The Impact of Precarious Employment on Work Disengagement and Voice Behavior of Contract-Based Employees: The Role of Underlying Mechanism

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Abstract. Based on the Conservation of Resources theory, the aim of this study is to examine the extent to which precarious employment affects voice behaviour, with a focus on the mediating role of work disengagement, and the moderating roles of perceived organizational support. Data was collected for testing these relationships among public sector employees using Partial Least Squares (PLS). Findings evidenced a negative association between precarious employment (contract-based employees) and voice behaviour (all hypotheses supported). Moreover, employees who perceive high organizational support show a positive association of precarious employment with work disengagement and willingness to provide constructive feedback. By grasping these dynamics, organizations can develop strategies to support precarious workers, fostering a culture of open communication. Using Conservation of Resources (COR) theory as an underpinning theory, this study provides novel insights into the linkage between precarious employment and employee voice behaviour and broadens the extant literature by identifying perceived organizational support as a moderator.

Keywords: Contract-Based Employee, Failure to Voice, Perceived Organizational Support, Precarious Employment, Voice Behaviour, Work Disengagement.

1. INTRODUCTION

Driven by factors such as intensified global competition, technological advancements, and organizational structural changes, the nature of employment in contemporary labour market is rapidly evolving, with precarious employment becoming increasingly prevalent (Alberti *et al.*, 2018; Lewchuk, 2017; Rubery *et al.*, 2018). Precarious employment refers to paid work characterized by uncertainty, low income, and limited social benefits and statutory entitlements (Vosko, 2011).

Many characteristics of contract-based employment, including job insecurity, lack of benefits, income instability, and reduced legal protections, are shared with precarious employment (Kalleberg, 2009). Contract-based employment, often referred to as contingent work, includes various forms of non-permanent employment such as temporary contracts, freelance work, and gig economy jobs. This type of employment is characterized by its limited duration and the absence of long-term job security. Contract-based employment in Malaysia, as seen globally, has been on the rise. This trend raises significant concerns regarding job security, fair treatment, especially in terms of benefits, and overall employee well-being. For example, contract medical officers have faced disadvantages in salary, leave provisions, and career prospects, leading to a nationwide strike on July 26, 2021 (Hasimi, 2021). Furthermore, the Malaysian government announced a new system for hiring civil servants on a contract basis without pensions for new recruits, effective February 1, 2024 (Nurul Izzati. 2024). This new system may create a sense of insecurity among the younger generation and reduce the benefits and privileges associated with civil service employment.

Although labour market flexibility has led to an increase in precarious employment in most countries worldwide, there is still limited empirical evidence on the impact of precarious employment on employee voice behaviour. In organizational studies, voice behaviour has consistently been considered a crucial aspect of organizational citizenship behaviour (Van Dyne and LePine, 1998; Rai and Agarwal, 2018). Although employee voice can bring many beneficial outcomes to organizations, employees often hesitate to engage in voice behaviour (Pinder, 2001), with some of this reluctance linked to the characteristics of precarious employment (Jahanzeb and Fatima, 2018; Kiewitz *et al.*, 2016). The Conservation of Resources (COR) theory (Hobfoll, 1989) suggests that sharing constructive ideas can be risky and may come at a personal cost (Morrison, 2011) particularly when employees believe that doing so could lead to negative consequences. In such situations, employees may refrain from voicing their concerns or suggestions to avoid potential risks to their job security (Edmondson, 1999).

Researchers highlighted that the instability and insecurity associated with precarious work conditions may create a resource-depleted environment (Hobfoll, 2001; Standing, 2011) and triggering work disengagement (Demerouti *et al.*, 2001; Peterson *et al.*, 2008). Work disengagement was described as distancing oneself emotionally, cognitively, or physically from work (Kahn, 1990). Disengaged employees typically show little cooperation and collaboration to get things done together as team members (Allam, 2017). In addition, it is widely accepted that disengaged employees do not actively participate in problem-solving and disconnect their thinking from the organization's purpose and values, reducing the likelihood of them expressing ideas, concerns, or feedback (Allam, 2017). In the situation of precarious employment, it is very interesting to deep delve the

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extend on how employee disengagement mediates the relationship between precarious employment and voice behaviour.

