

Idris Idasuzana

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Abstract

This thesis examines the complex phenomenon of job insecurity and its effects on employees and organizations, with an emphasis on ethical considerations. It explores how employment insecurity influences productivity, employee well-being, and turnover intentions. The study highlights the responsibility of employers and policymakers in mitigating these negative effects by promoting fair and transparent policies.

Job insecurity is addressed under its two main forms: quantitative insecurity (the risk of job loss) and qualitative insecurity (the deterioration of working conditions). Research indicates that both types of insecurity negatively affect productivity and increase presenteeism (being physically present but unproductive) and absenteeism. Furthermore, a high workload combined with job insecurity can amplify these effects.

The study underscores the importance of ethical leadership in managing job insecurity. Transparent communication, fair employment practices, and organizational support can alleviate stress and enhance employee engagement. The impact of ethical leadership is particularly evident in the relationship between insecurity and burnout, which in turn influences turnover intentions. Indeed, an organizational climate that fosters psychological safety and employee engagement can reduce stress and the intention to leave the organization.

Organizational culture also plays a key role. Research shows that in collectivist cultures such as Malaysia, where hierarchy and authority are strongly valued, job insecurity can have more pronounced effects on employee well-being. Employees may be reluctant to voice concerns or seek support, thereby intensifying stress. The study therefore suggests culturally adaptive strategies for better managing job insecurity.

Another research focus concerns the importance of the psychosocial safety climate (PSC) in promoting organizational citizenship behaviors. When organizations provide a psychologically safe environment, employees are more likely to engage in positive behaviors and support their colleagues, even during uncertain times.

Finally, the research advocates for ethical policy interventions to reduce job insecurity and its consequences. Employment stabilization measures, fair remuneration, and the reduction of precarious contracts are essential to ensure workers' dignity and respect. The study underscores the crucial role of organizational resources in preserving employee well-being.

Conclusion

This thesis emphasizes the need for employers and policymakers to adopt an ethical approach to job insecurity. By integrating supportive strategies and fostering a transparent and benevolent organizational climate, it is possible to mitigate the negative effects of insecurity while enhancing both employee well-being and productivity. In collectivist societies, culturally sensitive solutions are essential to ensure effective and sustainable work management.