thank my mother who constantly prayed for me. My siblings Naseem, Asia and Hassan, for supporting me in this PhD journey and in all my life’s crazy decisions. My friend Taimoor Bangash, I would not have been here had you not supported me. My girlfriends Selma, Trish and Lisa who helped in my most painful days; sat, heard and cried with me and gave me courage to go on. I thank my PhD friends Simone Gressel, Natalia D’Souza, Jason Cordier and Gary Oldcorn for their patience and support.

But most of all I want to thank my husband Junaid who took a stand for my education; took a break in his career for me and helped us come to this beautiful country. Thank you for your unconditional support-constantly giving me strength saying “You can do it Fats!” You are my rock. I would have never made it without you. And the last Thank you to the most important person in my life; my beacon of light; Zainaa Jaan. Thank you for cheering me up and sitting patiently with me for hours in my office while I worked. Your hugs were my source of energy.
Contents

The interplay of Job stress and Post-traumatic stress disorder in the context of terrorism, and its effects on employee outcomes: The roles of individual and organisational resources ........................................ 1
Dedication ................................................................................................................................. iii
Abstract ................................................................................................................................. v
Acknowledgements ............................................................................................................. ix
List of Acronyms .................................................................................................................. xix
List of Tables ......................................................................................................................... xx
List of Figures ......................................................................................................................... xxi

Chapter 1 - Introduction ........................................................................................................ 1

1.1. Overview ......................................................................................................................... 1
1.2. Rationale .......................................................................................................................... 2
1.3. Context of Terrorism ....................................................................................................... 2
1.4. Pakistan and the context of terrorism ............................................................................ 3
1.5. Research Questions ....................................................................................................... 4

Figure 1-1: Theoretical framework ...................................................................................... 7

1.6. Need for the research .................................................................................................... 8
1.7. Thesis Outline ............................................................................................................... 8

Chapter 2 – Literature Review ............................................................................................. 13

2.1 Introduction ...................................................................................................................... 13
2.2 Conservation of Resources and terrorism .................................................................... 13

Table 2-1: Theories and variables covered in each Chapter/ Paper ..................................... 16

2.3 Stress ............................................................................................................................... 17
2.2.1. Theories of job stress ............................................................................................... 17
2.2.2. Challenge and hindrance stress framework .......................................................... 18

2.4 Stress of terrorism ......................................................................................................... 19
2.4.1. Terrorism- Trauma and PTSD ............................................................................. 20

2.5 Job Stress, PTSD and outcomes .................................................................................... 22

Research Questions: ............................................................................................................ 22
2.5.1. Job performance ..................................................................................................... 23
2.5.2. Job satisfaction ....................................................................................................... 24
2.5.3. Burnout .................................................................................................................. 25
2.5.4. Voluntary behaviours ........................................................................................... 26
2.5.5. Absence and Turnover intentions ........................................................................ 29
2.6 Perceived organisational support ................................................................. 30
Research Question: .......................................................................................... 30

2.7 Psychological Capital ..................................................................................... 30
Research Question: .......................................................................................... 30

2.8 Key Research Gaps ......................................................................................... 32
Table 2-2: Research Questions .......................................................................... 34

2.9 Summary ....................................................................................................... 34
Table 2-3: Summary: List of Chapters and paper titles, with research questions,
literature covered, study type, tools used and sample sizes .............................. 36

Chapter 3 - Methodology and Design ................................................................ 37

3.1 Introduction .................................................................................................. 37

3.2 Research Gaps and Points of inquiry ............................................................. 37

3.3 Paradigmatic considerations and research design ......................................... 38
Figure 3-1: Theoretical framework .................................................................. 39
  3.3.1 Paradigm: Pragmatism ........................................................................... 39
  3.3.2 Research assumptions .......................................................................... 40

3.4 Study design .................................................................................................. 40
Figure 3-2: Initial Design: Outline of study 1 informing study 2 ......................... 41

