

# The Relationship Between Perceived Job Insecurity, Organization-Based-Self-Esteem and Psychological Well-Being Among Employees

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## Abstract

This study examines the relationships between perceived job insecurity (PJI), organization-based self-esteem (OBSE), and psychological well-being (PWB) among employees in India. It also investigates the mediating and moderating roles of OBSE in these relationships. Using a correlational research design, data were collected from 200–250 professionals through validated scales, including the Job Insecurity Scale (JIS), Organization-Based Self-Esteem Scale (OBSE), and WHO-5 Well-Being Index. The findings suggest that OBSE mediates the relationship between PJI and PWB, indicating that self-esteem in the workplace mitigates the negative effects of job insecurity. However, OBSE does not significantly moderate the relationship between PWB and job outcomes. The study highlights the importance of OBSE in organizational settings and provides implications for HR interventions aimed at reducing the adverse impact of job insecurity on employee well-being.

**Keywords:** Perceived job insecurity, Organization-based self-esteem, Psychological well-being, Job stability, Employee well-being, Workplace automation, HR interventions

## INTRODUCTION

In recent years, factors like COVID-19 pandemic, high inflation, growing workplace automation, usage of artificial intelligence and fear of recession have given rise to instability in the job market. Employees are facing uncertainty about their future in the workplace as mass layoffs are taking place in multiple organizations.

When employees are being laid off all around, job insecurity may arise which will make individuals live in the fear that they could be laid off next which then leads to doubt in their competencies and their self-esteem. This study aims to find how the presence of the individual's perceived job insecurity affects their level of self-esteem in an organizational setting and thereby affects the psychological well-being of the person.

Perceived job insecurity is defined as a subjective perception of feelings of insecurity about the future of one's employment (Witt, 2005). Greenhalgh and Rosenblatt's (1984) defined perceived job insecurity as perceived powerlessness to maintain desired continuity in a threatened job situation. Studies on job insecurity increased significantly after the 2008 economic crisis as people were facing fear of unemployment amid uncertain financial situations in multiple industries. Various studies have concluded

that presence of job insecurity leads to negative effects on different aspects of employees' job satisfaction and productivity (Sverke et al., 2002), motivation (Probst, 2002), self-perception, physical and mental health (De Witte, 1999; Cheng and Chan, 2008).

Self-esteem refers to an individual's perception or subjective appraisal of one's own self-worth, one's feelings of self-respect and self-confidence and the extent to which the individual holds positive or negative views about self (Sedikides and Gress, 2003). Within an organizational setting, Organization-based self-esteem (OBSE) is defined as "the degree to which an individual believes him/herself to be capable, significant, and worthy as an organizational member" (Pierce et al., 1989). Previous studies have shown that individuals with higher self-esteem have higher job satisfaction (Inkson, 1978), experienced less negative impact of job stress (Joy and Kumar, 2018), and psychological well-being (Kim et al., 2019). Psychological well-being is defined and measured by six distinct dimensions, namely autonomy, environmental mastery, personal growth, positive relations with others, purpose in life, and self-acceptance (Ryff, 1989). Psychological well-being is studied in different approaches and is widely used to understand employee behaviour. The hedonic approach studies PWB in terms of happiness and life satisfaction, while the eudemonic approach considers PWB in terms of optimal functioning, meaning, and self-actualization (Dagenais-Desmarais and Savoie, 2012). Psychological well-being is an important aspect to study as it not only affects the employee but the organization as well. Previous studies have shown that lower psychological well-being affects job performance, employee engagement, and employee turnover.

Organizations that want to maintain high levels of employee performance and happiness as well as a supportive work environment should understand the effects that job uncertainty has on employees' self-esteem and psychological well-being. Understanding these relationships is essential for developing effective interventions in Human Resources to reduce the negative consequences of job insecurity.

## **Theoretical Background**

### **Self-Determination Theory**

Edward Deci and Richard Ryan developed the Self-Determination Theory (SDT) which provides a thorough framework for understanding human motivation and well-being. The theory is based on their research on motivation and was first introduced in their 1985 book "Self-Determination and Intrinsic Motivation in Human Behaviour".

