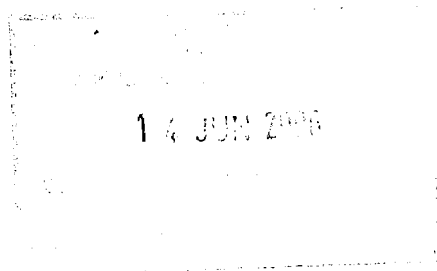


**THE RELATIONSHIP BETWEEN JOB INSECURITY, ORGANISATIONAL
CITIZENSHIP BEHAVIOURS AND AFFECTIVE ORGANISATIONAL
COMMITMENT**

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REMARKS

- The reader must note that the publication and reference style used in this mini-dissertation are in accordance with the instructions for publication (4th ed.) of the American Psychological Association (APA). This is in accordance with the policy of the Programme in Industrial Psychology at the North-West University to use the APA-style in all scientific documents since January 1999.
- In this mini-dissertation, the article option has been chosen.
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PREFACE

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SUMMARY

Subject: The relationship between job insecurity, organisational citizenship behaviours and affective organisational commitment.

Key terms: Job insecurity, organisational citizenship behaviours and affective organisational commitment.

During the last few decades economic changes leading to transformations in the labour market have taken place in the industrialised world (Mauno & Kinnunen, 1999). These changes have had to be implemented as a result of economic recession, new information technology, industrial restructuring and accelerated global competition (Hartley, Jacobson, Klandermans & Van Vuuren, 1991; Hellgren, Sverke & Isakson, 1999).

South African organisations, to remain competitive in these harsh conditions, have been forced to improve organisational effectiveness and streamline operations (Human, Buitendach & Heymans, 2004). Many have had to engage in downsizing and restructuring in order to reduce labour costs and to improve competitiveness. These efforts usually result in the reduction of a large number of staff (Labuschagne, 2005). In addition to having adverse effects for those people who lose their jobs, it may also lead to increased stress among the survivors (Ashford, 1988; Ketz de Vries & Balazs, 1997).

The primary objective of this research was to investigate the relationship between job insecurity, organisational citizenship behaviours and affective organisational commitment. Constructs were measured by means of the Job Insecurity Questionnaire (JIQ), the Organisational Citizenship Behaviours Questionnaire (OCB), the Organisational Commitment Questionnaire (OC) and a biographical questionnaire.

A cross-sectional survey design was conducted among the 80 employees of a privately-owned franchise store of a large retail supermarket. A response of 66 completed questionnaires was received.

No statistically or practically significant relationship could be found between total job insecurity and the other variables. There was a statistically and practically significant relationship between affective organisational commitment and organisational citizenship behaviours. This suggests that higher levels of affective organisational commitment will result in higher levels of organisational citizenship behaviours.

Job insecurity holds no predictive value with regard to organisational citizenship behaviours; however, it does hold predictive value with regard to affective organisational commitment.

Recommendations for the organisation and future research were made.

OPSOMMING

Onderwerp: Die verhouding tussen werksonsekerheid, organisasieburgerskap gedrag en affektiewe organisasieverbondenheid.

Sleutelwoorde: Werksonsekerheid, organisasieburgerskap gedrag en affektiewe organisasieverbondenheid.

Gedurende die laaste paar dekades het ekonomiese verandering, wat gelei het tot transformasie in die arbeidsmark, in die industriële wêreld plaasgevind (Mauno & Kinnunen, 1999). Hierdie veranderinge moes toegepas word as gevolg van ekonomiese resessie, nuwe informasie tegnologie, bedryfsherstrukturering en 'n toename in internasionale kompetisie (Hartley, Jacobson, Klandermans & Van Vuuren, 1991; Hellgren, Sverke & Isakson, 1999).

Ten einde kompetender te bly in hierdie moeilike omstandighede is Suid Afrikaanse organisasies gedwing om organisasie effektiwiteit te verbeter en werksaamhede te rasionaliseer. (Human, Buitendach & Heymans, 2004). Baie organisasies moes afskaal en herstrukturer om arbeidskoste te verlaag en kompetisie te verbeter. Hierdie pogings het gewoonlik groot verlies aan personeelgetalle tot gevolg (Labuschagne, 2005). Daarby, afgesien van die nadelige effek wat dit het op persone wat hulle werk verloor, lei dit ook tot 'n toename in spanning tussen die personeel wat agerbly. (Ashford, 1988; Ketz de Vries & Balazs, 1997).

Die hoofdoel van hierdie navorsing was om die verhouding tussen werksonsekerheid, organisasieburgerskap gedrag en affektiewe organisasieverbondeheid te ondersoek. Die konstrakte is gemeet met behulp van die "Job Insecurity Questionnaire" (JIQ), die "Organisational Citizenship Behaviours Questionnaire" (OCB), die "Organisational Commitment Questionnaire" (OC) en 'n biografiese vraelys.

'n Dwarsnee opname-ontwerp was gebruik met die 80 werknemers van 'n privaat bestuurde konsessie van 'n kleinhandel supermark. 'n Respons van 66 voltooide vraelyste was ontvang. Geen statistiese of praktiese beduidende verhouding is gevind tussen totale werksonsekerheid en die ander veranderlikes nie. Daar was 'n statistiese en praktiese beduidende verhouding tussen

affektiewe organisasieverbondenheid en organisasieburgerskap gedrag. Dit impliseer dat hoër vlakke van affektiewe organisasieverbondenheid hoër vlakke van organisasieburgerskap gedrag tot gevolg sal hê.

Werksonsekerheid hou geen voorspellingswaarde met betrekking tot organisasieburgerskap gedrag nie, maar dit het wel voorspellingswaarde met betrekking tot affektiewe organisasieverbondenheid.

Voorstelle vir die organisasie en toekomstige navorsing is aan die hand gedoen.

CHAPTER 1

1.1 INTRODUCTION

This mini-dissertation is about the relationship between job insecurity, organisational citizenship behaviours and affective organisational commitment.

In this chapter, the problem statement is discussed, and an outline is provided of the research objectives, research methods and chapter division.

1.2 PROBLEM STATEMENT

During the last few decades economic changes leading to transformations in the labour market have taken place in the industrialised world (Mauno & Kinnunen, 1999). These changes have had to be implemented as a result of economic recession, new information technology, industrial restructuring and accelerated global competition (Hartley, Jacobson, Klandermans & Van Vuuren, 1991; Hellgren, Sverke & Isakson, 1999). Due to stiffer competition and a less stable business environment, the future organisation will be increasingly under pressure to do more with less, to be more flexible, to more be effective and to focus primarily on its core business (Ndlovu & Brijball Paramsur, 2005).

South African organisations, to remain competitive in these harsh conditions have been forced to improve organisational effectiveness and to streamline operations (Human, Buitendach & Heymans, 2004). Many have had to engage in downsizing and restructuring in order to reduce labour costs and improve competitiveness. These efforts usually result in the reduction of a large number of staff (Labuschagne, 2005). In addition to having adverse effects for those people who lose their jobs, it may also lead to increased stress among the survivors (Ashford, 1988; Ketz de Vries & Balazs, 1997). Job insecurity represents one of the most frequently investigated stressors (Sverke & Hellgren, 2002).

Greenhalgh and Rosenblatt (1984) were the first to introduce the concept of job insecurity, defining it as a sense of powerlessness to maintain desired continuity in a threatened job situation. Job insecurity relates to people in their work context who fear they may lose their jobs and become unemployed (De Witte, 1999).

Job insecurity has been conceptualised from three points of view, namely (i) a global viewpoint or (ii) a multidimensional viewpoint or (iii) as a job stressor (De Witte, 1999; Mauno & Kinnunen, 1999; Van Vuuren, 1990). Job insecurity, as defined according to a global viewpoint, signifies the threat of job loss or discontinuity (De Witte, 1999). Researchers who use the multidimensional viewpoint argue that job insecurity not only refers to the degree of uncertainty, but also the continuity of certain dimensions such as opportunities for growth (Ashford, Lee & Bokbo, 1989; Borg & Elizur, 1992; Rosenblatt & Ruvio, 1996).

Job insecurity consistently presents itself as a stressor (De Witte, 1999; Van Vuuren, 1990). According to the ISR Model (from the Institute for Social Research at the University of Michigan) which was developed by Katz and Kahn (1978), stress is seen as a process originating in the interaction between the individual and the environment (see Figure 1).

