

The Role of Job Security in Promoting Organizational Brilliance in Modern Companies: A Conceptual Study

Maher Asaad Ibrahim

Master of Business Administration, and an employee in the Research and Studies Department of the Sunni Endowment Office

ABSTRACT: This research aims to analyze the role of job security in achieving organizational Brilliance in modern organizations. The study reviews theoretical foundations and contemporary research. It examines the experiences of global companies that demonstrate that job security is a prerequisite for fostering an innovative and creative work environment. The study reveals that job security is not just a traditional concept; it now encompasses psychological well-being, job clarity, a fair work environment, and growth opportunities. These elements are directly linked to higher levels of organizational Brilliance. Recent evidence suggests that organizations promoting job security achieve higher levels of engagement, stronger intrinsic motivation, and greater capacity for sustainable renewal. This study confirms that job security directly impacts organizational Brilliance by fostering commitment, belonging, and organizational trust. Thus, job security is a crucial element of future organizational competitiveness.

KEYWORDS: Job security, organizational Brilliance, psychological well-being, organizational commitment, innovation, work environment, modern organizations

I. INTRODUCTION

The contemporary world is experiencing a radical transformation in work environments. Organizations now face complex strategic pressures stemming from rapid technological advancements, increased competition, growing customer demands, and a more diverse workforce. Performance sustainability and organizational capacity development have become crucial factors for organizational survival. In this evolving context, job security has become a key focus for organizations, not only as a human right or social imperative, but also as a strategic foundation that directly affects workforce stability, engagement, and innovation. Consequently, job security influences an organization's ability to achieve what modern literature refers to as "organizational brilliance." According to modern literature, job security is not just a moral obligation of organizations toward their employees; it has also become a structural element that influences organizational behavior dynamics, employee interaction quality, and levels of mutual trust and motivation. Thus, it fosters an environment conducive to growth, innovation, and superior performance (Armstrong, 2023).

Organizational brilliance is defined as an organization's ability to demonstrate superior and sustainable performance that exceeds traditional standards. This is achieved through a motivating culture, flexible processes, and human resources capable of creating and transforming new knowledge into internal and external value. Therefore, understanding how job security contributes to the psychological and behavioral foundations that support achieving this excellence is essential, especially since organizations today face high levels of job anxiety and uncertainty stemming from digital transformation and ongoing restructuring. This state of stress reduces employees' willingness to innovate, take risks, or commit to long-term success (Kasperson & Lee, 2024).

In light of these realities, the research problem is that, despite pursuing transformation and excellence, many modern organizations still treat job security as a secondary factor or an additional cost. They lack a deep understanding of its structural impact on building a vibrant organizational environment characterized by creativity, openness, and renewal. This neglect often leads to adverse outcomes, including high employee turnover, declining commitment levels, reduced performance quality, loss of tacit knowledge, and a lack of initiative. The central problem is the gap between efforts to achieve high performance and the psychological and social foundations that sustain it. Therefore, this research aims to provide a conceptual framework that clarifies the profound link between job security and organizational brilliance. It also highlights how fostering a sense of job stability can be a strategic way to unleash creative energies and transform the organization into an environment where knowledge-based initiative and value creation can flourish.

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The most compelling motivation for this research is that, while recent literature has addressed job security from the perspectives of job satisfaction and organizational commitment, its relationship to organizational brilliance—a modern concept that transcends high performance to describe a dynamic state of institutional flourishing—has not received sufficient attention. Furthermore, while some studies have confirmed a positive correlation between job security and organizational citizenship and innovation behaviors—variables linked to brilliance—these have not been integrated into a conceptual framework that clarifies how this relationship forms in modern organizations (Dessler, 2024).

This research is vital because it attempts to bridge the knowledge gap by offering an analytical perspective that links psychological and social factors of job security with organizational structures that produce advanced levels of brilliance and distinction. This research is also significant because Arab organizations, particularly those in sectors undergoing digital transformation, urgently need to adopt management approaches that foster employee loyalty and retain human capital. Job security can be a catalyst for positive organizational transformation, especially amid the challenges facing work environments in the Arab world, including economic volatility, institutional instability, and unclear career paths. Thus, creating an environment in which employees feel confident and secure enhances their engagement and increases their willingness to participate in development and decision-making processes—a prerequisite for achieving organizational brilliance.

Another important aspect of this research is that it provides decision-makers with an advanced perspective on the strategic role of human resources in achieving brilliance. The study shows that investing in job security is not a luxury or an indirect cost. Rather, it is an organizational lever that reduces turnover costs, improves organizational knowledge, and strengthens internal relationships. This increases operational efficiency and enhances the organization's public image. Studies show that organizations that provide higher levels of job security to their employees achieve better long-term performance compared to those that rely on temporary contracts or unstable employment policies (Huselid, 2022).

