

Job insecurity: Investigating the role of perceived performance and managerial communication in a South African mine

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COMMENTS

The reader should acknowledge the following:

- The Publication Manual of the American Psychological Association (APA) 6th edition prescribes the editorial style and references of this dissertation. The practise of this dissertation is in line with the policy of the Programme in Human Resource Management of the Northwest-University in all scientific documents as from January 1999.
- This dissertation will be submitted in the form of two research articles. The editorial style is specified in accordance with the South African Journal of Industrial Psychology, as it agrees to a large part of the APA style. Construction of tables was followed in accordance to the APA guidelines.

DECLARATION

I, Dimitri Lombaard, hereby declare that **Job insecurity: Investigating the role of perceived performance and managerial communication in a South African mine** is my own work and that the feelings, opinions and views expressed in this dissertation are my own and that of relevant literature references as indicated in the references.

Additionally, the contents of this dissertation will not be submitted for any other qualification at any other tertiary institute.

DIMITRI LOMBAARD

NOVEMBER 2017

DECLARATION FROM LANGUAGE EDITOR

I, Annette Louise Combrink hereby declare that I have language-edited the following dissertation: **Job insecurity: Investigating the role of perceived performance and managerial communication in a South African mine**, authored by D. Lombaard.

PROF AL COMBRINK

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SUMMARY

Title

Job insecurity: Investigating the role of perceived performance and managerial communication in a South African mine

Key words

Job insecurity, quantitative job insecurity, qualitative job insecurity, perceived performance, managerial communication, single parents, married parents, reliability, internal consistency, mining, mining industry.

In the changing world of work it is necessary for organisations to stay competitive in their respective markets. One result can be that organisations revert to organisational restructuring. Organisational restructuring may involve downsizing, lay-offs and retrenchments. In South Africa, the mining industry follows a trend of on-going restructuring in order to function as global leaders in mineral resources; therefore mine workers face various work-related job stressors, job insecurity being one of these stressors. Job insecurity affects the employee's personal life (household situation) and working attitudes (perceived performance). The level of experienced job insecurity may differ in terms of the employee's marital status and number of children supported. Consequently an employee's attitude and perception towards his future career development may be affected with the employee not performing adequately. Clear and effective managerial communication is necessary to guide and support employees during periods of organisational restructuring.

The first objective of this study was to investigate the internal consistency of the job insecurity scale in terms of the quantitative job insecurity scale and qualitative job insecurity scale. The second objective of this study was to investigate the moderating effect of managerial communication with the manager between job insecurity and perceived performance in the South African mining industry. A reliable measuring instrument can serve as a true assessment for South African participants. Participants in this research were office-bound employees of the South African mining industry.

The statistical analysis was carried out with the Mplus and SPSS programmes. The study made use of a quantitative research approach. The research was descriptive and made use of a cross-sectional research design. An availability sample of 137 office-bound mine workers in Limpopo and Free State participated in the study. Structural Equation Modelling (SEM) was used to test the model fit between job insecurity, perceived performance and managerial communication. The factor loading for the item “I always do my best at work” in regards to perceived performance, was non-significant ($p>0.05$). Therefore, this item was removed. Re-specified model fit indices were statistically drawn up with acceptable values for the fit. Secondly, descriptive statistics of the data were presented in terms of the mean, standard deviation, statistical significance and practical significance. Thirdly, Cronbach alpha was administered to determine the reliability of the measuring scales. Fourthly, a Post Hoc Test for Homogenous subtests was used to determine level of experience of job insecurity between married parents and single parents. Fifthly, a correlation matrix was statistically drawn up to determine the relationship of the dependent variable (perceived performance and managerial communication) on the independent variable (job insecurity). Lastly, a regression analysis was used to predict the outcomes of perceived performance in relation to job insecurity and managerial communication.

Results confirmed internal consistency for the quantitative job insecurity scale, but not for the qualitative job insecurity scale. Married individuals with children experienced higher levels of job insecurity than single individuals with children. Equal, married employees without children experienced higher levels of job insecurity than single employees with children. Overall, individuals experience higher levels of qualitative job insecurity than quantitative job insecurity. The results revealed that job insecurity had a negative relationship with perceived performance and managerial communication. Also, perceived performance predicted statistical significance in quantitative job insecurity and managerial communication, but was non-significant with qualitative job insecurity. Finally, results found in the structural equation modelling indicated a moderating effect of managerial communication in the relationship between job insecurity and perceived performance.

Lastly conclusions and recommendations were provided for future researchers and practice.

OPSOMMING

Titel

Werksonsekerheid: Die ondersoekende rol van waargenome prestasie en bestuurskommunikasie in 'n Suid-Afrikaanse myn.

Sleutelwoorde

Werksonsekerheid, kwantitatiewe werksonsekerheid, kwalitatiewe werksonsekerheid, waargenome prestasie, bestuurskommunikasie, enkelouers, getroude ouers, interne konsekwentheid, mynbou; mynbedryf.

In die veranderende wêreld van werk is dit nodig dat organisasies mededingend bly in hul onderskeie markte. 'n Resultaat hiervan is dat organisasies organisatoriese herstrukturering ondergaan. Organisasies herstrukturering kan afskaling, afdankings en afleggings behels. In Suid-Afrika volg die mynbedryf 'n tendens van gedurige herstrukturering om as globale leiers in minerale hulpbronne te funksioneer; daarom het mywerkers verskeie werkverwante werksstressors, waarvan werksonsekerheid deel uitmaak. Werksonsekerheid beïnvloed die werknemer se persoonlike lewe (huishoudelike situasie) en werksituasies (waargenome prestasie). Die vlak van ervare werksonsekerheid kan verskil in terme van die werknemer se huwelikstatus en aantal kinders wat versorg word. Gevolglik kan 'n werknemer se houding en persepsie ten opsigte van hul toekomstige loopbaanontwikkeling geraak word deurdat die werknemer nie presteer nie. Duidelike en effektiewe bestuurskommunikasie is nodig om werknemers gedurende die tydperk van organisatoriese herstrukturering te lei en te ondersteun.

Die eerste doelstelling van hierdie navorsingsstudie was om die interne konsekwentheid van die werksonsekerheidskaal te ondersoek in terme van die kwantitatiewe werksonsekerheidskaal en kwalitatiewe werksonsekerheidskaal. Die tweede doelstelling van hierdie navorsingsstudie was om die modereringseffek van bestuurskommunikasie tussen werksonsekerheid en waargenome prestasie in die Suid-Afrikaanse mynbedryf te ondersoek. Hierdie studie is uitgevoer om die psigometriese eienskappe van die kwantitatiewe en kwalitatiewe werksonsekerheidskale te bepaal en die verhouding daarvan tot waargenome prestasie te meet terwyl bestuurskommunikasie as 'n moderator bygevoeg word. 'n Betroubare meetinstrument kan dien as 'n betroubare assesseringsinstrument vir Suid-Afrikaanse

deelnemers. Deelnemers aan hierdie navorsing was kantoorgebonde en werksaam in die Suid-Afrikaanse mynbedryf.

Die statistiese analise is uitgevoer met die Mplus- en SPSS-programme. Die studie het van 'n kwantitatiewe navorsingsbenadering gebruik gemaak. Die navorsing was beskrywend en het gebruik gemaak van 'n deursnee-navorsingsontwerp. 'n Beskikbare populasie van kantoorgebonde mynwerkers van die Limpopo en Vrystaat provinsies het deelgeneem aan die studie. Strukturele vergelykingsmodellering is gebruik om die model te toets vir werksonsekerheid, waargenome prestasie en bestuurskommunikasie. Die faktor vir die item "Ek doen altyd my beste by die werk" ten opsigte van waargenome prestasie, was nie betekenisvol nie ($p > 0.05$). Daarom is hierdie item verwyder. 'n Herspesifiseerde modelpasindeks is statisties opgestel met aanvaarbare waardes. Tweedens is beskrywende statistieke van die data aangebied in terme van die gemiddeldes, standaardafwyking, statistiese betekenis en praktiese betekenis. Derdens is Cronbach alpha gedoen om die betroubaarheid van die metingskaal te bepaal. Vierdens, is 'n Post Hoc toets vir homogene subtoets gebruik om die betekenisvolle verskil van werksonsekerheid tussen verskillende groepe te bepaal - tussen getroude ouers soos vergelyk met enkelouers. Vyfdens is 'n korrelasiematriks statisties opgestel om die verwantskap van die afhanklike veranderlike (waargenome prestasie en bestuurskommunikasie) op die onafhanklike veranderlike (werksonekerheid) te bepaal. Laastens is 'n regressie-analise gebruik om die uitkomst van waargenome prestasie, in verhouding tot werksonsekerheid en bestuurskommunikasie, te voorspel.

Resultate bevestig interne konsekwentheid vir die kwantitatiewe werksonsekerheidskaal, maar nie vir die kwalitatiewe werksonsekerheidskaal nie. Getroude individue met kinders ervaar hoër vlakke van werksonsekerheid as enkelindividue met kinders. Getroude werknemers sonder kinders ervaar hoër vlakke van werksonsekerheid as enkele werknemers met kinders. Oor die algemeen ervaar individue hoër vlakke van kwalitatiewe werksonsekerheid as kwantitatiewe werksonsekerheid. Die resultate het getoon dat werksonsekerheid 'n negatiewe verhouding het met waargenome prestasie en bestuurskommunikasie. Ook, waargenome prestasie voorspel statistiese betekenisvolheid in kwantitatiewe werksonsekerheid en bestuurskommunikasie, maar was nie betekenisvol met kwalitatiewe werksonsekerheid nie. Laastens is gevind dat resultate wat in die strukturele vergelyking modellering gevind is, 'n modererende effek van bestuurskommunikasie gehad het in die verhouding tussen werksonsekerheid en waargenome prestasie.

Laastens word gevolgtrekkings en aanbevelings vir toekomstige navorsers en praktyke voorsien.

CHAPTER 1

INTRODUCTION

This first research article focuses on the internal consistency of the job insecurity scale among married and single parents in the South African mining industry. The second research article investigates how communication with the manager moderates the relationship between job insecurity and perceived performance among South African mine workers.

This chapter covers the problem statement, followed by the research objectives and research hypotheses. Thereafter the research design is discussed as well as the division of chapters.

1.1 PROBLEM STATEMENT

In the last few decades, changes in the world's economy have brought about various challenges for organisations nationally and internationally, some of them being organisational downsizing, globalisation, enhanced technology, outsourcing and international competition (Ahearn, 2012; Kekesi & Agyemang, 2014). These changes are identified as being the antecedents of job insecurity (De Witte, 2005). An antecedent of job insecurity is any variable that may cause or predict increased levels of job insecurity (De Witte, 2005). Curtis (2015) reported that job insecurity is an emerging trend that affects workers worldwide. In South Africa specifically it has been identified that job insecurity is a growing threat that needs to be minimised at the organisational as well as the individual levels (Dachapalli & Parumasar, 2012). Job insecurity affects employees' performance on an international and national level (Chirumbolo, 2005; De Cuyper & De Witte, 2005; Gilboa, Shirom, Fried & Cooper, 2008). Kalanko (2010) found that when employees experience job insecurity, their perceived performance is likely to decrease. This has a negative implication for the organisation's overall performance (Lange, 2013). Job insecurity is not likely to disappear in the near future, thus resulting in employees being confronted by the effects of job insecurity on an ongoing basis (De Witte, 2005).

Job insecurity: job insecurity has been described by researchers as the following:

- Job insecurity can be viewed as the perceived threat of any worries related to job loss (De Witte, 2005).

- Anticipation experienced subjectively by an individual because of a basic and involuntary event (Sverke, Hellgren & Näswell, 2002).
- The expectation of an individual's permanence in a job situation (Davy, Kinicki, & Scheck, 1997).

Job insecurity can be divided into two dimensions, namely qualitative job insecurity, the fear of losing important job features within one's career, and quantitative job insecurity, the fear of losing one's job (Hellgren, Sverke & Isaksson, 1999). This definition will be included in the study.

Job insecurity is also classified as a work stressor (Gilboa, Shirom, Fried & Cooper, 2008). Employees experiencing work stressors, such as job insecurity, will show an unfavourable attitude towards their work, resulting in poor performance (De Cuyper & De Witte, 2005). Psychological stress, burnout, organisational withdrawal and poor coping strategies are symptoms reported by employees experiencing high levels of job insecurity (Dekker & Schaufeli, 1995). A study done by Gilboa, Shirom, Fried and Cooper (2008) found that some employees showed poor work effort and commitment towards their job when experiencing job insecurity.