According to SDT, people have three basic psychological demands that are necessary for motivation and general well-being. The three demands are autonomy, competence, and relatedness. This theory is especially important for this research as job insecurity often threatens employees' sense of competence and relatedness. Employees may feel their competence is being questioned, and their sense of belonging to the organization is reduced.

High self-esteem among employees usually indicates that their basic psychological requirements are being satisfied, which is consistent with SDT's goal of fulfilling these needs in order to improve well-being and motivation.

### **Conservation of Resources Theory**

The Conservation of Resources (COR) Theory is a popular framework for understanding stress and its impacts on people, particularly in the context of work and organizational settings. It was first developed by Stevan E. Hobfoll in 1989. The COR Theory states that people work to obtain, hold onto, and protect

resources which are objects, conditions, qualities, or energy that they value personally. Physical assets (money, property, etc.), social support, personal qualities (skills, self-worth, etc.), and energy (time, effort) are examples of resources.

According to the theory, stress arises when people perceive a threat of resource loss, actually loss of resources, or acquire inadequate resources after investing resources. This theory provides a framework for understanding how perceived job insecurity can lead to heightened stress and lower psychological well-being.

### **Stress-as-Offense-to-Self Theory**

Susan Lazarus developed the Stress-as-Offense-to-Self (SOS) Theory in 1999. This theory focuses on how stress affects the self and causes psychological distress. It was further studied and updated by Semmer et al. The theory highlights that stress is a result of a perceived threat to one's identity or self-concept rather than just a reaction to external threats.

According to the SOS Theory, people experience stress when they believe that their identity, self-worth, or self-concept are under threat. This perception of an offense to the self leads to emotional and psychological distress. Job insecurity can be seen as a direct threat to individuals' self-concept and self-esteem. The stress from job insecurity can lead to emotional responses such as fear, anger, and frustration which can lead to a diminished psychological well-being. Self-esteem plays a crucial role in how individuals perceive and react to stressors. The theory explains how perceived threats to one's self-concept and self-worth contribute to stress and negative psychological outcomes.

### **Review of Literature**

Xiao Song Lin et al. (2018) studied the role of organization-based-self-esteem (OBSE) on job insecurity. The results showed that OBSE can incrementally explain the negative influence of job insecurity and which more strongly impair employees' OBSE for those who have more proactive personalities. The study, done on a sample size of 176 IT employees, is grounded in the self-consistency motivational theory. The limitation of this study is said to be that it did not consider how job security can be influenced. It identified that OBSE mediates the relationship between job insecurity and employees' jobs.

De Cuyper and De Witte (2006) studied the impact of job insecurity and contract type on attitudes, well-being and behavioural reports. The study focused on the role of job insecurity on job satisfaction, organizational commitment, life satisfaction, and self-rated performance among 396 permanent employees and 148 temporary employees. The objective of this study was to study the difference and relationship between dispositional optimistic attribution, perception of social support and psychological well-being of contractual teachers in aided and self-financing colleges. The study is based on psychological contract theory which is an unwritten agreement between an employee and employer about what each expects from the other. The study concluded that temporary workers were found to be more job insecure, job insecurity did not act as a stressor for these workers with regard to job satisfaction and organizational commitment, whereas it did for permanent workers.

Hellgren et al. (1999) conducted a longitudinal study on 375 employees to examine the impact over time of job insecurity on employee attitudes and well-being. It focused on a conceptual distinction between two aspects of job insecurity, quantitative insecurity (perceived threats to continued employment) and qualitative insecurity (threats to job features). The conclusion of the study was consistent with existing researches that job insecurity was found to be associated with negative perceptions of physical and mental

health as well as lowered job satisfaction and higher levels of turnover intention. It also concluded that job insecurity appears to have lingering and pervasive effects on the well-being of individuals.

Rocha et al. (2006) studied prolonged effects of job insecurity on psychological well-being. The study was done on a stratified systematic sample of 112 workers from a garment manufacturing plant for three and a half years and interviews were conducted every six months for a total of eight data collection periods. The paper focused on whether job insecurity, financial difficulty and demographic characteristics of age, race, marital status, gender and number of children are significant in predicting depression and anxiety. The study found that job security and financial difficulty were significantly related to anxiety. Along with those factors, the number of children and age were significantly related to depression. The study also found that psychological distress continuously increased in the presence of job insecurity.

