

Job Insecurity And Its Consequences For Non- Standard Workers And The Organization

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Abstract

The study sought to explore the consequences of job insecurity for organization and non-standard workers. Twelve purposively selected research participants participated in a qualitative study conducted at a transnational firm in Zimbabwe. Face-to-face, semi-structured interviews were utilized to collect data from the research participants. The thematic data analysis method was used to analyze collected data with the help of NVivo software. The study's findings show that job insecurity is a work-related stressor with detrimental effects on non-standard workers who experience it. Research participants who experienced job insecurity reported work-life conflict, poor physical and mental health, which has an adverse effect on their performance. Additionally, the study's findings show that job insecurity presents adverse effects on the case transnational firm in Zimbabwe. Research participants identified high safety violations, high levels of absenteeism and intention to leave as the major effects of job insecurity, which affects the operations of the case transnational firm in Zimbabwe negatively. Conversely, the study's findings showed that job insecurity stimulates non-standard workers' performance, which in turn enhances the performance of the case transnational firm in Zimbabwe. In this regard, research participants indicated that they work extra hard when faced with job insecurity to avoid job loss, which enhances the organization's performance. The study recommends that managers and policymakers should formulate and implement policies that minimize job insecurity and enhance employees' security at work.

Keywords: Non-Standard Worker, Job Insecurity, Transnational Firm, Mental Health, Work-Life Conflict

1. Introduction

The rapidly changing global macroeconomic landscape of the new millennium, marked by dynamic consumer markets and a growing need for flexibility, has introduced significant changes in the way organizations function and conduct business (Mpabanga et al., 2023; Fang et al., 2022; Ikeije &

Okpo, 2023; Sverke et al., 2020; Spriggs & Evans, 2022). Because of this, organizations all over the world have been compelled to reorganize and implement adaptive strategies to survive and stay competitive (Antunes et al., 2023). Bone (2024) posits that the global macroeconomic changes have called for alterations in business practices to allow organizations to fight and withstand global competition. Furthermore, Free and Hecimovic (2021) contend that for businesses to stay profitable in the face of a dynamic macroeconomic environment, they must think about ways to increase profits or cut expenses. Several organizations utilized strategies such as outsourcing, downsizing, retrenchment, and non-standard forms of employment to deal with the aforementioned volatile macro-environment (Wenzel et al., 2022; Ezeh, 2020; Stofkova & Sukalova, 2021; Sverke et al., 2020). It is important to note that non-standard forms of work have been one of the most commonly utilized strategies by organizations because these ensure organizational flexibility and quick response to external changes (Allvin et al., 2019). In a similar vein, Spriggs and Evans (2022) assert that many firms have chosen flexibility and cost-cutting measures by filling permanent positions with non-standard forms of work after experiencing the harsh economic consequences of globalization. For employees, non-standard forms of work are known for causing a feeling of insecurity regarding the continuity and future existence of their jobs (Ikeije & Okpo, 2023). Similarly, Probst et al. (2023) contend that contingent workers experience insecurity and uncertainty about their jobs owing to the precarious nature of their employment contracts. De Witte et al. (2019) define job insecurity as the subjective perception of being in danger of losing a job or important features of the job. There have been mixed findings from studies that explored job insecurity and its effects on the organization and workers (Vieira et al., 2022; Stankevičiūtė et al., 2021; Burgard et al., 2019). Researchers have found that workers who engage in non-standard forms of work are better prepared for instability and may not be surprised by any job uncertainty that occur owing to the nature of their contract (Lu et al., 2023; Qu et al., 2023; Sora et al., 2021). Greenhalgh and Rosenblatt (2020) argue that employees who experience job insecurity might put in more effort at work to demonstrate their worth to management, which in turn enhances organizational performance. Likewise, Sverke et al. (2020) claim that when workers experience job insecurity, they feel compelled to put in a lot of effort to keep their jobs. Contrarily, several authors have indicated that job insecurity is a work-related stressor that has detrimental effects on workers who experience it (Zheng et al., 2021; Probst et al., 2023; Sora et al., 2021). Chirumbolo (2020) expresses similar views, claiming that job insecurity has a detrimental effect on workers' performance, physical health, and mental health, whilst affecting the organization

indirectly. Despite the fact that job insecurity has been thoroughly researched, little is known about its consequences for the organization and non-standard workers. It is also important to highlight that the majority of studies on the effects of job insecurity on the organization and its workforce have been carried out in the developed world, with relatively few studies being conducted in developing nations. The aforementioned suggests that fewer studies on job insecurity and its consequences on the organization and non-standard workers have been conducted in the global south. Hence, a study was carried out to explore the effects of job insecurity on the organization and non-standard workers in Zimbabwe.