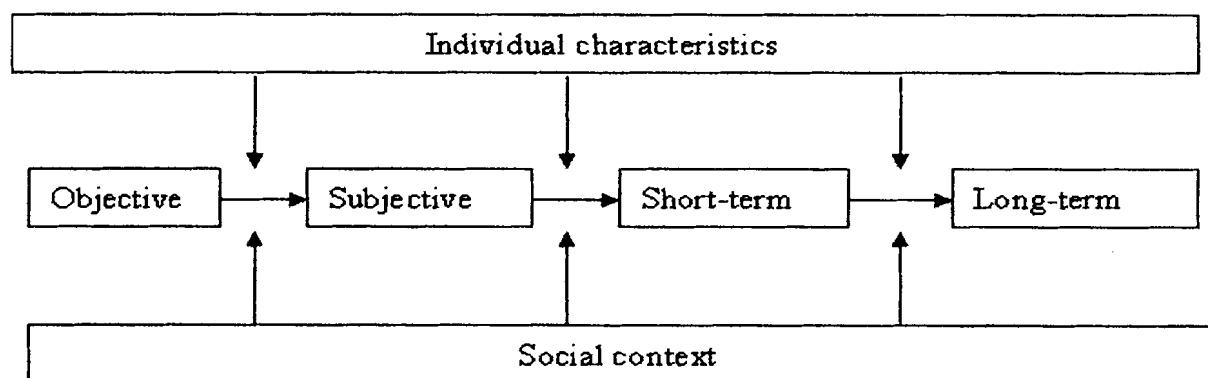


Figure 1
The stress process (Based on Katz & Kahn (1978) model)

According to this model, the stress process is one in which the individual creates a subjective conception of the objective reality, and it is the subjective interpretation which then triggers psychological, physiological and behavioural reactions. Finally, in the last stage of this process,

these reactions result in the development of mental and physical health complaints. The model also describes the stress process as being influenced by both individual characteristics and the environment, and these aspects that affect an individual's stress experiences and stress reactions. The model therefore makes it clear that individual characteristics, or demands in the environment, together affect how seriously an individual looks at and interprets objective threats to the security of employment (Sverke et al., 2004).

Job insecurity implies a great deal of uncertainty. Lazarus and Folkman (1984) explain that it is the uncertainty over whether a threat will be realised (in this case, whether one becomes unemployed) that constitutes a great source of stress for many people. It has also been suggested that the predictability and controllability of the situation are important factors (Sverke et al., 2004). Job insecurity, by its uncertain nature, implies unpredictability. An uncertain future makes it difficult to foresee what will happen and subsequently how to act upon it. One does not know what – if anything – should be done. The other factor related to this is uncontrollability. Job insecurity implies a sense of powerlessness in maintaining employment (Dekker & Schaufeli, 1995; Greenhalgh & Rosenblatt, 1984). It is out of the employee's control whether he is allowed to keep the job or not. Previous research on stress illustrates that a recurrent feeling of lack of control is more detrimental to well-being than more serious incidents are, in this case the actual loss of the job (Dekker & Schaufeli, 1995).

Katz and Kahn's (1978) model supposes variation between individuals in their evaluation of the situation and their immediate reaction to the situation. Such variations arise because the evaluation and reaction depend on individual features such as gender, age and personality, and in part depend on the social relations between the individual and important people and groups in his environment. This model emphasises the differences in both evaluations and reactions between individuals in similar actual situations (Sverke et al., 2004). Attribution theory predicts that life events will have different impacts upon a person depending upon what he perceives to be the cause of the event, i.e. his attributions. An employee may feel differently about becoming unemployed in times of a recession when many other people are unemployed and their situation can be attributed to external factors beyond their control. These people may feel anger or

frustration, while an employee who attributes his unemployment to his own personal characteristics or efforts may feel a loss of self-esteem (Dockery, 2004).

As a stressor it can result in detrimental consequences for well-being, work-related attitudes and organisational behaviours (De Witte, 1999, 2005; Sverke & Hellgren, 2002). Research by Greenhalgh and Sutton (1991) and King (2000) has shown that job insecurity appears to be associated with a reduction in organisational citizenship behaviours.

Organisational citizenship behaviours are behaviours of a discretionary nature that are not part of the employees' formal role requirements, but nevertheless contribute to the effective functioning of an organisation (Bateman & Organ, 1983). These behaviours are often internally motivated, developing from the employee's need for a sense of achievement, competence, belonging or affiliation (Hamman & Jimmieson, 2005). Organisational citizenship behaviour is essential to the survival of an organisation as it can maximise the efficiency and promote the effective functioning of an organisation (Murphy, Athanasou & King, 2002). One of the most common antecedents of organisational citizenship behaviour is organisational commitment (Hamman & Jimmieson, 2005). Affective commitment is conceptualised as a strong belief in, and acceptance of, an organisation's goals and a strong desire to maintain membership in the organisation (Van Dyne, Cummings & Parks, 1995). Because affective commitment maintains behavioural direction when there is little expectation of formal rewards (Allen & Meyer, 1996), it would seem logical that affective commitment drives those behaviours that do not depend primarily on reinforcement or formal rewards.

Organisational commitment was introduced to the field of organisational behaviour in the 1950s and has remained a topic of interest (Laka-Mathebula, 2004). It is defined as the employees' feelings of obligation to stay with the organisation, feelings resulting from the internalisation of normative pressures exerted on an individual prior to or following entry (Allen & Meyer, 1990).

According to Allen and Meyer (1991), organisational commitment can take three distinct forms, namely: (i) affective commitment, (ii) normative commitment, and (iii) continuance commitment. As defined by these authors, affective commitment refers to the identification with,

involvement in and emotional attachment to the organisation. Normative commitment refers to commitment based on a sense of obligation to the organisation and continuance commitment refers to commitment based on employees' recognition of costs associated with leaving the organisation. Evidence supporting the distinct nature of these three components has been presented by a number of authors (Durham, Grube & Castaneda, 1994).

Although organisational commitment has been conceptualised as a multi-dimensional construct, it is the measures based on the attitudinal approach which have been most frequently validated and used in previous studies (Morrison, 1994; O' Reilly & Chatman, 1986; Somers, 1993) and revised (Meyer, Allen & Smith, 1993). For this reason only affective organisational commitment will be dealt with, as researchers such as Buitendach and De Witte (2005) did in their study.

There has been a growing body of published literature (Larson & Fukami, 1984; Organ, 1990) regarding the positive relationship between organisational commitment and work-related outcomes such as organisational citizenship behaviours. In South Africa, no studies could be found regarding this relationship. Research has shown that organisational commitment levels are reduced due to job insecurity (Davy, Kinicki & Scheck, 1997; Lord & Hartley, 1998). In South Africa, Buitendach and De Witte (2005) found that job insecurity only predicts a limited amount of variance in affective organisational commitment. These findings were confirmed by Rannona (2003) in his study in the mining industry. This insecurity would, according to previous research, reduce the organisational citizenship behaviours that employees demonstrate in the organisation (Greenhalgh & Sutton, 1991; King, 2000).

In the organisation where the research will take place, many changes have occurred since its first opening in 1997. Two partners started the business with a relatively unknown supermarket franchise which was owned by a larger parent company. The franchise was terminated in 2001. The partners were then given a choice of either accepting the parent company's own franchise or continuing their business on their own without the support of a franchiser. They accepted the parent company's franchise. The parent company has a number of franchises which are granted based on the size of the store and the number of parking bays available for customers. The partners were granted the smallest franchise as the shop floor was small and there were few

parking bays available. In the beginning of 2004, one of the partners decided that he wanted to expand the store and obtain more parking bays in order to obtain a larger franchise. However, the second partner did not want to follow this route and decided to sell his share of the business to his partner. The supermarket was closed down in order for the renovations to take place. The employees were given a severance package and were encouraged to re-apply for their positions once the renovations were completed, which they were told would take three months. However, renovations took much longer than expected. The supermarket was re-opened in September of 2004, instead of opening in July as first scheduled.

Research completed in Canada in 2002 indicated that changes due to hospital restructuring impacted significantly upon nurses' job insecurity. To the extent that nurses perceived that hospital restructuring had lowered the quality of health care and had a negative impact on working conditions, they were less likely to experience job satisfaction and more likely to report feelings of job insecurity (Greenglass, Burke & Fiksenbaum, 2002). These results parallel previous research linking downsizing with an increased report of job insecurity. Campbell-Jamieson, Worrall & Cooper (2001) compared responses from managers in three different organisational settings: organisations that restructured and downsized in the previous year, organisations that restructured without downsizing and organisations that had not restructured. Managers in organisations that had downsized had less job security, lower organisational commitment and lower morale.

Due to the changes that have occurred at this organisation, employees would be expected to have higher levels of job insecurity (Greenglass, Burke & Fiksenbaum, 2002). These higher levels of job insecurity would negatively affect the organisational commitment levels of the employees (Buitendach & De Witte, 2005; Rannona, 2003), and also the level of organisational citizenship behaviours demonstrated (Greenhalgh & Sutton, 1991; King, 2000).

On the basis of the above-mentioned problem statement, the following research questions can be formulated.

- How are job insecurity, organisational citizenship behaviours and affective organisational commitment and the relationship between these constructs conceptualised in research literature?
- What are the relationships between job insecurity, organisational citizenship behaviours and affective organisational commitment of employees in a privately-owned franchise store of a supermarket?
- Is there a difference between demographic groups (gender, culture, age, education, tenure and type of employee) in terms of their experience of job insecurity?
- Can job insecurity predict organisational citizenship behaviours?
- Can job insecurity predict affective organisational commitment?

1.3 RESEARCH OBJECTIVES

This section is divided into two subsections, being the general objective and the specific objectives. These are formulated on the basis of the research questions.

1.3.1 General Objective

With reference to the above formulation of the problem, the general objective of this research is to determine the relationship between job insecurity, organisational citizenship behaviours and affective organisational commitment.

1.3.2 Specific Objectives

The specific research objectives are:

- To conceptualise job insecurity, organisational citizenship behaviours and affective organisational commitment and the relationship between these constructs from literature;
- To determine the relationship between job insecurity, organisational citizenship behaviours and affective organisational commitment of employees in a privately-owned franchise store of a supermarket;

- To determine whether different demographic groups (gender, culture, age, education, tenure and type of employee) in a privately-owned franchise store of a supermarket differ regarding their experience of job insecurity;
- To determine whether job insecurity holds predictive value with regard to organisational citizenship behaviours; and
- To determine whether job insecurity holds predictive value with regard to affective organisational commitment.