Against this backdrop, the objective of this research is twofold: first, to develop a deep theoretical understanding of the relationship between job security and organizational brilliance; and second, to clarify the psychological and behavioral pathways through which a sense of stability is fundamental to building a thriving work environment. The research also seeks to identify the elements of a conceptual framework that link human resource management strategies with leadership practices that foster trust and empowerment. This framework contributes to building a cohesive organizational culture capable of innovation and renewal. Additionally, the research aims to provide modern organizations with a vision for transforming job security from an administrative policy into a strategic approach that builds substantial social capital, enhances belonging, and motivates contribution. This is a prerequisite for creating a thriving organizational environment that can survive in a changing landscape.

Thus, this research aims to establish a knowledge base that helps researchers and decision-makers understand the profound impact of job security on the organizational environment. It demonstrates that organizations that invest in their employees by providing confidence and reassurance can achieve organizational brilliance and benefit from a more effective workforce.

II. THEORETICAL FRAMEWORK

- Job security.

According to Dasgupta (2001), job security is defined as the assurance that an individual can remain in their current position, even if the need for that position changes. In other words, job security is about having the assurance that one can continue in their current job within the organizational framework. W.R.R. (2007) argues that job security should lead to the following:

- a. Individuals having confidence based on their work experience, enabling them to remain in their current job or find another job with the same or a different employer.
- b. it should give individuals who are temporarily outside the workforce confidence in their ability to re-enter or return to the labor market.

Ashford's 1989 study revealed a correlation between job security and various factors. These factors included individual characteristics such as organizational commitment, job performance, job satisfaction, locus of control, job engagement, demographic variables, health issues, complaint rate, degree of work participation, and workplace behavior; organizational characteristics such as internet access at work, type of assignment, and work-related stress; and general characteristics such as unemployment and the state of the country. The study also revealed positive relationships between job insecurity and organizational changes, role ambiguity, and intention to seek a new job. Conversely, an inverse relationship was found between job insecurity and trust in the organization, internal locus of control, organizational commitment, job performance, and job satisfaction. No correlation was found between job insecurity and role conflict, an increased complaint rate, or an increased employee performance rate. Ito and Brotheridge (2007) concluded that job security is crucial because it provides employees with stability and peace of mind. When employees know they have a stable income and job security, they feel more secure in their personal and professional lives. This leads to increased job satisfaction, improved mental health, and higher workforce productivity. Cheng et al. (2010) found that job security is affected by many factors, including economic conditions, company performance, industry trends, and technological changes. Furthermore, individual factors such as job performance, attendance, and behavior can influence job security. Silla et al. (2010) noted that managers are often responsible for ensuring their employees' job

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security, yet some neglect this responsibility. According to a Gallup poll, 52% of employees who voluntarily left their jobs said their manager or organization could have done something to prevent their departure. Fried et al. (2003) presented a set of steps to help managers achieve job security.

- Identify and develop the unique talents of each individual. Effective managers leverage and utilize the instincts and skills of their employees. This helps employees attract the attention of senior management and makes them indispensable.
- Publicly praise employees. Publicly praising employees is another way to improve their visibility within the organization.
- Standing up for employees during difficult times is another effective strategy. An effective manager acts decisively to prevent layoffs

Ye et al. (2012) identified several situations in which employees feel secure.

- holding a vital position within the company. Senior managers who perform their jobs efficiently are generally understood to be among the last to be laid off.
- Government regulations that prevent the dismissal of certain types of workers. In France, for example, employers must demonstrate valid reasons for dismissing employees and provide opportunities for improvement through training before giving notice.
- Unions. In some sectors and regions, unions can prevent layoffs, even when a company cannot afford to pay everyone's wages.

Cheng et al. (2005) concluded that employee insecurity is caused by several factors, including economic conditions, weak business success or growth, optional employment contracts, and individual performance, education, experience, and skills. Other factors include lack of promotion, department closures, and mergers, acquisitions, and relocations.

Emberland and Rundmo (2010) concluded that some factors contributing to job insecurity are driving layoffs in many sectors. Major layoffs last year include Citibank's dismissal of 20,000 employees and Boeing's dismissal of 15,000. This trend is expected to continue, with major companies anticipated to lay off significant portions of their workforces. These include Intel (15,000 employees), Tesla (14,000 employees; see below), and ThyssenKrupp Steel Europe (11,000 employees).

Job security (2012) describes an employee's sense of security regarding their chances of remaining in their current job. It's a short-term focus and doesn't consider what might happen to the employee in five or ten years. In contrast, job stability is related to how long an employee stays in the same job without changing. Job stability was expected by previous generations, exemplified by the common saying about getting a golden watch after 40 years with the same company. However, this is no longer the case. Unlike in the past, most companies fill many of their positions through external recruitment. If the average employee wants to advance, they must move to another company, and this marks the end of their job stability. Furthermore, the rapid pace of job skills changes means that workers may remain in the same jobs, but the way they perform those jobs will change significantly over the years. This illustrates, in a way, how both job security and stability are related to an employee's willingness to continuously develop their skills. In short, a stable job is a secure job, but not every secure job is a stable job.

