



TOP-CONFERENCES

International Conference of Economics, Finance and Accounting Studies

International Conference of Economics, Finance and Accounting Studies is a double-blind peer-reviewed, open-access journal published to reach excellence on the scope. It considers scholarly, research-based articles on all aspects of economics, finance and accounting. As an international congress aimed at facilitating the global exchange of education theory, contributions from different educational systems and cultures are encouraged. It aims to provide a forum for all researchers, educators, educational policy-makers and planners to exchange invaluable ideas and resources.

Topic: AI Adoption and the Erosion of Psychological Safety: Exploring Job Insecurity and Identity Threat in Family-Owned Enterprises

Tehmina Rafi

Senior Lecturer, Department of Accounting and Marketing
Tashkent Institute of textile and Light Industry
Email: tehminarafi.01@gmail.com

Abstract

The fast process of Artificial Intelligence (AI) implementation into the organizational processes is transforming the nature of work, specifically in family-owners businesses. Though AI is efficient and innovative, its implementation presents serious psychological and emotional difficulties to the employees. This paper examines the problem of psychological safety loss in family businesses due to the implementation of AI through identity threats and the sense of job insecurity. In particular, it tests how AI-induced identity threat, affective job insecurity, cognitive job insecurity and employee well-being are related to one another. Based on the recent empirical and theoretical data, the study will develop the hypothesis that AI identity threat has a negative impact on employee well-being, whereas it has a positive effect on both affective and cognitive job insecurity. Besides, affective and cognitive job insecurity is suggested to have adverse effects on the well-being of employees. These results demonstrate the need to focus on the emotional and cognitive reactions of employees to technological change, especially in the context of family businesses where relations and values play a significant role. The psychological risks, loss of employee identity, and organizational resilience during digital transformation can be reduced by the family firms through open communication, emotional support, and transparent leadership when adopting AI.

Keywords: Psychological Safety, Family Businesses, Job insecurity, Identity Threat, Employee Wellbeing, Artificial Intelligence

Introduction

Family businesses, as a specific subset of companies, represent the most widespread form of business organization worldwide, so it is not surprising that research on them has proliferated exponentially in recent decades. Today, the business landscape is undeniably being transformed by the increasing integration of AI into various processes and sectors (Atienza-Barba et al., 2024). In this specific case of family businesses, AI presents unique challenges and opportunities for enhancing their competitive advantages, which are related to the origin of social capital (Soluk, 2022), intergenerational succession issues (Wang and Li, 2023), and the peculiarities of governance and decision-making (Ulrich et al., 2023; Upadhyay et al., 2023).

However, it is precisely the defining characteristics of family businesses, specifically the importance of family structure and how its interactions and values permeate the corporate culture (Upadhyay et al., 2023) that are shaping their strategy, leading them to view AI integration as a low priority (Ulrich et al., 2023), with some even being sceptical of its potential.

Literature Review

H1: There is a negative relationship between AI identity threat and Employee Well-being

The integration of Artificial Intelligence (AI) into organizational processes has significantly transformed the operational landscape, fostered increased efficiency and enabled data-driven decision-making. However, this technological advancement is accompanied by challenges, particularly concerning the psychological and emotional well-being of employees. A significant body of research indicates that AI adoption can induce an identity threat, impacting the mental health and overall well-being of employees who feel that their roles and significance within the organization may diminish as AI systems take over essential functions (Gull et al., 2023).

When faced with the increasing capabilities of AI, employees may struggle with a profound sense of loss regarding their job identity and worth. As AI assumes roles traditionally held by humans, it can lead to feelings of purposelessness and obsolescence (Xu et al., 2023). This identity threat is closely linked to cognitive job insecurity, which arises when individuals perceive a threat to their professional identity due to AI advancements, resulting in increased stress, anxiety, and decreased job satisfaction (Bai et al., 2024). Additionally, the complexity and decisional autonomy embedded in modern AI systems may exacerbate these feelings of alienation, as employees perceive their expertise as being disregarded, which undermines their confidence and job satisfaction (Tang et al., 2023).

Moreover, the emotional toll of AI implementation is compounded by the collective fear of displacement among employees, leading to workplace tensions and reluctance to embrace new technologies (Bai et al., 2024). The shift toward a digitally transformed workplace necessitates that employees not only adapt to new systems but also reconcile new definitions of success and contribution, creating a significant source of emotional strain if not properly addressed (Gull et al., 2023).