1.4 RESEARCH METHODOLOGY

This section is divided into two subsections, being the literature study and the empirical study. The article format option will be followed in this study.

1.4.1 Literature review

In the literature study, the focus is on previous research that has been done on job insecurity, organisational citizenship behaviours and affective organisational commitment. An overview is given of the conceptualisation of these constructs in the literature, and on the findings in terms of the relationship between these constructs.

1.4.2 Empirical study

In the following paragraphs, the relevant aspects of the empirical study of this mini-dissertation are discussed.

1.4.3 Research design

A cross-sectional survey design will be used to reach the objectives. Use will also be made of a correlation design (Huysamen, 1993). This design can be used to assess interrelationships among variables at one point in time, without any planned intervention. According to Shaughnessy and

Zachmeister (1997), this design is ideally suited when the aim of the study is predictive and descriptive by nature.

1.4.4 Study population

The study will be undertaken in a privately-owned franchise store of a large retail supermarket. The total population (n=80) will be used in this study. This includes all employees from managers to packers.

1.4.5 Measuring battery

The Job Insecurity Questionnaire (De Witte, 2000), the Organisational Citizenship Behaviours Questionnaire (Wittig-Berman & Lang, 1990) and the Organisational Commitment Questionnaire (Meyer et al., 1993) will be used in this study. Biographical information will also be gathered regarding gender, culture, age, qualification, tenure and type of employee.

Job Insecurity Inventory (JIQ) (De Witte, 2000)

The Job Insecurity Questionnaire will be used to measure job insecurity. This questionnaire consists of 11 items; five items measure the cognitive dimension (e.g. "Chances are I will soon lose my job") and six items measure the affective dimension (e.g. "I fear I will lose my job") of job insecurity. The following Cronbach alpha coefficients were obtained for the JIQ: Affective Job Insecurity: 0,85; and Cognitive Job Insecurity: 0,90 (De Witte, 2000). An overall Cronbach alpha of 0,92 was reported by De Witte (2000). In South Africa, Rannona (2003) reported the following Cronbach alphas: Affective Job Insecurity: 0,84; Cognitive Job Insecurity: 0,56 and Total Job Insecurity: 0,82. Tshabalala (2004) reported the following Cronbach alphas: Affective Job Insecurity: 0,52; Cognitive Job Insecurity: 0,85 and Total Job Insecurity: 0,81.

Organisational Citizenship Behaviours Questionnaire (OCB) (Wittig-Berman & Lang, 1990)

The organisational citizenship behaviours questionnaire devised by Wittig-Berman and Lang (1990) will be used to measure organisational citizenship behaviours. There are 7 items in the scale (e.g. "I assist others in the organisation with their work for the benefit of the organisation").

Feather and Rauter (2004) reported the reliability scale to be 0,70 in their study of teachers in Australia. There have been no studies using this instrument in South Africa.

Organisational Commitment Questionnaire (OCQ) (Meyer et al., 1993)

The organisational commitment scale, developed by Meyer et al. will be used to measure organisational commitment. Only the affective commitment subscale will be used (e.g. "I would be very happy to spend the rest of my career in this organisation"). The measurement of affective organisational commitment is more reliable than the measurement of the other components. It was also found that affective organisational commitment is the most important explanatory variable of the three components: the affective dimension consistently explains more variance outcome variables than the other two components (Allen & Meyer, 1996). As a consequence many researchers restrict the measurement of organisational commitment to affective commitment, leaving the two other components aside (Buitendach & De Witte, 2005).

McDonald and Makin (2000) found the reliability scale to be 0,84 in their study of the organisational commitment of temporary staff in a British organisation. Rannona (2003) reported the reliability of affective organisational commitment of employees of a mining organisation to be 0,70. Selepe (2004) found the reliability of affective organisational commitment of employees in a petroleum/oil company to be 0,75.

1.4.6 Statistical Analysis

The Statistical Consulting Services of the North-West University, Vaal Triangle Campus, will carry out the statistical analysis (SAS Institute, 2000), making use of descriptive statistics, Cronbach alpha and inter-item correlation coefficients, Pearson product moment correlation coefficients and multiple regression analyses.

Cronbach alpha coefficients and inter-item correlation coefficients will be used to assess the internal consistency of the measuring items (Clark & Watson, 1995). Descriptive statistics (e.g. means, standard deviations, skewness and kurtosis) will be used to analyse the data. The significance of differences in total job insecurity and scores between biographic groups will be

established by means of MANOVA and ANOVA. Pearson product-moment correlation will be used to specify the relationship between variables. The level of statistical significance will be set at $p \leq 0,05$. Effect sizes will be computed to assess the practical significance of relationships in this study. A cut-off point of 0,30 which represents a medium effect (Cohen, 1988) is set for the practical significance of correlation coefficients.

A regression analysis will be conducted to determine the percentage of the variance in the dependant variables (organisational citizenship behaviours and affective organisational commitment) that is predicted by the independent variable (job insecurity).

1.5 Chapter Division

Chapter 1 comprises an introduction to the research study. The problem statement briefly outlines the constructs and reasons for this study and the research objectives provide detail regarding the general and specific objectives of the study. Finally research methods are discussed. Chapter 2 provides an article with a literature overview and the findings of this study. This chapter concludes with a discussion of limitations and recommendations. Chapter 3 deals with the conclusion of this study. Research limitations and recommendations are also provided.

1.6 Chapter Summary

Chapter 1 provided a discussion of the problem statement and research objectives. An explanation was provided of the measuring instruments and research method, followed by a brief overview of the chapters to follow.

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CHAPTER 2

RESEARCH ARTICLE

**THE RELATIONSHIP BETWEEN JOB INSECURITY, ORGANISATIONAL
CITIZENSHIP BEHAVIOURS AND AFFECTIVE ORGANISATIONAL
COMMITMENT**

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ABSTRACT

The primary objective of this research was to investigate the relationship between job insecurity, organisational citizenship behaviours and affective organisational commitment of employees (n = 80) in a privately-owned franchise store of a supermarket. A cross-sectional survey design was used. Constructs were measured by means of the Job Insecurity Questionnaire (JIQ), the Organisational Citizenship Behaviours Questionnaire (OCB), the Organisational Commitment Questionnaire (OC) and a biographical questionnaire. Results indicate that there is a practically significant relationship between organisational citizenship behaviours and affective organisational commitment. It was also found that job insecurity holds predictive value with regard to affective organisational commitment; however, it does not hold any predictive value with regard to organisational citizenship behaviours.

OPSOMMING

Die primêre doelwit van hierdie studie was om die verhouding tussen werksonsekerheid, organisasieburgerskap verhouding en affektiewe organisasie verbondenheid van werknemers (n = 80) in a privaat bestuurde konsessie van 'n kleinhandel supermark te ondersoek. 'n Dwarsnee opname-ontwerp is gebruik. Konstrukte is met behulp van die Werksonsekerheidvraelys (JIQ), die Organisasie-burgerskapvraelys (OCB), die Organisasie verbondenheidvraelys (OC) en 'n biografiese vraelys gemeet. Resultate het aangetoon dat daar praktiese betekensvolle verbande tussen organisasie-burgerskapgedrag en affektiewe organisasieverbondenheid is. Dit is ook gevind dat werksonsekerheid voorspellingswaarde tot affektiewe organisasie verbondenheid (34%) het, maar nie t.o.v. organisasie-burgerskapgedrag nie.

South Africa finds itself in the initial phase of the economy where the traditional rules of the economy have been turned upside down (Hermann, 2005). Economic recessions, industrial restructuring, technological change, and intensified global competition have meant that organisations have had to engage in downsizing and restructuring in order to remain competitive in these harsh conditions (Howard, 1995). This almost inevitably implies the rationalising of jobs (Marais & Schepers, 1996). Employees are no longer secure in their jobs, given that organisations can only afford employing workers as long as they can make a contribution and their skills and knowledge are needed (Roux, 2002).

Hartley, Jacobson, Klandermans and Van Vuuren (1999) note that the resulting unemployment may only be the beginning and that there may also be pressure from within the organisation forcing employees to accept modified jobs, alternative employment conditions, or to relocate. Downsizing survivors have to do more with fewer resources, their work-load increases and uncertainty regarding task performance is likely to be prevalent (Burke & Nelson, 1998).

Job insecurity describes the employees' negative reactions to the changes concerning their jobs. Davy, Kinicki, and Scheck (1997) state that job insecurity is an individual's expectations about continuity in a job situation, perception of a potential threat to continuity in his or her current job (Heaney, Israel, & House, 1994) and a powerlessness to maintain the desired continuity in a threatened job situation (Greenhalgh & Rosenblatt, 1984). Jacobson (1991) emphasise the subjective nature of job insecurity by describing it as a perceptual phenomenon. A perceptual phenomenon allows for the subjective experience of a situation to differ from its actual objective nature.

De Witte (1999) indicates that job insecurity has usually been defined in different ways. According to Mauno and Kinnunen (1999) literature usually conceptualises job insecurity from three general points of view, this being (i) a global or (ii) multidimensional concept or (iii) a job stressor. In most instances, job insecurity has been defined according to the global viewpoint, signifying the threat of job loss or job discontinuity (De Witte, 1999).

