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

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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.

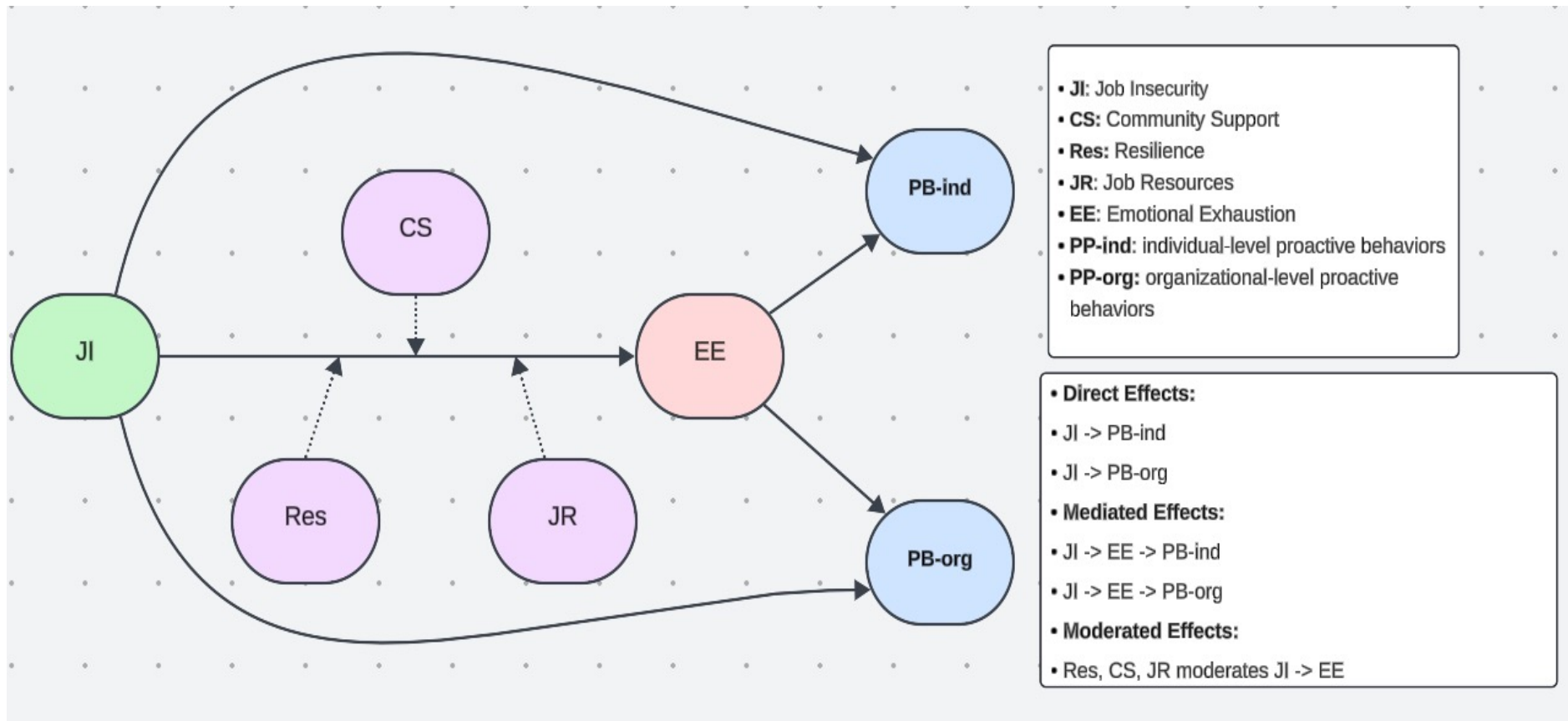
Role: Moderates the relationship between JI and PBs, where individuals with a proactive personality are more likely to engage in PBs despite experiencing JI.

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

Proposed Hypotheses:

- H1:** Job Insecurity (JI) is negatively related to Organizational-Level Proactive Behaviors.
- H2:** Job Insecurity (JI) is negatively related to Individual-Level Proactive Behaviors.
- H3:** Emotional Exhaustion (EE) mediates the relationship between Job Insecurity (JI) and Organizational-Level Proactive Behaviors.
- H4:** Emotional Exhaustion (EE) mediates the relationship between Job Insecurity (JI) and Individual-Level Proactive Behaviors.
- H5:** Job Resources (JR) moderate the relationship between Job Insecurity (JI) and Emotional Exhaustion (EE), such that the relationship is weaker when Job Resources are high.
- H6:** Resilience moderates the relationship between Job Insecurity (JI) and Emotional Exhaustion (EE), such that the relationship is weaker when Resilience is high.
- H7:** Community Support moderates the relationship between Job Insecurity (JI) and Emotional Exhaustion (EE), such that the relationship is weaker when Community Support is high.

Conceptual Model



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)

Research Design

The research is grounded in the positivist paradigm, using quantitative data to examine the impact of an external variable on the internal variable. - A cross-sectional - Nonprobability sampling survey design will be used.

Sample Size:

The study population comprised around 1,000 people working in the pharmaceutical industry across the West Bank in Palestine. Aiming for a sample size of at least 300 participants will provide sufficient data for robust CB-SEM and PLS-SEM analysis. This sample size adheres to the "10 times rule," ensuring reliability in model estimation.

Measurement Scales:

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

Analysis: Structural equation modeling (SEM) can be applied to test the proposed hypotheses and conceptual frameworks, allowing for the examination of direct, indirect, and moderated relationships between variables.

Thank You!