Work disengagement can lead to a failure to voice concerns, as disengaged employees may feel their contributions will not make a difference, causing them to remain silent. Addressing these challenges is crucial for fostering a culture of open communication that encourages employee voice behaviour. Perceived organizational support (POS) is widely recognized in the literature as a critical factor influencing employees' attitudes and behaviors. High levels of POS are associated with positive outcomes, as employees with high POS feel obligated to reciprocate the organization's support (Baran *et al.*, 2012). Therefore, from this logic, strong POS can reduce disengagement and encourage employees to speak up.

Hence, this study aims to examine the extent to which precarious employment (specifically contract-based employment) can mitigate voice behaviour through work disengagement. Additionally, this study will explore the moderating effect of POS on the relationship between work disengagement and voice behaviour.

2. THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT
2.1. Conservation of Resource Theory

COR theory, a stress theory developed by Hobfoll (1989), explains why individuals preserve their existing resources and strive to acquire new ones. This theory posits that people actively seek to obtain, protect, and defend their resources to overcome threats and avoid stress during challenging times. According to COR theory, individuals experience stress when they perceive their existing resources to be under threat, which can predict outcomes in the workplace. Holmgreen *et al.* (2017) note that COR theory operates on two fundamental assumptions. First is the assumption of resource loss, which suggests that, for some individuals, the loss of a resource is more harmful and dangerous than the acquisition of a new one. Second, individuals strategically allocate their efforts towards different resources to either prevent a loss, recover from a loss, or secure additional resources.

The Conservation of Resources (COR) theory explains that resources can be objects, personal traits, conditions, or energies, valued for themselves or for helping to gain other resources. For example, stable employment, like a secure permanent job, is a condition resource that employees value not just for its direct benefits (Warr, 1987) but also because it helps them obtain other important resources, such as housing, food, and income. Job insecurity, or uncertainty about keeping one's job, threatens this valuable resource (Hellgren et al., 1999). When people feel insecure about their jobs or actually lose security, they may pull back from activities that use up their resources, cut back on spending, or delay big life decisions to prevent further losses and reduce their overall resource loss (Hobfoll, 2001).

From the theoretical perspective of COR theory (Hobfoll, 1989), when an employee faces the threat of losing their job, it triggers a stressful event, leading to a loss of concentration (Jawahar and Schreurs, 2018), and consequently results in physical and mental strain and exhaustion (Jiang and Lavaysse, 2018). Bakker *et al.* (2004) identified a positive relationship between exhaustion and disengagement. This is supported by Maslach and Leiter (2016), who found that exhaustion reduces the likelihood of employees engaging in proactive behaviors, such as voicing concerns, due to a lack of emotional energy needed to initiate and sustain these efforts. Recently, Hobfoll (1989) stated that "people strive to retain, protect, and build resources and that what is threatening to them is the potential or actual loss of these valued resources" (p. 516). Therefore, COR theory is considered a useful foundational theory for this study.

2.2. Precarious Employment and Voice Behaviour

Employee voice behaviour is essential for organizational effectiveness (Chamberlin *et al.*, 2017) due to its potential to enhance organizational adaptability and improve employee engagement (Carnevale *et al.*, 2017). Research has shown that employees often choose to stay silent about their suggestions and opinions (Pinder, 2001). Silence, or the failure to speak up, happens when employees hesitate to raise organizational issues or share information (Knoll and Van Dick, 2013).

This behaviour is influenced by various personal factors, such as power distance and personality traits (Lam and Xu, 2019). Additionally, workplace conditions like ostracism, abusive supervision, and perceptions of organizational justice significantly impact employees' willingness to speak up (Jahanzeb and Fatima, 2018; Kiewitz et al., 2016). For instance, LePine and Van Dyne (2001) investigated how personality traits influence employee voice behaviour. Extraverted individuals, who enjoy warm and positive social interactions, are more likely to share their opinions with coworkers or supervisors (Morrison, 2014). Conscientious individuals, known for being hardworking and focused on their responsibilities, are more inclined to suggest changes and share innovative ideas to improve work situations (Chamberlin et al., 2017). On the other hand, highly agreeable individuals prioritize harmony and cooperation and tend to follow group norms (Park et al., 2020). As a result, they are more likely to stay silent at work to maintain peaceful relationships and avoid potential conflicts (Botero-Garcia and Vincent, 2011).