Organizations must recognize the substantial psychological impacts of AI integration and actively engage with their workforce to mitigate these effects. Providing comprehensive training, fostering open communication, and offering emotional support can help employees navigate the changes brought about by AI technologies, enabling them to maintain confidence in their roles and feel valued within the organization (Wan-qing & Li, 2022). Studies indicate that a supportive organizational culture is crucial for sustaining employee well-being amidst the transformative effects of AI, as it can buffer against job stress and promote resilience (Jeong et al., 2024).

H2: There is a positive relationship between AI identity threat and Affective Job Insecurity.

The integration of Artificial Intelligence (AI) into the workplace has sparked significant concerns around Affective Job Insecurity (AJI), a construct that captures the emotional responses employees experience in light of potential job loss or displacement due to automation. As AI technologies become more embedded in various sectors, numerous studies highlight the emotional distress that employees encounter, fundamentally tied to their professional identity and the perceived threat posed by AI to their roles (Gull et al., 2023). The emotional responses such as anxiety, stress, and worry, indicative of AJI, contribute to a substantial decline in morale and commitment among employees as their roles transition increasingly towards automation (Braganza et al., 2021).

Research indicates that the advent of AI can lead to a profound sense of instability among employees, particularly when their job functions are subject to automation. Braganza et al. emphasize that AI adoption creates uncertainties for workers, necessitating organizational support to safeguard employee well-being amid job automation (Braganza et al., 2021). Likewise, the model developed by Gull et al. illustrates that AI identity threat correlates with increased job insecurity, linking feelings of inadequacy with the emotional burden of possible job displacement (Gull et al., 2023). Moreover, Mirbabaie et al. contribute to this discourse by elucidating how the

perception of AI as indispensable can exacerbate feelings of identity threat, thus intensifying AJI among employees (Mirbabaie et al., 2021).

The emotional ramifications of AI are not ephemeral; they extend into an overall reduction in organizational commitment and can stimulate withdrawal behaviors among employees (Braganza et al., 2021). Wang's literature review reinforces this narrative, presenting the dual nature of AI's impact where technological advancement can augment employee capabilities yet simultaneously poses a risk of substitution (Wang, 2023). This duality often leaves employees feeling conflicted, creating a psychological landscape where the fear of being rendered obsolete by AI undermines their emotional stability and engagement at work (Wang, 2023).

Furthermore, the emotional insecurity stemming from AI identity threat manifests in protracted challenges to workplace dynamics. Employees who perceive their professional significance as diminished by AI are likely to experience long-term emotional discomfort, which can lead to broader organizational issues such as decreased performance and heightened resistance to change (Mirbabaie et al., 2021). This highlights a critical need for organizations to strategically manage AI integration, ensuring that the push toward technological advancement does not infringe upon the emotional and psychological well-being of employees, thereby preserving their sense of identity and professional value (Braganza et al., 2021; Gull et al., 2023; Wang, 2023).

H3: There is a positive relationship between AI identity threat and Cognitive Job Insecurity.

Cognitive Job Insecurity (CJI) emerges as a significant phenomenon in contemporary workplaces, particularly in the context of rapid technological advancement, such as the integration of artificial intelligence (AI). CJI refers specifically to employees' rational assessment of their job security based on observable changes in the workplace rather than emotional responses. This form of job insecurity is heightened as AI technologies take on tasks traditionally performed by humans, prompting a reevaluation of the relevance and security of employees' roles. Research indicates that exposure to developments such as job automation considerably influences perceptions of job security among workers, leading to a collective sense of vulnerability regarding their future employment prospects (Cheng et al., 2020).

The relationship between AI implementation and CJI is evident in industries undergoing digital transformation, where employees observe a direct substitution of human roles by automated systems. In such environments, employees are more likely to perceive their job roles as threatened, particularly if their specific functions are being automated or diminished. The understanding is that as organizations restructure to accommodate AI technologies, workers' cognitive appraisals of job security become increasingly negative, fostering anxiety regarding job permanence (Shin et al., 2022; Charkhabi, 2019; Wang et al., 2023). Consequently, workers may view organizational changes not only as structural adjustments but as significant threats to their professional identities, linking their self-worth and identity closely with job security (Urbanavičiūtė et al., 2021; Vîrgă, 2017).