In South Africa, the theme of job insecurity has shifted from the existence thereof to measuring the impact it has on the individuals, organisations and the social community (Van Wyk & Pienaar 2008). Nella, Panagopoulou, Galanis, Montgomery, and Benosi (2015) found that when employees experience job insecurity they may experience negative results within the organisation and their personal lives, for example their marital lives. De Witte (1999) found that married men experience higher levels of job insecurity than married women do. Cheng and Chan (2008) found no significant difference of job insecurity in men and woman. A reason for this is that occupational mobility has become equal among male and female employees. Nowadays it is very common for females to be the breadwinner of the family (Cheng & Chan, 2008). In addition, married individuals with children have higher levels of job insecurity than married individuals with no children (Nolan, 2005). Unmarried or single individuals on the other hand showed higher levels of job insecurity than married individuals did, probably due to the financial support one's spouse is likely to contribute (László et al., 2010). Different conceptualisations and dimensions of quantitative and qualitative job insecurity, with the emphasis on investigating the equivalence of items across different groups, should be explored

in the South African context (Van Wyk & Pienaar, 2008). Recommendations for future research include the investigation of different marital statuses to build on the current literature related to this topic, especially to the limited research done within the South African context (de Wit, Van Zittert, Koekemoer & Treurnich, 2012).

Perceived performance is defined as an employee's self-rated performance (Hall & Hall, 1976). Several findings found that poor performance is a result of job insecurity contributing to negative outcomes and attitudes (Chirumbolo, 2005; De Cuyper & De Witte, 2005; Gilboa et al., 2008) including the employees' own perception of their performance, also known as perceived performance (Mohren, Swaen, Van Amelsvoort, Borm & Galama, 2003). A South African study done on mineworkers, who focussed on quantitative job insecurity, qualitative job insecurity, and perceived performance, found that both quantitative and qualitative job insecurity has a negative correlation with perceived performance (Kalanko, 2010). Another South African study on quantitative job insecurity, qualitative job insecurity, and perceived performance found that quantitative job insecurity and perceived performance had no relationship, while qualitative job insecurity and perceived performance had a positive correlation (Bystedt, 2009). It is a major implication for organisations and human resource practitioners to minimise the effects of job insecurity and rectify poor performance (Lange, 2013). Further investigation into the relationship between job insecurity and perceived performance with other variables is recommended (Kalanko, 2010).

Ginindza (2015) reported that Econonmetrix economist, Azar Jammine, announced that the mining industry of South Africa is following a trend of poor performance. This poor performance leads to a decrease in South Africa's gross domestic product (GDP) growth, thus contributing to the recession (Bisseker, 2014). Recessions lead to higher job loss rates and lower re-employment possibilities (Farber, 2008).

In the process of organisational restructuring and downsizing the consequences of job insecurity and beneficial moderators should be considered to minimise negative outcomes (Sverke, Hellgren & Näswall, 2006). Negative outcomes include poor organisational commitment, low job satisfaction and deprived performance (Pienaar, De Witte, Hellgren & Sverke, 2013). Job insecurity also affects the employee's attitude and personal perceptions of performance (Mohren et al., 2003) contributing to the negative correlation of job insecurity with performance (Chirumbolo, 2005; De Cuyper & De Witte, 2005; Gilboa et al., 2008). It is

important that human resource practitioners optimise employee performance, including perceived performance, by having an open communication structure with personnel (Shahzad, Bashir & Ramay, 2008). To reduce the impact of job insecurity, managerial communication has been explored with a view to minimise the negative effects in organisations and on employees (Shahzad et al., 2008). To enhance the levels of an employee's perceived performance one can moderate its relationship to another variable by using communication with the manager, as perceived performance and communication with the manager applies to the employee's own perception (Den Hartog, Boon, Verburg & Croon, 2013).

Communication with the manager can be described as the process in which a manager or supervisor gives clear and open communication effectively to an employee (Colquitt, 2001). Using communication with the manager as a moderator is likely to decrease the negative outcomes, such as poor perceived performance, of job insecurity (Jiang & Probst, 2013). Jiang and Probst (2013) found that having positive communication with one's manager increases an employee's job satisfaction, resulting in diminishing levels of job insecurity. Participants in a South African study identified that poor communication with the manager contributed to higher levels of job insecurity (Van Wyk & Pienaar, 2008). Van Wyk and Pienaar (2008) found insufficient research pertaining communication with the manager as moderator of job insecurity within the South African mining industry

A study done on perceived performance and communication established that communication with the manager can moderate the relationship between the managers and employees, which contributed to a positive relationship with management systems, satisfaction and perceived performance of the employee (Den Hartog et al., 2013). Levels of job insecurity decreased when communication with the manager was used as a moderator (Husain, 2013). The relationship of communication with the manager on job insecurity should be evaluated on other types of performance evaluations, such as perceived performance, for future research and studies (Komedat & Didona, 2016).

Based on the above problem statement, it is clear that this study aimed to fill two gaps: firstly, to investigate the internal consistency of job insecurity separately in terms of qualitative job insecurity and quantitative job insecurity, and what the differences were between groups experiencing job insecurity. Secondly, the purpose was to determine whether there was a

relationship between job insecurity and perceived performance, whilst applying managerial communication as moderator.

The research questions for the proposed studies are formulated as follows:

Article One

- How is qualitative and quantitative job insecurity conceptualised according to the literature?
- Do qualitative and quantitative job insecurity present acceptable levels of internal consistency for each of the subscales?
- What is the level of job insecurity experienced by single employees with children among employees in a South African mine?
- What is the level of job insecurity experienced by single employees without children among employees in a South African mine?
- What is the level of job insecurity experienced by married employees with children among employees in a South African mine?
- What is the level of job insecurity experienced by married employees without children among employees in a South African mine?
- What recommendations can be made for future research and practice?

Article Two

- How will job insecurity, perceived performance, and managerial communication be conceptualised according to the literature?
- What will the relationship be between job insecurity, perceived performance, and managerial communication among employees in a South African mine?
- How will the outcome of perceived performance be predicted by job insecurity and managerial communication among employees in a South African mine?
- How will managerial communication moderate the role between job insecurity and perceived performance among employees in a South African mine?
- What recommendations can be made for future research and practice?

1.2 RESEARCH OBJECTIVES

The research objectives are divided into general and specific objectives.

1.2.1 General objectives

Article One

The general objective of this study was to measure the internal consistency of the qualitative and quantitative job insecurity scales, as well as the experiences of job insecurity levels of single and married parents within the South African mining industry

Article Two

To explore the relationship between job insecurity, perceived performance and managerial communication within the South African mining industry

1.2.2 Specific objectives

The specific objectives of the study are:

Article One

- To conceptualise the equivalence of the job insecurity scale according to the literature.
- To present acceptable levels of internal consistency for qualitative and quantitative job insecurity among employees in a South African mine.
- To investigate the level of job insecurity experienced by single employees with children among employees in a South African mine.
- To investigate the level of job insecurity experienced by single employees without children among employees in a South African mine.
- To investigate the level of job insecurity experienced by married employees with children among employees in a South African mine.
- To investigate the level of job insecurity experienced by married employees without children among employees in a South African mine.
- To make recommendations for future research and practice.

Article Two

- To conceptualise job insecurity, perceived performance, and managerial communication from the literature among employees in a South African mine.
- To determine the relationship between job insecurity, perceived performance, and managerial communication among employees in a South African mine.
- To determine the outcomes of perceived performance in relation to job insecurity and managerial communication among employees in a South African mine.
- To determine whether managerial communication plays a moderating role between job insecurity and perceived performance among employees in a South African mine.
- To make recommendations for future research and practice

1.3 RESEARCH HYPOTHESES

Article One

- H1: Job insecurity, as measured by the two-dimensional construct (qualitative and quantitative job insecurity) presents with acceptable levels of internal consistency for each of the subscales.
- H2: Single employees with children experience higher levels of job insecurity than married individuals with children
- H3: Married employees without children experience lower levels of job insecurity than single individuals without children

Article Two

- H1: Job insecurity has a negative relationship with perceived performance.
- H2: Job insecurity has a positive relationship with managerial communication.
- H3: The outcome of perceived performance can be predicted by job insecurity.
- H4: The outcome of perceived performance can be moderated by managerial

communication.

H5: Managerial communication moderates the relationship between job insecurity and perceived performance.

1.4 RESEARCH DESIGN

1.4.1 Research approach

This study made use of a quantitative approach. A quantitative research approach can be described as conclusive research involving samples fitting to the study compiled by a structured procedure of data processing (Struwig & Stead, 2013). The research was descriptive and made use of a cross-sectional research design; this enabled investigation over a number of participants at a specific point in time (De Vos, Strydom, Fouché & Delpont, 2011). A cross-sectional design is simple and inexpensive to conduct (De Vos et al., 2011). Furthermore, primary data was used, followed by correlation approach after the data analyses.

1.5 RESEARCH METHOD

1.5.1 Literature review

A full literature review was conducted for both Article 1 and Article 2. The information retrieved to investigate job insecurity, perceived performance and managerial communication was reviewed on internet search engines such as SAePublications, Sabinet and EBSCOHOST. Most of the research was internet-based as information is more effectively accessible. Relevant topics and findings of previous dissertations, textbooks and library catalogues were also consulted.

The literature review focused on exploring the study in terms of the following key words: Job insecurity, quantitative job insecurity, qualitative job insecurity, perceived performance, managerial communication, single parents, married parents, reliability, internal consistency, mining and mining industry.

1.5.2 Research participants

The target population of this study consisted of office-bound employees in the South African mining industry. Office bound employees refers to employees working in an office and not underground. Questionnaires were distributed to participants in a South African mine in the Free State and Limpopo Province with a population size of 300 ($N = 300$). Questionnaires were in English, therefore participants had to be able to understand, read, and write in English. The participants differed in terms of marital status and number of children, fitting this study. A convenience and non-probability sampling method was used. According to Struwig and Stead (2013), as well as Maree and Pieterse (2007), elements in this sampling method are chosen on their availability; participants have been chosen because they were conveniently located and easily accessible. Advantages of the sample include cost-effectiveness and time-saving. Of the 300 questionnaires distributed 137 questionnaires were returned and used for data analysis.

1.5.3 Measuring instrument(s)

A biographical questionnaire was administered to obtain information from participants in order to determine their gender, age, ethnicity, level of education, home language, marital status and number of children. Differences in gender, age, ethnicity, level of education, home language, marital status and number of children makes conclusions over a wide spectrum, especially in SA's diverse population, more valid and reliable – fitting in measuring internal consistency of the Job insecurity scale (Jacobs, 2012).

Job insecurity was measured by Hellgren, Sverke and Isaksson's job insecurity scale (Hellgren et al., 1999). Quantitative job insecurity was measured using three items. An example of an item in this instrument is "I am afraid I may lose my job". Qualitative job insecurity was measured using four items. An example of an item in this instrument is "I feel worried about my career development within the organization". Each questionnaire consists of a five-point Likert-type scale ranging from 1 being strongly disagreeing to 5 being strongly agreeing. Hellgren et al. (1999) found an internal consistency for quantitative job insecurity to be $\alpha = 0.79$ and qualitative job insecurity to be $\alpha = 0.75$. In a South African study done by Kalanko (2010) found an internal consistency for quantitative job insecurity to be $\alpha = 0.76$ and qualitative job insecurity to be $\alpha = 0.63$.

Perceived performance was measured with Hall and Hall's Perceived Performance Scale (Hall & Hall, 1976). The instrument consists of five items, measured on a Likert-type scale from 1 (strongly disagree) to 5 (strongly agree). An example of an item in this instrument is "*I always do my best at work*". According to Kalanko (2010), the instrument had an alpha coefficient of 0.72 proving it to be reliable for use in this study.

Communication with the manager was measured with Colquitt's Managerial Communication Scale (2001). The instrument consists of five 5 items where participants indicate their level of agreement to each statement. A five-point Likert scale have been utilised ranging from 1 (strongly disagree) to 5 (strongly agree). An example of an item in this instrument is "*My manager has an open communication with me*". Colquitt (2001) found that the scale is reliable with an alpha coefficient of 0.92 ($\alpha = 0.92$). A South African study done by Bothma (2010) found communication with the manager to be reliable with $\alpha = 0.91$.

1.5.4 Research procedure

The procedure for data collection was to obtain permission first from company executives/senior managers in the mining industry. This was in the format of a structured letter directed to the targeted companies. When permission had been granted, a meeting(s) was organised with the participants, where the purpose and reason for study were explained. Participants were informed about their ethical rights and that participation was voluntary and anonymous. If at any time they wished to withdraw from the study, they were free to do so. Written informed consent forms were handed to participants to be completed. After completing the consent form, the questionnaires were distributed to them. The collection of data was done through self-administered paper and pencil interviews – in the case during interviews. The HR manager was the facilitator during the completion of questionnaires. On the questionnaires the ethical considerations were clearly indicated. This was hand-delivered by the researcher. Questionnaires had to be completed within two weeks from the time consent forms were completed, allowing the participant to complete the questionnaire at a convenient time. Questionnaires were collected after two weeks when the analysing of data commenced. The researcher provided a brief summary of findings to the HR manager for developmental purposes. Of the 300 questionnaires distributed 137 questionnaires were returned and used for data analysis.