Using the multidimensional view, Van Vuuren (1990) conceptualises job insecurity as the concern felt by a person for the continued existence of his or her job. She identifies three components which are central to job insecurity. Firstly it refers to a subjective experience or perception, secondly it refers to uncertainty about the future, and thirdly central to job insecurity is the doubts concerning the continuation of one's job (Van Vuuren, 1990).

Ashford, Lee, and Bobko (1989) describe five components of job insecurity that affect the employee within the organisation: Firstly, the severity of the threat concerning job continuity or aspects of the job. Secondly, the importance of job features, meaning that the fear of losing an important job feature is a cause of greater job insecurity than the threat of losing a minor job feature. Thirdly, the perceived threat of the occurrence which is expected to negatively affect the employee's total job situation. Fourthly, the total importance of the changes mentioned above and the powerlessness experienced by the employee due to job insecurity. Fifthly, an employee's inability to control the threats described in the previous four components.

In cognisance of the above definitions, the researcher regards job insecurity as a phenomenon in which the individual experiences uncertainty concerning his employment situation due to various changes, both internal and external, faced by the organisation. This uncertainty acts as a stressor, causing the worker to experience feelings of powerlessness and a lack of control over his situation. Job insecurity is attributed to the individual's cognitive attributions, which is the belief that he will lose his job and affective attributions, which are the feelings that he will experience when losing continuity in his job. The uncertainty of not knowing whether he will be employed or retrenched, prohibits the worker from taking productive action to deal with the situation (as it is yet unknown), therefore increasing the person's lack of control over his situation.

This stressor is explained in Katz and Kahn's (1978) original model where stress is viewed as being part of a process originating in the interaction between the individual and his environment. The model indicates the variation between the individual's evaluation of the situation and his immediate reaction to the situation. Evaluation and reaction differ among individuals due to gender, age, personality and their socialisation with important people and other groups in the environment. According to the attribution theory, life events will have different impacts upon a

person depending upon what he perceives to be the cause of the event (his attributions). For example, a person may feel differently about becoming unemployed in times of a recession when many others are unemployed and their situation can be attributed to external factors beyond their control. These people may feel anger or frustration, while someone who attributed his unemployment to his own personal characteristics or efforts may feel a loss of self-esteem (Dockery, 2004).

In this research, use was made of De Witte's (2000) Job Insecurity Questionnaire (JIQ) as a measure of job insecurity, viewing job insecurity from a global, two-dimensional perspective. De Witte (2000) developed this questionnaire based on Borg and Elizur's (1992) conceptualisation of job insecurity as a two-dimensional construct, consisting of an affective and a cognitive component. Cognitive job insecurity relates to the perceived likelihood of job loss, whereas affective job insecurity relates to fear of job loss.

The consequences of job insecurity in the long-run for the employee's overall life situation, is that economic and other highly valued aspects of life will be perceived as threatened (Hartley et al., 1991). Perceived job insecurity concerning one's future role in the organisation may make the employee less inclined to remain with the organisation (low organisational commitment) (Buitendach & De Witte, 2005; Davy, Kinicki, & Scheck, 1997; Rannona, 2003). Reduced organisational attitudes such as organisational commitment could affect organisational behaviours, for example organisational citizenship behaviours, in a negative way by weakening the effectiveness and competitiveness of the organisation (De Witte, 2005).

Organisational citizenship behaviours (OCB) are individual behaviours that are discretionary, not directly or explicitly recognised by the formal reward system, and that in the aggregate promotes the effective functioning of an organisation (Organ, 1988). OCB involves discretionary behavior that helps co-workers, supervisors, and the organisation. Assisting new employees, not abusing the rights of co-workers, not taking extra breaks, and enduring minor impositions that occur when working with others are examples of OCB that help in coping with various organisational uncertainties. A key element to OCB is voluntarily aiding others with job-related problems (Kidwell, Mossholder, & Bennet, 1997). Despite the proliferation of research in this area, debate

continues over the precise definition of OCB. This is partly because most OCB research has focused on understanding the relationships between OCB and other constructs, rather than carefully defining the nature of the construct itself (Hamman & Jimmieson, 2005).

OCB are generally conceptualised as comprising a large set of pro-social employee contributions that (1) are thought to enhance organisational effectiveness and (2) transcend beyond those recognised by the organisation's formal incentive system (Organ & Konovsky, 1989). While an organisation's survival and health have always relied on employees who were willing to go beyond the minimal demands placed on them, this need is even more pronounced now, with the changing nature of work, and the increased demands that are placed on employees (Barling, 1999). As these behaviours are not enforced, they are by definition optional and employees may withhold them without concern for possible sanctions by the organisation (Kwantes, 2003).

The unique contribution of Organ (1988) was to identify a class of employee behaviours (OCB), which in relation with organisational commitment and other variables, might be usefully examined in the search for a practically significant workplace-based behavioural correlate of employee job attitudes (Murphy, Athanasou, & King, 2002). While OCB may be empirically related to organisational commitment (Cohen & Vigoda, 2000), it is important to emphasise that OCB refers to a particular class of employee behaviours, while organisational commitment is essentially attitude-based (Kwantes, 2003; Murphy, Athanasou, & King, 2002).

Organisational commitment is defined as a strong belief in and acceptance of the organisation's goals and values, a willingness to exert a considerable effort on behalf of the organisation and a strong desire to maintain membership of the organisation (Chow, 1994). It is seen as the identification with one's employer that includes the willingness to work on behalf of the organisation and the intention to remain with the organisation for an extended period of time (Wagner & Hollenbeck, 1995). Organisational commitment also refers to a psychological link between the employee and the organisation that makes it less likely that the employee will voluntarily leave the organisation (Allen & Meyer, 1996). However, organisational commitment has been expanded to a more comprehensive view, consisting of three components, namely

affective, continuance and normative commitment (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Siu, 2002).

According to Allen and Meyer (1990) affective commitment, refers to an emotional attachment to an organisation and identification with that organisation to such extent that the person remains with the organisation because he or she wants to. Continuance commitment refers to the perceived costs associated with leaving an organisation. In other words, a person with continuance commitment stays with an organisation because he or she has to, owing to the costs and opportunities of leaving. A third type of commitment is normative commitment, which reflects a person's desire to stay with an organisation because he or she feels obligated; the individual feels that he or she ought to stay (Lok & Crawford, 2001).

Allen and Meyer (1990) further mention that the levels of all three types of commitment are related to the relationship between the individual and the organisation. The strength of each of them is influenced by different factors (McDonald & Makin, 2000). Affective commitment is influenced by the extent to which the individual's needs and expectations about the organisation are matched by their actual experiences, which links with the perceived reciprocal obligations of the psychological contract. Continuance commitment is determined by the perceived costs of leaving the organisation, of which "investments" and "side-bets" are important determinants. Normative commitment is a perceived obligation to stay with the organisation, which, according to McDonald and Makin (2000), is based on the "social exchange theory", where the person receiving a benefit is under a strong "normative" obligation to repay it in some way.

Meyer et al. (2002) tested this three component model through meta-analysis. Their purpose was to investigate the relationship between the three components along with the antecedents and consequences of all three types of commitment. In response to the number of scholars that have questioned normative commitment as a unique component of organisational commitment (Angle & Lawson, 1994), the meta-analytic results demonstrated that affective and normative constructs are not identical and that normative commitment is rather poorly understood. Meyer et al. (2002) suggested that the combined research has left many questions regarding what normative commitment is, how it develops, and how it influences behaviour. Meyer et al. (2002) also found

that continuance commitment was different from the other two constructs and related to work outcomes in the opposite direction. Because of these construct and measurement issues regarding continuance and normative commitment, and because of the consistently strong relationship between affective commitment and positive work outcomes, in this study the only dimension used was affective commitment. Due to these reasons, previous studies (Buitendach & De Witte, 2005; Dixon, Turner, Cunningham, Sagas, & Kent, 2005) have also only used the affective commitment subscale.

Based on the above-mentioned aspects, it can be deduced that a high level of organisational commitment can enhance an employee's level of motivation and produce the required behaviour, for example OCB. Managers have a great responsibility to create an environment that will enhance employee's level of organisational commitment and therefore result in higher levels of OCB. With aspects such as downsizing and restructuring, levels of job insecurity will be experienced. The challenge facing managers, therefore, would be to make sure that commitment of the remaining employees remains higher irrespective of the ongoing changes.

The objective of the study is to determine the relationship between job insecurity, organisational citizenship behaviours and organisational commitment. This study was completed at a privately-owned franchise store of a supermarket in Gauteng. In the organisation where the research will take place, many changes have occurred since its first opening in 1997. Two partners started the business with a relatively unknown supermarket franchise. The franchise was terminated in 2001. The partners changed to a new franchise. In the beginning of 2004, one of the partners decided that he wanted to expand the store and obtain more parking bays. However, the second partner did not want to follow this route and decided to sell his share of the business to his partner. The supermarket was closed down in order for the renovations to take place. The employees were given a severance package and were encouraged to re-apply for their positions once the renovations were completed, which they were told would take three months. However, renovations took much longer than expected. The supermarket was re-opened in September of 2004, instead of opening in July as first scheduled. Due to the number and frequency of these changes, there is a reasonable expectation that employees within the organisation are

experiencing certain measures of job insecurity, accompanied with lowered levels of commitment and organisational citizenship behaviours.