3.5 Study 1: Qualitative (interpretivist) inquiry .................................................. 41
  3.5.1 Rationale ................................................................................................ 41
  Research Questions for study 1 ...................................................................... 42
  3.5.2 Semi structured interviews ................................................................... 42
  3.5.3 Data collection procedure ....................................................................... 43
  3.5.4 Analysis .................................................................................................. 44
Figure 3-3: Revised Proposed Model for the study ............................................. 44
Figure 3-4: Revised Design: Outline of study 1 informing study 2, leading to study 3.... 45

3.6 Study 2: Quantitative (positivist) inquiry ...................................................... 45
  3.6.1 Rationale ................................................................................................ 45
  Research Question for study 2 ....................................................................... 46
  3.6.2 Data collection ........................................................................................ 46
  3.6.3 Measures ................................................................................................ 47
Table 3-1: Items reviewed for the Security POS ................................................ 47
Table 3-2: Items created for Security POS ........................................................ 48
  3.6.4 Analysis .................................................................................................. 48
Chapter 5 ........................................................................................................................................ 94

Statement of contribution to Doctoral Thesis containing publications ........................................ 95

Working in a Terrorist Region: HR Manager Perceptions ................................................................. 97

5.1 Introduction ............................................................................................................................... 97

5.2 Literature Review ..................................................................................................................... 98

5.3 Research Context .................................................................................................................... 99

5.4 Methods .................................................................................................................................... 100

Table 5-1: Interviewees’ firm size, Organisation type, age and gender ............................................ 102

5.5 Results .................................................................................................................................... 103

Theme 1: Terrorism Stressors .......................................................................................................... 103

Theme 2: Job stressors ................................................................................................................... 108

Themes 1 and 2 overlap .................................................................................................................. 110

Theme 3: Employee behaviour ...................................................................................................... 111

5.6 Discussion ............................................................................................................................... 117

5.7 Conclusion ............................................................................................................................... 119

References ....................................................................................................................................... 121

Chapter 6 ........................................................................................................................................ 125

Statement of contribution to Doctoral Thesis containing publications .......................................... 126

Security-Related Perceived Organisational Support: An Exploration from Terrorism-affected Workplaces .................................................................................................................. 128

Abstract ......................................................................................................................................... 128

6. 1. Introduction ............................................................................................................................. 128

6. 2. Organisational support theory ............................................................................................... 130

6. 3. Study 1 .................................................................................................................................... 131

6.3.1 Methodology: Sample Procedure and Characteristics ....................................................... 131

Table 6-1: Study 1 Sample Characteristics ..................................................................................... 133

6.3.2 Semi structured interviews ................................................................................................. 133

6.3.3 Analysis .................................................................................................................................. 133

6.3.4 Findings .................................................................................................................................. 134

Table 6-2: Study 1 Direct Quotes .................................................................................................... 136

6.3.5 Summary .............................................................................................................................. 138

6.3.6 Discussion ............................................................................................................................ 138

6. 4. Study 2 ..................................................................................................................................... 139

6.4.1 Methodology ........................................................................................................................ 139

Figure 6-1: Theoretical Model of Security-POS, POS and employee outcomes ................................. 141
Figure 7-4 Interaction Effects of PTSD on Challenge Stressors with Turnover Intentions as the Dependent Variable. ........................................................................................................ 180
7.7 Discussion.................................................................................................................. 182
7.8 Implications and Future Research............................................................................. 184
7.9 Limitations............................................................................................................... 185
7.10 Conclusion............................................................................................................. 186

References ......................................................................................................................... 187

Chapter 8.......................................................................................................................... 195

Statement of contribution to Doctoral Thesis containing publications .............................. 196

Challenge-Hindrance stressors and its effect on job burnout in the employees living under on-going terrorism: the moderating role of organisational support.......................... 198