There is also evidence that precarious employment specifically contract-based employees are associated with failure to voice. This type of employment often leads workers to prefer silence over voicing their concerns due to

instability and insecurity regarding the continuity and quantity of work. Factors such as low wages, limited benefits, and inadequate protections from unsafe working conditions further restrict workers' ability to advocate for change (Kalleberg, 2009; Heponiemi *et al.*, 2010). Sharing constructive ideas can be personally risky and costly (Morrison, 2011), potentially depleting individuals' resources (Hobfoll, 1989). Work instability and insecurity can put employees' personal and social resources at risk. The fear of losing their jobs or being demoted often makes employees more likely to stay silent to safeguard their limited resources (Milliken et al., 2003). Furthermore, Edmondson (1999) argues that in environments lacking psychological safety, employees are more likely to engage in silence behaviour to avoid potential risks to their reputation or job security and avoid further resource loss (Xu *et al.*, 2015). Therefore, this study hypothesized:

H₁: There is a negative relationship between precarious employment and employee voice behaviour.

2.3. Mediating Effect of Work Disengagement

The concept of disengagement originates from the pioneering work of Kahn (1990), who describes work disengagement as "the simultaneous withdrawal and defence of a person's preferred self in behaviours that promote a lack of connections, physical, cognitive, and emotional absence, and passive, incomplete role performances" (Khan 1990, p. 701). Employee disengagement is deepening in the contemporary world of work (Hyman and Grumbell-McCormick, 2017). Allam (2017) considers employee disengagement an epidemic within organisations due to negative attitudes displayed by disengaged employees in the form of deficient organisational citizenship behaviour, a lack of enthusiasm and commitment.

Precarious employment is characterized by low wages and unpredictable income, limited benefits and protections, poor working conditions, and insufficient opportunities for career development (Allan *et al.*, 2017). These conditions foster strong perceptions of unfair treatment and contribute to a pervasive sense of work disengagement (Aslam *et al.*, 2018). Kalleberg (2009) argues that job insecurity, a core aspect of precarious employment, is a significant source of stress and dissatisfaction, intensifying feelings of organizational injustice. Gallie *et al.* (2017) show that low wages are strongly correlated with lower levels of job satisfaction and engagement. Employees in low-wage jobs often perceive their work as undervalued, leading to decreased motivation and higher disengagement. Additionally, Clarke and Patrickson (2008) indicate that the lack of career development opportunities in precarious employment is a significant factor leading to work disengagement.

H₂: There is a positive relationship between precarious employment and work disengagement.

One critical area where work disengagement exerts a negative impact is employee voice behaviour, which refers to the discretionary communication of ideas, suggestions, or concerns about work-related issues with the intent to improve organizational functioning. According to Sak (2006), employee disengagement results in diminished organizational commitment. This reduced commitment, in turn, decreases motivation to contribute to the organization's welfare, including through voice behavior. In addition, Morrison (2014) emphasized that engagement is a significant predictor of voice. Engaged employees are more likely to feel a sense of ownership and responsibility towards the organization, motivating them to speak up. Conversely, disengaged employees are less likely to perceive voice behaviour as part of their role, leading to silence and withdrawal. Moreover, disengaged employees often face heightened emotional exhaustion, which depletes their energy and reduces the likelihood of engaging in proactive behaviors, such as voice (Maslach and Leiter, 2016).

H₃: There is a negative relationship between work disengagement and employee voice behaviour.

Kalleberg (2009) asserts that job insecurity is a major source of stress and dissatisfaction, leading to negative perceptions of the organization and reduced engagement. This disengagement subsequently diminishes employees' willingness to engage in voice behaviour, as they feel disconnected and undervalued. Gallie *et al.* (2017) found that low wages are strongly correlated with lower levels of job satisfaction and engagement. Employees in low-wage jobs often perceive their work as undervalued, which decreases their motivation and willingness to participate in voice behaviour. Benach *et al.* (2014) highlight that the absence of social benefits significantly reduces employee job engagement, as the lack of support fosters a sense of neglect, further leading to decreased willingness to voice concerns or suggestions. Clarke and Patrickson (2008) found that the lack of career development opportunities in precarious employment significantly contributes to work disengagement. Employees who perceive no future in their roles are less motivated and engaged, reducing their likelihood of engaging in voice behaviour. Therefore, this study hypothesizes that precarious employment negatively impacts employee voice behaviour primarily through the mechanism of work disengagement.

H₄: Work disengagement mediates the relationship between precarious employment and employee voice behaviour.