Moreover, the cognitive assessment of job security is not merely a reaction to the presence of AI but also intricately woven with the cultural and economic contexts in which workers operate. A meta-analysis reflecting various studies has confirmed that economic fluctuations and organizational changes provoke heightened job insecurity (Salas-Nicás et al., 2024; Nawrocka et al., 2021). This is particularly true in sectors marked by intense competition and cost-cutting measures, where technology often represents a means to reduce labor costs, further intensifying workers' perceptions of inadequacy and contributing to CJI (Kemer & TEKELİ, 2022).

Understanding the dynamics of CJI highlights the necessity for proactive interventions from organizational leadership. Effective communication regarding the integration of AI and the rationale behind job design changes is crucial in alleviating fears of obsolescence among employees. Transparent discussions about the evolving nature of their roles can diminish uncertainty, allowing workers to adapt cognitively to new operational frameworks (Qian et al., 2020; Lin & Bai, 2022). The evidence underscores the importance of addressing CJI not only as a psychological outcome of AI's integration into the workplace but also as a critical factor influencing employee well-being and organizational efficacy.

H4: There is a negative relationship between Affective Job Insecurity and employee well-being. The emotional health and well-being of individuals are significantly impacted by their employment status, particularly through the lens of Affective Job Insecurity (AJI). This concept encompasses individuals' fears and anxieties regarding their employment future, regardless of their actual job security (Wu et al., 2020). The psychological implications of job insecurity are profound; individuals often experience increased levels of stress and anxiety, which can detract from their general mental well-being and job satisfaction (Hsieh & Kao, 2021). This emotional disturbance can manifest through feelings of instability and despair, exacerbating a sense of isolation and loneliness in the workplace (Jalali et al., 2020). The literature suggests that workers facing job insecurity are more likely to experience emotional exhaustion and disengagement, leading to a decline in motivation and productivity (Richter & Näswall, 2018).

Research has shown that job security correlates positively with employee satisfaction and emotional stability. Employees in secure positions generally report higher levels of job satisfaction and lower workplace stress (Frone, 2018). Workplace stability contributes to feelings of safety and purpose, which are crucial for maintaining resilience against everyday challenges (Llosa et al., 2018). Conversely, the threat of job loss often undermines employees' trust in their organizations, thus deteriorating their job satisfaction (Richter & Näswall, 2018). For instance, individuals who perceive their roles as insecure are less engaged and can struggle to establish meaningful workplace relationships, further compromising their emotional health (Kim & Knesebeck, 2015; Klug, 2017).

Organizations have a critical role in alleviating the psychological impacts of job insecurity. Implementing supportive measures, including clear communication, emotional support, and fair treatment, can help mitigate workers' anxieties and promote overall well-being (Jin & Lee, 2019; Wege et al., 2017). Failure to effectively address these concerns can lead to long-term mental health issues, such as depression and diminished life satisfaction (Helbling & Kanji, 2017). Consequently, fostering a supportive workplace culture during uncertain times is essential for improving employee well-being and fostering a more cohesive social climate that alleviates the tensions associated with job insecurity (Jiang et al., 2019; Vásquez et al., 2020).

H5: There is a negative relationship between Cognitive Job Insecurity and employee well-being. Cognitive Job Insecurity (CJI) reflects an employee's rational assessment of potential job instability, influenced by various external factors such as organizational changes, economic conditions, and structural shifts in the workplace (Bazzoli & Probst, 2022; Shin et al., 2022). This perception diverges from emotional job insecurity, which is characterized by affective responses to threats of job loss, thus emphasizing the importance of understanding the cognitive underpinnings of job security perceptions (Zyl et al., 2013). Research indicates that CJI is causally linked to multiple psychological and behavioral outcomes, leading to decreased job performance, increased absenteeism, and diminished employee engagement. For instance, cognitive stress arising from perceived job insecurity can severely impair cognitive functions such as problem-solving, thereby limiting creative and collaborative efforts that are vital for a productive work environment (Hootegeem et al., 2018).

The adverse effects of cognitive job insecurity extend beyond cognitive impairments. Employees who perceive their job as unstable report significant declines in well-being, manifesting not only as emotional distress but also through physical symptoms. This phenomenon is well-documented, with findings revealing that job insecurity can lead to insomnia, heightened health complaints, and reduced capacity to focus on work-related tasks (Jiang et al., 2019; Salas-Nicás et al., 2024). A meta-analytical review highlighted a compelling correlation between job insecurity and mental health issues, with a notable percentage of workers exposed to job loss insecurity at risk for developing psychological conditions (Llosa et al., 2018). Moreover, the organizational context plays a crucial role; inadequate communication from leadership can augment feelings of insecurity, while supportive management practices, such as open communication and opportunities for skills enhancement, have been shown to buffer the negative impacts of

perceived job insecurity (Shin et al., 2022).