Abstract ......................................................................................................................... 198
8.1. Introduction ............................................................................................................. 198
8.2. Literature Review .................................................................................................. 199
8.3. Stressors.................................................................................................................. 201
8.4. Terrorism stress: Post-traumatic stress disorder (PTSD)........................................ 201
  8.4.1. PTSD Terrorism and Trauma in the context of the study........................................ 202
8.5. Burnout: Emotional exhaustion and cynicism......................................................... 203
8.6. POS.......................................................................................................................... 204

Figure 8-1 Study Model for Challenge Hindrance stressors and PTSD, POS and Security-POS and employee outcomes ................................................................. 207
8.7. Methods .................................................................................................................. 208
  8.7.1. Sample and Procedures ...................................................................................... 208
  8.7.2. Measures .......................................................................................................... 208

Table 8-1. Results of Exploratory Factor Analysis for POS & Security POS................. 210
Factor Loadings............................................................................................................... 210
8.8. Analysis ................................................................................................................... 211
8.9. Result....................................................................................................................... 211

Table 8-2. Correlations and Descriptive Statistics of the Study Variables..................... 212
Table 8-3. Hierarchical Moderated Regression Analysis for Job Burnout.................... 214

Figure 8-2 Interaction Effects of POS on Hindrance Stressors with Cynicism as the Dependent Variable. ......................................................................................... 216

Figure 8-3 Interaction Effects of Security POS on Hindrance Stressors with Cynicism as the Dependent Variable. ................................................................. 217
8.10. Discussion............................................................................................................. 218
8.11. Limitations and future directions......................................................................... 219
8.12. Conclusion ............................................................................................................ 220
References..................................................................................................................... 221

Chapter 9 .............................................................................................................................227
Discussion, Future Research, Limitations and Conclusion .............................................227

9.1. Overview................................................................................................................... 227
9.1.1. Brief research findings ............................................................................................ 227

9.2. Discussion based on the Qualitative and Quantitative studies ......................... 229
9.2.1. Research context ..................................................................................................... 229
9.2.2. Job and terrorism stress interplay ........................................................................... 230
9.2.3. Job satisfaction and turnover intentions ................................................................. 231
9.2.4. Burnout ................................................................................................................... 233
9.2.5. Role of Perceived organisational support ............................................................... 234
9.2.6. Role of Psychological Capital ............................................................ 234
9.2.7. Role of Psychological Capital ............................................................ 234
9.2.8. Choice of Methods .................................................................................................. 235
9.2.9. Sample dynamics ..................................................................................................... 235

9.3. Limitations ................................................................................................................ 236
9.3.1. Online data collection ............................................................................................. 236
9.3.2. Cross sectional data ............................................................................................... 237
9.3.3. Single source and Self-report .................................................................................. 237
9.3.4. Data collection timing ............................................................................................ 238
9.3.5. Sample ..................................................................................................................... 238
9.3.6. Sampling technique ................................................................................................ 239
9.3.7. Lack of prior studies ............................................................................................... 239

9.4. Contribution to theory .............................................................................................. 239
9.4.1. Conservation of Resources Theory ......................................................................... 239
9.4.2. Stress and PTSD ..................................................................................................... 240
9.4.3. Organisational Support Theory .............................................................................. 241
9.4.4. Positive organisational behaviour ......................................................................... 241
9.4.5. Employee outcomes ................................................................................................ 241