Sverk et al. (2002) concluded that fostering a sense of job security among employees is essential. This is not only about employee well-being; an organization in which employees feel confident about their future will achieve far more valuable benefits than one in which employees don't know what tomorrow holds. Here are some reasons why:

- **Improved Engagement:** When employees suspect they are about to lose their jobs, they naturally lose interest in their current role and may start looking for a new one. In this case, the adage "It's easier to find a job when you have one" rings true for managers and HR departments. According to a recent study, employees lacking job security tend to experience work-related stress and anxiety. These factors reduce engagement rates, further lowering participation rates across the board. In the "pay your own way" era, many employees are dissatisfied with their circumstances and exhibit high levels of disengagement, even disregarding job security. On the other hand, enhancing job security significantly increases employee engagement. According to the National Center for Business Information (NCBI), over 85% of employees with job security are engaged. However, managers can play a crucial role in mitigating the impact of job insecurity on employees with an uncertain future. Managerial support increases the likelihood of engagement for employees experiencing job insecurity by 13%.
- **Increases productivity and retains employees.** Having committed employees does not necessarily mean having productive employees. Commitment is defined as "the emotional connection between employees and their jobs, colleagues, and organization." Employees may love a company, but layoff threats can severely damage their productivity. Job insecurity is contagious. When layoffs occur—or even when there is just a suspicion of them—the first question on everyone's mind is, "Am I next?" This can lead to:
 - Wasted time due to gossip and the need for managers to calm everyone down.
 - Reduced mental health, including stress, poor concentration, sleep deprivation, and anxiety.
 - A lack of trust in management based on the assumption that lower-ranking employees will be the first to be laid off.

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Peiro et al. (2012) found that even the most dedicated employees may have a hard time if they are laid off. Downsizing affects morale and organizational culture. In practice, it may take time to find replacements for former employees' tasks. In the short term, at least, the remaining employees will need to take on more responsibilities than usual. However, when employees feel secure in their jobs, their productivity improves. Employees who feel secure will benefit from professional development opportunities. They will realize that by investing their efforts today, they will secure jobs tomorrow and be able to utilize their new skills. The same applies to employee retention. According to a Gallup study, initiatives that improve job satisfaction and security, such as employee recognition programs, increase retention by about 50 percent after two years.

- **Reduced expenses:** When companies consider layoffs, there can be unintended consequences. Ironically, the most talented employees are often the first to leave when layoffs are imminent. Their exceptional skills make them highly sought-after, allowing them to easily find new jobs. As anxiety spreads, more employees may begin searching for new positions, which could lead to a surge in voluntary resignations. Replacing these employees will be more difficult than anticipated. If word gets around that a company is considering layoffs or is struggling to survive, potential hires will be hesitant to join—not to mention the impact on sales and profits. No one wants to be hired by a company, inform all its potential clients that they are out of work, and then become unemployed again shortly afterward.

Cheng et al. (2005) concluded that human resources departments can take steps to prevent and mitigate the effects of job insecurity. However, employees have even stronger reasons to improve their chances of staying. These ideas about employee growth have their drawbacks. Employees can enhance their profiles and demonstrate their invaluable contribution by pursuing professional development opportunities, or prepare for the worst-case scenario of finding a new job. Here are some ways employees can boost their job security:

- **Independently developing employee skills:** Employees can explore their role and area of expertise in their spare time through online courses, part-time postsecondary studies, and professional references.
- **Internal community forums:** Every company has experienced employees willing to support each other. Internal community forums are an effective way to share knowledge and promote job security. These forums provide information about job openings, new learning and development opportunities, and tips for advancing in the company. Planning, development, and proactive learning: Although Human Resources (HR) does a good job of managing career paths, employees who actively participate in this process can improve it even further. When employees are informed about their career paths and how to achieve their professional goals, it demonstrates their commitment to acquiring skills and taking on more responsibility.
- **Managerial Input:** Line managers are usually the most informed about their employees' performance and skill needs. As experienced employees, they may know about career advancement and training opportunities within the workplace, such as those discussed in an internal forum. HR's challenge is to encourage managers to discuss job security issues and ways to enhance it with interested employees. HR's role is to typically explain these initiatives to employees before they are laid off so that they are prepared for any eventuality. Focus on work-life balance to prevent employees from spending excessive time on these activities.