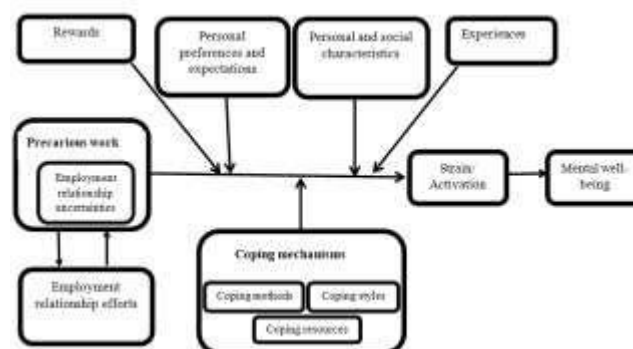
2. Literature Review

This section covers the study's guiding theories, the nature of job insecurity, and its effects on workers and organizations.

2.1. Bosmans et al.'s (2017) Employment Strain/Activation Model

The social stress theory and the employment strain model are combined to create the employment strain/activation model. The social stress theory illustrates how stressors, which relate to one's job, can affect their mental health (Bosmans et al., 2017). The employment strain/activation model assesses the strain elements of non-standard work arrangements and their possible impacts on employees (Bosmans et al., 2017). Figure 1 below shows the employment strain / activation model.

Figure 1: Bosmans et al.'s (2017) Employment Strain / Activation Model



Source: Bosmans et al., 2017

Figure 1 above demonstrates how job insecurity can trigger stress, which in turn can impact employees' mental health (Bosmans et al., 2017). Likewise, Bosmans (2017) contends that the insecure nature of non-standard forms of employment acts as a stressor that has a detrimental effect on the psychological health of workers. The employment strain/activation model allows researchers to examine how non-standard types of work's inherent job insecurity

contribute to mental health problems.

2.2. Conceptualization of Job Insecurity

Researchers have generally agreed upon a definition and conceptualization of job insecurity. Some researchers have indicated that the perception and intensity of job insecurity differs amongst workers, depending on how they evaluate their situation (Adekiya, 2024, De Witte et al., 2015; Selenko & Shoss, 2023; Fink, 2016, Vander Elst et al., 2016; Hartley et al., 2018). Job insecurity is regarded as subjective and hence employees often react differently to it even when they are in similar conditions (Masia & Piennar, 2016). Other researchers view job insecurity as a threat to a range of job characteristics (Vander Elst et al., 2016, Blau et al., 2014). The perceived threat to stability and continuation of one's employment with an organization is what Probst (2023) defines as job insecurity. Similarly, De Witte et al. (2015) describe job insecurity as the individual's subjective perception of being in danger of losing their employment or important aspects of it.

2.3. Dimensions of Job Insecurity

Researchers have identified numerous dimensions of job insecurity as factors that contribute to workers' experiences of job insecurity. Table 1 below provides an explanation of the various dimensions of job insecurity.