The hypotheses of this study are as follows:

- H1: A practically significant relationship exists between job insecurity and organisational citizenship behaviours.
- H2: A practically significant relationship exists between job insecurity and affective organisational commitment.
- H3: A practically significant relationship exists between organisational citizenship behaviours and affective organisational commitment.
- H4: Participants differ in terms of their demographic groups (such as gender, culture, citizenship, age, education and tenure) in the experience of job insecurity.
- H5: Job insecurity holds predictive value with regard to organisational citizenship behaviours.
- H6: Job insecurity holds predictive value with regard to affective organisational commitment.

METHOD

Research Design

A research design that is most suitable for this study is the cross-sectional survey design. According to Burns and Grove (1993), cross-sectional designs are appropriate where groups of subjects at different developmental stages are studied simultaneously. The survey technique of data collection gathers information from the target population by means of questionnaires.

Sample

The entire sample of 80 employees working at the privately-owned franchise store of a supermarket in Gauteng was targeted in this research. A response rate of 66 participants (83%) was obtained. The biographical characteristics of the study population are detailed in Table 1.

Table 1

Characteristics of the Participants

| Item | Category | Frequency | Percentage |
|--------------------|--------------------------|------------------|-------------------|
| Gender | Male (1) | 19 | 28,79 |
| | Female (2) | 47 | 71,21 |
| | Total | 66 | 100 |
| Culture | Black (1) | 45 | 68,18 |
| | White and Other (2) | 21 | 31,82 |
| | Total | 66 | 100 |
| Citizenship | South African (1) | 64 | 96,97 |
| | Other (2) | 2 | 3,03 |
| | Total | 66 | 100 |
| Age | 24 years and younger (1) | 21 | 31,82 |
| | 25 – 35 years old (2) | 30 | 45,45 |
| | 36 years and older (3) | 15 | 22,73 |
| | Total | 66 | 100 |
| Education | Standard 7 and below (1) | 6 | 9,09 |
| | Std 8 – 10 (2) | 51 | 77,27 |
| | Above Std 10 (3) | 9 | 13,64 |
| | Total | 66 | 100 |
| Tenure | Below 4 months (1) | 10 | 15,15 |
| | Between 4 – 8 months (2) | 18 | 27,27 |
| | Longer than 8 months (3) | 37 | 56,06 |
| | Total | 65 | 98,48 |
| Type | Permanent worker (1) | 54 | 81,82 |
| | Casual worker (2) | 8 | 12,12 |
| | Total | 62 | 93,93 |

Table 1 indicates that 71% of the respondents are female. The majority of the respondents belong to a black culture. There are more workers in the age group 25-35 years (representing 45%) while the age group 36 years and older represent only 22% of the workers. 77% of the participants have an education level of between Standard 8 (Grade 10) and Standard 10 (Grade 12). The majority (56%) of participants have been employed for more than 8 months. 82% of the participants are employed at the organisation on a permanent basis.

Measuring Battery

The Job Insecurity Questionnaire (De Witte, 2000), the Organisational Citizenship Behaviours Questionnaire (Wittig-Berman & Lang, 1990) and the Organisational Commitment

Questionnaire (Meyer, Allen & Smith, 1993) were used in this study. Biographical information was also gathered regarding gender, culture, age, qualification, tenure and type of employment.

Job Insecurity Inventory (JIQ) (De Witte, 2000)

The Job Insecurity Questionnaire was used to measure the levels of job insecurity. This questionnaire consists of 11 items; five items measure the cognitive dimension (e.g. "Chances are I will soon lose my job") and six items measure the affective dimension (e.g. "I fear I will lose my job") of job insecurity. The following Cronbach alpha coefficients were obtained for the JIQ: Affective Job Insecurity: 0,85; and Cognitive Job Insecurity: 0,90 (De Witte, 2000). An overall Cronbach alpha of 0,92 was reported by De Witte (2000). In South Africa, Rannona (2003) reported the following Cronbach alphas: Affective Job Insecurity: 0,84; Cognitive Job Insecurity: 0,56 and Total Job Insecurity: 0,82. Tshabalala (2004) reported the following Cronbach alphas: Affective Job Insecurity: 0,52; Cognitive Job Insecurity: 0,85 and Total Job Insecurity: 0,81.

Organisational Citizenship Behaviours Questionnaire (OCB) (Wittig-Berman & Lang, 1990)

The organisational citizenship behaviours questionnaire devised by Wittig-Berman and Lang (1990) was used to measure organisational citizenship behaviours. There were 7 items in the scale (e.g. "I assist others in the organisation with their work for the benefit of the organisation"). Feather and Rauter (2004) reported the reliability scale to be 0,70 in their study of teachers in Australia. There have been no studies using this instrument in South Africa.

Organisational Commitment Questionnaire (OCQ) (Meyer et al., 1993)

The organisational commitment scale, developed by Meyer et al. in 1993 was used to measure organisational commitment. Only the affective commitment subscale was used (e.g. "I would be very happy to spend the rest of my career in this organisation"). The measurement of affective organisational commitment is more reliable than the measurement of the other components. It was also found that affective organisational commitment is the most important explanatory variable of the three components: the affective dimension consistently explains more variance outcome variables than the other two components (Allen & Meyer, 1996). As a consequence

many researchers restrict the measurement of organisational commitment to affective commitment, leaving the two other components aside (Buitendach & De Witte, 2005).

McDonald and Makin (2000) found the reliability scale to be 0,84 in their study of the organisational commitment of temporary staff in a British organisation. Rannona (2003) reported the reliability of affective organisational commitment of employees of a mining organisation to be 0,70. Selepe (2004) found the reliability of affective organisational commitment of employees in a petroleum/oil company to be 0,75.

Statistical Analysis

The Statistical Consulting Services of the North-West University, Vaal Triangle Campus, carried out the statistical analysis (SAS Institute, 2000). Cronbach alpha coefficients and inter-item correlation coefficients were used to assess the internal consistency of the measuring items (Clark & Watson, 1995). Descriptive statistics (e.g. means, standard deviations, skewness and kurtosis) were used to analyse the data.

The significance of differences in total job insecurity and scores between demographic groups (such as gender, culture, citizenship, age, education and tenure) were established by means of MANOVA and ANOVA. Pearson product-moment correlation was used to specify the relationship between variables. The level of statistical significance will be set at $p \leq 0,05$. Effect sizes will be computed to assess the practical significance of relationships in this study. A cut-off point of 0,30 which represents a medium effect (Cohen, 1988) is set for the practical significance of correlation coefficients.

A regression analysis was conducted to determine the percentage of the variance in the dependant variables (organisational citizenship behaviours and affective organisational commitment) that is predicted by the independent variable (job insecurity).

RESULTS

The results of the empirical research will be reported in the following section.

A simple principle component analysis was conducted on the 11 items of the JIQ on the total sample of employees of a privately-owned franchise store of a supermarket in Gauteng. The analysis of eigenvalues for the JIQ (larger than 1) indicated that all the items would be retained. The two factors had values larger than 1; Factor 1 (Cognitive Job Insecurity) = 4,38 and Factor 2 (Affective Job Insecurity) = 1,63. Therefore, both factors were retained and explained 55% of the total variance within the questionnaire.

Table 2

Pattern Matrix of the JIQ

| Item | Component | |
|---|-------------|-------------|
| | Cognitive | Affective |
| 1 <i>I think that I will be able to continue working here.</i> | 0,63 | -0,54 |
| 2 <i>There is only a small chance that I will become unemployed.</i> | -0,01 | -0,35 |
| 3 <i>I am certain/sure of my job environment.</i> | 0,31 | -0,12 |
| 4 <i>I am very sure that I will be able to keep my job.</i> | 0,64 | -0,55 |
| 5 <i>It makes me anxious that I might become unemployed.</i> | 0,03 | 0,70 |
| 6 <i>I feel uncertain about the future of my job.</i> | 0,75 | 0,35 |
| 7 <i>I worry about the continuation of my career.</i> | 0,63 | 0,02 |
| 8 <i>I fear that I might lose my job.</i> | 0,81 | 0,27 |
| 9 <i>I fear that I might get fired.</i> | 0,75 | 0,43 |
| 10 <i>There is a possibility that I might lose my job in the near future.</i> | 0,78 | -0,08 |
| 11 <i>I think that I might be dismissed in the near future.</i> | 0,83 | -0,17 |

Table 2 indicates that all the items on the JIQ loaded on the first factor, except for items 2, 3 and 5. Inspection of Table 2 indicated that items 2 and 3 were problematic, not loading on either component. Item 5 is the only item that loaded on the second factor. This occurrence could be a result of a language problem, where the JIQ (written in English) and English may not necessarily be the participants' first language and misinterpretations of the initial intended meaning of the questions may occur. This aspect needs further research. As a result it was decided that all 11 items would be used as one scale, as other researchers have done (Laba, Bosman & Buitendach,

2005). In other words, use would be made of the total scale as opposed to affective and cognitive subscales.

A simple principle component analysis was conducted on the 7 items of the OCB questionnaire on the total sample of employees of a privately-owned franchise store of a supermarket in Gauteng. Analysis of eigenvalues indicated that there was one factor, which explains 51% of the total variance, that could be extracted.

