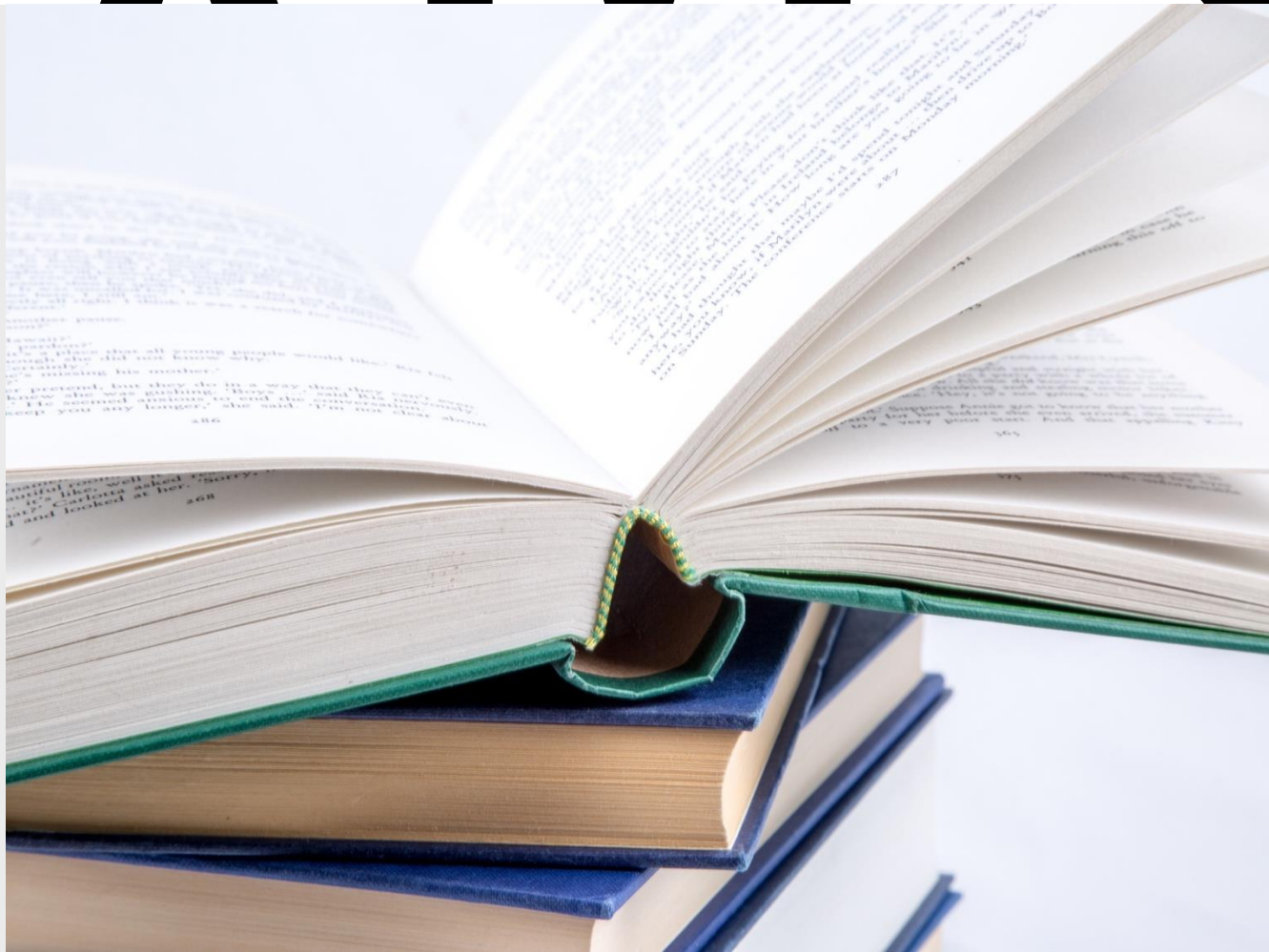


AMCS



"The Paradox of Insecurity: How Job Threats Shape Employee Behavior in the OPT"

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The Paradox of Insecurity: How Job Threats Shape Employees' Behavior in the OPT

**Study
1**

Reshaped By Its Context: A Cross-Cultural Consideration of Job Insecurity from a Middle Eastern Perspective

**Study
2**

Morality Under Pressure: Examining Job Insecurity and Counterproductive Work Behaviours in Palestine's Industrial Sector

**Study
3**

Adapting to Instability: How Job Insecurity Shapes Proactive Behaviors in the Palestinian Context

OVERALL RESEARCH STRUCTURE

Study 1: A conceptual (review) paper discussing JI current conceptualization and exploring how JI could be differently conceptualized in volatile regions?