Table 1: Dimensions of Job Insecurity

Dimensions of Job Insecurity	Narration
Cognitive	Concerned with the likelihood of job loss (Bosman et al., 2017)
Affective	Fear of job (Sverke et al., 2020)
Quantitative	Feeling of insecurity in the continuity of the job ((Hellgren et al., 2017)
Qualitative	Threat to the continuity of valued features of a job (Jiang & Lavaysse, 2018)
Subjective	Awareness of the possible risk of losing current job (Vander Elst et al., 2014)
Objective	Events that threaten the existence of the job (recession, downsizing, retrenchment and outsourcing) (Gallie et al., 2017)

Source: Researchers' compilation

2.4. Consequences of Job Insecurity for Workers

Researchers have argued that job insecurity is a job-related stressor that affects workers who experience it (Bert et al., 2021; Nella, 2015; Mauno, 2017). Many studies have found that job insecurity has a detrimental effect on workers' physical health, mental health and work-life balance (Griep, 2021; Bert et al., 2021; Llosa, 2018; Nella, 2015; Klug, 2020;

Mauno, 2017).The following section presents the consequences of job insecurity for workers.

2.4.1. Physical Health

The accumulation of stress associated with job insecurity, according to Nella et al. (2015), can have negative long-term effects on employees' physical health. Likewise, Kadlec and Shopshire (2012) aver that prolonged exposure to job insecurity can lead to burnout syndrome, which has an adverse effect on workers' physical health. Mauno et al. (2017) define burnout syndrome as an emotional response to work-related stressors that can lead to physical tiredness and disengagement. Fink (2017) listed bone diseases, greater susceptibility to colds and flu, and illness as some of the physical health problems associated with employment uncertainty. In a similar vein, Karadecka (2017) postulates that a high body mass index and high blood pressure are also associated with employment insecurity. Moreover, Nica et al. (2016) contend that the utilization of health services, including medical assistance and doctor consultations, tend to increase when workers experience employment insecurity.

2.4.2. Psychological/Mental Health

Bert et al. (2021) advance that job insecurity has severe effects on employees' mental health. Sharing the same sentiments is Griep et al. (2021), who argue that the possible threat to work security causes work related stress that impacts workers' mental health. Chirumbolo (2020) posits that employment uncertainty is associated with fatigue, as well as psychological difficulties like anxiety, depression, and alcohol addiction. In addition, somatic complaints have been found to be related to job insecurity (Llosa et al., 2018; Hu et al., 2021; Ritcher & Näswall, 2019; Cheng & Chan, 2018; Russo & Terraneo, 2020; Klug, 2020;). Other researchers have found that job insecurity is associated with increased medical consultation, which can be seen as a sign of poor psychological health (Vargas-Jiménez et al., 2020; Bert, 2021; Nella, 2018; De Witte, 2015; Nica, 2016; Abdul et al., 2023).

2.4.3. Job Insecurity and Family-Life

Work-family conflict has been linked to work-related stressors such as job insecurity (Begum, 2022; Abdul et al., 2023; Mauno et al., 2017; Minnotte et al., 2018). Voydanoff (2013) maintains that job insecurity is a job-related stressor that has a negative spill-over effect on family life. A study by Lim et al. (2018) found that children's attitudes towards work are influenced by their parents' job insecurity experiences, which has a knock-on effect on the home domain. Similarly, Moore et al., (2017) claim that the threat of job loss creates difficulties for workers and their families. Additionally, Moore et al. (2017) mention that spouses who spend a significant amount of time assisting their loved ones in their

career are also adversely affected by their spouse's job insecurity.

2.5. Consequences of Job Insecurity on the Organization

Burgard et al. (2019) argue that job insecurity does not only affect workers, but it also has indirect effects on the organization. The effects of job insecurity on the organization are discussed in the next section.

2.5.1. Job Performance

There have been mixed findings from studies that investigated the connection between job insecurity and job performance. While some research (De Cuyper, 2020; Darvishmotevali et al., 2017; Kurnia & Widigdo, 2021) revealed a negative correlation between job insecurity and job performance, other studies (Debus, 2020; Adekiya, 2024; Chirumbolo et al., 2020) found a positive correlation between job insecurity and employee and organizational performance. A plausible rationale for an increase in performance when experiencing job insecurity is that employees who face job insecurity are inclined to exert extra effort to enhance their prospects of long-term employment, which in-turn enhances organizational performance (Chirumbolo, 2020). According to Debus (2020), workers who believe that they could face layoffs might put in greater effort at work to prove their worth to the company. Furthermore, Salmon and Heey (2019) assert that employees perform better when job insecurity is high to prove their worth. Contrarily, Staufienbiel (2014) argues that employees who experience job insecurity put in the least amount of effort because they do not anticipate opportunities for employment in the future. Supporting this, a study conducted by Konig (2016) found that job insecurity leads to unfavorable job attitudes, which have a detrimental effect on both employee and organizational performance.