Table 3

Component Matrix of the OCB

| Item | Component |
|---|----------------|
| 1 <i>I volunteer to do things for this organisation.</i> | Total -0,61 |
| 2 <i>I help introduce new employees in this organisation.</i> | -0,61 |
| 3 <i>I attend functions that help this organisation.</i> | -0,51 |
| 4 <i>I assist others in the organisation with their work for the benefit of the organisation.</i> | -0,86 |
| 5 <i>I get involved to benefit the organisation.</i> | -0,75 |
| 6 <i>I help others in the organisation to learn about their work.</i> | -0,74 |
| 7 <i>I help others in the organisation with their work responsibilities.</i> | -0,83 |

Table 3 indicates that all the items loaded on one factor as they all have scores above the preferred cut-off point of 0,45 and thus will be perceived as consisting of one factor.

A simple principle component analysis was conducted on the 6 items of the Affective OC questionnaire on the total sample of employees of a privately-owned franchise store of a supermarket in Gauteng. Analysis of eigenvalues indicated that there was one factor, which explains 44% of the total variance, that could be extracted.

Table 4

Component Matrix of the OC

| Item | Component |
|---|-------------|
| | Affective |
| 1 <i>I would be very happy to spend the rest of my career in this organisation.</i> | 0,58 |
| 2 <i>I really feel like this organisation's problems are my own.</i> | 0,59 |
| 3 <i>I do not feel like "part of the family" at my organisation.</i> | 0,78 |
| 4 <i>I do not feel "emotionally attached" to this organisation.</i> | 0,69 |
| 5 <i>This organisation has a great deal of personal meaning for me.</i> | 0,81 |
| 6 <i>I do not feel a strong sense of belonging to my organisation.</i> | 0,47 |

Table 4 indicates that all the items loaded on one factor as they all have scores above the preferred cut-off point of 0,45 and thus will be perceived as consisting of one factor.

Descriptive statistics and Cronbach alpha coefficients of the JIQ, OCB and OC for employees in a privately-owned franchise store of a supermarket in Gauteng are reported in Table 5.

Table 5

Descriptive Statistics and Cronbach Alpha coefficients of the Measurement Instruments

| Scale | Number of items | N | Mean | SD | Skewness | Kurtosis | Inter-item correlation | Alpha coefficients |
|---------------------------------------|-----------------|----|------|------|----------|----------|------------------------|--------------------|
| Total Job Insecurity | 11 | 66 | 3,58 | 0,65 | 0,08 | -0,65 | 0,29 | 0,79 |
| Organisational Citizenship Behaviours | 7 | 66 | 3,77 | 0,82 | -0,95 | 0,94 | 0,33 | 0,82 |
| Affective Organisational Commitment | 6 | 66 | 3,35 | 0,87 | -0,36 | -0,61 | 0,43 | 0,73 |

For the purpose of the interpretation of the data, a low job insecurity score implies low job security, in other words, high job insecurity. Thus, the higher the job insecurity scores, the lower the job insecurity.

Table 5 shows that acceptable Cronbach alpha coefficients were obtained on all the measuring scales, as all were above the 0,70 cut-off point (Nunnally & Bernstein, 1994). The inter-item

correlation coefficients were acceptable, as all values were lower than the cut-off point of 0,50 (Clark & Watson, 1995). Scores on the dimensions seem to be distributed normally as skewness and kurtosis values were smaller than one.

The Pearson product moment correlation coefficient (r) was determined in order to measure the linear relationship between job insecurity, organisational citizenship behaviours and affective organisational commitment. The inter-correlations between affective job insecurity, cognitive job insecurity, affective organisational commitment and organisational citizenship behaviours are reflected in Table 6.

Table 6

Product-moment correlation coefficient between JIQ, OCB and OC

| Item | 1 | 2 | 3 |
|--|------|---------------------|------|
| 1. Total Job Insecurity | 1,00 | | |
| 2. Affective Organisational Commitment | 0,14 | 1,00 | |
| 3. Organisational Citizenship Behaviours | 0,02 | 0,63* ⁺⁺ | 1,00 |

* Correlation is statistically significant $p \leq 0,05$

+ Correlation is practically significant $r \geq 0,30$ (medium effect)

⁺⁺ Correlation is practically significant $r \geq 0,50$ (large effect) (Cohen, 1988)

As indicated by Table 6, no statistically or practically significant relationship could be found between total job insecurity and the other variables. There was a statistically and practically significant relationship between affective organisational commitment and organisational citizenship behaviours. This suggests that higher levels of affective organisational commitment will result in higher levels of organisational citizenship behaviours.

Next MANOVA and ANOVA analyses followed in order to determine the relationship between job insecurity and demographic groups, the results of which are reported in Table 7.

Table 7:

MANOVA's – Differences in Job Insecurity Levels of Demographic Groups

| Item | df | F | p | Partial η^2 |
|-----------|----|------|-------|------------------|
| Gender | 1 | 0,52 | 0,47 | 0,01* |
| Culture | 1 | 0,10 | 0,75 | 0,00* |
| Age | 2 | 1,80 | 0,18 | 0,06 |
| Education | 2 | 2,09 | 0,13 | 0,07 |
| Tenure | 2 | 4,44 | 0,02* | 0,14 |
| Type | 1 | 2,99 | 0,09 | 0,05 |

*Statistically significant difference $p < 0,01$

Table 7 shows that there was a significant effect of tenure on the dependent variable job insecurity ($F = 4,44$, $p < 0,01$; partial $\eta^2 = 0,14$). Tenure explains 14,4% of the variance in job insecurity. Analysis of the dependent variable for each tenure group revealed that the employees who have worked at the organisation for less than 4 months experience the highest level of job insecurity, while those employees who have worked at the organisation for between 4 and 8 months experience the least job insecurity.

No other differences were found with regard to demographic groups and the levels of job insecurity experienced.

Next, regression analyses were conducted with job insecurity as an independent variable, also controlling the effects of demographic variables such as gender, culture, age, education and tenure.

Table 8:

Regression analysis – Demographic Variables and Job Insecurity: Organisational Citizenship Behaviours

| Analysis of Variance | | | | | |
|---|---------------------|------|----------------|-------------|------|
| Model 1: Demographic variables | | | | | |
| R: 0,25 R ² : 0,06 Adjusted R ² = 0 Standard Error: 0,83 | Source of variation | Df | Sum of squares | Mean Square | |
| | Regression | 5 | 2,65 | 0,53 | |
| | Residual | 59 | 40,45 | 0,69 | |
| | F= 0,77 p=0,57 | | | | |
| Model 2: Demographic variables and job insecurity | | | | | |
| R: 0,25 R ² : 0,06 Adjusted R ² = 0 Standard Error: 0,83 | Source of variation | Df | Sum of squares | Mean Square | |
| | Regression | 6 | 2,74 | 0,46 | |
| | Residual | 58 | 40,36 | 0,70 | |
| | F= 0,66 p=0,68 | | | | |
| Variables in the Equation | | | | | |
| INDEPENDENT VARIABLES | B | SEB | Beta | T | P |
| Gender | -0,14 | 0,14 | -0,24 | -1,00 | 0,32 |
| Culture | 0,09 | 0,14 | 0,15 | 0,65 | 0,52 |
| Age | 0,20 | 0,13 | 0,21 | 1,51 | 0,14 |
| Education | 0,08 | 0,13 | 0,13 | 0,63 | 0,53 |
| Tenure | 0,06 | 0,14 | 0,04 | 0,45 | 0,65 |
| Gender | -0,13 | 0,14 | -0,24 | -0,99 | 0,33 |
| Culture | 0,08 | 0,14 | 0,12 | 0,53 | 0,60 |
| Age | 0,20 | 0,13 | 0,21 | 1,50 | 0,14 |
| Education | 0,09 | 0,13 | 0,14 | 0,67 | 0,50 |
| Tenure | 0,07 | 0,14 | 0,04 | 0,48 | 0,63 |
| Job insecurity | 0,05 | 0,14 | 0,06 | 0,36 | 0,72 |

*Statistically significant difference $p < 0,01$

The regression analysis reflected in Table 8 indicates that the demographic variables did not contribute towards the variance in organisational citizenship behaviours. A R-value of 0,25 was obtained, which falls below the practical significance cut-off point (0,30) and the model was not found to be statistically significant. Upon the inclusion of job insecurity R² did not increase. A practically insignificant R-value was obtained.

Table 9:

Regression analysis – Demographic Variables and Job Insecurity: Affective Organisational Commitment

| Analysis of Variance | | | | | |
|--|---------------------|------|----------------|-------------|------|
| Model 1: Demographic variables | | | | | |
| R: 0,32 R ² : 0,11 Adjusted R ² = 0,03 Standard Error: 0,86 | Source of variation | df | Sum of squares | Mean Square | |
| | Regression | 5 | 5,16 | 1,03 | |
| | Residual | 59 | 43,73 | 0,74 | |
| | F = 1,39 p = 0,24 | | | | |
| Model 2: Demographic variables and job insecurity | | | | | |
| R: 0,34 R ² : 0,11 Adjusted R ² = 0,21 Standard Error: 0,86 | Source of variation | Df | Sum of squares | Mean Square | |
| | Regression | 6 | 5,52 | 0,92 | |
| | Residual | 58 | 43,36 | 0,75 | |
| | F = 1,23 p = 0,30 | | | | |
| Variables in the Equation | | | | | |
| INDEPENDENT VARIABLES | B | SEB | Beta | T | P |
| Gender | -0,15 | 0,13 | -0,29 | -1,15 | 0,25 |
| Culture | 0,14 | 0,14 | 0,24 | 1,01 | 0,32 |
| Age | 0,08 | 0,13 | 0,08 | 0,61 | 0,54 |
| Education | -0,05 | 0,12 | -0,09 | -0,42 | 0,68 |
| Tenure | -0,21 | 0,13 | -0,13 | -1,56 | 0,13 |
| Gender | -0,15 | 0,13 | -0,29 | -1,13 | 0,26 |
| Culture | 0,11 | 0,14 | 0,19 | 0,80 | 0,44 |
| Age | 0,08 | 0,13 | 0,09 | 0,61 | 0,55 |
| Education | -0,04 | 0,13 | -0,07 | -0,32 | 0,75 |
| Tenure | -0,20 | 0,13 | -0,13 | -1,48 | 0,14 |
| Job insecurity | 0,09 | 0,13 | 0,12 | 0,70 | 0,49 |

*Statistically significant difference $p < 0,01$

The regression analysis reflected in Table 10 indicates that the demographic variables predicted 3% of the variance in affective organisational commitment, although the model was not statistically significant. Upon the inclusion of job insecurity, R² increased by 18%. A practically significant R-value of medium effect (0,34) was obtained.