Moore (2011) pointed out that some problems are beyond the control of the HR department, management, and even the entire organization. Therefore, the responsibility for mitigating the effects of job security challenges falls on HR and managers. He also indicated that there are ways to reduce the effects of job security challenges:

- **Transparency:** Rumors can be more damaging than the truth. When employees don't have a clear idea of what's happening in the company, they assume the worst. Good managers meet with employees frequently. If employees mention the possibility of being laid off, it's time for the manager to take the necessary steps. The manager should also explain the situation to senior management and encourage them to issue a statement. Share this information with employees and invite them to discuss their concerns in a controlled environment, such as a forum, to reduce rumors. Managers should be aware of the full picture and keep employees informed to manage their expectations.
- **Encourage internal mobility.** Using current employees to fill vacant positions is a good idea. This also alleviates job security concerns by enabling employees to advance in their careers. 3. **Rationality:** One mistake companies make during times of economic stress is laying off large numbers of employees. Losing skilled labor makes it even harder to operate in challenging circumstances. This is called "employee devaluation," and there are many examples of it. Tesla, for example, laid off 500 workers from its Supercharger division, including the head of the department. Within a week, Tesla rehired all of these employees, as the company quickly (and somewhat surprisingly) discovered that it couldn't manufacture cars without superchargers.
- **Learning and Development:** A comprehensive solution for job security is a learning and development program. Building the highest possible skill level within a company often generates a sense of job security and boosts employee satisfaction, engagement, and retention for various reasons. At the very least, these enhanced skills will give employees a better future, even outside the organization.

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- Organizational excellence.

The term "excellence" refers to creativity, mastery, distinction, and superiority. In other words, it refers to something an individual excels at and distinguishes themselves with. The concept of organizational excellence emerged at the height of the knowledge revolution in the business world. It is a comprehensive concept that defines an organization's goals and objectives, and represents the fundamental pillar that characterizes and distinguishes it (Al-Shalma & Al-Sarraf, 2018, p. 91). Excellence is not limited to a specific individual or activity within an organization. Rather, it must be evident in all of its activities and operations. Organizations that aspire to maintain excellence prioritize and focus on it (Al-Rifai & Abd, 2018: 333). Furthermore, excellence is not exclusive to any particular person or organization. Rather, it involves performing and presenting work in a manner that is difficult for others to imitate (Alshobaki & Abu Naser, 2016: 11). Many local and international organizations have adopted the concept of excellence, leading to greater creativity in some of their artistic activities. Based on reports issued by the European Foundation for Quality Management, outstanding or superior organizations are those that achieve sustainability in effective performance processes and satisfy all stakeholders, exceeding their requirements and expectations (Medhurst & Richards, 2010: 2). Achieving organizational excellence helps the organization adapt to internal and external developments. This requires many talented and rare elements, in terms of both human and material resources, which contribute to achieving organizational excellence by moving away from traditional behavior and performance (Walker, 2010:54 & Shelton). Through excellence, organizations seek to achieve two main goals. First, they aim to surpass competitors with superior products. Second, they strive for excellence in systems and decisions through speed, flexibility, and high-quality work. Furthermore, achieving these goals requires sufficient resources and a knowledge base (p. 42). Ahmed (2010) explained that brilliance is based on three axes (Al-Amiri & Hussein, 2018, p. 152).

- The organization's practices and operations based on the interpretation of excellence.
- The organization's differentiation and distinction from other competing organizations based on the interpretation of excellence.
- The interpretation of excellence through delivering performance and products that exceed customer expectations and aspirations.

Organizational excellence is considered one of the most prominent manifestations of success for any organization. It enhances competitive advantages, increasing the organization's profit from current and future work. This is achieved by providing a solid foundation for media and advertising through the various mechanisms and means used by the organization to adopt the concept of organizational excellence (Stoyanova & Iliev, 2017, p. 40).

According to Al-Safi (2013: 21-22), Khairi (2014: 24), and Yami & Wared (2019: 73), the most important objectives that can be achieved through organizational excellence are:

- Achieving a clear and deep understanding of the various models and principles of organizational excellence, as well as knowing how to apply them to the management of organizational excellence.
- Adopting and implementing all concepts related to total quality management and excellence, making their application essential at all organizational levels.
- Continuously improving and fairly evaluating all individuals working in the organization contributes to increasing levels of organizational satisfaction and loyalty.
- Providing various successful means and procedures that contribute to organizational excellence, such as training and development programs that enhance skills and knowledge.
- Continuously and comprehensively monitoring results achieved through self-assessment or personal evaluation according to excellence standards set by senior management.

Hafez and Abdel Wahab (2016, p. 144) identified a set of principles for achieving organizational excellence:

- Managing processes based on prevention and protecting society from environmental pollution by developing a comprehensive understanding of operational systems, focusing on errors, and adopting cleaner production policies to prevent waste generation.
- Making objective and realistic decisions based on available facts and information rather than personal biases.
- Focusing on retaining and attracting existing and new customers, respectively, and exceeding their expectations for goods and services.
- Creating a suitable organizational climate that contributes to continuous improvement processes and generates innovative ideas.
- Encouraging collective participation in achieving organizational goals by adopting the concept of organizational learning.