Study 2: An empirical study exploring the impact of chronic JI on employees' Counterproductive Work Behaviours in Palestine's Industrial Sector

Study 3: An empirical study exploring how JI shapes employees' proactive behaviors in the Palestinian context

Introduction & Conclusion

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STUDY 3

Adapting to Instability: How Job Insecurity Shapes Proactive Behaviors in the Palestinian Context

RESEARCH AIM & OBJECTIVE

Study Objective:

The study explores how chronic Job Insecurity (JI) influences Proactive Behaviors (PBs) at both the individual and organizational levels among employees in the Palestinian context. The study will examine how JI hinders or promotes PB in the workplace. Specifically, exploring how different mediators and moderators influence this relationship. The focus is on understanding the mechanisms (mediators) and conditions (moderators) under which JI affects PBs.

Aim:

The study aims to investigate how chronic JI influences employees' proactive behaviours in a volatile context like the OPT.

RQs:

How does job insecurity influence proactive behaviours among employees in the Occupied Palestinian Territories (OPT)?

CONCEPTUAL FRAMEWORK - RESEARCH KEY VARIABLES

Independent variable:

- **Chronic Job Insecurity (JI):** The perceived threat of losing one's job and the associated fear and uncertainty about the future (Greenhalgh & Rosenblatt, 1984).

Dependent variable:

- **Proactive Behaviours (PBs):** Self-initiated, anticipatory actions aimed at improving the current circumstances or creating new opportunities (Crant, 2000).
 - **Organizational-Level Proactive Behaviors**
 - **Individual-Level Proactive Behaviors**

Mediating Variables:

- **Emotional Exhaustion (EE):** A state of feeling emotionally drained and depleted of emotional resources (Maslach, Schaufeli, & Leiter, 2001).

Moderating Variable:

- **Job Resources (JR):** Refer to those physical, psychological, social, or organizational aspects of the job that help achieve work goals, reduce job demands, and stimulate personal growth, learning, and development. (Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B., 2001).
- **Resilience (R):** The capacity to recover quickly from difficulties or setbacks. It involves adapting well to adversity, stress, or change, and maintaining a positive outlook despite challenges (Luthans, F., Youssef, C. M., & Avolio, B. J., 2007).
- **Community Support (CS):** Refers to the social support and resources that an individual receives from their surrounding community, which can include emotional, informational, and practical assistance. It plays a significant role in enhancing well-being and coping with stress (McMillan, D. W., & Chavis, D. M., 1986).

CONCEPTUAL FRAMEWORK - RESEARCH KEY VARIABLES

Job Insecurity (JI): Leads to Emotional Exhaustion (EE) - Affects Attitude towards PB, Subjective Norms, and Perceived Behavioral Control - Results in Proactive Behaviors (PB)

Emotional Exhaustion (EE): Mediator

Description: Emotional depletion caused by JI.

Role: Mediates the relationship between JI and PBs, where increased EE due to JI can lead to decreased PBs.

Explanation: JI increases EE, which in turn reduces the energy and motivation needed for organizational-level proactivity + Higher levels of EE, driven by JI, reduce the psychological resources required for engaging in PBs.

Job Resources (JR): Moderator 1

Description: Includes management support, job autonomy, and access to professional development opportunities.

Role: Moderates the relationship between JI and both EE and PBs, potentially buffering the negative impacts of JI.

Explanation: Can buffer the impact of JI on EE and PBs + Adequate JR can mitigate the stress and emotional drain caused by JI, thereby reducing EE.

Resilience (R): Moderator 2

Description: The capacity to adapt and recover from stress situations

Role: Moderates the relationship between JI and EE, where resilient people would adapt to JI threats, experiencing less EE

Explanation: Individuals with high resilience can better cope with the stress of JI, thus experiencing lower levels of EE and are more likely to engage in PBs.