From the abovementioned results, a discussion will follow integrating the data.

DISCUSSION

The aim of the study was to investigate the relationship between job insecurity, organisational citizenship behaviours and affective organisational commitment.

Regarding the validity of the measuring instruments, the following was found: all the items on the JIQ loaded on the first factor, except for items 2, 3 and 5. Inspection of Table 2 indicated that items 2 and 3 were problematic, not loading on either component. Item 5 was the only item that loaded on the second factor. This occurrence could be the result of a language problem, where the JIQ (written in English) and English may not necessarily be the participants' first language and misinterpretations of the initial intended meaning of the questions may occur. This aspect needs further research. As a result it was decided that all 11 items would be used as one scale, as other researchers have done (Laba, Bosman & Buitendach, 2005). In other words, use would be made of the total scale as opposed to affective and cognitive subscales. 55% of the variance could be extracted.

With regard to the OCB, all items loaded on one factor, which explains 51% of the variance.

With regard to the OC, all items loaded one factor, known as affective organisational commitment. This factor could explain 44% of the variance.

Regarding the validity of the measuring instruments, acceptable Cronbach alpha coefficients were obtained on all the measuring scales, with the exception of the cognitive job insecurity subscale, which fell marginally below the 0,70 cut-off point. The inter-item correlation coefficients were acceptable, as all values were lower than the cut-off point of 0,50. Scores on the dimensions seem to be distributed normally as skewness and kurtosis values were smaller than one.

No statistically or practically significant relationship could be found between total job insecurity and the other variables. In contrast, Davy, Kinicki and Scheck (1997) and Lord and Hartley (1998) found in their studies that organisational commitment levels are reduced due to job

insecurity. In South Africa, Buitendach and De Witte (2005) found that job insecurity only predicts a limited amount of variance in affective organisational commitment. These findings were confirmed by Rannona (2003) in his study in the mining industry. This insecurity would, according to previous research, reduce the organisational citizenship behaviours that employees demonstrate in the organisation (Greenhalgh & Sutton, 1991; King, 2000).

There was a statistically and practically significant relationship between affective organisational commitment and organisational citizenship behaviours. This suggests that higher levels of affective organisational commitment will result in higher levels of organisational citizenship behaviours. Larson and Fukami (1984) and Organ (1990) confirm the positive relationship between organisational commitment and organisational citizenship behaviours. This means that employees who are affectively committed to the organisation are willing to demonstrate behaviours that will enhance organisational effectiveness. In South Africa, no studies could be found regarding this relationship.

Hypothesis 1 – a practically significant relationship that exists between job insecurity and organisational citizenship behaviours – is rejected. Hypothesis 2 – a practically significant relationship that exists between job insecurity and affective organisational commitment – is also rejected. Hypothesis 3 – a practically significant relationship that exists between organisational citizenship behaviours and affective organisational commitment – is accepted.

No significant differences ($p \leq 0,05$) were found with regards to job insecurity and gender. This means that neither gender believes that they were more likely to lose their job in the near future. This differs from the findings of Rosenblatt, Talmud and Ruivo (1999), who found that males and females differ significantly in their levels of job insecurity. Previous research by Näswell, Sverke and Hellgren (2001) postulated that men exhibit a stronger relation between the experience of job insecurity and its negative outcomes than women. Research of Sverke et al. (2004) differs; their research found that women consistently reported higher levels of job insecurity than men. Research by Buitendach (2004) supports the findings of this study, also indicating no practically or statistically significant differences between men and women.

No significant differences were found between black and white participants with regard to their experiences of job insecurity. This means that both black and white participants have similar experiences of job insecurity. Research by Orpen (1993) showed that higher levels of job insecurity exist among black employees in South Africa. A study done by Rannona (2003) also reported that black respondents experience higher levels of job insecurity than their white counterparts in the South African mining industry. A contradictory study by Buitendach (2004) reported that white employees experience higher levels of job insecurity than black employees. When studying differences in race, it is very important to determine whether the results can be generalised, or whether it is just as a result of factors influencing the specific study group. A possible explanation for the similar levels of job insecurity among the different cultures of employees is that when the supermarket was closed for renovations to take place all employees were unemployed for that period. All employees feel equally vulnerable to the possibility of more changes occurring at the organisation, thus possibly leading to them to lose their jobs.

No significant differences were found with regard to age and job insecurity. This means that employees have similar experiences of job insecurity, no matter what their ages are. This is in contrast to Mohr (2000) who reported a strong positive correlation between age and job insecurity, which is taken as evidence for older employees experiencing more job insecurity than younger employees. A contradictory study by Buitendach (2004) indicated that younger employees experience more job insecurity than older employees.

The findings with regard to differences in levels of job insecurity and level of education in this study differ from previous research. Van Vuuren, Klandermans, Jacobson and Hartley (1991) found that more highly educated employees tend to feel more secure in their jobs. Research by Elbert (2002) and Buitendach (2004) also found that participants with higher education levels (Grade 12 and tertiary) experienced less job insecurity than respondents with qualifications lower than Grade 12. However, in this study no differences were found. This may be due to the fact that most of the jobs that are available in a supermarket mainly involve manual labour and thus do not require high levels of education to be successful. For example, an employee hired to pack shelves might perform well, regardless of whether he has a matric certificate or a diploma.

A practically significant difference of large effect was found between employees working for the organisation for between 4 and 8 months and those working for the organisation for less than 4 months. The results indicate that employees with less service months experience more job insecurity than employees with more months service. A possible explanation could be that employees who have worked at the organisation for a few months are afraid that if further changes occur at the organisation they are the first employees who will lose their jobs, as they were the last employees to start working at the organisation.

The findings of this study are different to those reported by Feather and Rauter (2004), who reported that contract teachers experience higher levels of job insecurity when compared to permanent teachers. In this study, there were no differences found between the levels of job insecurity and the two types of employees, namely casual employees and permanent employees.

Based on this information hypothesis 4 – participants differ in terms of their demographic groups in the experience of job insecurity – is partially accepted.

Demographic variables did not contribute towards the variance in organisational citizenship behaviours. A R-value of 0,25 was obtained, which falls below the practical significance cut-off point (0,30) and the model was not found to be statistically significant. Upon the inclusion of job insecurity R^2 did not increase, indicating that job insecurity holds no predictive value with regard to organisational citizenship behaviours. A practically insignificant R-value was obtained.

Hypothesis 5 – job insecurity holds predictive value with regards to organisational citizenship behaviours – is rejected.

The regression analysis found that the demographic variables predicted 3% of the variance in affective organisational commitment, although the model was not statistically significant. Upon the inclusion of job insecurity, R^2 increased by 18%. A practically significant R-value of medium effect (0,34) was obtained.

Hypothesis 6 – job insecurity holds predictive value with regard to affective organisational commitment – is accepted. This means that the level of job insecurity that an employee experiences will result in a change in how affectively committed that employee is to the organisation.

LIMITATIONS AND RECOMMENDATIONS

The limitations found in this study were that the empirical study included only one organisation from the Gauteng province and thus the results can not be generalised to include other organisations of a similar nature. The racial differences may have affected the results, in that the respondents' mother tongues may not have been English. Due to the fact that English is not a first language for some of the workers, it could result in misunderstanding the questionnaire and in answering it based on the wrong assumption, thereby questioning the validity and reliability of the questionnaire for the use in South African cultures.

There is a lack of longitudinal data (that establishes levels of job insecurity over time) that is necessary to match the character of job insecurity so as to estimate its direct and moderated effects. It is recommended that the study be expanded to all the provinces within South Africa. This will help improve the reliability of the questionnaire within the South African context and provide more substantial information in developing a job insecurity model specifically suited for the South African environment.

Managers and employees should become aware of what job insecurity is and how it could affect their work as well as family life. The organisation is advised to implement change management programmes that will specifically deal with the negative effects of job insecurity experienced by the workers. It is also recommended that once such programmes have been implemented, the study be repeated in two to three years from now to compare the effect that the change management programmes have had on the negative experience of job insecurity levels.

Regarding the measuring instruments used in this study, more validation studies are needed in different organisations and professions in South Africa to establish norms for job insecurity

levels. Larger sample sizes might provide increased confidence that study findings would be consistent across other similar groups.

Since this is the first time that the OCB has been used in South Africa, more studies need to be completed in order to determine the reliability and validity of this questionnaire in the South African business environment.