2.5.2. Turnover Intentions

Several researchers have linked job insecurity to a higher intention to leave the company (Berntson et al., 2018; Ratnasari, 2020; Brougham & Haar, 2020). Keller et al. (2014) state that one alternative action that an employee can take to reduce the danger of losing their job is to look for a new job which offers job security. Job insecurity is also associated with withdrawal behavior, which manifests in high levels of turnover intention, affecting the organization's proper functioning negatively (Balz & Schuller, 2021; Akgunduz & Eryilmaz, 2018). Hartley et al. (2019) assert that skilled workers have a high intention of leaving their current position since it is easier for them to find another job in the event of job insecurity. Likewise, Reisel et al. (2015) state that employees who face job instability display withdrawal symptoms such as tardiness and task avoidance.

2.5.3. Job Insecurity and Job Safety

Reduced safety compliance and an increase in accidents have been linked to job insecurity (Kreshpaj et al., 2022; Koranyi et al., 2018; Probst & Lindgren, 2023; Wu et al., 2022). A study by Fink (2019) found that accident underreporting is linked to job insecurity, and this could be because workers are afraid to be associated with accidents. Similarly, Guo et al., (2019) argue that job insecurity results in poor safety compliance, which raises work-related accidents and injuries. Sharing the same sentiments is Koranyi et al. (2018), who advance that employees who experience job insecurity take less care of their safety, eschew precautions, and are reluctant to report safety violations at work. Notably, a study by Størseth (2017) discovered a positive correlation between rule-breaking behavior and employment uncertainty. Another study by Brubaker and Probst (2023) found that contingent workers have higher rates of accidents and injuries when compared to employees in more stable employment. Furthermore, Zhang et al. (2019) aver that employees who feel uncertain about their employment are less likely to commit their cognitive resources towards safety, which leads to a higher rate of injuries

3. Research Methodology

Research methodology is a plan that describes the steps involved in conducting a study (Burns and Grove, 2011). Table 2 below summarizes the research methodology and design that researchers use.

Table 2: Adopted Research Methodology and Design

Research Methodology	Technique Used	Reason For Use
Research philosophy	Interpretivism	Assists researchers to understand the subjective experiences of participants.
Research approach	Qualitative	Complements the research philosophy adopted by the researchers.
Sampling	Purposive sampling	Assists researchers to select participants with relevant experience and knowledge of the issue under study.
Sample size	12 (Data saturation)	The current study's researchers reached data saturation after 12 interviewees were conducted.
Data collection instrument	Semi-structured interviews	Allowed the researchers to elicit in-depth information from the participants.
Data analysis	Thematic analysis (NVivo)	Enables researchers to identify themes and subthemes from the data.
Ethical consideration	Informed consent Confidentiality Voluntary participation	Fosters mutual and beneficial relationship between researchers and participants.

Trustworthiness	Credibility Confirmability Dependability Transferability	Used by researchers to guarantee research rigor.
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Source: Researchers' compilation

3.1. Demographic Characteristics of the Participants

Non-standard workers and managerial staff who participated in the study were identified by the letters "JI" and "MJI," respectively. The research participants' demographic characteristics are shown in Table 3 below.

Table 3: Demographic Characteristics of the Research Participants

No.	Pseudonyms	Gender	Age	Work experience	Qualification	Interview length
1	JI1	M	19	6months	A level	10minutes
2	JI2	F	23	8months	Diploma	11minutes
3	JI3	F	20	7months	A level	12minutes
4	JI4	F	24	5months	Diploma	10minutes
5	JI5	M	24	8months	Bachelor's degree	11minutes
6	JI6	M	26	9months	Bachelor's degree	12minutes
7	MJI1	F	27	25months	Bachelor's degree	10minutes
8	MJI2	F	29	32months	Bachelor's degree	12minutes
9	MJI3	M	33	36months	Master's degree	11minutes
10	MJI4	F	36	48months	Master's degree	13minutes
11	MJI5	M	34	37months	Bachelor's degree	12minutes
12	MJI6	M	33	35months	Bachelor's degree	11minutes

Source: Authors' fieldwork

4. Findings

The study sought to explore the consequences of job insecurity for non-standard workers and the organization. The researchers categorized the study's results into themes and sub-themes, as shown in Table 4 below.