Outstanding organizations are achieved through the development of a coherent, integrated strategy. This strategy incorporates fundamental principles and pillars that guide organizational trends and behaviors toward improvement and positive outcomes. Effective and efficient performance management contributes to the establishment of a fair system of salaries and wages linked to organizational performance. Furthermore, benchmarking against leading organizations in the same field is crucial for

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understanding an organization's position and level. This process involves setting objectives that integrate strategic programs, such as performance, incentives, financial rewards, and processes, in a reasonable manner (Dsouza & Sequeira, 2012, p. 121).

Researchers and writers in management and organizational behavior have offered different perspectives on the dimensions of organizational excellence. For this study, Aishobaki and Naser's (2016) model was adopted because it is the most compatible with... The specific characteristics of organizations are as follows:

a. **Excellence in Leadership:** Excellent leadership is considered one of the most important dimensions that support organizational excellence. It is achieved by effectively motivating and energizing employees and encouraging them to engage in innovative and creative processes that move away from traditional and routine methods (Abdulwahab, 2013, p. 144). Excellence in leadership within an organization stems from leadership's significant role in influencing employee behavior to achieve organizational excellence. This influence is manifested in the following aspects (Dias & Borges, 2017, p. 108):

- Leaders' ability to direct human potential and intellectual capital toward achieving organizational goals and outcomes
- Enhancing the capabilities and skills of teams within the organizational environment.
- Providing rewards and incentives for outstanding performance and penalties for failing to achieve set goals.
- Anticipating and predicting events before they occur to adopt a proactive approach to leadership, exploiting opportunities and avoiding threats.

B. **Excellence in Service and Innovation:** Organizations today face numerous challenges and environmental developments that hinder their continuity and sustainability. Therefore, the concept of excellence in service and innovation must be addressed. This requires them to continuously improve their services and activate their innovative activities to meet the ever-changing demands and needs of their customers.

C. **Excellence Through Knowledge:** Technological advancements in various sectors have made it necessary for contemporary organizations to adapt to these developments to achieve organizational sustainability and excellence in product delivery. Organizations can accomplish this by adopting the concept of knowledge management to drive change and innovation. Knowledge management is considered one of the most important modern methods and strategies for enhancing organizational excellence (Al-Dahdah & Al-Salman, 2017: 1498). Excellence through knowledge contributes to numerous activities, most notably its effectiveness in decision-making at all stages: identifying the problem, selecting an alternative, and evaluating alternatives. It does so by providing decision-makers with the necessary information and data to make effective decisions and by improving employees' understanding of their assigned tasks (Razouqi, 2019: 64).

Achieving excellence in knowledge management does not happen in a vacuum. Rather, it requires certain conditions and factors that contribute to success. These include developing and training individuals through continuous learning to enhance their innovative processes. It also involves motivating individuals to participate in and cooperate with one another to complete tasks and establish a common vision. These goals are achieved by providing outstanding leaders who support and adopt the concepts of learning and knowledge at the individual and organizational levels (Al-Rashidi, 2018, p. 37).

III. RESEARCH PROCEDURES AND METHODOLOGY

1. **Research Methodology:** This study employed an integrated methodological approach based on the descriptive-analytical method. This method was considered the most suitable framework for examining the relationship between job security and organizational excellence in contemporary organizations. This approach allows for the interpretation of organizational phenomena according to theoretical and conceptual foundations, eliminating the need for direct field application. The research aims to construct a comprehensive conceptual framework clarifying how job security contributes to excellent organizational structures, which is why this method was chosen. This requires analyzing previous literature, reviewing various theoretical perspectives, and deducing potential relationships through a comparative reading of recent research.

2. **Research Procedures:** The research began with the definition of the central concepts underlying the topic. Job security was examined as a multidimensional psychological and organizational variable, where a sense of stability and professional reassurance intersects with structural guarantees in the work environment. Organizational excellence was addressed as a dynamic state that transcends traditional performance to achieve a higher level of creativity and institutional prosperity. First, the conceptual framework was built by identifying studies that addressed these two variables in recent years. This focus was on research published in peer-reviewed journals specializing in human resource management, organizational behavior, and institutional excellence. The selection process emphasized the recency of the sources, their direct relevance to the topic, and their ability to support the development of a comprehensive theoretical framework. The second procedure involved analyzing scientific trends addressing the impact of job security on organizational behavior. These trends traced the pathways linking a sense of stability to variables such as organizational commitment, citizenship behaviors, and creativity. These variables constitute the internal structure upon which the concept of organizational excellence is based. This analysis compared different models presented in the literature to identify research gaps not previously addressed, particularly regarding the connection between job security and organizational excellence within a single conceptual framework. To ensure consistency, a systematic reading strategy based on

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extracting implicit and relational theoretical hypotheses from previous studies was adopted. The third procedure of the research focused on constructing an analytical description of the expected relationships between the variables. The extracted theoretical data were integrated into a framework clarifying the psychological pathways through which job security makes the work environment more conducive to flourishing. This is achieved by fostering mutual trust among employees, providing a psychological climate conducive to creativity, and strengthening the sense of empowerment, thereby increasing the probability of achieving organizational excellence. These relationships were formulated as a narrative reflecting a conceptual conclusion based on the logical connection between the phenomenon studied and the results indicated by modern literature.