2.4. Moderating Effect of Perceived Organizational Support

A lack of employee voice behaviour can create a disconnect between employer and employees which can lead to decreased overall organizational performance. Therefore, it is essential to address these barriers and create a supportive environment that encourages all employees to engage in open and constructive communication. Organizations may utilize the full potential of their workforce by supporting and valuing employee input. POS is a worker's assumption that is oriented to a sense of confidence in how far the organization assesses performance, provides support, and sympathy for the welfare of workers (Koroglu and Ozmen, 2022). This allows employees to

feel safe and feel that there is an organizational power that always supports them from behind (Koroglu and Ozmen, 2022). In addition, POS follows the norm of reciprocity since employees' contributions to organizations is also for the exchange of the support from organizations (Kurtessis *et al.*, 2017).

Hence, POS typically regarded to be linked with positive attitudes and behaviours, as employee with high level of POS feel obligated to repay organization (Baran *et al.*, 2012). When employees perceive that the organization values their contributions and cares about their well-being, they are more likely to engage in voice behaviour. Eisenberger *et al.* (1986) highlight that POS enhances employees' attachment to the organization, making them more willing to share their insights and feedback. However, this study anticipates that POS functions as a moderator in the relationship between job insecurity and psychological well-being. Furthermore, it is hypothesized that this relationship will be more pronounced when employees perceive high organizational support compared to when they perceive low organizational support. And Figure 1 illustrates the conceptual framework of this study.

H₅: POS moderates the relationship between work disengagement and employee voice behaviour whereby the failure to voice can be mitigated if an employee has a higher POS compared to those with a lower POS.
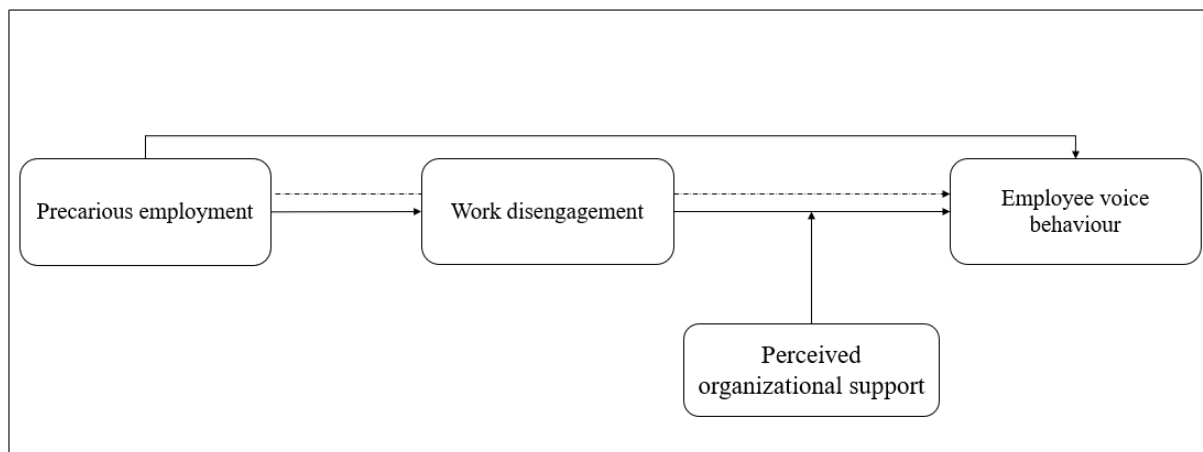

Figure 1: The conceptual framework.

3. METHOD
3.1. Sampling and Procedures
This study has employed the quantitative approach to test the hypotheses that have been constructed based on the objectives of the study. The population of the study is contract-based employees who are working in the public sectors in Klang Valley, Malaysia. Total sets of 300 questionnaires were distributed. Out of these 300, a total of 213 were valid as a final set with a 71% response rate. This sample size is suitable for the use of PLS-SEM in analysing the data (Wolf *et al.*, 2013). This study is survey research which employed self-governed questionnaire survey method. Questionnaire forms were distributed to employees using the purposive sampling technique and the survey were conducted online using a Google Form. Prior to that, permission was obtained from the Human Resources Department of each organization. The majority of respondents are female (84.5%), hold executive positions (63.8%), have a first degree (52.5%), and are between the ages of 29 and 38 (43.3%).