To address cognitive job insecurity effectively, organizations must recognize its profound influence on employee behavior and overall workplace dynamics. By fostering a transparent and communicative work environment, employers can mitigate the damaging outcomes associated with cognitive job insecurity. Studies suggest that increasing employee control and providing social support are effective strategies to lessen these adverse effects, thereby cultivating a more resilient workforce capable of thriving despite uncertainties (Nawrocka et al., 2021). Ultimately, understanding the multifaceted nature of cognitive job insecurity not only aids in formulating effective employee engagement strategies but also enhances organizational health and productivity (Virgã, 2017).

References

- Bai, S., Zhang, X., Yu, D., & Yao, J. (2024). Assist me or replace me? uncovering the influence of ai awareness on employees' counterproductive work behaviors. *Frontiers in Public Health*, 12. <https://doi.org/10.3389/fpubh.2024.1449561>
- Braganza, A., Chen, W., Canhoto, A., & Sap, S. (2021). Productive employment and decent work: the impact of ai adoption on psychological contracts, job engagement and employee trust. *Journal of Business Research*, 131, 485-494. <https://doi.org/10.1016/j.jbusres.2020.08.018>
- Charkhabi, M. (2019). Quantitative job insecurity and well-being: testing the mediating role of hindrance and challenge appraisals. *Frontiers in Psychology*, 9. <https://doi.org/10.3389/fpsyg.2018.02776>
- Cheng, W., Pien, L., & Cheng, Y. (2020). Occupation-level automation probability is associated with psychosocial work conditions and workers' health: a multilevel study. *American Journal of Industrial Medicine*, 64(2), 108-117. <https://doi.org/10.1002/ajim.23210>
- Gull, A., Ashfaq, J., & Aslam, M. (2023). Ai in the workplace: uncovering its impact on employee well-being and the role of cognitive job insecurity. *International Journal of Business and Economic Affairs*, 8(4). <https://doi.org/10.24088/ijbea-2023-84007>
- Gull, A., Ashfaq, J., & Aslam, M. (2023). Ai in the workplace: uncovering its impact on employee well-being and the role of cognitive job insecurity. *International Journal of Business and Economic Affairs*, 8(4). <https://doi.org/10.24088/ijbea-2023-84007>
- Gull, A., Dilawar, S., & Sher, F. (2023). Data-driven artificial intelligence at the crossroads: investigating the role of affective job insecurity in the relationship between artificial intelligence identity threat and employee well-being. *ABBDM*, 3(1), 18-34. <https://doi.org/10.62019/abbdm.v3i1.35>
- Jeong, J., Kim, B., & Lee, J. (2024). Navigating ai transitions: how coaching leadership buffers against job stress and protects employee physical health. *Frontiers in Public Health*, 12. <https://doi.org/10.3389/fpubh.2024.1343932>
- Kemer, E. and TEKELİ, E. (2022). The mediating role of trait anxiety in the impact of digital competence perception on job insecurity: an application for hotel managers. *Management Research Review*, 46(6), 914-930. <https://doi.org/10.1108/mrr-08-2021-0603>
- Mirbabaie, M., Brünker, F., Frick, N., & Stieglitz, S. (2021). The rise of artificial intelligence – understanding the ai identity threat at the workplace. *Electronic Markets*, 32(1), 73-99. <https://doi.org/10.1007/s12525-021-00496-x>
- Tang, P., Koopman, J., Michael, K., Cremer, D., Zhang, J., Reynders, P., ... & Chen, I. (2023). No person is an island: unpacking the work and after-work consequences of interacting with artificial intelligence. *Journal of Applied Psychology*, 108(11), 1766-1789. <https://doi.org/10.1037/apl0001103>
- Tang, P., Koopman, J., Yam, K., Cremer, D., Zhang, J., & Reynders, P. (2022). The self-regulatory consequences of dependence on intelligent machines at work: evidence from field and experimental studies. *Human Resource Management*, 62(5), 721-744. <https://doi.org/10.1002/hrm.22154>
- Wang, Q. (2023). The impact of ai on organizational employees: a literature review. *Journal of*

Education Humanities and Social Sciences, 19, 45-53. <https://doi.org/10.54097/ehss.v19i.10955>