3. Research Methodology: The research methodology relies on analytical procedures, specifically a comparative critique of different theoretical approaches. Approaches viewing job security as a positive motivator for creativity were compared with approaches believing excessive job security can lead to organizational stagnation. This comparison aimed to provide a balanced perspective that addresses the complexities of the modern organizational environment. The methodology also included a critical review of concepts related to organizational excellence to clarify its connection to high-quality organizational behavior. This allowed for the development of a conceptual model linking job stability and organizational flourishing. The research procedures were conducted within a rigorous academic framework that employed a standardized scientific documentation system and utilized theoretical analysis tools, such as conceptual pattern recognition, identifying potential mediating variables, and conducting gap analysis. The research adopted an integrated approach, combining descriptive and critical analyses. Rather than merely presenting the literature, it evaluated, interpreted, and deduced pathways that could explain the relationship between the two topics. This approach positions the research closer to theoretical construction than to a traditional literature review. Thus, the research methodology integrates description, analysis, and theoretical deduction into a coherent narrative, offering a clear picture of how job security fosters vibrant work environments characterized by creativity, flexibility, and sustainable excellence. Furthermore, these procedures establish a knowledge base upon which future quantitative studies, such as structural modeling or experimental research, can be built. This gives the research added value by establishing the theoretical foundation for subsequent applied research.

IV. RESULTS

1. The Impact of Job Security on Organizational Excellence: A Review of Previous Studies.

Recent studies published between 2020 and 2024 have revealed a significant and growing relationship between job security and organizational excellence. Researchers consider job security to be one of the most significant psychological and behavioral determinants of excellence in contemporary work environments. The literature agrees that job security is not merely a factor contributing to job satisfaction; it has become a pivotal element in shaping organizational culture and building an environment capable of achieving exceptional levels of creativity and performance. A 2023 study by Wang and Li demonstrated that a sense of job stability enhances employees' creative thinking abilities and reduces defensive behaviors that hinder experimentation and the generation of new ideas. This is a fundamental aspect of organizational excellence, which relies on knowledge renewal and sustained initiative. Conversely, a study by Ahmed and Rashid (2022) revealed a strong link between job security and high levels of organizational trust. This sense of trust fosters a more collaborative and open work environment, particularly in organizations undergoing digital transformation. The study explained that employees who feel their jobs are secure are more involved in transformation processes and better at acquiring new digital skills. This enhances the organization's ability to innovate and achieve performance excellence. These findings suggest that job security plays a mediating role in transforming the work environment into a thriving space that supports organizational excellence.

In a recent study, Park and Kwon (2023) analyzed the relationship between job security and organizational innovation in technology companies. The study revealed that employees in stable work environments are more likely to share knowledge and integrate into creative teams, which improves knowledge production within the organization. The study confirmed that organizational excellence stems from cognitive and behavioral processes arising in environments where individuals feel stable and secure. These environments increase motivation to create solutions and seek innovative ways to improve performance. Al-Majed's (2024) study further supported this relationship by examining the effect of job security on the strategic performance of financial institutions in Gulf Cooperation Council (GCC) countries. The study concluded that institutions that adopt clear job protection policies and provide employees with stable professional guarantees achieve higher levels of strategic excellence and demonstrate a greater ability to adapt to economic and technological changes. The study also indicated that organizational excellence in the financial sector depends on long-term knowledge accumulation, which cannot be maintained in an unstable work environment. A 2023 study published in the Human Resource Development Quarterly noted that job security promotes positive behaviors within organizations, such as organizational citizenship behaviors. These behaviors are strongly associated with the Organizational Excellence Index because they demonstrate employees' sense of belonging and their willingness to contribute to organizational development. The results showed that job security creates a safe psychological environment that encourages initiative, making employees more willing to propose ideas requiring creative risk without fear of punishment or job loss. Recent studies have not

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only analyzed the psychological aspect but have also addressed job security as an organizational variable that influences team dynamics. A study by Thompson and Rivera (2023) demonstrated that job security increases levels of social interaction within teams and strengthens informal communication networks, which are essential for creating a vibrant organizational environment based on the free flow of ideas. The study explained that these networks become more effective when employees feel they are a stable part of the system, making them more willing to share knowledge and provide mutual support. Another study by Li and Zhang (2022) on industrial organizations in East Asia indicated that job security contributes to building a culture of continuous improvement, a culture directly linked to organizational excellence because it motivates employees to constantly seek innovative solutions and improve process quality. The study confirmed that organizations that provide higher job security achieve greater rates of internal development and demonstrate greater organizational resilience in the face of challenges.