Community Support: Moderator 3

Description: the support people get from their community

Role: Moderates the relationship between JI and EE, where CS would hinder the effect of EE,

Explanation: Strong community support can provide emotional and practical assistance, reducing the impact of JI on EE and eventually adopt better to JI threats and preserve their PBs.

CONCEPTUAL FRAMEWORK - RESEARCH KEY VARIABLES

Other Moderators that can be considered

Organizational Support (OS):

Description: The support provided by the organization to its employees.

Role: Moderates the relationship between JI and EE, reducing the negative impact of JI on emotional exhaustion and enhancing proactive behaviors.

Explanation: OS can buffer the impact of JI on EE and PBs + Adequate OS can mitigate the stress and emotional drain caused by JI, thereby reducing EE.

Organizational Justice (OJ):

Description: Employees' perceptions of fairness within the organization.

Role: Moderates the relationship between JI and proactive behaviors, and between JI and CWBs, potentially enhancing proactive behaviors and reducing CWBs in high-justice environments.

Explanation: Can moderate the relationship between JI and PB as well as JI and CWBs.

Internal Locus of Control

Meaning: Internal locus of control refers to the belief that one has control over their own life events and outcomes.

Reason as Moderator: It buffers the impact of job insecurity on CWBs by enhancing perceived control and proactive coping strategies.

Explanation: Can influence the impact of JI on PB

Proactive Personality (PP)

Description: Proactive personality is characterized by the tendency to take initiative and effect change in the environment.

Role: Moderates the relationship between JI and PBs, where individuals with a proactive personality are more likely to engage in PBs despite experiencing JI.

Explanation: PP buffers the negative impact of JI on PB.

PROPOSED HYPOTHESES

H1: Job Insecurity (JI) will positively influence Emotional Exhaustion (EE).

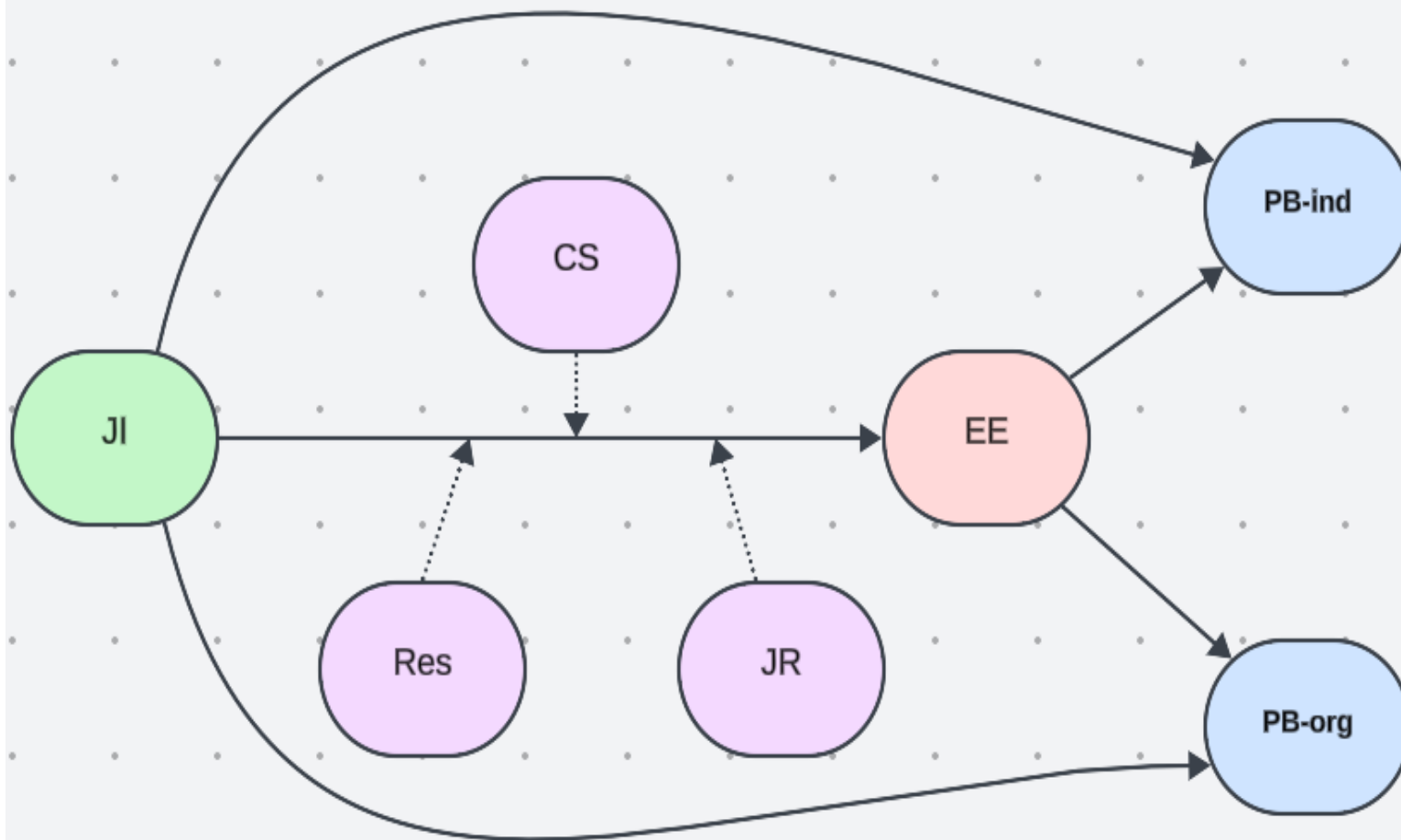
H2: Emotional Exhaustion (EE) will mediate the relationship between Job Insecurity (JI) and Organizational-Level Proactive Behaviors (PB_org).