Another cross-national analysis done by Russo and Terraneo (2020) focused on job insecurity and mental well-being. The study included two dimensions of job insecurity namely 'cognitive job insecurity' and 'labour market insecurity'. This analysis was done on 10,230 cases of eight different countries. The conclusion of the analysis was that self-perceived job insecurity is negatively related to mental well-being for both permanent and temporary workers.

Adekiya (2018) studied the effect of self-esteem on perceived job insecurity on 153 bank employees. The study hypothesized the moderating effects of self-efficacy and gender on self-esteem and perceived job insecurity. The conclusion of the study was that an increase in employee's self-esteem leads to a significant decrease in the perception of job insecurity. This result was supported by conservation of resource theory given by Hobfoll (1989) and transactional stress model of Lazarus and Folkman (1984). However, the study did not find any moderation effects of self-efficacy and gender on job insecurity and self-esteem. The study demonstrated that self-esteem can be useful as a personal resource to cope successfully with stressful situations that may affect the perception of a work situation.

A study conducted by Kim and Beehr (2023) focused on two types of job insecurity as stressors and the underlying mechanism of organization-based self-esteem (OBSE) as a mediator. The study was conducted on 324 full-time employees to examine job insecurity's ability to predict occupational and general well-being. The study also focused on moderators of role clarity and meaningful work. It was concluded that OBSE mediated the relationships between the two types of job insecurity (cognitive and affective) with employee well-being. The results of the study were supported by stress-as-offense-to-self (SOS) theory. Results also suggested that employees having a clear understanding of what is expected from them in their job were less negatively influenced by affective job insecurity as their OBSE was not affected.

Kinnunen et al. (1999) conducted a longitudinal study to investigate the effects of perceived job insecurity over time among 546 Finnish employees. The participants were surveyed at the three time points, with each survey wave spaced approximately one year apart. The study found that perceived job insecurity had a significant negative impact on job satisfaction and psychological well-being. Over time, employees who experienced high levels of job insecurity reported decreased job satisfaction and lower psychological well-being.

Kekesi and Agyemang (2021) conducted a study to assess perceived job insecurity and psychological distress with the moderating role of work values. A cross-sectional survey method was done on 202 individuals. The study concluded that when employees perceive job insecurity to be high, they are likely to be highly distressed. It also found that employees with strong work values experienced less psychological distress in the face of job insecurity compared to those with weaker work values.

Nath et al. (2023) conducted a cross-sectional study on 588 Indian employees to assess coping strategies mediating the effects of job insecurity on subjective well-being leading to presenteeism. The study found that the impact of job insecurity on the positive and negative affect of the subjective well-being of millennials was significant. It was found that perceived job insecurity is negatively associated with the positive affect of subjective well-being and positively associated with the negative affect of subjective well-being.

Yulianti and Fitdiarini (2023) studied if job insecurity and psychological well-being are necessary to improve employee performance. They conducted the study on 289 blue-collar employees in Indonesia and found that job insecurity negatively affects employee performance and psychological well-being. The study emphasizes the importance of organizational factors in reducing the negative effects of job insecurity on mental health. The findings also indicate that post-pandemic workers are more likely to have mental health issues. One of the main limitations of the study was that the sample was limited to hospitality workers.

Piccoli and Bellotto (2015) conducted a study to examine the relationship between job insecurity and emotional exhaustion, and explore the mediating processes underlying this relationship, including breached psychological contract and perceived distributive injustice. They conducted the study on 322 Italian blue collar workers. The findings indicated that the workers may experience emotional exhaustion as a result of job insecurity, which can cause poor job-related well-being through a process combining broken psychological contracts and perceived distributive injustice.

## Research Gap

There is a lack of research regarding the relationship between perceived job insecurity, self-esteem based in organization settings and psychological wellbeing simultaneously. This research aims to fill this research gap. This study aims to fill the literature gap and also help in better understanding of the variables in Indian context. Much of the existing research is conducted in specific cultural or geographic contexts, limiting the generalizability of findings.

## Methodology

### Statement of the problem

The study aims to assess the relationship between perceived job insecurity, organization-based-self-esteem, and psychological wellbeing among employees.