9.5. Contribution to practice ........................................................................................... 242
9.5.1. Understanding of stressors for employees working in terrorist hit regions ......... 242
9.5.2. Developing conducive work designs ....................................................................... 242
9.5.3. Organisations helping employees ......................................................................... 243
9.5.4. Psychological Interventions .................................................................................... 243

xvii
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.5.6 Wider community</td>
<td>244</td>
</tr>
<tr>
<td>9.6 Implications for theory</td>
<td>245</td>
</tr>
<tr>
<td>9.6.1 Job stress, PTSD, and employee outcomes</td>
<td>245</td>
</tr>
<tr>
<td>9.6.2 PsyCap and POS</td>
<td>246</td>
</tr>
<tr>
<td>9.6.3 Similar contexts</td>
<td>247</td>
</tr>
<tr>
<td>9.6.4 Extending beyond the study variables</td>
<td>247</td>
</tr>
<tr>
<td>9.6.5 Political extremism and exclusion</td>
<td>248</td>
</tr>
<tr>
<td>9.6.6 Terror management theory</td>
<td>248</td>
</tr>
<tr>
<td>9.6.7 Altruism born out of suffering (ABS)</td>
<td>249</td>
</tr>
<tr>
<td>9.6.8 Creativity</td>
<td>249</td>
</tr>
<tr>
<td>9.6.9 Method</td>
<td>250</td>
</tr>
<tr>
<td>9.7 Implications for practice</td>
<td>251</td>
</tr>
<tr>
<td>9.7.1 Terrorism-afflicted countries</td>
<td>251</td>
</tr>
<tr>
<td>9.7.2 Physical Security</td>
<td>251</td>
</tr>
<tr>
<td>9.7.3 Work design</td>
<td>251</td>
</tr>
<tr>
<td>9.7.4 Psychological interventions</td>
<td>252</td>
</tr>
<tr>
<td>9.7.5 Migrants</td>
<td>252</td>
</tr>
<tr>
<td>9.7.6 New Zealand immigration policy</td>
<td>252</td>
</tr>
<tr>
<td>9.7.7 International organisations</td>
<td>253</td>
</tr>
<tr>
<td>9.7.8 Health issues</td>
<td>253</td>
</tr>
<tr>
<td>9.7.9 Public-Private collaboration</td>
<td>253</td>
</tr>
<tr>
<td>9.8 Conclusion</td>
<td>254</td>
</tr>
<tr>
<td>References</td>
<td>256</td>
</tr>
<tr>
<td>Appendix A: Information Sheet for HR and line managers</td>
<td>281</td>
</tr>
<tr>
<td>Appendix B: Participant Consent Form – Individual (HR /Line Managers Interview)</td>
<td>283</td>
</tr>
<tr>
<td>Appendix C: Survey for Study 2</td>
<td>284</td>
</tr>
<tr>
<td>Appendix D: Information Sheet for employees</td>
<td>290</td>
</tr>
<tr>
<td>Appendix E: Participant Consent Form – Individual (Employees Questionnaires)</td>
<td>293</td>
</tr>
<tr>
<td>Appendix F: Survey for Study 3</td>
<td>294</td>
</tr>
<tr>
<td>Appendix G: Human Ethics Approval Application</td>
<td>304</td>
</tr>
<tr>
<td>Appendix H: Counsellor Services</td>
<td>305</td>
</tr>
</tbody>
</table>
## List of Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANZAM</td>
<td>Australia New Zealand Academy of Management</td>
</tr>
<tr>
<td>APA</td>
<td>American Psychiatric Association</td>
</tr>
<tr>
<td>BBC</td>
<td>British Broadcasting Company</td>
</tr>
<tr>
<td>CIA</td>
<td>Central Intelligence Agency</td>
</tr>
<tr>
<td>CET</td>
<td>Cognitive evaluation theory</td>
</tr>
<tr>
<td>CFA</td>
<td>Confirmatory factor analysis</td>
</tr>
<tr>
<td>CoR</td>
<td>Conservation of Resources theory</td>
</tr>
<tr>
<td>EFA</td>
<td>Exploratory factor Analysis</td>
</tr>
<tr>
<td>FATA</td>
<td>Federally administered tribal areas</td>
</tr>
<tr>
<td>IEP</td>
<td>Institute of Economics and Peace</td>
</tr>
<tr>
<td>KPK</td>
<td>Khyber Pakhtunkhawa</td>
</tr>
<tr>
<td>NATO</td>
<td>North Atlantic Treaty Organisation</td>
</tr>
<tr>
<td>NICE</td>
<td>National Institute for Health and Excellence</td>
</tr>
<tr>
<td>OST</td>
<td>Organisational support theory</td>
</tr>
<tr>
<td>POB</td>
<td>Positive organisational behaviour</td>
</tr>
<tr>
<td>POS</td>
<td>Perceived organisational support</td>
</tr>
<tr>
<td>Psycap</td>
<td>Psychological capital</td>
</tr>
<tr>
<td>PTSD</td>
<td>Post-traumatic stress disorder</td>
</tr>
<tr>
<td>SATP</td>
<td>South Asia terrorism portal</td>
</tr>
<tr>
<td>Security-POS</td>
<td>Security-perceived organisational support</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
</tbody>
</table>
List of Tables