1.5.5 Statistical analysis

Statistical analysis: Article One

The statistical analysis was carried out by means of the SPSS Version 24 programme (IBM SPSS, 2017). The examination of the data was done by using descriptive statistics. Descriptive statistics explained the data in terms of its sample size, statistical significance, standard deviation and effect size. The Cronbach's alpha coefficient was used to test reliability. If the coefficient showed to be 0.70 or greater, the variable measured was considered reliable (Field, 2005). Post hoc tests for homogenous subsets were used to determine the level of experienced job insecurity between single parents and married parents. Additionally, cross-tabulation was used to examine the differences between total marital groups and numbers of supported children are shown. Employees without children are also included.

Statistical analysis: Article Two

The statistical analysis was carried out by means of the SPSS Version 24 programme (IBM SPSS, 2017). The examination of the data was done by using descriptive statistics. Descriptive statistics explained the data in terms of mean and standard deviation. The Cronbach alpha coefficient was used to test reliability. If the coefficient showed to be 0.70 or greater, the data measured was reliable (Field, 2005). Pearson's correlation coefficient was used to examine the relationship between variables of the study, as the data was normally distributed. The cut-off points for practical significance of the correlations were 0.20-0.30 for a small effect, 0.30-0.50 for a medium effect and higher than 0.50 for a large effect (Hauke & Kossowski, 2011). To test the moderating effect the use of Structural Equation Modelling (SEM) was applied with the Mplus 7.0 program (Muthén & Muthén, 2012). A covariance matrix was used for the input type, with no item parcelling methods and no forced correlation syntax between dependent variables. Values that were considered to test the model fit was the Comparative Fit Index (CFI) (values close to 0.90 or 0.95), adjusted GFI (values close to 0.90 or 0.95), root-mean-square-residual (RMSR) (values between 0.50 to 0.80) and the Tucker-Lewis Index (TLI) (values close to 0.90 or 0.95) (Hoyle, 1995). Regression analysis was used in a structural model to examine the relationship between the independent variables on one dependent variable (Maxwell, 2000). The level of statistical significance was set to $p \leq 0.05$ and the value for correlation coefficients was set to 0.30 which indicates practical significance (r) if greater than

0.30. The moderating effects of managerial communication with job insecurity and perceived performance were interpreted in terms of significant interactions and plotted on a visual two-way unstandardized plot template. Additionally the independent variable was job insecurity and the dependent variable was perceived performance; managerial communication was the moderator.

1.5.6 Ethical considerations

The intellectual property should be discussed honestly:

The focus is placed on the emphasis that the researcher has the authority in regards to the variables being measured, complying with it in a sensitive way (Foxroft & Roodt, 2013). APA's Ethical Code stipulates that credit of authority is rewarded when the publication of the article is recognised as accurate (Smith, 2003). Participants were given authority in the contribution of the study and to the conceptualisation thereof. Confidentiality was of concern when questionnaires are completed, making participation anonymous (Struwig & Stead, 2013). Another aspect was to portray the intellectual property of this study without any errors. After publication, the processed data was stored in a safe place. Data will only be released to verify conclusions, whilst protecting the participants' identities.

Awareness should be brought to multiple roles

It is important to not harm participants in any way during the research (Foxroft & Roodt, 2013). It was made clear that participation was voluntary. Effort was placed on being sensitive towards participants and supervision was provided where needed. A written agreement for both the researcher and participant was drawn up in which responsibilities and authorship was clearly stipulated to avoid any sense of ambiguity. Findings of the study were communicated to participants.

Following the rules indicated in the informed consent

According to Smith (2003), the APA Ethics Code stipulates that the participant should be informed about:

- The purpose of the research.

- The procedure and duration of the research.
- The participant's rights to withdraw from the research.
- Any factors that may influence participants' willingness to participate.
- Future benefits and contributions of the research.
- Limitations of confidentiality during the process of data-sharing, disposal, coding and archiving.
- A contact number was provided to participants if any inquiries about the study should arise.

Respect towards confidentiality and privacy

It was important to protect the participants' privacy (Struwig & Stead, 2013). Smith (2003), provided steps to follow when working with participants' confidentiality and privacy:

- Explain the limits of confidentiality clearly.
- Inform participants on how data will be processed and what will be done to secure the content.
- Participants' information will be securely stored and access will only be granted for research purposes.
- Data sharing with other researchers will be indicated in the consent form.
- Information/ questionnaires were sealed in envelopes after completion so that the employee knew information was confidential in regards to handing it over to the HR manager.

1.6 OVERVIEW OF THE CHAPTERS

In Chapter 1 an overview of the research study is presented. Chapters 2 and 3 of this research study deal with research objectives in regards to Article 1 and Article 2 respectively. In Chapter 4 the conclusions aligned with the limitations and recommendations of this study are discussed.

1.7 SUMMARY OF CHAPTER

Chapter 1 of this study explained the problem statement, research objectives, research hypotheses, research design, research method and overview of the chapters.

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CHAPTER 2

RESEARCH ARTICLE 1

INVESTIGATING THE INTERNAL CONSISTENCY OF THE JOB INSECURITY SCALE

ABSTRACT

Orientation: For organisations to stay competitive, they must implement constant change to stay relevant in the global economy. Because these changes can include downsizing and retrenchments, employees may experience levels of job insecurity. These experiences can differ with regards to the individual's home-life situation.

Research purpose: The study aims to investigate the internal consistency for a qualitative and quantitative job insecurity scale, investigate the level of job insecurity experienced by single employees with children, and to investigate the level of job insecurity experienced by married employees with children.

Motivation for the study: To gain more knowledge, seen against the background of the limited research done on the experiences of job insecurity among single and married individuals by providing acceptable levels of internal consistency for the job insecurity scale.

Research design, approach and method: A cross-sectional research approach was used. An availability sample ($N = 137$) of office-bound employees in the South African mining industry participated. The Cronbach alpha coefficient was used to test reliability. Post hoc tests for homogenous subsets were used to determine the level of experienced job insecurity between single parents and married parents.

Main findings: Results confirmed internal consistency of the two-dimensional construct of the quantitative job insecurity scale; the qualitative job insecurity scale indicated a lower Cronbach alpha but was included for the exploratory nature of this study. Married employees with and without children experienced higher levels of job insecurity than single employees with and without children.

Practical implications: Organisations that are in a retrenchment mode, can now also include programmes to assist employees when facing the loss of a job. Also re-training and providing extra assistance for employees can be employed by organisations

Contribution of the study: The research on investigating the internal consistency of the quantitative and qualitative job insecurity scales will provide conclusions and recommendations for future research and practice. The study aimed to present a reliable measuring instrument which can serve as a true assessment of job insecurity, especially in regards to South African mine workers with and without children.

Keywords: Job insecurity, quantitative job insecurity, qualitative job insecurity, single parents, married parents, reliability, internal consistency, mining industry

INTRODUCTION

The business environment has changed radically over the past decades, affecting the practice of human resource management worldwide (Burke & Ng, 2006). Challenges in the business environment include proactive measures such as downsizing and outsourcing, and reactive changes such as natural disasters and market crashes within the economy, such as the great recession in 2008 (Krishnan, 2009). The recession in 2008 brought about a loss in the world's imports and exports, an increase of unemployment and labour cuts within various industries; as a result the world's overall gross domestic product (GDP) decreased (Katkov, 2012). In South Africa the world-wide recession in 2008 resulted in a decrease of employment of almost 90 000 workers; and subsequently a 24.5% unemployment rate (Verick, 2010). Change is necessary to stay globally competitive within global markets in the economy, this may cause strain on human resources professionals to cope with the outcomes effectively for both the employee and organisation (Burke & Eg; Krishnan, 2009).

Management systems may employ corporate strategies such as downsizing, layoffs, and operational relocation to change from a traditional organisation to a modern organisation in order to remain competitive (Coucke, Pennings & Sleuwaegen, 2007; Titu & Balan, 2009). Organisational change, especially downsizing, leads to negative socio-economic consequences, such as job insecurity, affecting individuals and organisations (Sverke, Hellgren & Näswall, 2006; Van Wyk & Pienaar, 2008; Van Zyl, Van Eeden & Rothmann, 2013). The effects of these changes affect the employee's work capacity; in many cases the workload stays the same but less support is available for the worker to complete tasks (Sayed, 2013). A working environment of unpredictability is created resulting in higher levels of job insecurity and poor health-related problems such as stress and depression (Schiro & Baker, 2009). Employees with health-related problems show poor work performance which in the long run affects the organisation's performance negatively (Raya & Panneerselvam, 2013).

Solomons (2017) reported that South Africa's mining industry is a major contributor to the growth of South Africa's gross domestic product (GDP) for 2016. The Chamber of Mines' CEO Roger Baxter stated that the mining industry contributed 9% of South Africa's GDP growth, a lower GDP input than expected (Solomons, 2017). A large number of South African mines follow traditional mining policies and practices, hindering them from complying with the challenges of globalisation and as a result delivering poor performance figures (Neingo &

Tholana, 2016). To stay productive in the global markets, South Africa's mining industry has had to adapt to the changing environment by restructuring and downsizing, contributing to increased levels of job insecurity (Govender, 2016). Employees experiencing levels of job insecurity are not open to change, which in return delays the change process (Babalola, 2013). Babalola (2013) found that minimising the effects of job insecurity may be beneficial for an individual's psychological health and their openness to organisational change.

Job insecurity affects the employee's work life, for example it can lead to lower organisational commitment and job satisfaction, and personal experiences for the individual can be the experience of anxiety and stress (Dachapalli & Parumasur, 2012; Moshoeu & Geldenhuys, 2015; Schiro & Baker, 2009). Job insecurity affects the personal lives of those experiencing it (Nella, Panagopoulou, Galanis, Montgomery & Benosi, 2015). Job insecurity specifically affects the conditions of households and the partnership between spouses and children (Mariotti, Dickson, Mumford & Pena-Boquete, 2016). The different characteristics in individuals can be the reason for inconsistent levels of job insecurity in factors such as marital status (Rosenblatt, Talmud & Ruvio, 1999). The necessity to investigate the levels of job insecurity as developed by Hellgren, Sverke and Isaksson (1999) in terms of its internal consistency and the level of job insecurity experienced by married parents and single parents is strong in the South African context (de Wit, Van Zittert, Koekemoer & Treurnich, 2012).

Placing emphasis on the employee's personal life, the experiences of job insecurity can differ between married employees and single employees (Mariotti, Dickson, Mumford & Pena-Boquete, 2016). Studies have shown that married employees tend to experience lower job insecurity than single employees, because of the financial contribution of a spouse (Mariotti, Dickson, Mumford & Pena-Boquete, 2016). Single employees are found to be more exposed to higher levels of anxiety and stress during periods of experienced job insecurity (Dachapalli & Parumasur, 2012; Moshoeu & Geldenhuys, 2015). In order to measure specifically the influence of job insecurity on employees, it was found that limited research has been done on job insecurity and the measurement thereof in South Africa (Jacobs, 2012; Van Schalkwyk, Du Toit, Bothma & Rothman, 2010; Van Wyk & Pienaar, 2008).

The limited research done on the concept of job insecurity contributed to a minimum of measurements being reliable (Probst, 2003). In the South African context, especially the mining industry, limited research and investigation of reliability concerning the conceptualisation of

the job insecurity scales are researched (De Witte, 2005; Jacobs, 2012; Kalanko, 2010). The reliability of the job insecurity scale would be tested since reliability measures the consistency of a scale (Heale & Twycross, 2015). Factors measured internationally with job insecurity showed inconsistency (Sverke, Hellgren & Näswall, 2006); this correlates with research done in South Africa as inconsistency has been found between different factors and job insecurity (Moshoeu & Geldenhuys, 2015). A study that contributes to the current literature of job insecurity, with the focus on the impact and measurement of job insecurity among South African employees and organisations is recommended (de Wit et al., 2012; Kalanko, 2010).

LITERATURE REVIEW

The nature and measurement of job insecurity

Job insecurity influences an individual's attitude and intention negatively, resulting in poor job satisfaction, higher levels of turnover intention and lower organisational commitment (Sora, Caballer & Peiró, 2010). Caplan et al. (1975) compiled one of the first proper definitions of job insecurity; they describe job insecurity as the cognitive uncertainty an individual experience in regards to future security and employment. Jacobson (1991) described job insecurity in terms of a subjective experience as it is seen as a perceptual phenomenon by the individual. Job insecurity can also be described as the experience of concern in regards to the future existence of an employee's job (Rosenblatt & Ruvio, 1996).

The reactions and experiences of job insecurity differ between individuals (Hur & James, 2014). Hur and James (2014) found a positive relationship between job insecurity and work attitudes (organisational commitment and job satisfaction). Hur and James (2014) also found that depending on the employee's age, gender, tenure, origin of country and type of industry, can differ among individuals. Another study found that job insecurity can affect the individual directly (higher absenteeism) and the organisation indirectly (decrease in production), while in the same study it is shown that job insecurity affects the organisation directly (layoffs) and the individual indirectly (lower organisational commitment) (Chirumbolo & Areni, 2005).