Wan-qing, W. and Li, L. (2022). The impact of artificial intelligence on the mental health of manufacturing workers: the mediating role of overtime work and the work environment. *Frontiers in Public Health*, 10. <https://doi.org/10.3389/fpubh.2022.862407>

Xu, G., Xue, M., & Zhao, J. (2023). The association between artificial intelligence awareness and employee depression: the mediating role of emotional exhaustion and the moderating role of perceived organizational support. *International Journal of Environmental Research and Public Health*, 20(6), 5147. <https://doi.org/10.3390/ijerph20065147>

Lin, H. and Bai, X. (2022). Differential antecedents and consequences of affective and cognitive ruminations. *International Journal of Environmental Research and Public Health*, 19(18), 11452. <https://doi.org/10.3390/ijerph191811452>

Nawrocka, S., Witte, H., Brondino, M., & Pasini, M. (2021). On the reciprocal relationship between quantitative and qualitative job insecurity and outcomes. testing a cross-lagged longitudinal mediation model. *International Journal of Environmental Research and Public Health*, 18(12), 6392. <https://doi.org/10.3390/ijerph18126392>

Qian, S., Yuan, Q., Lim, V., Niu, W., & Liu, Z. (2020). Do job insecure leaders perform less transformational leadership? the roles of emotional exhaustion and trait mindfulness. *Journal of Leadership & Organizational Studies*, 27(4), 376-388. <https://doi.org/10.1177/1548051820938327>

Salas-Nicás, S., Esteve-Matalí, L., Llorens, C., & Navarro, A. (2024). Job insecurity, mental health, and general health over time. *Journal of Occupational and Environmental Medicine*, 66(7), 523-527. <https://doi.org/10.1097/jom.0000000000003096>

Shin, Y., Hur, W., & Rhee, S. (2022). A longitudinal investigation of the roles of cognitive and affective job insecurity before and during the pandemic. *European Journal of Psychology Open*, 81(4), 105-114. <https://doi.org/10.1024/2673-8627/a000031>

Urbanavičiūtė, I., Lazauskaitė-Zabielskė, J., & Witte, H. (2021). Deconstructing job insecurity: do its qualitative and quantitative dimensions add up?. *Occupational Health Science*, 5(3), 415-435. <https://doi.org/10.1007/s41542-021-00096-3>

Vîrgă, D. (2017). Work-related well-being: from qualitative job insecurity to cognitive reappraisal. <https://doi.org/10.5772/67507>

Wang, D., Cao, D., & Kiani, A. (2023). How and when can job-insecure employees prevent psychological distress against the covid-19 pandemic? the role of cognitive appraisal and reappraisal. *Current Psychology*, 43(13), 12248-12260. <https://doi.org/10.1007/s12144-023-04331-8>

Frone, M. (2018). What happened to the employed during the great recession? a u.s. population study of net change in employee insecurity, health, and organizational commitment. *Journal of Vocational Behavior*, 107, 246-260. <https://doi.org/10.1016/j.jvb.2018.05.001>

Helbling, L. and Kanji, S. (2017). Job insecurity: differential effects of subjective and objective measures on life satisfaction trajectories of workers aged 27–30 in germany. *Social Indicators Research*, 137(3), 1145-1162. <https://doi.org/10.1007/s11205-017-1635-z>

Hsieh, H. and Kao, K. (2021). Beyond individual job insecurity: a multilevel examination of job insecurity climate on work engagement and job satisfaction. *Stress and Health*, 38(1), 119-129. <https://doi.org/10.1002/smi.3082>

Jalali, A., Jaafar, M., & Hidzir, N. (2020). Indirect effect of workplace bullying on emotional exhaustion through job insecurity among malaysian workers. *Journal of Islamic Accounting and Business Research*, 11(7), 1325-1342. <https://doi.org/10.1108/jiabr-11-2018-0182>

Jiang, L., Xu, X., & Hu, X. (2019). Can gossip buffer the effect of job insecurity on workplace friendships?. *International Journal of Environmental Research and Public Health*, 16(7), 1285. <https://doi.org/10.3390/ijerph16071285>

Jin, J. and Lee, E. (2019). The mediating effect of workplace spirituality on the relation between job stress and job satisfaction of cancer survivors returning to work. *International Journal of Environmental Research and Public Health*, 16(19), 3510.