### Objectives of the study

1. To study the relationship between perceived job insecurity and organization-based self-esteem.
2. To study the relationship between perceived job insecurity and psychological well-being.
3. To study the relationship between organization-based-self-esteem on psychological well-being.
4. To investigate the role of organization-based self-esteem as a potential mediator and moderator in the relationship between perceived job insecurity and psychological well-being.

## Research Questions

1. Is there a relationship between perceived job insecurity and organization-based self-esteem?
2. Is there a relationship between perceived job insecurity and psychological well-being?
3. Is there a relationship between organization-based-self-esteem and psychological well-being?



4. Does organization-based self-esteem mediate the relationship between perceived job insecurity and psychological well-being?
5. Does organization-based self-esteem moderate the relationship between perceived job insecurity and psychological well-being?

### Hypotheses

H01: There is no relationship between perceived job insecurity and organization-based-self-esteem.

H02: There is no relationship between perceived job insecurity and psychological well-being.

H03: There is no relationship between organization-based-self-esteem and psychological well-being.

H04: There is no mediating role of organization-based self-esteem on the relationship between perceived job insecurity and psychological well-being.

H05: There is no moderating role of organization-based self-esteem on the relationship between perceived job insecurity and psychological well-being.

### Research design

Correlational research design will be used. This will be a quantitative research to study the relationship between perceived job insecurity, organization-based-self-esteem and psychological well-being.

### Operational definition of the variables

1. Perceived Job Insecurity: A subjective perception of feelings of insecurity about the future of one's employment (Witt, 2005).
2. Organization-based-self-esteem (OBSE): The degree to which an individual believes him/herself to be capable, significant, and worthy as an organizational member (Pierce et al., 1989).
3. Psychological well-being: A person's cognitive and affective evaluations of their life (Diener, 1984).

### Sampling

The sample will contain 200 to 250 Indian employees working for at least 6 months.

**Technique:** Snowball sampling technique

### Inclusion and exclusion criteria

#### Inclusion criteria

- Individuals currently employed
- Individuals who have been employed for more than 6 months at the company
- Indian citizens

#### Exclusion criteria

- Part-time working employees
- Remote working employees
- Employees not working in India
- Individuals diagnosed with psychological issues

### Procedure

Informed consent will be taken from the participants who volunteer to take part in the study. The collection of data will be done through the created Google Forms which will include basic demographic details, and

items from the tools to measure the variables will be included. Data will be collected from 200 to 250 participants. The data collection will be followed by analysis using the Jamovi software.

### **Tools for the study**

The following pre-existing scales will be used to study the variables perceived job insecurity, organization-based-self-esteem, and psychological well-being:

#### **1. Job Insecurity Scale (JIS):**

The Job Insecurity Scale (JIS) has been developed by De Witte (2000). The scale includes four items namely: “I feel insecure about the future of my job”, “Chances are I will soon lose my job”, “I think I might lose my job in the near future” (1 = strongly disagree; 5= strongly agree) and “I am sure I can keep my job” (reverse coded). The JIS has been used to measure perceived job insecurity in various studies and validated across countries, and in different employment settings. The reliability of the scale is 0.82 and has a good construct validity of 0.94.

#### **2. Organization-Based Self-Esteem (OBSE) Scale:**

The Organization-Based Self-Esteem (OBSE) Scale, developed by Pierce, Gardner, Cummings, and Dunham (1989), measures individuals' self-esteem based on their work role and their perceived value within their organization. The construct is defined as the degree to which individuals feel they are valued and respected by their organization and believe they are important to it. This is a 10 item scale and includes items like “I am trusted around here”, “There is faith in me around here”. The participants respond on a Likert scale from Strongly Disagree, Disagree, Neither agree/disagree, Agree, to Strongly Agree. It has shown good reliability and validity, with internal consistency coefficient of 0.87 indicating strong reliability. Validity evidence includes correlations with related constructs such as job satisfaction and organizational commitment, and studies have demonstrated its usage across various work environments and the construct validity is 0.91.