The levels of job insecurity peaked in the 1970s and 1980s; in the mid-1990s job insecurity was classified as a public issue (Green, 2003). The early 1970s witnessed the end of a golden era (an era of employment stability) as capitalism took over many organisations; a state of

increased outputs and decreased inputs (Green, 2003). Martínez, De Cuyper and De Witte (2010) reviewed the literature of job insecurity and found that Greenhalgh and Rosenblatt's investigation on the clarity of job insecurity in 1984 was the incentive for other researchers to investigate job insecurity in a wider spectrum, especially its reliability across nations. A valid and reliable scale presented with acceptable levels of internal consistency will provide trustworthy psychometric properties for different groups and different nations (Jacobs, 2012; Martínez, De Cuyper & De Witte, 2010; Sverke, Hellgren & Näswall, 2006). The job insecurity scale of Hellgren, Sverke and Isaksson (1999) presented acceptable levels of internal consistency in international research (Sverke, et al., 2006) but inconsistencies of internal consistencies were found in South African studies especially for the qualitative job insecurity scale (Jacobs, 2012; Kalanko, 2010).

Job insecurity is divided into a multidimensional and global concept; the multidimensional concept of job insecurity indicates the loss of one's job and the loss of significant job features (Mauno & Kinnunen, 2002; Rosenblatt & Ruvio, 1996). The global concept of job insecurity refers to a risk that causes job loss (De Witte, 1999; Kinnunen, Mauno, Natti & Happonen, 1999). Studies prove that job insecurity is a very complex and diverse theme when it comes to research (Richter, 2011).

The literature on the nature job insecurity indicates that the effects of job insecurity differ in experience among employees (Chirumbolo & Areni, 2005; Hur & Perry, 2014). The extent to which an individual reacts to the antecedents of job insecurity is divided into three categories: Firstly, factors in the employee's organisation or region, secondly, the characteristics of the employee, and lastly the employee's personality traits (De Witte, 2005).

Job security has been defined as follows: Firstly, job insecurity is a probability of perceived job loss, meaning that job insecurity increases when an organisation undergoes change (Hartley, Jacobson, Klandermans & Van Vuuren, 1991; Yusuf & Olusalo, 2015). Secondly the multidimensional concept of job insecurity can be distinguished from the global concept of job insecurity in regards to its subjective and objective components (Klandermans & Van Vuuren, 1999). Subjective job insecurity can be described as the personal reactions towards the effects of job insecurity; objective job insecurity can be described as the threats within the organisation that cause instability in employment (Martínez, De Cuyper and De Witte, 2010). Thirdly, job insecurity can be divided into cognitive and affective job insecurity (De Witte, 2000). The

cognitive component of job insecurity refers to the possibility of an employee losing his job; the affective component of job insecurity refers to the manner on how job insecurity influences the employee's feelings, concerns, and beliefs (De Witte, 2000; Huang, Niu, Lee & Ashford, 2012). Fourthly, both the multidimensional and global concept of job insecurity can be divided into qualitative and quantitative dimensions (De Witte, 2005; Jacobs, 2012). Quantitative job insecurity refers to the fear of losing one's job, and qualitative job insecurity refers to the fear of losing important job features (Hellgren, Sverke & Isaksson, 1999). The investigation of job insecurity in this research study focuses on the quantitative and qualitative dimensions of the global concept of job insecurity

Gender and marital status of job insecurity

Research has indicated that there is an inconsistency of job insecurity found in marital statuses of individuals around the world (László et al 2010; Lokshin, Gimpelson & Oshchepkov, 2012; Pillay, 2006). A study done in Russia by Lokshin, et al., (2012) found that married men experience higher levels of job insecurity than single men, in contrast to married women who experience lower levels of job insecurity than single women. The reason for this is that married men are seen as the financial provider of the family (Lokshin, et al., 2012). A study done in Europe by László et al. (2010) found that both married men and women experience lower levels of job insecurity than single men and women, due to the financial support of a spouse in a marriage. In contrast, a study done in South Africa by Pillay (2006) found that married men and women experienced higher levels of job insecurity than single men and women, due to the financial responsibility a married employee has towards supporting children.

According to Lokshin, et al., (2012) and Pillay (2006) the possible reasons for the various outcomes in the marital status of employees can be attributed to the different social norms among cultures and the financial responsibility that an employee has towards supporting children. Nolan (2005) found that married employees with children experienced higher levels of job insecurity than married employees without children. Single parents with children indicated higher levels of job insecurity than single parents without children (Lam, O'Flaherty & Baxter, 2016). Single parents showed higher levels of job insecurity than married parents with children (Sverke et al, 2004). Not much research on the investigation of job insecurity among married and single parents has been done in the South African context (de Wit, Van Zittert, Koekemoer & Treurnich, 2012), but taking the financial and emotional support a spouse

contributes in a marriage (László et al., 2010) the results for a South African study will justify the finding of Sverke et al. (2004). The necessity to investigate groups in terms of different characteristics, in order to provide interventions to minimise the consequences of job insecurity, is recommended (De Wit, et al., 2012; De Witte, 2005).

Therefore this study will focus on the investigation of the internal consistency of the job insecurity scale developed by Hellgren, et al., (1999) in the South African context. Additionally, experienced job insecurity between single parents and married parents in the South African mining industry will also be investigated.

Aims and hypotheses

The first objective of this research study is to determine the internal consistency of Hellgren, Sverke and Isaksson's (1999) qualitative job insecurity scale and quantitative job insecurity scale respectively for different marital groups and number of supported children within the South African mining industry. The second and third objectives are to determine the level of experienced job insecurity among married parents and single parents within the South African mining industry.

The hypotheses for the study are as follows:

- H1: Job insecurity, as measured by the two-dimensional construct (qualitative and quantitative job insecurity) presents with acceptable levels of internal consistency for each of the subscales.
- H2: Single employees with children experience higher levels of job insecurity than married individuals with children.
- H3: Single employees without children experience higher levels of job insecurity than married employees without children.

RESEARCH DESIGN

The research approach

This study employed a quantitative research approach. The research was descriptive and made use of a cross-sectional research design; this enabled investigation over a number of participants at a specific point in time (De Vos, Strydom, Fouché & Delpont, 2011).

Research method

Research participants

The target population of this study was drawn from the ranks of office-bound employees in the South African mining industry with a population size of $N=137$. Questionnaires were in English, therefore participants had to be able to understand, read and write in English. The participants differed in terms of marital status and number of children, fitting them for participating in this study. A convenient and non-probability sampling method was used. According to Struwig and Stead (2013), as well as Maree and Pieterse (2007), elements in this sampling method were chosen in terms of their availability; participants were chosen because they were conveniently located and easily accessible. The descriptive characteristics of the research participants are shown in Table 1.

Table 1

Demographic characters of the participants (n=137)

Item	Category	Frequency	Percentage
Age	18-24	24	17.5
	25-34	44	32.1
	35-44	26	19
	45-54	28	20.4
	55-64	14	10.2
	65 and above	1	0.7
Gender	Male	79	57.7
	Female	57	41.6

Ethnicity	Black African	65	47.4
	Coloured	16	11.7
	White	55	40.1
	Indian	1	0.7
Level of education	High school	40	29.2
	Diploma	47	34.3
	Degree (graduate or honours)	40	29.2
	Postgraduate (masters or doctorate)	10	7.3
Home language	Afrikaans	48	35
	Sesotho	14	10.2
	Tshivenda	2	1.5
	isiZulu	3	2.2
	English	28	20.4
	Setswana	7	5.1
	isiNdebele	2	1.5
	isiTsonga	9	6.6
	Sepedi	20	14.6
	isiXhosa	2	1.5
	Other	2	1.5
	No. of children you support	0	41
1		29	21.2
2		28	20.4
3		19	13.9
4		16	11.7
5 or more		4	2.9
Household situation	Single (living alone)	26	19
	Married (or living with partner)	75	54.7
	Divorced (or separated)	10	7.3
	Living with parents	18	13.1
	Remarried	5	3.6

Note. Where percentages do not sum to 100, it is because of a missing value/-s.

Table 1 indicates the majority of group participants to be 25 to 34 years of age. More males (57.7%), than females (41.6%) participated in this study. Of the total sample, 47.4% of participants were black Africans, White participants were 40.1%; Coloured 11.4% and lastly Indian 0.7%. The majority of the sample have a diploma (34.4%), while 29.2% of participants have a high school diploma, another 29.2% have a degree and only 7.3% have a post-graduate qualification. The three languages most often represented were Afrikaans (35%); English (20.4%) and Sepedi (14.6%). The number of children supported by participants indicates that most participants support no child (29.9%); the larger part of participants who supports a child is one child (21.2%). The greater number of the participants are married (54.7%) or living with a partner; 19% are single and 13.1% are living with their parents; 3.6% are remarried; 7.3% are divorced; and 1.5% are widowed.

Measuring instrument(s)

A biographical questionnaire was administered to obtain information from participants in order to determine gender, age, ethnicity, level of education, home language, marital status and number of children. Differences in gender, age, ethnicity, level of education, home language, marital status and number of children makes conclusions over a wide spectrum, especially in SA's diverse population, more valid and reliable – fitting in measuring internal consistency of the Job insecurity scale (Jacobs, 2012).

Job insecurity was measured by Hellgren, Sverke and Isaksson's job insecurity scale (Hellgren et al., 1999). Quantitative job insecurity was measured with 3 items. An example of an item in this instrument is "*I am afraid I may lose my job*". Qualitative job insecurity was measured with four items. An example of an item in this instrument is "*I feel worried about my career development within the organization*". Each questionnaire consists of a five-point Likert-type scale ranging from 1 being strongly disagreeing to 5 being strongly agreeing. Hellgren et al. (1999) found an internal consistency for quantitative job insecurity to be $\alpha = 0.79$ and qualitative job insecurity to be $\alpha = 0.75$. In a South African study done by Kalanko (2010) found an internal consistency for quantitative job insecurity to be $\alpha = 0.76$ and qualitative job insecurity to be $\alpha = 0.63$.

Research procedure

The procedure for data collection was to obtain permission first from company executives/senior managers in the mining industry. This was in the format of a structured letter directed to the targeted companies. When permission had been granted, a meeting(s) was organised with the participants, where the purpose and reason for study were explained. Participants were informed about their ethical rights and that participation was voluntary and anonymous. If at any time they wished to withdraw from the study, they were free to do so. Written informed consent forms were handed to participants to be completed. After completing the consent form, the questionnaires were distributed to them. The collection of data was done through self-administered paper and pencil interviews – in the case during interviews. The HR manager was the facilitator during the completion of questionnaires. On the questionnaires the ethical considerations were clearly indicated. This was hand-delivered by the researcher. Questionnaires had to be completed within two weeks from the time consent forms were completed, allowing the participant to complete the questionnaire at a convenient time. Questionnaires were collected after two weeks when the analysing of data commenced. The researcher provided a brief summary of findings to the HR manager for developmental purposes. Of the 300 questionnaires distributed 137 questionnaires were returned and used for data analysis. The reason for this low response rate is subjected to the fact that many HR managers provided the researcher with the dilemma that the mining industry is undergoing lay-offs and that the topic of this research is very sensitive.

Statistical analysis

The statistical analysis was carried out by means of the SPSS Version 24 programme (IBM SPSS, 2017). The examination of the data was done using descriptive statistics. Descriptive statistics explained the data in terms of sample size, statistical significance, standard deviation and effect size. The Cronbach's alpha coefficient was used to test reliability. If the coefficient was shown to be 0.70 or greater, the variable measured was considered reliable (Field, 2005). Post hoc tests for homogenous subsets were used to determine the level of experienced job insecurity between single parents and married parents. Additionally, cross-tabulation was used to examine the differences between total marital groups and numbers of supported children (and participants without children) are shown. Anova was used to determine differences among groups.

RESULTS

In Table 2 the differences between total marital groups and number of supported children are shown. For the purposes of this research the focus is upon married/remarried and single groups. In the group married/remarried, 16 participants indicated that they supported no child, while 14 participants supported one child, 21 participants supported two children, 13 participants supported three children, 12 participants supported four children and four participants supported five children. In the single group, 11 participants supported no child, while nine participants supported one child, three participants supported two children, one participant supported three children and two participants supported four children.

Table 2

Cross tabulation of household situation and number of children supported

Household situation	Number of children supported						Total
	0	1	2	3	4	5	
Married/Remarried	16	14	21	13	12	4	80
Divorced	1	3	1	4	1	0	10
Living with parents	13	3	1	1	0	0	18
Single	11	9	3	1	2	0	26
Widowed	0	0	2	0	0	0	2
n/a	0	0	0	0	1	0	1
Total	41	29	28	19	16	4	137

Table 3 investigates the internal consistency of the two-dimensional construct of the job insecurity scale, in terms of quantitative job insecurity and qualitative job insecurity, Cronbach's Alpha was used (Field, 2005).