Table 4: Emerging Themes and Sub-themes

Target	Themes	Sub-themes
Organization	Employee performance	Hard working Exerting minimum effort
	Turnover intentions and absenteeism	Absent without reasonable cause Withdrawal behavior Increased turnover intention and high labor turnover
	Job safety	Increased injuries and accidents Cutting safety corners Reluctant to report safety violations
Non-Standard Workers	Physical health	Physical exhaustion Increased use of health services
	Psychological/mental health	Depression Emotional exhaustion Anxiety and burnout
	Work-life conflict	Negative spillover effect Poor children and spousal relationships

Source: Authors' fieldwork

4.1. Data Frequency and Response Rate

The data frequency and response rate are shown in Table 5 below.

Table 5: Data Frequency and Response Rate

Target	Theme	Frequency(N=12)		
		Positive effect	No effect	Negative effect
Organization	Employee performance	7	-	3
	Turnover intentions and absenteeism	-	-	7
	Job safety	-	-	7
Non-standard workers	Physical health	-	1	8
	Psychological health	-	2	7
	Work-life conflict	-	-	6

Source: Authors' fieldwork

4.2. Consequences of Job Insecurity for the Organization

The study's findings, which relate to the consequences of job insecurity for the organization, are presented below.

4.2.1. Theme 1: Employee Performance

Most of the research participants indicated that they work hard to lower their chances of losing their jobs when faced with job insecurity. The above sentiments mean that job insecurity benefits the organization since it induces workers to work extra hard. However, some of the research participants indicated that they exert minimum effort when they experience job insecurity. The aforementioned means that the overall performance of the organization is affected negatively when workers experience job insecurity. Table 6 below shows participants' quotes in this respect.

Table 6: Participants' Quotes on Influence of Job Insecurity on Employee Performance

Pseudonym	Quotes
Jl3	'You are forced to work hard, anticipating a contract renewal, because in most cases they renew the contracts of top performers. This means that organizational performance is likely to improve because majority of workers tend to put maximum effort in order to retain their employment'.
Jl6	'When workers are experiencing job insecurity it means that the organization is at the advantage because all workers will try their level best to work hard to secure future employment'.
MJl1	'Job insecurity has a positive influence on the organization due to the fact that overall employee performance tends to increase'.
MJl3	'There is a positive relationship between job insecurity, employee performance and organizational performance'.
MJl4	'Job insecurity affects organization positively'.
MJl5	'Workers who experience job insecurity work hard, which is good for the organization'.
MJl6	'Workers who experience job insecurity work hard, which is good for the survival of the organization'.

Source: Authors' fieldwork

Some research participants indicated that when faced with job insecurity, they exert the least amount of effort at work, which has a detrimental effect on the organization's performance. Hence, Jl1 stated:

"Job insecurity negatively affects employee self-rated performance and this goes a long way in affecting the organization."

Sharing the same views, Jl4said:

"Job insecurity negatively affects the performance of an organization."

Similarly, MJl2 claimed:

"Job insecurity is not good for both workers and the organization in terms of performance."

4.2.2. Theme 2: Turnover Intention and Absenteeism

The study's findings show that seven of the twelve research participants indicated that job insecurity increases absenteeism rates and workers' desire to leave an organization. Their sentiments point to the fact that high turnover intentions and absenteeism rates affect the proper functioning of the organization negatively. Their related quotes are presented below.