H3: Emotional Exhaustion (EE) will mediate the relationship between Job Insecurity (JI) and Individual-Level Proactive Behaviors (PB_ind).

H4: Job Resources (JR), Resilience, and Community Support will moderate the relationship between Job Insecurity (JI) and Emotional Exhaustion (EE), such that higher levels of these moderators will weaken the positive relationship between JI and EE.

H5: The moderated relationship between Job Insecurity (JI) and Emotional Exhaustion (EE) will influence the strength of the indirect effects of JI on PB_org and PB_ind via EE, demonstrating moderated mediation.

CONCEPTUAL MODEL



- **JI:** Job Insecurity
- **CS:** Community Support
- **Res:** Resilience
- **JR:** Job Resources
- **EE:** Emotional Exhaustion
- **PP-ind:** individual-level proactive behaviors
- **PP-org:** organizational-level proactive behaviors

- **Direct Effects:**

- JI -> PB-ind
- JI -> PB-org

- **Mediated Effects:**

- JI -> EE -> PB-ind
- JI -> EE -> PB-org

- **Moderated Effects:**

- Res, CS, JR moderates JI -> EE

Theoretical Framework

To support our conceptual framework, we consider an existing topic-related theory:

Theory of Planned Behavior (TPB) (Ajzen, 1991) posits that :

The TPB posits that an individual's behavior is directly influenced by their behavioral intention, which is in turn shaped by three factors:

Attitude towards the behavior: The degree to which a person has a favourable or unfavourable evaluation of the behavior.

Subjective norms: The perceived social pressure to perform or not perform the behavior.

Perceived behavioral control: The perceived ease or difficulty of performing the behavior, which is assumed to reflect past experience and anticipated obstacles.

Application to JI and PB: In the context of job insecurity (JI) and proactive behaviors (PB), TPB can be particularly insightful.

Attitude towards proactive behaviors: Employees' positive or negative evaluations of engaging in PBs can influence their likelihood of doing so, especially under JI.

Subjective norms: The perceived social pressure from colleagues, supervisors, and organizational culture can impact employees' intentions to engage in PBs amidst JI.

Perceived behavioral control: Employees' belief in their capability to perform PBs despite JI can affect their intentions and actual behaviors

Theoretical Framework

Other Theories that can be considered

Conservation of Resources (COR) Theory

Overview: COR theory posits that individuals strive to obtain, retain, and protect their resources. When these resources are threatened, individuals experience stress, leading to various coping mechanisms.

Application: Despite the stress from job insecurity, some employees may engage in proactive behaviors as a way to secure or gain resources.