A further limitation of this study was its reliance on self-report measures. According to Schaufeli, Enzmann and Girault (1993), the exclusive use of self-report measures in validation studies increases the likelihood that at least part of the shared variance between measures can be attributed to method variance. Regarding research design, future studies should focus on longitudinal designs where causal inferences can be made.

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CHAPTER 3

CONCLUSIONS AND RECOMMENDATIONS

In this chapter conclusions regarding the literature study and the results of the empirical research will be made. Shortcomings of the research will be discussed, and recommendations for organisations and future research will be provided.

3.1 CONCLUSION

Conclusions regarding the specific theoretical objectives and the results of the empirical research will be made.

3.1.1 Conclusions regarding the specific theoretical objectives

Job insecurity describes the employees' negative reactions to the changes concerning their jobs. Davy, Kinicki and Scheck (1997) state that job insecurity is an individual's expectations about continuity in a job situation, perception of a potential threat to continuity in his or her current job (Heaney, Israel & House, 1994) and a powerlessness to maintain the desired continuity in a threatened job situation (Greenhalgh & Rosenblatt, 1984).

The consequences of job insecurity in the long run for the employee's overall life situation, is that economic and other highly valued aspects of life will be perceived as threatened (Hartley, Jacobson, Klandermans & Van Vuuren, 1991). Perceived job insecurity concerning one's future role in the organisation may make the employee less inclined to remain with the organisation (low organisational commitment) (Davy, Kinicki & Scheck, 1997). Reduced organisational attitudes such as organisational commitment could affect organisational behaviours, for example organisational citizenship behaviours, in a negative way by weakening the effectiveness and competitiveness of the organisation (De Witte, 2005).

Organisational citizenship behaviours are behaviours of a discretionary nature that are not part of the employees' formal role requirements, but nevertheless contribute to the effective functioning of an organisation (Bateman & Organ, 1983). These behaviours are often internally motivated, developing from the employee's need for a sense of achievement, competence, belonging or affiliation (Hamman & Jimmieson, 2005). Organisational citizenship behaviours are essential to the survival of an organisation as it can maximise the efficiency and promote the effective functioning of an organisation (Murphy, Athanasou & King, 2002).

There has been a growing body of published literature regarding the positive relationship between organisational commitment and work-related outcomes such as performance and organisational citizenship behaviours (Larson & Fukami, 1984; Organ, 1990). Research has shown that organisational commitment levels are reduced due to job insecurity (Davy, Kinicki & Scheck, 1997; Lord & Hartley, 1998).

Organisational commitment is defined as a strong belief in and acceptance of the organisation's goals and values, a willingness to exert a considerable effort on behalf of the organisation and a strong desire to maintain membership of the organisation (Chow, 1994). It is seen as the identification with one's employer that includes the willingness to work on behalf of the organisation and the intention to remain with the organisation for an extended period of time (Wagner & Hollenbeck, 1995). Organisational commitment also refers to a psychological link between the employee and the organisation that makes it less likely that the employee will voluntarily leave the organisation (Allen & Meyer, 1996).

3.1.2 Conclusions regarding the specific empirical objectives

The aim of the study was to investigate the relationship between job insecurity, organisational citizenship behaviours and affective organisational commitment.

Regarding the validity of the measuring instruments, the following was found: all the items on the JIQ loaded on the first factor, except for items 2, 3 and 5. Inspection of Table 2 indicated that items 2 and 3 were problematic, not loading on either component. Item 5 is the only item that

loaded on the second factor. As a result it was decided that all 11 items would be used as one scale, as other researchers have done (Laba, Bosman & Buitendach, 2005). With this factor 55% of the variance could be extracted. With regard to the OCB, all items loaded on one factor, which explains 51% of the variance that could be extracted. With regard to the OC, all items loaded on one factor, known as affective organisational commitment. This factor could explain 44% of the variance that could be extracted.

Regarding the validity of the measuring instruments, acceptable Cronbach alpha coefficients were obtained on all the measuring scales, with the exception of the cognitive job insecurity subscale, which fell marginally below the 0,70 cut-off point. The inter-item correlation coefficients were acceptable, as all values were lower than the cut-off point of 0,50. Scores on the dimensions seem to be distributed normally as skewness and kurtosis values were smaller than one.

With regard to the first empirical objective, no statistically or practically significant relationship could be found between total job insecurity and the other variables. There was a statistically and practically significant relationship between affective organisational commitment and organisational citizenship behaviours. This suggests that higher levels of affective organisational commitment will result in higher levels of organisational citizenship behaviours.

Hypothesis 1 – a practically significant relationship exists between job insecurity and organisational citizenship behaviours – is rejected.

Hypothesis 2 – a practically significant relationship exists between job insecurity and affective organisational commitment – is also rejected.

Hypothesis 3 – a practically significant relationship exists between organisational citizenship behaviours and affective organisational commitment – is accepted.

With regard to the second empirical objective, no significant differences ($p \leq 0,01$) were found with regard to job insecurity and gender. No significant differences ($p \leq 0,01$) were found with

regard to job insecurity and culture. No significant differences ($p \leq 0,01$) were found with regard to job insecurity and age. No significant differences ($p \leq 0,01$) were found between job insecurity and level of education. No differences ($p \leq 0,01$) were found between the levels of job insecurity and the two types of employees, namely casual employees and permanent employees.

A practically significant difference of large effect was found between employees working for the organisation for between 4 and 8 months and those working for the organisation for less than 4 months. The results indicate that employees with fewer service months experience more job insecurity than employees with more months service.

Based on this information hypothesis 4 – participants differ in terms of their demographic groups in the experience of job insecurity – is partially accepted.

With regard to the third empirical objective, demographic variables did not contribute towards the variance in organisational citizenship behaviours. A R-value of 0,25 was obtained, which falls below the practical significance cut-off point (0,30) and the model was not found to be statistically significant. Upon the inclusion of job insecurity, R^2 did not increase, indicating that job insecurity holds no predictive value with regard to organisational citizenship behaviours. A practically insignificant R-value was obtained.

Hypothesis 5 – job insecurity holds predictive value with regards to organisational citizenship behaviours – is rejected.

With regard to the final empirical objective, the regression analysis found that the demographic variables predicted 3% of the variance in affective organisational commitment, although the model was not statistically significant. Upon the inclusion of job insecurity, R^2 increased by 18%. A practically significant R-value of medium effect (0,34) was obtained.

Hypothesis 6 – job insecurity holds predictive value with regards to affective organisational commitment – is accepted.

3.2 LIMITATIONS

The following limitations can be identified in this study.

- The entire population did not complete the measuring battery. Although the entire study population consisted of 80 participants, only 66 (83%) completed booklets were received.
- The research group consisted of one privately-owned franchise store of a supermarket and therefore the possibility of a specific culture within the organisation could have been an influencing factor.
- The research design was a cross sectional survey design, whereas longitudinal research would be more appropriate, as this would allow the researcher to make causal inferences.
- Self-reporting measures were used. According to Schaufeli, Enzmann and Girault (1993) the use of self-reporting measures increases the chances that at least part of the shared variance between measures can be attributed to method variance.
- The sample size was limited, suggesting that the findings obtained in this study might have been obtained by pure chance.
- Race differences may have affected the results, in that the respondents' mother tongues may not have been English. Even though the environment in which they find themselves is an English-speaking one, they may not have fully understood the questionnaires. Possible translations of the questionnaires into a different language may help the results to be more reliable.

3.3 RECOMMENDATIONS

Recommendations are made with regard to the applicable organisation, as well as in regard of future research.

3.3.1 Recommendations for the organisation

The level of job insecurity experienced by the employees in this company is not problematic, however some job insecurity does exist and may need to be managed. Holm and Hovland (1999)

propose making use of career counsellors as a mechanism for assisting employees with job insecurity. Barker (1999) found that perceived fairness is a major concern for employees in terms of job insecurity and that job insecurity is affected by how employees feel the process is fairly managed. Good communication strategies at all levels of the organisation can limit the experience of job insecurity. Little is understood with regard to the linkage of job insecurity and subjectively experienced job insecurity (Greenhalgh & Rosenblatt, 1984). More research is needed with regard to job insecurity to understand what causes this experience.

The results of the study find that there is a correlation between affective organisational commitment and organisational citizenship behaviours. The organisation should try to create an environment where the employees are committed to the organisation. These committed employees will be more likely to display higher levels of organisational citizenship behaviours, which will improve the effectiveness of the organisation.

3.3.2 Recommendations for future research

The following recommendations regarding future research are made:

- Future studies could focus on developing a job insecurity model related more to the South African context.
- It is recommended that future studies validate findings with regard to the equal comparison of the job insecurity construct across cultural groups. Cross-cultural comparisons would greatly enhance validity of findings in terms of the multicultural South African context.
- Research could focus on developing a job insecurity questionnaire specifically suited for the South African working environment and translate the questionnaire into the 11 different languages found in South Africa so as to validate the study and make it more reliable.
- To do a longitudinal study concerning the dynamics involved in job insecurity is to gain a greater understanding of this phenomena.

- Since this is the first time that the OCB has been used in South Africa, more studies need to be completed in order to determine the reliability and validity of this questionnaire in the South African business environment.

3.4 CHAPTER SUMMARY

In this chapter conclusions regarding the theoretical and empirical objectives were made. The limitations of the research were pointed out and recommendations were made for the organisation in which the study took place, as well as for future research. All theoretical and empirical objectives formulated for this research, have been attained.

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