#### **3. WHO-5 Well-Being Index:**

The WHO-5 Well-Being Index was developed by the World Health Organization in 1998 as part of the DepCare project aimed at assessing mental well-being. The WHO-5 consists of 5 items, each reflecting a positive aspect of mental well-being: "I have felt cheerful and in good spirits", "I have felt calm and relaxed", "I have felt active and vigorous", "I woke up feeling fresh and rested", "My daily life has been filled with things that interest me". Each item is scored on a 6-point Likert scale (0 = At no time, 1 = Some of the time, 2 = Less than half of the time, 3 = More than half of the time, 4 = Most of the time, 5 = All of the time). The total score ranges from 0 to 25, with higher scores indicating better well-being. Scores can also be converted to a scale from 0 to 100 by multiplying by 4. The WHO-5 has demonstrated high internal consistency with Cronbach's alpha typically around 0.82, It has also shown strong construct validity of 0.97, correlating well with other measures of well-being.

### **Research ethics**

The following ethical considerations will be taken into account for this research-

1. **Informed Consent:** Participants will be informed about the nature and purpose of the study, and their rights as participants. All participants will be told about the voluntary nature of their participation and their right to withdraw at any time without penalty.
2. **Confidentiality and Privacy:** Participants' confidentiality and privacy will be protected. All data collected will be kept anonymous and confidential, and the data will be stored securely to prevent

unauthorized access. This an important factor as employees could be skeptical of consequences from their organization for truthful responses.

## Statistical Analysis

The statistical techniques used for the study will be inferential and descriptive statistics. Measures of descriptive statistics used will be mean and standard deviation. Measures of inferential statistics used will be correlation, linear and multiple regression, and mediation and moderation analysis using Jamovi software.

## Results and Discussion

The present study examines the relationships between job insecurity (JI), organization-based self-esteem (OBSE), and psychological well-being (PWB) among employees. Additionally, the study explores the mediating role of OBSE in the relationship between JI and PWB, as well as the moderating effect of OBSE on the relationship between PWB and job outcomes. The collected data were analyzed using the Jamovi, employing techniques such as Spearman's correlation, linear regression, mediation, and moderation analysis to test the proposed hypotheses. The following sections present and discuss the results of these analyses.

**Table 1 Descriptive Statistics of Job Insecurity (JI), Organization-Based Self-Esteem (OBSE), and Psychological Well-Being (PWB)**

Variable	N	Mean	SD
<b>JI</b>	182	12.5	3.2
<b>OBSE</b>	182	28.8	9.56
<b>PWB</b>	182	14.7	4.47

Table 1 presents the descriptive statistics for the study variables. The mean value and standard deviation of Job Insecurity (JI) are 12.5 and 3.2, respectively. Organization-Based Self-Esteem (OBSE) has a mean of 28.8 and a standard deviation of 9.56, while Psychological Well-Being (PWB) has a mean of 14.7 and a standard deviation of 4.47. The standard deviations indicate that OBSE has the highest variability among the three variables, while JI exhibits the least variation.

**Table 2 Spearman's rank-order correlation matrix for job insecurity (JI), organization-based self-esteem (OBSE), and psychological well-being (PWB)**

Correlation Matrix			
Variable	JI	OBSE	PWB
<b>JI</b>	—	.608***	.470***
<b>OBSE</b>	.608***	—	.670***
<b>PWB</b>	.470***	.670***	—
<b>N</b>	182	182	182

Table 2 presents the Spearman's rank-order correlation matrix for job insecurity (JI), organization-based self-esteem (OBSE), and psychological well-being (PWB). The Spearman correlation test was applied to examine the relationships between these variables. The analysis revealed significant positive correlations between JI and OBSE ( $r = .608$ ,  $p < .001$ ) and between JI and PWB ( $r = .470$ ,  $p < .001$ ), indicating that



higher job insecurity is associated with greater levels of organization-based self-esteem and psychological well-being. Additionally, OBSE and PWB showed a significant positive correlation ( $r = .670$ ,  $p < .001$ ), suggesting that higher self-esteem in the workplace is linked to better psychological well-being. These findings align with the study by Lin et al. (2018), which emphasized that OBSE can mitigate the negative impacts of job insecurity. However, the results differ from the conclusions of Yulianti and Fitdiarini (2023), who found that job insecurity negatively affects employee performance and psychological well-being. The discrepancy might be due to variations in cultural contexts or differences in job roles and industries, as Yulianti and Fitdiarini's research focused specifically on blue-collar employees in Indonesia. The current study aligns more closely with the conclusions of Kim and Beehr (2023), who identified OBSE as a mediator in the relationship between job insecurity and employee well-being, suggesting that self-esteem may serve as a psychological resource that mitigates the adverse effects of job insecurity. Such discrepancies indicate the need for further investigation to better understand the complex dynamics between job insecurity, self-esteem, and well-being in diverse work environments.