References: Hobfoll (1989)

Job Demands-Resources (JD-R) Model

Overview: This model suggests that job demands (e.g., job insecurity) can lead to stress and burnout, while job resources can buffer these effects and promote positive outcomes like proactive behaviors.

Application: Job resources can mitigate the negative impact of job insecurity and encourage proactive behaviors.

References: Demerouti et al. (2001)

Social Exchange Theory

Overview: Social exchange theory posits that relationships between individuals and their organizations are based on reciprocal exchanges. Positive treatment by the organization leads to positive employee attitudes and behaviors.

Application: Employees might engage in proactive behaviors as part of a positive exchange if they perceive support and fairness from the organization.

References: Blau (1964)

PROPOSED RESEARCH DESIGN – STUDY 3

Approach: The research is grounded in the **positivist paradigm, using quantitative data** to examine the impact of an external variable on the internal variable. - **A longitudinal** research design [**Multi-wave (Three waves:T1,T2,T3).**] – **Probability - Stratified** sampling survey design will be used.

Purpose: To observe changes over time, control for baseline relationships, and assess the directionality and dynamics of the relationships between Job Insecurity, Emotional Exhaustion, Proactive Behaviors, and their moderators.

Outcome: A more robust understanding of how Job Insecurity affects Proactive Behaviors over time, taking into account baseline conditions and the role of Emotional Exhaustion and moderating factors.

Population and Sampling Strategy: The study targets all employees from two major pharmaceutical companies in Palestine—Birzeit Pharmaceutical Company (40% market share) and Jerusalem Pharmaceutical Company (JPH) (37% market share) —which together represent approximately 77% to of the sector's production capacity. The total population consists of 698 employees of 1309 total employees working in this industry, stratified by both gender and tenure

Sampling Method: Stratified Systematic Random Sampling: The sample will be stratified by gender and type of contract to ensure representative sampling across these key demographic categories. A systematic approach will be used to randomly select employees within each stratum.

Sample Allocation: Based on proportional representation in each stratum, with adjustments to increase the representation of temporary contract employees (Given the low proportion of employees with temporary contracts; around 10% of all contracts).

Sample Size: ≥ 300 , for reliable SEM analysis (Bentler & Chou, 1987).

The study population comprised around 1,309 people working in the pharmaceutical industry across the West Bank in Palestine. The study population comprised around 698 people working in 2 main factories in the pharmaceutical industry across the West Bank in Palestine. Aiming for a sample size of at least 300 participants . This sample size adheres to the "10 times rule," ensuring reliability in model estimation.

Proposed Research Design – Study 3

Data Collection and Analysis Timeline

Time 1 (Baseline): Collect initial survey data on JI, EE, PB_org, PB_ind, JR, Resilience, and Community Support.

Time 2: Collect follow-up survey data focusing on changes in EE, PB_org, and PB_ind.

Time 3: Final survey to capture the long-term effects on PB_org and PB_ind.

Explanation: The **three-wave method** is a type of **longitudinal design** where data is collected at three different time points. This approach allows us to observe how variables and their relationships evolve over time and helps in controlling for baseline relationships.

The time proposed between each wave is two months.

Time 1: Measure all key variables, including the independent variable (Job Insecurity), the mediator (Emotional Exhaustion), and the dependent variables (Proactive Behaviors). This serves as the baseline.

Time 2: Measure the mediator (Emotional Exhaustion) and the dependent variables (Proactive Behaviors) again. By doing this, we can observe how changes in Emotional Exhaustion mediate the effect of Job Insecurity on Proactive Behaviors.

Time 3: Measure the dependent variables (Proactive Behaviors) again, along with any other outcomes of interest. This final wave allows us to assess the long-term effects and ensure that results are not driven by temporary conditions or baseline levels.

Proposed Research Design – Study 3

How to Control the Baseline Relationships:

Controlling for Prior Levels: By measuring the same variables at multiple time points, we can include the baseline measurements (e.g., Job Insecurity at Time 1) as control variables in the analysis. This helps us isolate the effect of changes over time, rather than simply reflecting stable baseline differences.

Justification for using a baseline:

- Ensures that you're assessing true changes over time, not just reflecting stable individual differences.
- Helps reduce confounding variables that might otherwise bias the results.
- By showing that earlier measures predict later outcomes, we strengthen the causal inference of our findings.
- Helps account for regression to the mean, ensuring that extreme values at one time point don't unduly influence results at subsequent times.