'I am desperately looking for another job because I don't see myself getting contract renewal. I don't think I will give the organization notice when I am going to another job because I want them to find it difficult to replace me in a short notice' (JI1);

'The rate I absent myself is serious and I am sure the organization can feel it' (JI2);

'Job insecurity is not good for the organization because a number of workers absent themselves looking for better opportunities out there' (JI5);

'A number of workers exhibit withdrawal behaviors, which is not good for an organization' (MJI1);

'Faced with job insecurity, workers come to work late and in most cases, they don't come to work. This means that the organization is likely to incur costs to cover up for those who absent themselves without reasonable cause' (MJI3);

'Turnover intention will lead to high labor turnover, which is not good for the organization' (MJI5); and 'High absenteeism rate means problems for the organization' (MJI6).

4.2.3. Theme 3: Job Safety

The research participants indicated that job insecurity increases job related injuries and accidents, which affect the proper functioning of the organization. In this regard, JI3stated:

'A number of workers make serious errors due to job insecurity stress. Some of the errors lead to injuries and serious accidents'.

Sharing the same sentiments, JI4 said: "Rule breaking behavior is common among non-standard workers who experience job insecurity. Remember cutting safety corners will lead to accidents, which affect the performance of an organization".

Similarly, JI6 remarked:

'Job insecurity is associated with decreased safety behavior

and this will increase number of injuries and accidents at work’.

In addition, MJ11 argued: ‘Job insecurity is associated with high accidents, which affect proper functioning of the company’.

This trend continued with MJ12, MJ14 and MJ16. Their quotes point to the fact that workers who experience job insecurity are likely to cut safety corners and exhibit safety rule breaking behaviors, which increase the number of injuries and accidents at work.

4.3. Consequences of Job Insecurity for Non-standard Workers

Researchers have argued that job insecurity is a job-related stressor that affects workers who experience it. The themes of the effects of job insecurity on non-standard workers are presented below.

4.3.1. Theme 1: Physical Health

Most of the research participants indicated that job insecurity has detrimental effects on their physical health. Table 7 below shows participants’ responses in this regard.

Table 7: Participants’ Quotes on Physical Health

Pseudonym	Participants’ Quotes
J11	‘Job insecurity is not good for my physical health, my brother’.
J12	‘If I think of the future of my job, I feel weak’.
J13	‘It’s very hard because the nature of my job gives me a headache because I don’t know what the future holds in terms of employment’.
J16	‘Remember, if you experience job insecurity, you can make gross errors, which cause physical harm to your body’.
MJ11	‘Accidents are common for those who experience job insecurity, which affect negatively on their physical health’.
MJ13	‘Job insecurity affects physical health of non-standard workers’.
MJ15	‘Non-standard workers usually suffer from physical exhaustion due to job insecurity’.
MJ16	‘Job insecurity increases the use of health services, which is a sign of poor physical health’.

Source: Authors’ fieldwork

One research participant indicated that job insecurity has little effect on the physical health of non-standard workers. In this regard, J14 stated:

‘Job insecurity has nothing to do with physical health of non-

standard workers’.

4.3.2. Theme 2: Psychological Health

The study’s results show that seven of the twelve research participants indicated that job insecurity affects their psychological health negatively. Their related quotes are presented below.

“My brother, I am depressed with the issue of my future employment right now” (JI2);

“Job insecurity is not good for my mental health” (JI3);

“In short, let me just say job insecurity negatively affect mental health of non-standard workers” (JI5);

‘Those who experience job insecurity suffer from depression and anxiety’ (JI6);

“Job insecurity causes an increase in medical consultation among workers” (MJI3);

“Anxiety, depression and burnout are effects of job insecurity” (MJI5); and

“Job insecurity causes mental exhaustion among employees who experience it” (MJI6).

Conversely, two research participants (JI1 and MJI2) indicated that job insecurity had little effect on the psychological health of non-standard workers because they accept this form of work knowing that it entails an element of job insecurity.

4.3.3. Theme 3: Work-life Conflict

Apart from poor physical and psychological health, other research participants indicated that job insecurity had a detrimental effect on work-life balance. The aforementioned is supported by the research participants' quotes presented below.