**Table 3 Regression analysis predicting psychological well-being (PWB) based on job insecurity (JI) and organization-based self-esteem (OBSE)**

Predictor	Estimate (B)	SE	t	p
Intercept	4.389	0.9895	4.44	< .001
JI (Job Insecurity)	0.152	0.096	1.58	0.115
OBSE (Organization-Based Self-Esteem)	0.29	0.0321	9.03	< .001

Table 3 presents the regression analysis predicting psychological well-being (PWB) based on job insecurity (JI) and organization-based self-esteem (OBSE). The model indicates that OBSE is a significant positive predictor of psychological well-being ( $B = 0.29$ ,  $SE = 0.0321$ ,  $t = 9.03$ ,  $p < .001$ ), suggesting that higher organization-based self-esteem is associated with greater psychological well-being. However, job insecurity does not significantly predict psychological well-being ( $B = 0.152$ ,  $SE = 0.096$ ,  $t = 1.58$ ,  $p = 0.115$ ), implying that, in the presence of OBSE, job insecurity does not have a direct impact on psychological well-being.

These findings align with the research by Lin et al. (2018), who highlighted the buffering role of OBSE in reducing the negative impact of job insecurity. The results also support the conclusions of Kim and Beehr (2023), who found that OBSE mediates the relationship between job insecurity and well-being, suggesting that self-esteem in the workplace acts as a psychological resource.

**Table 4 Mediation analysis examining the indirect effect of job insecurity (JI) on psychological well-being (PWB) through organization-based self-esteem (OBSE)**

To explore whether organization-based self-esteem (OBSE) mediates the relationship between job insecurity (JI) and psychological well-being (PWB), a mediation analysis was conducted. The results, presented in Table X, show a significant indirect effect of JI on PWB through OBSE ( $B = 0.54$ ,  $SE = 0.0778$ , 95% CI [0.3873, 0.692],  $p < .001$ ). This suggests that OBSE plays a crucial role in explaining how job insecurity influences psychological well-being.

The analysis indicates that JI significantly predicts OBSE ( $B = 1.859$ ,  $SE = 0.1734$ ,  $p < .001$ ), showing that higher job insecurity is associated with lower organization-based self-esteem. Additionally, OBSE significantly predicts PWB ( $B = 0.29$ ,  $SE = 0.0319$ ,  $p < .001$ ), suggesting that employees with higher self-esteem in the workplace experience better psychological well-being. However, the direct effect of JI on

Type	Effect	Estimate	SE	95% CI (Lower, Upper)	$\beta$	z	p
Indirect	JI → OBSE → PWB	0.54	0.0778	0.3873, 0.692	0.386	6.94	< .001
Component	JI → OBSE	1.859	0.1734	1.5196, 2.199	0.622	10.72	< .001
	OBSE → PWB	0.29	0.0319	0.2278, 0.353	0.621	9.11	< .001
Direct	JI → PWB	0.152	0.0953	-0.0346, 0.339	0.109	1.6	0.11
Total	JI → PWB	0.692	0.0902	0.5150, 0.869	0.495	7.67	< .001

PWB is not statistically significant ( $B = 0.152$ ,  $SE = 0.0953$ ,  $p = 0.11$ ), indicating that the impact of job insecurity on psychological well-being primarily occurs through OBSE. The significant total effect of JI on PWB ( $B = 0.692$ ,  $SE = 0.0902$ ,  $p < .001$ ) demonstrates that job insecurity has a notable overall influence on psychological well-being, primarily through its effect on OBSE.

These findings are consistent with Lin et al. (2018), who found that OBSE can mitigate the negative impacts of job insecurity. Similarly, Kim and Beehr (2023) highlighted OBSE's mediating role, suggesting that self-esteem acts as a buffer against the adverse effects of job insecurity on well-being. The results also support the work of Adekiya (2018), who emphasized that higher self-esteem can help employees cope with workplace stress, including job insecurity.