Analysis Approach: Structural Equation Modelling (SEM) will be employed to test the theory and analyze causal relationships, offering a comprehensive understanding from a holistic framework perspective (Kline, 2005). Data will be analyzed using the “lavaan” package in R for conducting Covariance-Based Structural Equation Modeling (CB-SEM). Thus, we would include the Time 1 measurements of each variable as covariates when analyzing the data from Time 2 and Time 3. This way, you control for initial levels and can focus on changes and their impacts.

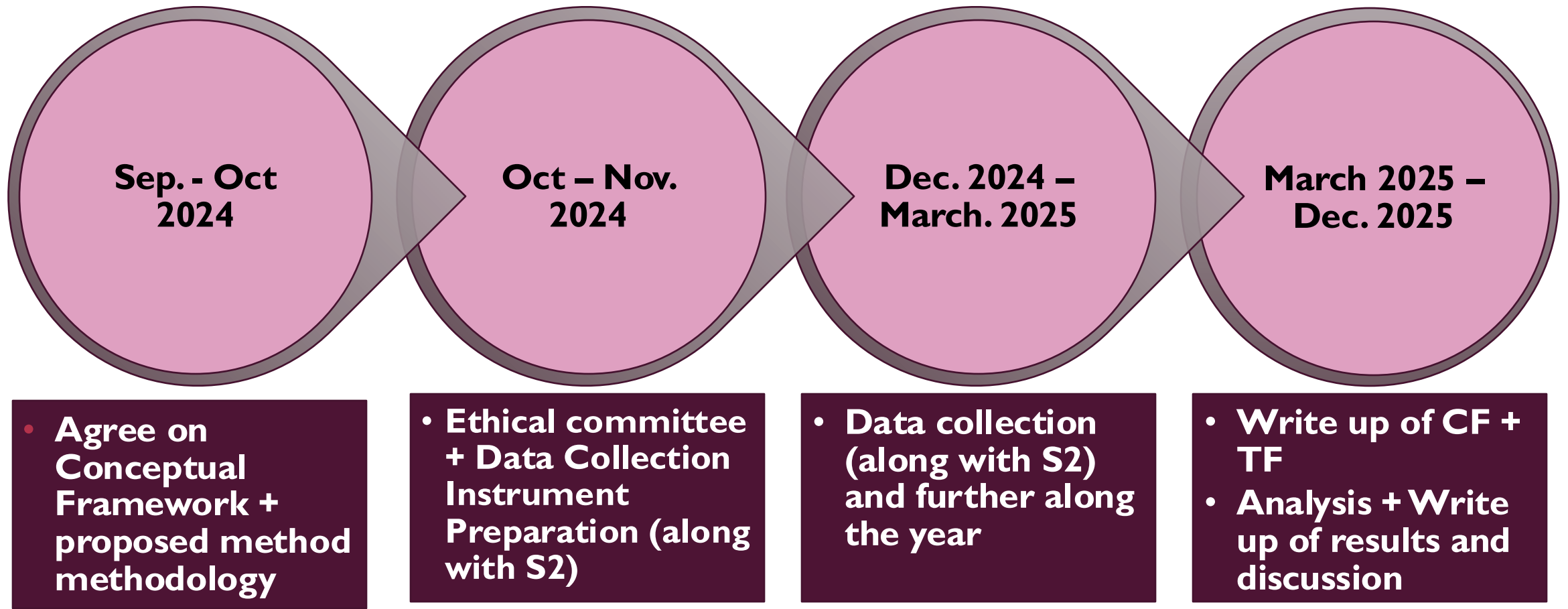
5. Survey Instrument

The survey will include validated scales to measure job insecurity, proactive behaviors, emotional exhaustion, and the rest of the moderators.

Measurement Scales:

- ❖ CJI: Hellgren, Sverke, and Isaksson (1999)
- ❖ Emotional Exhaustion (EE): TBD
- ❖ Job Resources (JR): TBD
- ❖ Resilience (R): TBD
- ❖ Community Support (CS): TBD
- Control Variables: TBD

Study (3) Plan



Thank You!