‘Job insecurity negatively affects your relationships with your spouse and children’ (JI3);

‘Work-life conflict is one of the negative consequences of job insecurity’ (JI4);

‘Job insecurity is associated with negative spillover effects, my brother’ (JI6);

‘Workers who experience job insecurity find it difficult to perform their roles at home’ (MJI3);

'Stress associated with job insecurity can spill over to family domains' (MJ14); and

'Work-life imbalance is a product of job insecurity' (MJ15).

5. Discussion of the Study's Findings

This study sought to explore the effects of job insecurity on non-standard workers and the organization. The study's findings show that job insecurity does not only affect workers, but also has a detrimental indirect effect on the case transnational firm in Zimbabwe. Research participants who experienced job insecurity reported safety violations, high levels of absenteeism and intention to leave, which affected the organization's performance negatively. These study findings are supported by Burgard et al. (2019), who argue that job insecurity does not only affect workers, but also has indirect effects on the organization. Similarly, a study by Balz and Schuller (2021) found a direct relationship between job insecurity, absenteeism and turnover intention. The aforementioned study also found that a high absenteeism rate and turnover intention has detrimental effects on the organization. In addition, Zhang et al. (2019) state that workers who experience employment insecurity are less likely to observe safety protocols, which increase work-related accidents and injuries. Contrarily, some participants indicated that job insecurity enhances employee and organizational performance. Chirumbolo et al. (2020) concur, mentioning that workers who experience job uncertainty are likely to put in more effort to improve their chances of long-term employment. Similarly, Salmon and Heey (2019) assert that employees perform better when job insecurity is high to prove their worth. The study's findings also show that job insecurity is a stressor, which has adverse effects on non-standard workers. Research participants indicated that job insecurity has detrimental effects on their work-life balance, as well as on their physical and mental health. The above viewpoints validate the employment strain/activation model. The model shows how job insecurity can trigger stress, which in turn affects employees' mental health. Likewise, Kadlec and Shopshire (2012) argue that prolonged exposure to job insecurity can lead to burnout syndrome, which has an adverse effect on workers' physical health.

6. Contribution of the Study

The study has contributed theoretically, methodologically, and practically to the discipline of human resources management. Extensive research and theories of job insecurity have been developed in developed nations. Hence, from the perspective of developing nations; the current study is unique and has contributed distinctively to theory, as well as new themes and concepts on job insecurity and its effects on the organization and non-standard

workers. From a methodological perspective, it appears that most research on the effects of job insecurity on non-standard workers and organizations have been conducted, using quantitative methods. This study's qualitative research methodology makes methodological contributions to the field of human resources management by giving an in-depth exploration of the consequences of job insecurity on non-standard workers and organizations. Practically, this study offers fresh data on the consequences of job insecurity on the organization and non-standard employees, which can be used by managers and policy makers to develop and enact policies that would reduce job insecurity and improve workers' sense of security at work.

7. Limitations and Direction for Future Studies

It is important to consider possible limitations of this study when interpreting the findings. The results may not be fully representative of the larger population owing to the small sample size of twelve research participants that the researchers utilized. The study's results could have been different if a larger sample had been used. The study's trustworthiness might have been affected by the researchers' dual roles as interviewers and researchers. To minimize the bias, the researchers adopted reflexivity during the interviews by observing their biases, whilst remaining neutral throughout the study. Future studies on the consequences of job insecurity on non-standard workers and organizations should make use of larger samples and quantitative approaches.

8. Conclusion

Identifying the consequences of job insecurity on non-standard workers and the organization allows managers to formulate mechanisms that minimize job insecurity, whilst enhancing employees' security at work. The study produced contradictory findings on how job insecurity affects the proper functioning of the organization. Most of the participants identified low job safety, high turnover intention, and absenteeism as negative effects of job insecurity, which adversely affected the proper functioning of the organization. However, a few research participants indicated that job insecurity stimulated non-standard workers to work hard, which enhanced organizational performance. The study's findings also show that job insecurity affected workers negatively. In this regard, the research participants indicated that they experienced poor physical health, work-life conflict and poor psychological health owing to job insecurity at work.

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Author's Contributions

All authors listed have made a substantial, direct, and intellectual contribution to the work and approved it for publication.

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Conflicts of Interest

The authors declare no conflict of interest

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