Table 3

Reliability Statistics for the Job Insecurity scale

	Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	N of items
Quantitative JI scale	0.82	0.83	3
Qualitative JI scale	0.63	0.63	4

Table 3 indicates the Cronbach's alpha for each of the subscales for the job insecurity scale. If the coefficient of the scale was shown to be 0.70 or greater, the data measured was reliable

(Field, 2005). Quantitative job insecurity had an alpha coefficient of 0.83 making the measure reliable. Qualitative job insecurity scale had an alpha coefficient of 0.63; although not 0.70, the coefficient is close to 0.70 and will be included for the exploratory nature of this study but should be interpreted with caution. Galbreath (2005) found variables to have an alpha coefficient of 0.60 or higher to be reliable in exploratory research. These findings support Hypothesis 1 in terms of the quantitative job insecurity scale but not for the qualitative job insecurity scale.

To investigate the level of job insecurity experienced by single parents and married parents, descriptive statistics and post hoc tests for homogenous subsets were used.

Table 4

Descriptive statistics and Post Hoc Test for Homogenous Subsets for the Job Insecurity scales in terms of single and married participants with children

Marital group	Job insecurity scale	N	p-value	Subset for alpha = 0.05	Std. Deviation	Effect sizes
Single with children	Quantitative JI	15	0.06	2.29	0.92	0.41
	Qualitative JI			2.67	0.60	
Married with children	Quantitative JI	64	0.00*	2.51	0.92	0.44
	Qualitative JI			2.91	0.76	

*Statistically significant: $p < 0.05$

**Effect size 0.20 (small effect); 0.50 (medium effect); 0.80 (large effect)

Table 4 indicates that 15 participants were single with children and 64 participants were married with children. Quantitative job insecurity had a standard deviation of 0.92 for both single participants with children and married participants with children. Qualitative job insecurity had a standard deviation of 0.60 for single participants with children and a standard deviation of 0.76 for married participants with children. There was no statistically significant effect found in single participants with children. There was however statistically significant effect found in married participants with children. Single participants with children showed an effect size of 0.41 and married participants with children showed an effect size of 0.44. Therefore, both single participants with children and married participants with children had a small effect size in terms of the sample's descriptive statistics.

Furthermore, the subsets for alpha in Table 4 show the level of experienced quantitative job insecurity and qualitative job insecurity between single participants with children and married participants with children. Married participants with children experienced higher levels of quantitative job insecurity (2.51) than single participants with children (2.29). Equally, married participants with children experienced higher levels of qualitative job insecurity (2.91) than single participants with children (2.67). Overall, individuals experienced higher levels of qualitative job insecurity than quantitative job insecurity. These findings reject Hypothesis 2 that single employees with children may experience higher levels of job insecurity than married employees with children.

Table 5

Descriptive statistics and Post Hoc Test for Homogenous Subsets for the Job Insecurity scales in terms of single and married participants without children

Marital group	Job insecurity scale	N	<i>p</i> -value	Subset for alpha = 0.05	Std. Deviation	Effect sizes
Single without children	Quantitative JI	11	0.36	2.52	0.69	0.41
	Qualitative JI			2.79	0.69	
Married without children	Quantitative JI	16	0.26	2.54	0.80	0.36
	Qualitative JI			2.83	0.78	

*Statistically significant: $p < 0.05$

**Effect size 0.20 (small effect); 0.50 (medium effect); 0.80 (large effect)

Table 5 indicates that 11 participants were single without children and 16 participants were married without children. Quantitative job insecurity had a standard deviation of 0.69 for single participants without children and a standard deviation of 0.80 for married participants without children. Qualitative job insecurity had a standard deviation of 0.69 for single participants without children and a standard deviation of 0.78 for married participants without children. Single participants without children were not statistically significant with married participants with children, as well as married participants without children. Single participants showed an effect size of 0.41 and married participants with children showed an effect size of 0.36. Therefore, both single participants without children and married participants without children had a small effect size in terms of sample's descriptive statistics.

Also, the subsets for alpha in Table 5 show the levels of experienced quantitative job insecurity and qualitative job insecurity between single participants without children and married participants without children. Married participants without children experience higher levels of quantitative job insecurity (2.52) than single participants without children (2.54). Equally, married participants without children experience higher levels of qualitative job insecurity (2.79) than single participants without children (2.83). Overall, individuals experience higher levels of qualitative job insecurity than quantitative job insecurity. These findings reject Hypothesis 3 that single employees without children may experience higher levels of job insecurity than married employees without children.

DISCUSSION

The first aim of this study was to investigate the two-dimensional construct of the job insecurity scale in terms of its internal consistency with regard to the qualitative job insecurity scale and quantitative job insecurity scale for employees from different marital groups in selected gold mines of South Africa. Secondly, the aim was to establish whether single employees with children experienced higher levels of job insecurity than married or remarried employees with children. Lastly, the aim of the study was to establish whether married employees without children experienced lower levels of job insecurity than single employees without children.

The internal consistency of the two-dimensional construct of the job insecurity scale was statistically examined by the SPSS Version 24 programme (IBM SPSS, 2017) in terms of Cronbach alpha coefficients. For a scale to be regarded as reliable, the alpha coefficient should be greater or equal to 0.70 ($\alpha \geq 0.70$) (Field, 2005). The quantitative job insecurity scale was shown to be reliable with an alpha coefficient of 0.82 while the qualitative job insecurity scale's alpha coefficient was somewhat lower, with an alpha coefficient of 0.63. Although the alpha coefficient of the qualitative scale was close to 0.70 it was still explored but with caution. Likewise, the qualitative job insecurity scale was shown to have a lower alpha coefficient than 0.70 in other South African studies (Jacobs, 2012; Kalanko, 2010). In both Jacobs (2012) and Kalanko (2010) the quantitative job insecurity scale presented reliable Cronbach values. Hypothesis 1 is supported in terms of the quantitative job insecurity scale, but rejected in terms of the qualitative job insecurity scale. Hypothesis 1 is therefore partly confirmed for this study.

For the second and third hypotheses post hoc tests for homogenous subsets were used to determine the level of experienced job insecurity between single parents and married parents. In this study single employees with children experienced lower levels of job insecurity than married employees with children. Correspondingly, single employees without children experienced lower levels of job insecurity than married employees without children. The findings in this research study do not support the international findings of Lam, O’Flaherty and Baxter (2016), Nolan (2005) and Sverke et al. (2004), as well as the national findings of Pillay (2006), which implies that single employees with and without children will experience higher levels of job insecurity than married employees with and without children, due to the financial support a spouse is most likely to contribute in a marriage (László et al., 2010). Therefore, hypotheses 2 and 3 are not confirmed in terms of this study.

It is evident that some of the hypotheses of this research article do not support the findings of previous research. Different influences may have an effect on results, some of them being: background characteristics of an individual may play a moderating role which hinders the effects of a variable (Jacobs, 2012). Secondly, the economic stability of a country or region may differ from that reported in international publications; this influences an individual’s perception of his/her career (Pillay, 2006; Sverke et al., 2004). Thirdly, the socio-political and socio-economic factors may influence the working conditions of employees and how they perceive their career stability (Sverke, Hellgren & Näswall, 2006; Van Wyk & Pienaar, 2008; Van Zyl, Van Eeden & Rothmann, 2013). Lastly, during the collection of data for this article a large number of South African mines were undergoing retrenchments due to budget cuts, and this also may have contributed to no significant differences of experienced levels of job insecurity between groups being found, as no one was sure any more about their career development within the mining industry (Groenewald, 2017).

Implications for management

Employees experiencing job insecurity are most likely to experience lower job satisfaction and poor organisational commitment that contribute to negative outputs within the organisation (Nella et al., 2015). The use of a reliable measuring instrument to measure job insecurity within the South African context will provide organisations and management the necessary information to understand the effects of job insecurity and provide effective support that may help to increase an individual’s performance, organisational commitment and work

engagement, contributing to increased outputs of the organisation (De Cuyper & De Witte, 2005; Moshoeu & Geldenhuys, 2015). Understanding the effects of job insecurity on different groups within the organisation will enable the organisations to apply interventions on specific groups to assist them better (De Witte, 1999).

Implications for the individual

Studies done on the implications of job insecurity on employees found that it has various negative effects on the employee's performance, health, attitude and perceptions (Chirumbolo, 2005; De Cuyper & De Witte, 2005; Gilboa et al., 2008; Mohren et al., 2003). The findings and recommendations of this study might enable the employee to handle the effects of job insecurity more effectively, while providing future planning in terms of their career, household situation, physical and mental health (Sverke et al., 2006). This study aims to provide recommendations to increase the employee's attitude and well-being.

Recommendations for and limitations of this study

Future research suggestions can be made in terms of the investigation of the internal consistency of the qualitative job insecurity scale and quantitative job insecurity scale between married parents and single parents. Firstly, this study had a relatively small sample size; future researchers may include a larger number amount of participants in their studies. Secondly, the study focused on marital groups and number of children supported by an employee. A more diverse group in terms of different biographical factors should be included for future research, as it will represent valid and reliable norms for the job insecurity scale, enabling accurate results in group comparisons. Lastly, future studies can make use of longitudinal research approaches on the influence job insecurity might have on an individual's psychological health.

The objectives of this research study were achieved but room for error may arise due to some aspects of limitation. The first limitation to be identified is the relatively small sample size of this study: $N = 137$. A quantitative research approach was used, and as a result the more participants in a quantitative research study, the more valid and reliable results are. Secondly, the data collected was based on office-bound employees from the Free State and Limpopo provinces of South Africa. Thirdly, a convenient and non-probability sampling method was used to collect data; as a result some groups are over-represented and other groups under-

represented. Fourthly, the data might be seen as culture-specific as most participants were Afrikaans-speaking. Lastly, although participation was voluntary and anonymous, the chances that some employees answered certain questions in a biased or non-truthful way might well exist.

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CHAPTER 3

RESEARCH ARTICLE 2

JOB INSECURITY, PERCEIVED PERFORMANCE AND COMMUNICATION WITH THE MANAGER

ABSTRACT

Orientation: Organisations face the necessity to adapt to the challenges of globalisation and as a result employees can face downsizing, layoffs, and retrenchments. Subsequently an increase in levels of job insecurity and decrease levels of performance as well as perceived lower performance can prevail.

Research purpose: This study had three objectives: 1) to determine the relationship between job insecurity, perceived performance and managerial communication; 2) to determine whether job insecurity predicts outcomes such as perceived performance and managerial communication separately; and 3) to determine whether managerial communication plays a moderating role between job insecurity and perceived performance.

Motivation for the study: To gain more knowledge on the limited research done on the relationship between job insecurity, perceived performance and managerial communication, specifically in the mining industry.

Research design, approach and method: A cross-sectional research approach was used. An availability sample ($N = 137$) of office-bound employees in the South African mining industry participated. Structural equation modelling was used to test the moderating effect of managerial communication on job insecurity and perceived performance.

Main findings: The results revealed that job insecurity had a negative relationship with perceived performance and managerial communication. It was found that managerial communication moderated the relationship between job insecurity and perceived performance.

Practical implications: Improvement in managerial communication improves an employee's perceived performance when experiencing levels of job insecurity. Managerial communication moderates the relationship between job insecurity and perceived performance.

Contribution of the study: Empirical value indicated that managerial communication could contribute to lower job insecurity and higher perceived performance.

Keywords: Job insecurity, perceived performance, managerial communication, mining industry, mining

INTRODUCTION

Many organisations have experienced changes over the past few decades (Burke & Ng, 2006; Da Silva & Wetzel, 2007). One of the reasons for change within an organisation is to stay competitive with global markets in the economy (Burke & Ng, 2006). In order for organisations to stay competitive, restructuring, layoffs and downsizing are implemented increase production and productivity (Coucke, Pennings & Sleuwaegen, 2007; Weiner, 2009). These changes induce higher experiences of job insecurity experienced by employees at a socio-economic level as job insecurity affects an employee's personal and work life (Da Silva & Wetzel, 2007; Gallie, Felstead, Green & Inanc, 2017). Organisational restructuring is necessary to move away from the traditional mode of business to a more modern, democratic business approach (Tîtu & Balan, 2009). Organisational restructuring entails the process in which an organisation adapts objectives, legal, economic, technological and socio-cultural factors (Riany, Musa, Odera & Okaka, 2012). Riany et al. (2012) found that organisational restructuring improves an organisation's market growth as well as market shares, resulting in organisational stability. Stability in South Africa's employability can improve South Africa's poor infrastructure, economy, education and social service (Cohen & Moodley, 2012). Despite the new legislative policies, South African employees still experience high levels of job insecurity as organisational restructuring contributes to employment uncertainty, especially in the mining industry (Jacobs, 2012; Masai & Pienaar, 2011; Tilakdharee, Ramidial & Parumsar, 2010).

Ginindza (2015) reported that the mining industry in South Africa is following a trend of poor performance. The lack of effective performance management and low organisational flexibility contribute to poor overall performance in South Africa's mining industry (Kotzé & Visser, 2012; Smith, 2006). Another reason for the poor performance figures in the South African mining industry, especially gold mining, may be linked to the 2008 global financial crises, labour disputes, nationalisation and the upsurge in political unrest (Antin, 2013). South Africa's government warned the mining industry that 32 000 employees might have to be retrenched in order to improve performance (Faku, 2015). As a result South Africa's mining industry is currently undergoing global, commercial, social, technological, and political restructuring; in order to adapt a more modern and flexible working environment (Smith, 2006). South Africa's mining industry is known worldwide as a leader in mineral resources and it is therefore

important for South African mines to maintain a growing trend of overall performance to keep the leadership of mineral resources (Masia & Pienaar, 2011; Smit, De Beer & Pienaar, 2016).