3.2. Measurement
A structured questionnaire has been designed to include all four variables of this study, which are precarious employment, work disengagement, POS and voice behaviour. Respondents have answered all items in the questionnaire using the scale from 1 (strongly disagree) to 5 (strongly agree). A total of 12 items adopted from Creed *et al.* (2020) used to measure precarious employment. A Sample item is "I can take time off for study purposes (e.g., for an exam) without worrying about losing my job or being penalized". The measuring item for voice behaviour has been cited from Van Dyne and LePine (1998) by using 6 items. An example of the items is "When my opinion may be helpful to the department, I will speak out". In addition, this study used 8 items from the Oldenburg Burnout Inventory (OLBI) to assess disengagement from work (Demerouti *et al.*, 2010). A sample item is "Sometimes I feel sickened by my work tasks". To measure POS, 10 items were adopted from Eisenberger *et al.* (2020). An example of the items is "The organization strongly considers my goals and values".

4. DATA ANALYSIS AND RESULTS
This study employed Partial Least Square-Structural Equation Modelling (PLS-SEM) as the statistical tool to test both the measurement and structural models. PLS-SEM involves a two-stage data analysis process: (1) testing the measurement model to examine the relationship between measuring items with independent and dependent variables; and (2) testing the structural model to examine the relationship between independent and dependent variables (Tennenhaus *et al.*, 2005). For both stages, four procedures in SmartPLS 4.0 were applied

which were PLS algorithm, bootstrapping, blindfolding and PLS predict.

4.1. Measurement Model Assessment

To evaluate reflective measurement models, three key criteria are considered: internal consistency, convergent validity, and discriminant validity. Internal consistency was assessed using the composite reliability (CR) values of the constructs, while convergent validity was evaluated through item loadings and average variance extracted (AVE) values. As shown in Table 1, all item loadings met the recommended threshold of 0.708 (Hair et al., 2014), except for items with lower loadings, which were removed. However, some items with loadings below 0.708 were retained if the construct's AVE met the required minimum of 0.5. After item removal, all constructs had CR values exceeding the minimum threshold of 0.7, and AVE values were greater than 0.5 (Hair et al., 2014). Therefore, the constructs satisfy the criteria for reliability and convergent validity.

Table 1: Measurement Model Validation.

Construct	Cronbach α	CR	AVE
Precarious Employment	0.842	0.834	0.642
Work Disengagement	0.850	0.849	0.765
Perceived Organizational Support	0.879	0.889	0.719
Voice Behaviour	0.877	0.838	0.879

Next, Table 2 depicts a method of discriminant analysis using HTMT. The result indicates that all constructs exhibit sufficient or satisfactory discriminant validity as the HTMT value is below the threshold of 0.85 (Henseler *et al.*, 2015).

Table 2: Discriminant Validity via HTMT.

Construct	1	2	3	4
1. Precarious Employment	-			
2. Work Disengagement	0.507			
3. Perceived Organizational Support	0.550	0.626		
4. Voice Behaviour	0.426	0.649	0.626	-

4.2. Structural Model Assessment

Before evaluating the structural model, this study first checked for lateral multicollinearity by calculating the Variance Inflation Factor (VIF). The results showed that all independent variables had VIF values below 5.0, indicating that multicollinearity does not pose a significant issue (Hair *et al.*, 2023).

Next, this study develops three direct hypotheses among the constructs, with one mediating and one moderating hypothesis, all of which are supported. To test the significance level, t-statistics for all paths were generated using Smart-PLS bootstrapping. As shown in Table 3, all five hypotheses have a t-value ≥1.645, confirming significance at the 0.05 level. Specifically, precarious employment significantly influences voice behaviour (β=-0.093, p=0.031), and a strong relationship is observed between precarious employment and work disengagement (β = 0.661, p = 0.000). Furthermore, the direct relationship between work disengagement and voice behaviour (β=-0.294, p=0.000) is also statistically significant.

The analysis of the mediating relationship indicated that the indirect effect is significant (β = -0.194, p = 0.000), with 95% Boot, CI Bias Corrected L (LL=-0.321, UL=0.043). As there is no zero within any of the confidence intervals, the mediating effect of work disengagement on the relationship between precarious employment and voice behaviour is empirically supported.

Table 3: Structural Path Analysis.

Hypothesis	Relationship	Standard Beta	Standard Error	p-value	LL	UL	Decision
H1	PE → VB	-0.093	-0.090	0.031	-0.143	0.161	Supported
H2	PE → WD	0.661	0.666	0.000	0.230	0.820	Supported
H3	WD → VB	-0.294	-0.292	0.000	-0.414	0.189	Supported
H4	PE → WD → VB	-0.194	-0.194	0.000	-0.321	-0.043	Supported
H5	WD*POS → VB	0.122	0.119	0.005	0.016	0.378	Supported

Note: PE: Precarious Employment, WD: Work Disengagement, VB: Voice Behaviour, POS: Perceived Organizational Support.