<https://doi.org/10.3390/ijerph16193510>

- Kim, T. and Knesebeck, O. (2015). Is an insecure job better for health than having no job at all? a systematic review of studies investigating the health-related risks of both job insecurity and unemployment. *BMC Public Health*, 15(1). <https://doi.org/10.1186/s12889-015-2313-1>
- Klug, K. (2017). Young and at risk? consequences of job insecurity for mental health and satisfaction among labor market entrants with different levels of education. *Economic and Industrial Democracy*, 41(3), 562-585. <https://doi.org/10.1177/0143831x17731609>
- Llosa, J., Menéndez-Espina, S., Tomás, E., & Suárez, J. (2018). Incertidumbre laboral y salud mental: una revisión meta-analítica de las consecuencias del trabajo precario en trastornos mentales. *Anales De Psicología*, 34(2), 211. <https://doi.org/10.6018/analesps.34.2.281651>
- Richter, A. and Näswall, K. (2018). Job insecurity and trust: uncovering a mechanism linking job insecurity to well-being. *Work & Stress*, 33(1), 22-40. <https://doi.org/10.1080/02678373.2018.1461709>
- Vásquez, M., Garrido-Vásquez, P., & Otto, K. (2020). Two sides of workplace interactions: how appreciation and social stressors shape the relationship between job insecurity and well-being. *Europe's Journal of Psychology*, 16(3), 458-478. <https://doi.org/10.5964/ejop.v16i3.2023>
- Wege, N., Angerer, P., & Li, J. (2017). Effects of lifetime unemployment experience and job insecurity on two-year risk of physician-diagnosed incident depression in the german working population. *International Journal of Environmental Research and Public Health*, 14(8), 904. <https://doi.org/10.3390/ijerph14080904>
- Wu, C., Wang, Y., Parker, S., & Griffin, M. (2020). Effects of chronic job insecurity on big five personality change.. *Journal of Applied Psychology*, 105(11), 1308-1326. <https://doi.org/10.1037/apl0000488>
- Bazzoli, A. and Probst, T. (2022). Psychometric properties of the shortened and rescaled versions of the job security index and job security satisfaction scale. *Applied Psychology*, 72(2), 832-848. <https://doi.org/10.1111/apps.12397>
- Bazzoli, A. and Probst, T. (2022). Taking stock and moving forward: a textual statistics approach to synthesizing four decades of job insecurity research. *Organizational Psychology Review*, 12(4), 507-544. <https://doi.org/10.1177/20413866221112386>
- Hootegem, A., Niesen, W., & Witte, H. (2018). Does job insecurity hinder innovative work behaviour? a threat rigidity perspective. *Creativity and Innovation Management*, 28(1), 19-29. <https://doi.org/10.1111/caim.12271>
- Jiang, L., Xu, X., & Hu, X. (2019). Can gossip buffer the effect of job insecurity on workplace friendships?. *International Journal of Environmental Research and Public Health*, 16(7), 1285. <https://doi.org/10.3390/ijerph16071285>
- Llosa, J., Menéndez-Espina, S., Tomás, E., & Suárez, J. (2018). Incertidumbre laboral y salud mental: una revisión meta-analítica de las consecuencias del trabajo precario en trastornos mentales. *Anales De Psicología*, 34(2), 211. <https://doi.org/10.6018/analesps.34.2.281651>
- Nawrocka, S., Witte, H., Brondino, M., & Pasini, M. (2021). On the reciprocal relationship between quantitative and qualitative job insecurity and outcomes. testing a cross-lagged longitudinal mediation model. *International Journal of Environmental Research and Public Health*, 18(12), 6392. <https://doi.org/10.3390/ijerph18126392>
- Salas-Nicás, S., Esteve-Matalí, L., Llorens, C., & Navarro, A. (2024). Job insecurity, mental health, and general health over time. *Journal of Occupational and Environmental Medicine*, 66(7), 523-527. <https://doi.org/10.1097/jom.0000000000003096>
- Shin, Y., Hur, W., & Rhee, S. (2022). A longitudinal investigation of the roles of cognitive and affective job insecurity before and during the pandemic. *European Journal of Psychology Open*, 81(4), 105-114. <https://doi.org/10.1024/2673-8627/a000031>
- Vîrgă, D. (2017). Work-related well-being: from qualitative job insecurity to cognitive reappraisal. <https://doi.org/10.5772/67507>
- Zyl, L., Eeden, C., & Rothmann, S. (2013). Job insecurity and the emotional and behavioural consequences thereof. *South African Journal of Business Management*, 44(1), 75-86.