In a study done in South Africa, it was shown that experiences of job insecurity by employees affect the performance of organisations and the attitudes of employees negatively (Kalanko, 2010). Effective managerial communication has been found to diminish the effects of job insecurity and improve performance (Shahzad, Bashir & Ramay, 2008). Therefore, further investigation of the effect that managerial communication will have in the perceived performance and job insecurity relationship can yield possible avenues for future increase in organisational performance (Kalanko, 2010; Van Wyk & Pienaar, 2008).

Jiang and Probst (2013) found managerial communication to be a moderator on job insecurity and the negative outcomes, such as poor performance, associated with job insecurity. Bothma (2010) found a poor communication channel between management and employees within the South African mining industry, explaining the tendency of increased job insecurity and lower perceived performance (Kalanko, 2010; Jiang & Probst, 2013).

LITERATURE REVIEW

Job insecurity

Job insecurity is related with a number of negative consequences in individuals, such as decreased organisational commitment, and lower job satisfaction (De Witte, 2000). Numerous definitions for job insecurity are found in research, some being: An individual's powerlessness in a situation to overcome a threat that may cause them to lose their job (Greenhalgh & Rosenblatt, 1984), an employee's awareness of a potential threat that may hinder their career continuity (Heaney, Israel & House, 1994), and the negative feeling or reaction one has towards an aspect concerning their career (Jacobs, 2012). The definition of job insecurity is more diverse in features and dimensions to be conceptualised as a subjective experience (Hellgren, Sverke & Isaksson, 1999; Ruvio & Rosenblatt, 1999). Job insecurity can be conceptualised in terms of a global and multidimensional concept (Sverke, Hellgren, Näswall, Chirumbolo, de Witte & Goslinga, 2004). The global concept of job insecurity, otherwise known as a one-dimensional concept, measures the perceptions of a threat that is of concern over an employee's future career (Sverke et al, 2004). The multidimensional concept of job insecurity refers to the

possibility of tapping into a concept in more than one way; the concept may focus on the loss of a job and the loss of an important job feature (Sverke et al., 2004).

International research done by Sverke, et al., (2002) found that job insecurity has short-term and long-term implications for both the employee and organisation. The short-term implications on the employee include poor job attitudes, e.g. job involvement, and on the organisation poor organisational attitudes, e.g. organisational commitment. The long-term implications on the employee include poor health related problems, e.g. mental problems, and on the organisation poor work-related behaviour, e.g. performance (Sverke, et al., 2002). National research established that job insecurity affects the employee's work life negatively, e.g. lower job satisfaction and organisational commitment, as well as the employee's personal life, e.g. experienced anxiety and stress (Dachapalli & Parumasur, 2012; Kalanko, 2010; Moshoeu & Geldenhuys, 2015).

In this study the research will focus on qualitative and quantitative job insecurity. Qualitative job insecurity refers to the loss of important job features, whereas quantitative job insecurity refers to the loss of one's job (Hellgren, et al., 1999). Hellgren, et al., (1999) researched job insecurity respectively in regards to qualitative and quantitative job insecurity.

Perceived performance

Perceived performance can be described as an employee's self-rated performance (Hall & Hall, 1976). Likewise, Hall and Hall (1976), as well as Heskett, Sasser and Schlesinger (1997) described perceived performance as an individual's feelings towards his/her job and the contribution employees make in the organisation's growth as well as profitability. Individuals experiencing job insecurity have lower levels of perceived performance and as a result contributing to lower overall performance of the organisation (Reisel et al., 2007).

Several studies found that job insecurity influences an employee's own perception of his/her performance, also known as perceived performance (Adekiya, 2015; Kalanko, 2010; Mohren, Swaen, Van Amelsvoort, Borm & Galama, 2003). Reisel, et al., (2007) studied the role of job insecurity, job satisfaction and perceived organisational performance; the researchers found that employees experiencing high levels of job insecurity tend to feel dissatisfied with their jobs and as a result experienced low levels of perceived performance. A South African study

done on mineworkers found that both quantitative and qualitative job insecurity has a negative relationship with perceived performance (Kalanko, 2010). Another South African study found that quantitative job insecurity and perceived performance had no relationship, while qualitative job insecurity and perceived performance had a positive correlation (Bystedt, 2009).

Employees experiencing positive levels of perceived performance are likely to show an increase in overall performance, contributing to an increase in organisational productivity (Kalanko, 2010). A literature study done by Mustapha and Daud (2013) found a negative relationship between perceived performance and turnover intention. As an employee experiences high levels of perceived performance he/she is likely to show an increase in organisational commitment and as a result the organisation's turnover decline decreases (Mustapha & Daud, 2013). In contrast, employees experiencing negative levels of perceived performance tend to have less organisational commitment and job satisfaction, increasing the organisation's turnover intention (Arshad, Masood & Amin, 2013; Mustapha & Daud, 2013). A study done by Komendat and Didona (2016) found a negative relationship between job insecurity and perceived performance due to the absence of managerial communication.

Managerial communication

Effective managerial communication is essential during periods of organisational change, as it offers individuals with a sense of community and an increase in organisational trust, resulting in lower levels of experienced job insecurity (Husain, 2013). The core content of managerial communication entails the important process of creating and receiving information with the focus on communicating one's recommendations in such manner that employees can successfully complete tasks and goals (Rogers, 2013). Managerial communication can be described as the process in which the manager or supervisor gives open and clear communication effectively to the employee (Colquitt, 2001). Likewise, Den Hartog, Boon, Verburg and Croon (2013) conceptualised managerial communication in terms of the sufficient amount of information, in regards to work, provided to the employees from management in an understandable and useful manner.

A literature study done by Bell and Roebuck (2015) on management and communication found managerial communication to be an increasingly strong research topic as it contributes to the success or failure of leaders. Effective managerial communication promotes organisational and

employee performance while diminishing the levels of experienced job insecurity (Bell & Roebuck, 2015; Husain, 2013). A study done by Bothma (2010) on South African mineworkers found that effective communication with the manager increased job satisfaction and decreased levels of turnover decline. Managerial communication can be applied as a moderator as it influences the outcome of independent variables on dependent variables (Zeffane, Tipu & Ryan, 2011).

McInroe (2013) and Jiang and Probst (2013) found that a clear communication channel between the employee and manager decreased the levels of job insecurity experienced by the employee, therefore managerial communication can moderate the negative experiences of job insecurity.

An open and clear communication channel from the employer to the employee gives the employee a sense of clarity about the future, resulting in the employee experiencing self-motivation, lower job insecurity, and improved levels of perceived performance (Husain, 2013; Jiang & Probst, 2013; Kalanko, 2010).

Aims and hypotheses

As a result, the main objective of this study was to investigate the moderating effect of managerial communication on job insecurity and perceived performance in the South African mining industry.

The research model is illustrated in figure 1 below:

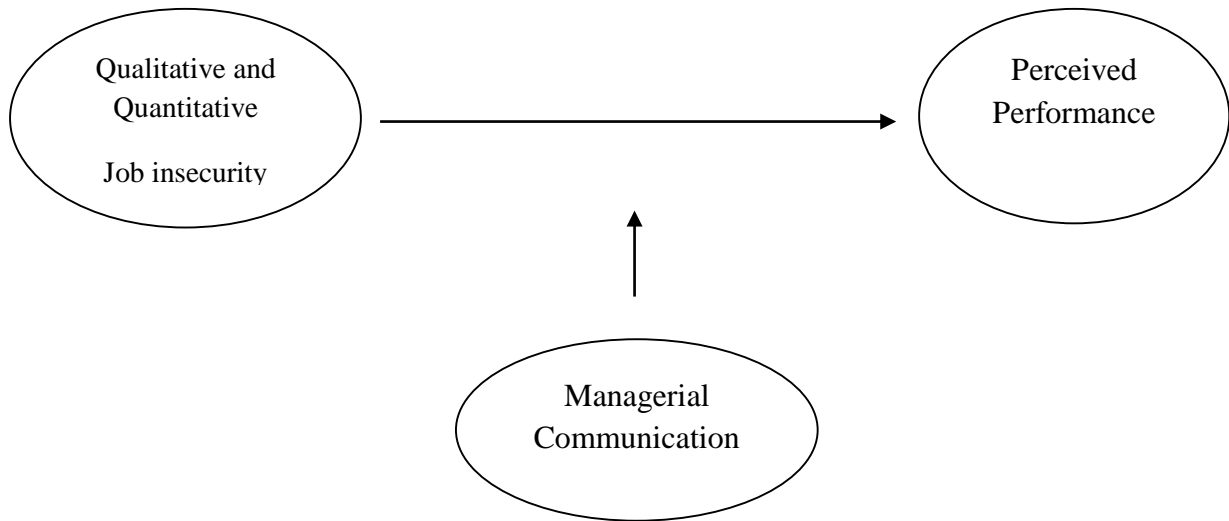


Figure 1. The hypothesised model of job insecurity, perceived performance and the influence of managerial communication.

The hypotheses for the study are as follow:

- H1: Job insecurity has a negative relationship with perceived performance.
- H2: Job insecurity has a positive relationship with managerial communication.
- H3: The outcome of perceived performance can be predicted by job insecurity.
- H4: The outcome of perceived performance can be moderated by managerial communication.
- H5: Managerial communication moderates the relationship between job insecurity and perceived performance.

RESEARCH DESIGN

The research approach

This study made use of a quantitative research approach. The research was descriptive and made use of a cross-sectional research design; this enabled investigation over a number of participants at a specific point in time (De Vos, Strydom, Fouché & Delpont, 2011).

The research method

Research participants

The target population of this study was drawn from office-bound employees (employees working in an office and not underground) in the mining industry of South Africa (Free State and Limpopo) with a population size of ($N = 137$). Questionnaires were in English, therefore participants had to be able to understand, read, and write in English. A convenient and non-probability sampling method was used. According to Struwig and Stead (2013), as well as Maree and Pieterse (2007), elements in this sampling method are chosen on their availability; participants were chosen because they were conveniently located and easily accessible. The respondents' characteristics are reported in Table 1.

Table 1

Demographic characters of the participants (n=137)

Item	Category	Frequency	Percentage
Age	18-24	24	17.5
	25-34	44	32.1
	35-44	26	19
	45-54	28	20.4
	55-64	14	10.2
	65 and above	1	0.7
Gender	Male	79	57.7
	Female	57	41.6
Ethnicity	Black African	65	47.4
	Coloured	16	11.7

	White	55	40.1
	Indian	1	0.7
Level of education	High school	40	29.2
	Diploma	47	34.3
	Degree (graduate or honours)	40	29.2
	Postgraduate (masters or doctorate)	10	7.3
Home language	Afrikaans	48	35
	Sesotho	14	10.2
	Tshivenda	2	1.5
	isiZulu	3	2.2
	English	28	20.4
	Setswana	7	5.1
	isiNdebele	2	1.5
	isiTsonga	9	6.6
	Sepedi	20	14.6
	isiXhosa	2	1.5
	Other	2	1.5
No. of children you support	0	41	29.9
	1	29	21.2
	2	28	20.4
	3	19	13.9
	4	16	11.7
	5 or more	4	2.9
Household situation	Single (living alone)	26	19
	Married (or living with partner)	75	54.7
	Divorced (or separated)	10	7.3
	Living with parents	18	13.1
	Remarried	5	3.6
	Widowed/Widower	2	1.5

Note. Where percentages do not sum to 100, it is because of a missing value/-s.

It is evident from Table 1 that more males, 79 (57.7%), than females, 57 (41.6%), participated in this research. The majority of group participants were aged 25-34 (32.1%). The predominant ethnicity group of the sample was black African participants, viz. 65 (46.4%). The tertiary level of education indicated that most participants had a diploma, 47 (34.3%); two groups, high school participants and degree participants, shared the same level of educational frequency of 29.2% respectively. The language distribution indicates that 61 (44.5%) participants' home language is an African language, followed by Afrikaans, 48 (35%) and English, 28 (20.4%). Of the total sample, 41 (29.9%) participants supported no child, as compared to 96 (70.1%) of participants who supported one or more children; the majority of the total sample supported one child (21.2%). The household situation indicates that most respondents were married 75 (54.7%), whereas only 26 (19%) of individuals were single.

Measuring instrument(s)

A biographical questionnaire was administered to pertain information from participants in order determine their gender, age, ethnicity, level of education, home language, marital status and number of children. Differences in gender, age, ethnicity, level of education, home language, marital status and number of children makes conclusions over a wide spectrum, especially in SA's diverse population, more valid and reliable – fitting in measuring internal consistency of the Job insecurity scale (Jacobs, 2012).