Table 1-1: Chapter numbers, titles and overview .............................................10
Table 2-1: Theory and variables covered in each Chapter/ Paper .....................15
Table 2-2: Research Questions ........................................................................33
Table 2-3: Summary: List of Chapters and paper titles, with research questions, literature covered, study type, tools used and sample sizes ...............................35
Table 3-1: Items reviewed for the Security POS .............................................46
Table 3-2: Items created for Security POS .....................................................47
Table 3-3: Summary of chapter number and paper titles, study number, and analysis used in the study .........................................................................................56
Table 3-4: Article Titles and journey of each research paper ............................58
Table 5-1: Interviewees’ firm size, Organisation type, age and gender ...............102
Table 6-1: Study 1 Sample Characteristics.....................................................134
Table 6-2: Study 1 Direct Quotes ....................................................................138
Table 6-3: Results of Exploratory Factor Analysis .........................................144
Table 6-4: Descriptive Statistics and Correlations ..........................................148
Table 6-5: Regression Models for Security-POS towards Outcomes ..................149
Table 7-1: Correlations and Descriptive Statistics of the Study Variables ..........175
Table 7-2: Hierarchical Moderated Regression Analysis for Job Satisfaction and Turnover Intentions .................................................................................................177
Table 8-1: Results of Exploratory Factor Analysis for POS & Security POS .........209
Table 8-2: Correlations and Descriptive Statistics of the Study Variables ..........211
Table 8-3: Hierarchical Moderated Regression Analysis for Job Burnout ..........213
List of Figures

Figure 1-1: Theoretical framework ................................................................. 7
Figure 3-1: Theoretical framework ................................................................. 38
Figure 3-2: Initial Design: Outline of study 1 informing study 2 .................... 40
Figure 3-3: Revised Model for the study .......................................................... 43
Figure 3-4: Revised Design: Outline of study 1 informing study 2, leading to study 3 .... 44
Figure 4-1: Proposed Model for Job stress, PTSD, PsyCap and employee outcomes ...... 78
Figure 6-1: Theoretical Model of Security-POS, POS and employee outcomes .......... 142
Figure 7-1: Study Model for Hindrance and challenge stressors, PTSD, PsyCap and employee outcomes ................................................................. 171
Figure 7-2: Interaction Effects of PTSD on Hindrance Stressors with Job Satisfaction as the Dependent Variable ................................................................. 178
Figure 7-3: Interaction Effects of PTSD on Hindrance Stressors with Turnover Intentions as the Dependent Variable ................................................................. 179
Figure 7-4: Interaction Effects of PTSD on Challenge Stressors with Turnover Intentions as the Dependent Variable ................................................................. 180
Figure 8-1: Study Model for Challenge Hindrance stressors and PTSD, POS and Security-POS and employee outcomes ................................................................. 206
Figure 8-2: Interaction Effects of POS on Hindrance Stressors with Cynicism as the Dependent Variable ................................................................. 215
Figure 8-3: Interaction Effects of Security POS on Hindrance Stressors with Cynicism as the Dependent Variable ................................................................. 216