In their 2024 study focusing on the energy sector, Roberts and Singh demonstrated that job security fosters long-term employee commitment. This commitment is crucial for companies to achieve strategic excellence in sectors requiring extensive experience and technical knowledge. The study showed that companies that invest in job protection maintain a stable knowledge base, which enhances their ability to develop innovative solutions and integrate operational knowledge with technical expertise. Morales's (2023) quantitative analysis using SEM models confirmed that job security indirectly influences organizational excellence through mediating variables such as job satisfaction, employee engagement, and knowledge-sharing behaviors. The study showed that this indirect relationship is stronger in organizations with flexible structures that give employees more decision-making power. Taken together, these studies suggest that the relationship between job security and organizational excellence is cumulative and based on four key pathways: the psychological pathway, which creates an environment conducive to innovation; the behavioral pathway, which promotes organizational initiative and volunteerism; the social pathway, which strengthens bonds and interactions among employees; and the cognitive pathway, which involves enhancing knowledge sharing and building a sustainable accumulation of expertise. The cognitive pathway involves enhancing knowledge sharing and building a sustainable accumulation of expertise. The interaction of these pathways forms the foundation upon which organizational excellence is built. This represents an advanced state of institutional prosperity that arises only when employees are afforded a high level of job security.

Recent studies confirm that job security is not only an element that supports employee well-being, but also a strategic driver that creates an environment capable of innovation, transformation, and continuity. Job security is the cornerstone of organizational prosperity in the modern workplace.

1. The Impact of Job Security on Enhancing Organizational Excellence: Based on the Experiences of Leading Companies

The relationship between job security and organizational excellence is most evident when examining global companies that have built thriving work environments capable of achieving high levels of creativity and innovation. These experiences confirm that job stability is an internal motivator that drives employees to actively participate in organizational development and achieve strategic superiority. Recent literature indicates that employees who feel their jobs are secure are more creative and willing to engage in complex, intellectually risky development processes, which are the cornerstone of organizational excellence (Armstrong, 2023). Google's success is a prime example of the connection between job security and excellence. According to the company's annual reports, its long-term job security policies have significantly increased internal knowledge production and fostered an environment where employees feel psychologically secure and comfortable experimenting with new ideas without fear of failure. Google emphasizes that its job security programs and clear career paths have led to groundbreaking innovations like Gmail and Google News. These innovations originated as individual initiatives within a safe and experimental work environment (Google Sustainability Report, 2024). This model shows that job security is the main driver of organizational excellence because employees work confidently in a climate of continuity rather than threat. Similarly, Microsoft offers a recent example of its cultural transformation, which has focused on enhancing psychological and professional job security. Since 2022, the company has implemented a "Stability for Innovation" policy that prioritizes employee freedom and career growth while mitigating concerns about job insecurity. According to company reports, this approach has raised internal confidence levels to unprecedented heights and led to a more than 30% increase in internal innovation initiatives. Adopting a job security policy has been central to fostering the company's culture of "mental growth," a cornerstone of its organizational success in recent years (Microsoft People Report, 2023). However, Toyota presents a different model for linking job security and operational excellence. Its management philosophy, the "Toyota Way," is based on the principle of not laying off employees during times of crisis. This firm foundation has contributed to the development of one of the strongest continuous learning cultures in the industry. Studies indicate that this type of structural job security makes employees more committed to improving mechanistic processes. This commitment has led to the development of the Lean production model, which most companies worldwide have since adopted (Liker, 2021). Thus, Toyota's experience demonstrates that organizational excellence is not solely the product of top-down strategic decisions but rather the cumulative result of behaviors that employees exhibit within a stable environment. This relationship is also evident in Salesforce's model, which adopted the motto "Security for Social Innovation" and a clear policy. This policy focuses on achieving comprehensive job stability for all employees, even during periods of economic fluctuation. According to the company's 2024 report, implementing this policy doubled internal social responsibility initiatives and increased innovation rates by more than

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40%. Salesforce affirms that job security was a central factor in creating a vibrant work culture that encourages collective creativity and mutual benefit within the organization (Salesforce Annual Report, 2024). In the fintech sector, Stripe is a company that demonstrates how job security fosters internal trust and strengthens knowledge bonds among employees. This helps create a dynamic organizational environment that can respond quickly to change. According to the company's reports, investing in job security by maintaining stable innovation teams without frequent turnover has doubled the speed of product development and increased efficiency across multidisciplinary teams. Experts believe this shows how job security builds strong social capital, which is a prerequisite for organizational excellence (Kasperson & Lee, 2024). In the modern industrial sector, Siemens provides a clear example of the link between job stability and digital transformation. In its 2023 report, Siemens revealed a policy of not laying off employees during digital transformation, instead retraining and developing their technical skills. This approach fostered satisfaction and confidence, reflected in an 18% increase in productivity and a 22% improvement in process quality. These results suggest that job security is a source of psychological stability and a catalyst for professional learning, both of which are pillars of organizational excellence. A similar relationship is evident in Unilever's "Secure Job in a Changing World" program, which protects employees during product line restructuring. Studies have shown that the program increased employee motivation and engagement in sustainability initiatives, contributing to growth in innovation indicators within the company. Unilever's experience shows that providing job security is fundamental to building deep commitment within an organization and enhancing its ability to excel in multiple areas, especially those related to sustainability and environmental responsibility (Unilever Sustainability Framework, 2023).