Job insecurity was measured by Hellgren, Sverke and Isaksson's job insecurity scale (Hellgren et al., 1999). Quantitative job insecurity was measured with 3 items. An example of an item in this instrument is "*I am afraid I may lose my job*". Qualitative job insecurity was measured with 4 items. An example of an item in this instrument is "*I feel worried about my career development within the organization*". Each questionnaire consists of a five-point Likert-type scale ranging from 1 being strongly disagreeing to 5 being strongly agreeing. Hellgren et al., (1999) found an internal consistency for quantitative job insecurity to be $\alpha = 0.79$ and qualitative job insecurity to be $\alpha = 0.75$. In a South African study done by Kalanko (2010) found an internal consistency for quantitative job insecurity to be $\alpha = 0.76$ and qualitative job insecurity to be $\alpha = 0.63$.

Perceived performance was measured with the Perceived Performance Scale (Hall & Hall, 1976). The instrument consists of five items, measured on a Likert-type scale from 1 (strongly

disagree) to 5 (strongly agree). An example of an item in this instrument is “*I always do my best at work*”. According to Kalanko (2010), the instrument had an alpha coefficient of 0.72 proving it reliable for use in this study.

Communication with the manager was measured with Colquitt’s Managerial Communication Scale (2001). The instrument consists of five items where participants indicate their level of agreement to each statement. A five–point Likert scale was utilised ranging from 1 (strongly disagree) to 5 (strongly agree). An example of an item in this instrument is “*My manager has an open communication with me*”. Colquitt (2001) found that the scale is reliable with an alpha coefficient of 0.92 ($\alpha = 0.92$). A South African study done by Bothma (2010) found communication with the manager to be reliable with $\alpha = 0.91$.

Research procedure

Data collection was done by obtaining permission from the company’s senior managers first. Structured letters explaining the study and the needed target audience was explained. If permission was granted, a meeting(s) with the stakeholders – HR members and office bound employees were held in which the study and reason for the study was explained. The whole process was facilitated by the HR manager. Participants were informed about their ethical rights; these rights were also indicated on the questionnaires. A consent form was given with the questionnaire and if completed the questionnaire was handed to participants. Self-administered pen and pencil interviews were held in which the questionnaires were completed. Questionnaires were delivered at the mine by the researcher. A period of two weeks were given to complete questionnaires. The researcher provided a brief summary of findings to the HR manager for developmental purposes. Of the 300 questionnaires distributed 137 questionnaires were returned and used for data analysis. Questionnaires were sealed in envelopes after completion to ensure confidentiality throughout the study.

Statistical analysis

The statistical analysis was carried out by means of the SPSS Version 24 programme (IBM SPSS, 2017). The examination of the data was done by using descriptive statistics. Descriptive statistics explained the data in terms of its mean and standard deviation. The Cronbach alpha coefficient was used to test reliability. If the coefficient showed to be 0.70 or greater, the data

measured was reliable (Field, 2005). Pearson's correlation coefficient was used to examine the relationship between variables of the study; the data was normally distributed. The cut-off points for practical significance of the correlations was 0.20-0.30 for a small effect, 0.30-0.50 for a medium effect, and higher as 0.50 for a large effect (Hauke & Kossowski, 2011). To test the moderating effect the use of Structural Equation Modelling (SEM) was applied with the Mplus 7.0 program (Muthén & Muthén, 2012). A covariance matrix was used for the input type, with no item parcelling methods and no forced correlation syntax between dependent variables. Values that were considered to test the model fit was the Comparative Fit Index (CFI) (values close to 0.90 or 0.95), adjusted GFI (values close to 0.90 or 0.95), root-mean-square-residual (RMSR) (values between 0.50 to 0.80) and the Tucker-Lewis Index (TLI) (values close to 0.90 or 0.95) (Hoyle, 1995). Regression analysis was used in a structural model to examine the relationship between the independent variables on one dependent variable (Maxwell, 2000). The level of statistical significance was set to $p \leq 0.05$ and the value for correlation coefficients was set to 0.30 which indicates practical significance (r) if greater than 0.30. The moderating effects of managerial communication with job insecurity and perceived performance were interpreted in terms of significant interactions and plotted on a visual two-way unstandardized plot template.

RESULTS

The descriptive statistics and correlation coefficients are shown in Table 2. Descriptive statistics explain the data in terms of mean and standard deviation. Cronbach's alpha coefficients are also provided to explain the reliability of the measuring instruments. Correlation among variables were established to confirm the theoretical relationship of job insecurity, perceived performance, and communication with the manager.

Table 2

Descriptive Statistics and the Correlation Matrix between Job insecurity, Perceived performance and Communication with the manager

Variable name	M	SD	α	1	2	3	4
1.Perceived performance	4.35	0.51	0.77	-			
2.Communication with manager	3.78	0.89	0.94	0.05	-		
3.Quantitative job insecurity	2.49	0.88	0.84	-0.40+	-0.34+	-	
4.Qualitative job insecurity	2.82	0.73	0.69	-0.42+	-0.66++	0.42+	-

+: $r \geq 0.30$ is practically significant (medium effect); ++: $r \geq 0.50$ is practically significant (large effect).

Table 2 indicates acceptable levels of Cronbach alpha-coefficients, as most scales demonstrate an alpha coefficient higher than or equal to 0.70 ($\alpha \geq 0.70$). If the coefficient was shown to be 0.70 or greater, the data measured was reliable (Field, 2005). Perceived performance had an alpha-coefficient of 0.77; communication with the manager 0.94; and quantitative job insecurity 0.88. Qualitative job insecurity had an alpha-coefficient of 0.69 lower than ≥ 0.70 but was included in statistical analyses for the exploratory nature of this study.

Furthermore, Table 2 represents negative relationships in job insecurity with perceived performance; therefore the Hypothesis for H1 is accepted. Quantitative job insecurity had a practical negative association with perceived performance with a medium effect ($r = -0.40$). Qualitative job insecurity had a practical negative association with perceived performance with a medium effect ($r = -0.42$). Job insecurity and communication with the manager had a negative relationship; as a result Hypothesis 2 is rejected. Quantitative job insecurity and communication with the manager had a practical negative association with a medium effect ($r = -0.34$). Qualitative job insecurity and communication with the manager had a practical negative association with a large effect ($r = -0.66$). Quantitative job insecurity and qualitative

job insecurity had a positive relationship; quantitative job insecurity and qualitative job insecurity was practically significant with a medium effect ($r = 0.42$). Perceived performance and communication with the manager indicated no practical significance as r was not greater than 0.30.

Table 3 of the data analyses aims to predict the outcome of perceived performance with relation to quantitative job insecurity, qualitative job insecurity and managerial communication.

Table 3

Regression analysis of the structural relationships of Perceived performance with Job insecurity and Communication with the manager

Path relationships	Beta coefficient (β)	Standard error	Statistical significance (p)	Results
Perceived performance → Quantitative JI	-0.24	0.09	0.02*	Significant
Perceived performance → Qualitative JI	-0.07	0.17	0.66	Not significant
Perceived performance → Communication with the manager	0.37	0.13	0.00*	Significant

* $p \leq 0.05$ indicates statistical significance

Table 3 shows the paths between perceived performance with quantitative job insecurity, qualitative job insecurity and communication with the manager. Quantitative job insecurity indicated a statistically significant negative outcome with perceived performance ($\beta = -0.24$). However, qualitative job insecurity was not significantly associated with perceived performance ($p = 0.66$). Table 3's findings partly confirm Hypothesis 3. Communication with the manager indicated the largest effect on perceived performance with a statistically significant positive outcome ($\beta = 0.37$). As a result, Hypothesis 4 is confirmed.

To test the fit of the model between job insecurity, perceived performance and communication with the manager, Structural Equation Modelling (SEM) was utilised. The factor loading for the item "I always do my best at work" in regards to perceived performance, was non-

significant ($p > 0.05$). Therefore, this item was removed. The re-specified model fit indices are presented as follow: χ^2 (124.56) CFI (0.97), TLI (0.97), RMSEA (0.05) and SRMR (0.06). These results indicate acceptable levels for the model fit.

The visual two-way unstandardized plot which indicates the moderating effect of managerial communication between the statistical significant negative association of quantitative job insecurity and perceived performance, are shown in figure 1. Due to the fact that qualitative job insecurity had no statistically significant association with perceived performance a two-way unstandardized plot was not statistically drawn up. However, for the exploratory nature of this study, the non-significant nature found in qualitative job insecurity and perceived performance statistically resulted in the same moderating pattern found in quantitative job insecurity and perceived performance.

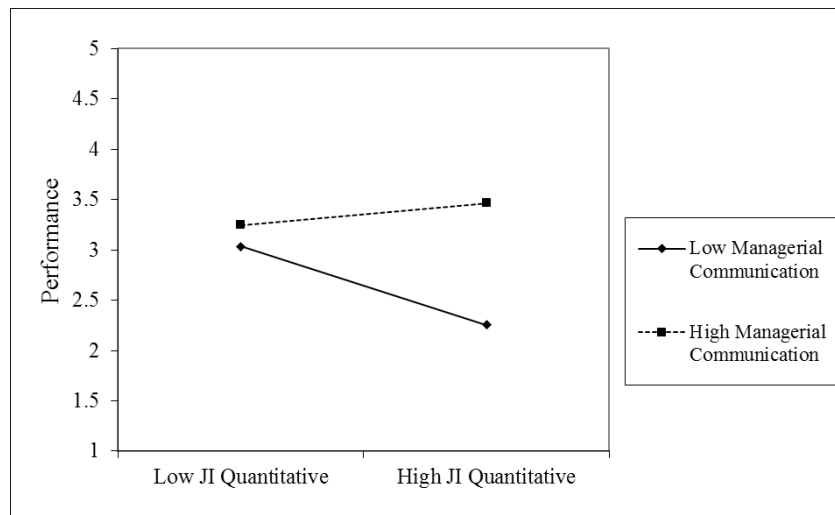


Figure 2. A visual two-way unstandardized plot template of the moderating effect of communication with the manager with quantitative job insecurity and perceived performance.

In Figure 2 communication with the manager's moderating effect between the relationship quantitative job insecurity and perceived performance, indicates that at low quantitative job insecurity an employee's perceived performance has an increased slope with high managerial communication. With high quantitative job insecurity an employee's perceived performance has a declining slope with low managerial communication. The findings of figure 2 therefore support Hypothesis 5.

DISCUSSION

Structural Equation Modelling (SEM) was used to test the model fit between job insecurity, perceived performance and managerial communication. The factor loading for the item “I always do my best at work” in regard to perceived performance, was non-significant ($p>0.05$). Therefore, this item was removed. Re-specified model fit indices were statistically drawn up with acceptable values for the fit.

Both quantitative job insecurity and qualitative job insecurity had a negative relationship with perceived performance in this study. The negative relationship between job insecurity and perceived performance has previously been evidenced in the mining industry by Reisel, et al., (2007) as well as Kalanko (2010). Hypothesis 1 of this research study supports the findings found in previous research and is accepted for this study.

Clear and supportive managerial communication provides the employee with a sense of career clarity which may in return boost self-motivation, lower job insecurity and improve levels of perceived performance; a positive correlation was found job insecurity and perceived performance is found in relation to previous research (Husain, 2013; Jiang & Probst, 2013). Hypothesis 2 in this study was not confirmed.

Quantitative job insecurity indicated a statistically significant negative outcome with perceived performance; but, qualitative job insecurity was not significantly associated with perceived performance. Another South African study done on mineworkers by Kalanko (2010) found the same results in terms of the predicament of quantitative job insecurity with perceived performance; Kalanko (2010) also found instability for the qualitative job insecurity scale especially in terms of reliability. Hypothesis 3 is therefore partly confirmed for this study.

Communication with the manager showed the largest statistically significant positive outcome with perceived performance. Likewise, Bell and Roebuck (2015) as well as Husain (2013) found effective managerial communication to be an excellent contributor to increased organisational performance. Hypothesis 4 is therefore accepted for this study.

As shown in this study, employees exposed to high levels of managerial communication may experience low levels of job insecurity and high levels of perceived performance. On the other hand, employees exposed to low levels of managerial communication may experience high

levels of job insecurity and low levels of perceived performance. This supports the conclusions of Jiang and Probst (2013) as well as McInroe (2013) that managerial communication can play a moderating role between variables such as job insecurity and perceived performance. Hypothesis 5 is therefore accepted for this study.

As found by Sverke et al. (2004) job insecurity is a two-dimensional construct that is experienced on a one-dimension (perception of poor future career development) and a multi-dimension (the loss of important features in one's job); both these dimensions hinder performance. As employees experience job insecurity it is most likely that they will perceive themselves as not performing in their career tasks. This study's results compared to national and international studies support the findings of job insecurity in relation to perceived performance. Job insecurity creates negative work-related outcomes, e.g. stress and anxiety, which may delay employee performance rather than improve employee performance (Reisel, Chia, Maloles & Slocum, 2007).