In addition, Table 3 elucidated the moderating effect of POS on the negative relationship between work disengagement and employee voice behaviour (b = 0.122, p= 0.005: LL = 0.016, UL 0.378, p < 0.05). Figure 2 illustrates the results of the moderation analysis, showing that stronger POS exacerbates the employee's voice behaviour.
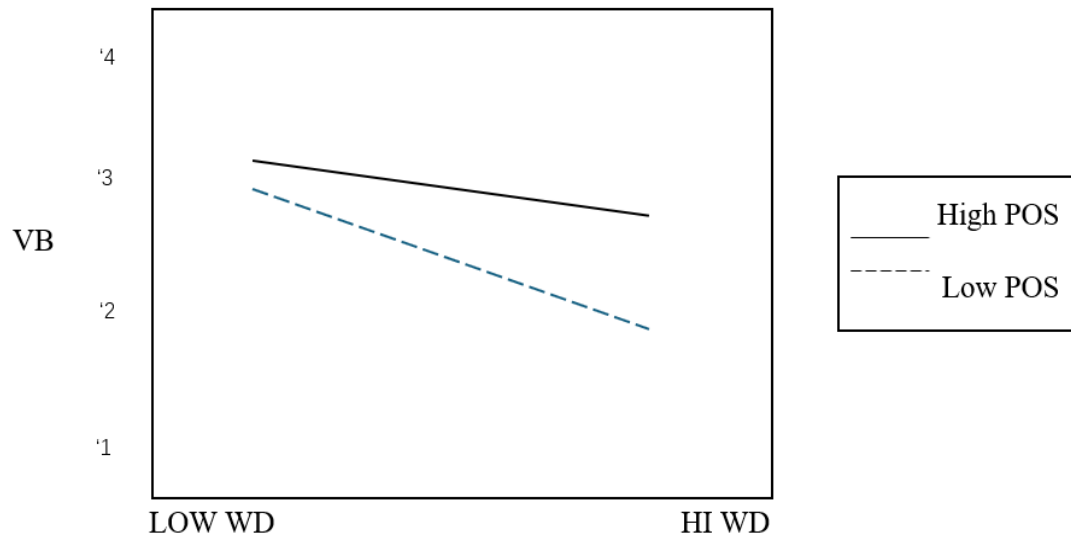
Figure 2: The moderating effect of perceived organizational support (POS) on the relationship between work disengagement (WD) and voice behaviour (VB).

Regarding the level coefficient of determination (R^2), according to Hair *et al.* (2014), R^2 represents the amount of variance in the endogenous construct that all exogenous constructs can explain. The R^2 value for employee voice behaviour is 58.8%, indicating a moderate effect, and for work disengagement, it is 43.3%, which is above the weak threshold of 0.25 as suggested by Hair *et al.* (2014).

5. DISCUSSION

Overall, the findings provide strong support for the proposed model. Frist, hypothesis 1, which posits a negative correlation between precarious employment and employee voice behavior, is supported. This finding aligns with previous research, indicating that precarious employment adversely affects voice behavior. Precarious employment, particularly for contract-based employees, often felt offended and faced challenges such as job insecurity, lack of benefits, and limited career advancement opportunities. These employees may feel less integrated into the workplace culture, have restricted access to training and professional development resources, and receive less recognition compared to their full-time counterparts (Bosmans *et al.*, 2016; Lam and Xu, 2019; Vosko, 2011). As a result, contract-based employees may hesitate to voice their opinions or concerns in the workplace (Jahanzeb and Fatima, 2018; Kiewitz *et al.*, 2016).

The relationship between precarious employment and work disengagement, tested in hypothesis 2, is also supported. This finding aligns with previous studies that indicated when employees are uncertain about their future with the company, they are less likely to invest their energy and enthusiasm into their work, resulting in disengagement (Demerouti *et al.*, 2001; Peterson *et al.*, 2008). Moreover, contract-based employees typically do not receive the same benefits as permanent employees, including limited career development opportunities (Clarke and Patrickson, 2008), experiences of organizational injustice (Jahanzeb and Fatima, 2018), and lower wages (Gallie *et al.*, 2017), all of which contribute to a prevalent sense of work disengagement.