**Table 5 Moderation analysis examining the interaction between psychological well-being (PWB) and organization-based self-esteem (OBSE)**

Predictor	Estimate	SE	Z	p
PWB	0.087	0.042	2.05	0.04
OBSE	0.193	0.019	10.09	< .001
PWB × OBSE	-0.0079	0.0047	-1.68	0.093

A moderation analysis was conducted to examine whether organization-based self-esteem (OBSE) moderates the relationship between psychological well-being (PWB) and the outcome variable. The results, shown in Table 5, indicate that both PWB ( $B = 0.087$ ,  $SE = 0.042$ ,  $z = 2.05$ ,  $p = 0.04$ ) and OBSE ( $B = 0.193$ ,  $SE = 0.019$ ,  $z = 10.09$ ,  $p < .001$ ) are significant predictors, suggesting that higher PWB and higher OBSE are associated with better outcomes. However, the interaction term (PWB × OBSE) is not statistically significant ( $B = -0.0079$ ,  $SE = 0.0047$ ,  $z = -1.68$ ,  $p = 0.093$ ), indicating that OBSE does not significantly moderate the relationship between PWB and the dependent variable.

These findings align with the work of Adekiya (2018), who emphasized the role of self-esteem in coping with job-related stress. However, the non-significant interaction effect contradicts the findings of Kekesi and Agyemang (2021), who suggested that strong work values can moderate the relationship between job insecurity and psychological distress, highlighting that personal resources may not always function as buffers across all contexts.

## **Conclusion**

The present study investigated the relationship between job insecurity (JI), organization-based self-esteem (OBSE), and psychological well-being (PWB) through both direct and indirect pathways. The findings suggest that OBSE significantly mediates the relationship between JI and PWB, reinforcing the notion that self-esteem derived from one's organization serves as a crucial psychological resource in mitigating the negative effects of job insecurity. While the direct effect of JI on PWB was found to be non-significant, the total effect was substantial, indicating that OBSE plays a key role in buffering the adverse psychological consequences associated with job insecurity.

Moreover, while OBSE was found to be a significant predictor of PWB, the moderation analysis did not support OBSE as a moderator between PWB and job-related outcomes. This contradicts previous findings by Kekesi and Agyemang (2021), who suggested that personal resources, such as work values, can buffer against psychological distress caused by job insecurity. It is possible that additional variables, such as social support, job role clarity, or economic conditions, play a more significant moderating role.

Overall, the study reinforces the critical role of OBSE in shaping employees' psychological well-being in the face of job insecurity. Organizations aiming to support employees should focus on fostering a sense of value and self-worth within the workplace, as a higher OBSE can enhance resilience against job insecurity's negative effects.

This study highlights the significant role of organization-based self-esteem in shaping employees' psychological well-being amidst job insecurity. The findings suggest that OBSE serves as a crucial resource in buffering against job insecurity's negative effects, yet its moderating role remains uncertain. While the study adds to the growing body of literature on job insecurity and employee well-being, future research should further explore contextual, industry-specific, and intervention-based factors to develop comprehensive strategies for supporting employees in uncertain work environments. By fostering a workplace culture that enhances OBSE, organizations can contribute to greater resilience and well-being among employees, ultimately improving overall organizational performance.

## **Limitations**

Data collection was challenging among full-time employees, as their busy schedules often limited their availability. Most of the respondents were from a specific professional background, which may have reduced the generalizability of the findings. The homogeneity of the sample could have been mitigated if data were collected from employees across different industries and geographic locations, ensuring a more diverse representation. Furthermore, since self-reported measures were used, there is a possibility of social desirability bias, where participants may have responded in a way they perceived as favourable rather than accurate.

## Suggestions

Future research can incorporate additional factors such as organizational climate, job satisfaction, perceived organizational support, and career adaptability to gain a more comprehensive understanding of how job insecurity affects psychological well-being. Investigating variables like work-life balance, burnout, techno-stress, and career switching intentions can provide deeper insights into employees' coping mechanisms and career decisions. Furthermore, conducting industry-specific and cross-cultural comparisons would help identify variations in job insecurity's impact across different economic and social contexts. Longitudinal studies can also be implemented to assess how these relationships evolve over time, providing stronger causal inferences. Lastly, developing and testing intervention programs that enhance organization-based self-esteem may help organizations foster a more resilient workforce.

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