Implications for management

Management spends a great deal of effort on downsizing, layoffs and reformation during organisational restructuring (Coucke, Pennings & Sleuwaegen, 2007). Little attention is given to the physical and psychological health of employees during periods of organisational restructuring (Gallie, Felstead, Green & Inanc, 2017). Consequently, employees may experience a range of job stressors, e.g. job insecurity, job dissatisfaction and workplace stress and anxiety (Da Silva & Wetzels, 2007; Gallie, Felstead, Green & Inanc, 2017). Job insecurity is classified as a serious job stressor that can lead to poor performance figures, both for the organisation and individual (De Witte, 2000, Van Wyk & Pienaar, 2008). Shahzad, Bashir and Ramay (2008) found that the effects of job insecurity may decrease with effective managerial communication, during periods of change, and as a result increase organisational performance.

It is necessary for South African organisations to adapt a more modern business approach with flexible policies and procedures (Tîtu & Balan, 2009). South Africa's mining industry has a more traditional business approach with rigid policies and procedures; this may be a contributor to the reason why the mining industry follows a trend of poor performance and constant restructuring (Masia & Pienaar, 2011; Smit, De Beer & Pienaar, 2016; Tîtu & Balan, 2009). It

is therefore essential to provide the management of South Africa's mining industry with possible solutions in order to improve performance.

This study has confirmed the importance of effective managerial communication to help diminish the effects of job insecurity and improve an employee's levels of perceived performance. Higher levels of experienced perceived performance can improve overall organisational performance (Reisel, Chia, Maloles & Slocum, 2007). Drawing the emphasis to minimising the effects of job insecurity and increasing overall performance, management should focus on providing supportive managerial communication during periods of organisational restructuring.

Implications for the individual

Job insecurity affects employees' attitudes towards their work life and personal life negatively (Da Silva & Wetzels, 2007; Gallie, Felstead, Green & Inanc, 2017; Kalanko, 2010). This study aimed at improving the individual's self-rated performance, also known as perceived performance, during periods of experienced job insecurity, while applying managerial communication as a moderator. It was found that effective managerial communication decreased experienced job insecurity and increased perceived performance. Employees experiencing high levels of perceived performance not only experienced lower levels of job insecurity, but also increased levels of job satisfaction and organisational commitment (Arshad, Masood & Amin, 2013; Mustapha & Daud, 2013). A persuasive conclusion can be made to improve levels of perceived performance in an individual in order to help them reach their personal goals and objectives.

Recommendations for and limitations of this study

The findings of this research study established that managerial communication moderates the impact of job insecurity while improving an employee's perceived performance. Thus, it is recommended that organisations implement clear and effective communication channels with employees, especially during periods of organisational restructuring. Future studies can use different variables that may mediate the relationship between job insecurity and perceived performance.

Furthermore, during periods of organisational restructuring it is important to explain clearly and comprehensively to employees details pertaining to future career development within the organisation. It is important for supervisors to support employees by building a trustworthy relationship with them. Career guidance can be given to employees that may face layoffs especially during organisational restructuring in terms of downsizing.

Once more, future research can make use of a longitudinal study for a more reliable outcome in the relationship between job insecurity, perceived performance and managerial communication. Due to time and financial factors only two provinces of South Africa participated in this study; future studies can focus on larger geographical areas within South Africa. Lastly, job insecurity, perceived performance and managerial communication should be investigated in relation to other variables such as job satisfaction, job ambiguity and absenteeism.

Limitations were found during the investigation and writing of this study. The sample of participants was relatively small. In a quantitative study the larger the number of participants the more reliable the results. The study being cross-sectional did not enable the researcher to make conclusions based on the changing impact of variables over a period of time.

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CHAPTER 4

CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

The conclusions are grounded on the specific and general objectives of this study. Additionally, the limitations and recommendations for future research are also debated in this chapter.

4.1 CONCLUSIONS

The general objective for Article 1 was to investigate the internal consistency of the job insecurity scale in terms of its quantitative and qualitative dimensions. Married and single employees with children were compared to married and single employees without children. The general objective for Article 2 was to investigate the moderating outcome of managerial communication between job insecurity and perceived performance. Both objectives were performed with the use of statistical analyses in terms of the specific objectives which were in line with the proposed hypotheses.

In Article 1 a thorough literature study was done on the different themes of job insecurity which includes the subjective and objective components, cognitive and affective concepts, and lastly the quantitative and qualitative dimensions. The investigation of job insecurity in this study focused on the quantitative and qualitative dimensions of the global concept of job insecurity in terms of the job insecurity scale established by Hellgren, Sverke and Isaksson (1999). A literature study on the different themes of job insecurity by Richter (2011) found it to be a very complex and diverse phenomenon.

Organisational restructuring includes various procedures that may include downsizing and layoffs; as a result many studies found that this affects not only the organisations but also the experiences, such as experienced job insecurity, of individuals (Sverke et al., 2006; Van Wyk & Pienaar, 2008; Van Zyl, Van Eeden & Rothmann, 2013). It is therefore essential to present a reliable scale with suitable levels of internal consistency in order to present trustworthy psychometric properties; this may help to understand the antecedents and consequences of job insecurity (Jacobs, 2012; Martínez, De Cuyper & De Witte, 2010; Sverke, Hellgren & Näswall, 2006; Van Wyk & Pienaar, 2008). Specifically in South Africa it is found that the mining industry is following a trend of poor performance, increased organisational restructuring, and

higher levels of experienced job insecurity (Neingo & Tholana, 2016; Solomons, 2017). Job insecurity influences not only the employee's attitudes and intentions negatively, but also affects the employee's health conditions this being stress, depression and anxiety (Raya & Panneerselvam, 2013; Sora, Caballer & Peiró, 2010). Job insecurity affects the personal lives of employees, and the degree of experienced job insecurity differs in terms of the individual's characteristics and biographical information such as the conditions of households and the partnership between spouses and children (Mariotti, Dickson, Mumford & Pena-Boquete, 2016).

This study aimed to investigate the internal consistency of the quantitative job insecurity scale and qualitative job insecurity scale on married and single parents. Secondly, the study aimed to determine whether single employees with children experienced higher levels of job insecurity than married employees with children. Equal to the second specific objective, the last objective aimed to determine whether married employees without children experienced lower levels of job insecurity than single employees without children. The study was conducted on office-bound employees within the South African mining industry. Statistical analyses were carried out with the SPSS Version 24 programme (IBM SPSS, 2017) to investigate these three specific objectives.

Results confirmed internal consistency for the quantitative job insecurity scale, although qualitative job insecurity was lower than 0.70 it was still consistent and seen as reliable with previous studies (Kalanko, 2010; Jacobs, 2012). Married individuals with children experienced higher levels of job insecurity than single individuals with children. Equally, married employees without children experienced higher levels of job insecurity than single employees with children. Overall, individuals experienced higher levels of qualitative job insecurity than quantitative job insecurity.

In Article 2 an in-depth literature study was done on job insecurity in relation to perceived performance and managerial communication. The investigation of job insecurity in this research study focused on the relationship between quantitative job insecurity and qualitative job insecurity with perceived performance, while adding managerial communication to the relationship in order to investigate the moderating effect thereof. Hellgren, Sverke and Isaksson's (1999) job insecurity scale for job insecurity was used, the Hall and Hall (1976)

scale for perceived performance and the Colquitt (2001) scale was used for managerial communication.

In South Africa, especially the mining industry, negative outcomes such as experienced job insecurity and poor performance may be subjected to poor management, accompanied by poor managerial communication (Kotzé & Visser, 2012; Smith, 2006). In both national and international studies it was found that employees experiencing high levels of job insecurity tend to feel dissatisfied with their jobs and as a result experience low levels of perceived performance (Kalanko, 2010; Reisel, Chia, Maloles and Slocum, 2007). To minimise the impact of job insecurity and poor perceived performance, management can apply managerial communication as a moderator to decrease negative outcomes such as low job satisfaction and poor organisational commitment (Kalanko, 2010; Zeffane, Tipu & Ryan, 2011).

This study aimed to investigate the moderating effect of managerial communication in relation to job insecurity and perceived performance. Secondly, the study aimed to determine the relationship between job insecurity and perceived performance, as well as the relationship between job insecurity and managerial communication. Lastly, it was done to predict the outcome of perceived performance in terms of experienced levels of job insecurity, along with experienced managerial communication. The study was conducted on office-bound employees within the South African mining industry. Statistical analyses were carried out with the Mplus and SPSS Version 24 programme (IBM SPSS, 2017) to investigate these specific objectives.

A re-specified model fit was statistically drawn up after the factor loading for the item “I always do my best at work” in regards to perceived performance, was non-significant ($p>0.05$). Furthermore, the results revealed that quantitative job insecurity and qualitative job insecurity had a negative relationship with perceived performance and managerial communication. Also, perceived performance predicted statistical significance in quantitative job insecurity and managerial communication, but was non-significant with qualitative job insecurity. Finally, results found in the structural equation modelling indicated a moderating effect of managerial communication in the relationship between job insecurity and perceived performance.

The objectives for this study were statistically examined and either accepted or rejected to represent the outcome of this study. This study confirms that job insecurity presents acceptable levels of internal consistency for the quantitative job insecurity scale; although qualitative job

insecurity did not meet the reliable Cronbach alpha of 0.70 it was still explored, but with caution. Furthermore, managerial communication can be applied to moderate experienced job insecurity in relation to an employee's perceived performance; employees experiencing job insecurity may show increased levels of perceived performance when clear and effective managerial communication is applied.

The relationships and implications of job insecurity, perceived performance and managerial communication show significant value for future research possibilities. Nevertheless, the study had some limitations.

4.2 LIMITATIONS OF THE RESEARCH

This study presents results fitting to the objectives, but limitations were recognised during the writing of this study report.

The first limitation was the relatively small sample size of the participated population. Although 300 questionnaires were distributed, only 137 questionnaires were returned. In a quantitative research study the larger the number of participants the more reliable and valid results are.

Secondly, only two geographical areas of South Africa, convenient for the researcher, were approached, those being Limpopo and Free State. A more diverse population in terms of geographical areas, marital status and language can make conclusions more applicable in terms of the whole South Africa.

Thirdly, the study being cross-sectional did not provide the researcher with the means to make conclusions based on the changing impact of variables over a period of time. A longitudinal study provides more valuable conclusions and recommendations.

Lastly, the impact of items being answered in a biased manner is a limitation in making reliable conclusions. The largest numbers of participants were Afrikaans-speaking and most participants were African Blacks; consequently reported results may be biased to other language and racial groups.

4.3 RECOMMENDATIONS

The following recommendations can be made for future research and practice.

4.3.1 Recommendations for the organisations

The main objectives of this research study were to examine the internal consistency of the quantitative job insecurity scale and qualitative job insecurity scale; to conclude whether single parents experienced higher levels of job insecurity than married parents; to determine the relationship between job insecurity, perceived performance and managerial communication; to predict the outcome of perceived performance in relation to job insecurity and managerial communication; and to investigate the moderating effect of managerial communication in the relationship between job insecurity and perceived performance.

Previous studies found that it was important to minimise the effects of job insecurity in order to minimise the negative outcomes on employees' work life, personal life and health (de Wit, Van Zittert, Koekemoer & Treurnich, 2012; Jacobs, 2012; Sverke, Hellgren, & Näswall, 2002). This will result in the individual experiencing higher levels of job satisfaction and increased organisational commitment, which in return provides the organisation with effective productivity and performance figures (Reisel, Chia, Maloles & Slocum, 2007).

The consensus in this research urges organisations to minimise levels of experienced job insecurity among employees. In periods of organisational restructuring it is important that organisations support and encourage employees in terms of clear, open and effective managerial communication. This recommendation made for this study is that managerial communication moderates the relationship between job insecurity and perceived performance. Employees showed increased levels of perceived performance during periods of experienced job insecurity when managerial communication was statistically added. Therefore, organisations should structure interventions in such way that effective managerial communication forms the foundation. Interventions should acknowledge all employees, but as found in this study it is necessary to provide more attention to married parents, as it statically shown in this research study, they experience higher levels of job insecurity than single parents.

It is advised that Human Resource managers adapt the organisations' policies and procedures in order to focus on implementing a more effective communication channel between managers

and employees, as it may enhance human capital and increase productivity and performance figures (Arshad, Masood & Amin, 2013; Burke & Ng, 2006; Mustapha & Daud, 2013).

4.3.2 Recommendations for future research

The following research suggestions can be made in terms of this study's investigation of the internal consistency of the qualitative job insecurity scale and quantitative job insecurity scale between married parents and single parents; as well as the investigation of the moderating relationship of managerial communication between job insecurity and perceived performance.

Firstly, this study had a relative small sample size; future researchers may include a larger number of participants for their studies. A more diverse group in terms of different biographical factors should be included for future research, as it will represent valid and reliable norms for the job insecurity scale, enabling accurate results in group comparisons.

Secondly, future studies can be conducted using different variables that may moderate the relationship between job insecurity and perceived performance. Job insecurity, perceived performance and managerial communication can be investigated in relation to other variables such as job satisfaction, job ambiguity and absenteeism.

Lastly, future studies can make use of longitudinal research approaches on the influence job insecurity might have on an individual's psychological health. The use of a longitudinal research approach will provide a more reliable outcome in the relationship between job insecurity, perceived performance and managerial communication.

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