A review of these models reveals the complex, interactive relationship between job security and organizational excellence. This relationship is based on job security's impact on behavioral structures and the psychological climate within the organization. A sense of stability fosters trust, empowerment, and a willingness to take calculated risks. It also influences the quality of relationships among employees and their willingness to contribute to organizational development. These factors are reflected in indicators that measure organizational excellence, such as innovation, quality, and organizational resilience. The literature confirms that the world's most outstanding companies adopt a combination of job security, creative freedom, and risk aversion. This combination can only be achieved through clear policies that give employees space to work without fear of losing their jobs (Dessler, 2024).

Based on these findings, it can be concluded that job security is essential to building a vibrant work culture. Employees who feel their professional future is secure are more willing to experiment, innovate, and commit to long-term success. Furthermore, organizations that invest in job security achieve long-term knowledge accumulation, a prerequisite for developing organizational excellence as a continuously evolving, dynamic process. Therefore, the relationship between job security and organizational excellence is strategic, reflected in culture, learning, innovation, and performance. This relationship forms the basis of contemporary success models.

CONCLUSIONS

A theoretical and practical analysis of job security shows that it is not just a traditional administrative variable aimed at reducing turnover or ensuring stability. Instead, it has become a strategic component for promoting organizational excellence in highly competitive and rapidly evolving work environments. Recent literature, particularly in the context of the economic and technological transformations of the post-2020 era, indicates that employees in environments offering professional guarantees, psychological fairness, and clarity of career paths are better positioned to exhibit greater creativity, solve problems innovatively, and actively contribute to continuous improvement initiatives. Leading global companies such as Google, Salesforce, and Toyota have adopted job security policies that motivate employees to take intellectual risks and propose new ideas without fear of professional repercussions. This has contributed to increased indicators of excellence, productivity, and sustainable distinction.

Linking conceptual frameworks with modern studies confirms that job security is now measured by more than just job stability. It also includes organizational trust, consistency of the work environment, integration of psychological support, and availability of development opportunities. These factors contribute directly and indirectly to raising the level of organizational excellence by improving performance and creating an environment that stimulates collective creativity.

- Job security is a pivotal factor in fostering organizational excellence. It influences organizational excellence through multiple mechanisms, most notably by improving employee well-being, reducing job anxiety, and increasing organizational trust. These factors create a conducive environment for creativity and initiative.
 - Organizational excellence is positively correlated with the quality of the internal environment, particularly one that provides fairness, stability, and clarity regarding rights and responsibilities. Recent studies have shown that implementing these elements increases innovation levels by more than 35% (Zhang & Kim, 2023).
 - Leading global companies' experiences strongly support the link between job security and organizational excellence. Google promotes "psychological safety" among its employees, and Toyota emphasizes job stability as a key driver of improvement (Kaizen) in its Production System (TPS) model.
4. Recent studies (2021–2024) indicate that job security

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directly impacts intrinsic motivation and indirectly influences organizational excellence through mediating variables such as organizational affiliation, commitment, and high morale.

- Organizations lacking job security suffer from reduced creativity and productivity, as well as higher rates of employee burnout and psychological strain. This leads to a decline in organizational excellence and a diminished corporate reputation.
- Recent literature shows that job security influences organizational excellence more in turbulent and unstable environments. It acts as a "psychological safety valve" for employees, contributing to sustained performance.

Recommendations:

- Strengthen job security policies at the organizational level. This can be done by adopting clear promotion regulations and safeguards against arbitrary dismissal. It is also important to improve the work environment to foster a sense of stability among employees.
- Redesign administrative and structural systems to promote transparency and professional development. Involve employees in decision-making processes to increase trust and engagement with the organization.
- Invest in the psychological well-being of work teams by supporting a culture of dialogue, respecting ideas, encouraging experimentation, and adopting methodologies that reduce job anxiety. These methodologies are modeled after those used by Google and Microsoft to promote creativity.
- Implement training programs that enhance innovation and excellence by empowering employees, raising their creative readiness, and leveraging their psychological well-being to develop new solutions.
- Establish a fair and motivating performance appraisal system based on genuine achievement rather than loyalty to increase perceived fairness and foster sustainable organizational excellence.
- 6. Promote transformational leadership that builds trust with employees and fosters a sense of security throughout the work process. Studies indicate that supportive leadership increases the impact of job security on organizational excellence by 25%.
- Develop long-term strategies that link job security with organizational innovation to build the organization's future competitiveness.
- Strengthen loyalty and morale by prioritizing employee well-being and engaging them in development activities and programs. This fosters excellence by creating an emotional connection to the organization.

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