Additionally, the negative impact of work disengagement on employee voice behaviour (Hypothesis 3) is supported by the findings. This aligns with previous studies demonstrating that work disengagement can lead to adverse outcomes, particularly in mitigating employee voice behaviour. Disengaged employees are often less willing to speak up and contribute ideas that could benefit the organization (Allam, 2017; Sak, 2006). They typically lack the motivation to exceed their basic job requirements; when employees are not emotionally invested in their work, they are less likely to take the initiative to voice their opinions or suggestions (Pech and Slade, 2006). Furthermore, they may fear negative consequences for speaking up, especially in environments where management does not actively encourage or support such behaviour (Morrison and Milliken, 2000). Concerns about being perceived as troublemakers or facing retaliation can further discourage them from expressing their views.

Hypothesis 4, which tested work disengagement as a mediator in the relationship between precarious employment and employee voice behaviour, is also supported. This study highlights the crucial role that work disengagement plays in connecting precarious employment to broader negative outcomes. Specifically, precarious employment leads to increased work disengagement, which, in turn, reduces voice behaviour. The findings confirm that when contract-based employees face challenges such as job instability, job insecurity, and the absence of benefits compared to their permanent counterparts, it sheds light on the reasons why contract-based employees might experience higher levels of disengagement (Benach *et al.*, 2014; Clarke and Patrickson, 2008; Gallie *et al.*, 2017; Kalleberg, 2009).

Finally, this study examined POS as a moderator in the relationship between work disengagement and employee voice behaviour (Hypothesis 5), with the hypothesis being supported. POS is crucial for fostering a

positive work environment and can significantly influence employee behaviors and attitudes (Baran *et al.*, 2012; Koroglu and Ozmen, 2022). The moderating role of POS is significant, as it can mitigate the adverse effects of work disengagement on employee voice behaviour. When employees perceive high levels of organizational support, they are more likely to feel secure, valued, and motivated (Pattnaik *et al.*, 2023; Thompson *et al.*, 2020), even amidst challenging work conditions or disengagement. This supportive environment encourages employees to express their ideas and concerns, as they believe their contributions will be valued and considered.

6. CONCLUSION
6.1. Research Implications
The significant findings on the relationship between precarious employment and employee voice behaviour, mediated by work disengagement and moderated by POS, have several important research implications. The underpinning theory in this study, COR theory, builds on established frameworks that precarious employment depletes essential resources, leading to work disengagement, which in turn restrains employee voice behaviour. This underscores the importance of job stability as a critical resource for maintaining employee engagement and constructive voice behaviour. In addition, this study extends the existing literature by demonstrating the impact of the positive moderating role of POS highlights that resource gains, such as support from the organization, can counterbalance the resource losses associated with precarious employment.

Practically, these findings suggests that organizations can mitigate the negative impacts of work disengagement due to precarious employment by fostering a supportive environment and encouraging their participation and voice. Organizations can better manage the adverse effects of precarious employment, enhance employee engagement, and foster a culture where employees feel valued and heard. This includes offering resources, providing emotional support, and recognizing employee contributions. Furthermore, encouraging a culture of open communication where employees feel safe to express their ideas, concerns, and feedback is essential. This can be achieved through regular feedback sessions, anonymous suggestion systems, and fostering an inclusive workplace culture.

6.2. Research Limitations and Future Research
This study also faces several research limitations. First, data was relied on self-reported measures, which can be influenced by social desirability bias or inaccurate recall, potentially skewing the results. Second, data is collected from a single source, such as only employees, without verify information from other sources like supervisors or organizational records, it may introduce bias and affect the study's validity. Third, other potential moderators or mediators that could influence the relationship between precarious employment and employee voice behaviour, such as individual personality traits, organizational culture, or external economic factors, might not have been considered in the study. Finally, the findings may not be generalizable to all types of organizations or industries since the sample for this study is limited to a specific sector i.e., public sector in Malaysia.

Addressing these limitations can advance research on precarious employment (specifically contract-based employee) in several areas. First, First, future research could examine how individual differences, such as personality traits, resilience, and coping mechanisms, influence the relationship between precarious employment and voice behaviour. Moreover, adopting mixed methods approaches would provide deeper insights. Combining quantitative data with qualitative methods like interviews, focus groups, and case studies can reveal the nuanced effects of job insecurity on disengagement and voice behavior, offering a more comprehensive understanding.

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