

**JOB INSECURITY, JOB SATISFACTION, WORK
WELLNESS AND ORGANISATIONAL COMMITMENT IN
A PETROLEUM / OIL COMPANY**

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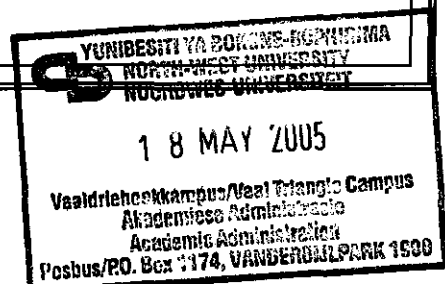
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REMARKS

The reader is reminded of the following:

The references, as well as the editorial style as prescribed by the Publication Manual (*4th edition*) of the American Psychological Association (APA) were followed in this mini-dissertation. This practice is in line with the policy of the Programme in Industrial Psychology of the North-West University.

This mini-dissertation is submitted in the form of a research article.

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SUMMARY

Title: Job insecurity, job satisfaction, work wellness and organisational commitment in a petroleum/oil company.

Keywords: Job insecurity, job satisfaction, work wellness, burnout, work engagement, and organisational commitment

The primary objectives of this study were to investigate the relationship between job insecurity, job satisfaction, work wellness, and organisational commitment of employees ($N = 66$) at a petroleum / oil company. A cross-sectional survey design was used. Constructs were measured by means of the Job Insecurity Survey Inventory (JISI), the Minnesota Job Satisfaction Questionnaire (MSQ), the Oldenburg Burnout Inventory (OLBI), The Utrecht Work Engagement Scale (UWES), the General Health Questionnaire (GHQ), and the Organisational Commitment Questionnaire (OCQ).

For many employees, the changes in working life we have witnessed over the past two decades have caused feelings of insecurity concerning the nature and future existence of their jobs (Hartley, Jacobson, Klandermans, & van Vuuren, 1991). Job insecurity is not only problematic for the individual employees, but also for the company in which they work. Greenhalgh and Rosenblatt (1984) found that the impact of job insecurity on individual employees could erode the effectiveness of the organisation. A downward spiral is created, where productivity decreases, and in such a manner that the competitive strength of the company is undermined. The risk of further redundancies is increased, which in turn increases feelings of job insecurity. The impact of job insecurity as noted above, *inter alia*, lowered job satisfaction, lowered trust in management, lowered organisational commitment, produced a greater tendency to leave the organisation, caused an increase in psychosomatic complaints and depression, and ultimately spreads into negative consequences for the organisation. It is for these reasons that the researchers felt the need to conduct research on job insecurity.

All scales used in this research demonstrated adequate internal consistencies. Job insecurity and job satisfaction were not found to be correlated as there was no negative correlation found between job insecurity and intrinsic job satisfaction. Affective job insecurity demonstrated a practically significant positive correlation of

medium effect with intrinsic job satisfaction. This therefore suggested that the higher the levels of affective job insecurity, the higher the levels of intrinsic job satisfaction. These findings are contrary to literature, which suggests that job insecurity has been associated with lowered job satisfaction (Probst & Brubaker, 2001).

Both job insecurity subscales, cognitive and affective job insecurity, demonstrated a practically significant positive correlation of medium effect with both of the OLBI subscales, implying that increased levels of both job insecurity subscales are associated with increased levels of burnout as measured by the OLBI. Job insecurity (particularly affective job insecurity) was found to be positively associated with the anxiety and insomnia subscale as measured by the GHQ, which suggested that the higher the levels of job insecurity, the higher the levels of anxiety and insomnia experienced by the participants.

Participants with increased levels of tenure (more than 5 years) presented with higher levels of social dysfunction than participants who had been working in the organisation for less than five years. Employees with tertiary qualifications, as well as employees younger than 35 years, displayed lower levels of continuance commitment compared to employees without tertiary qualifications and were older than 35 years. White employees presented with higher levels of anxiety and insomnia, as well as higher levels of social dysfunction compared to participants falling within the Black/Other categories.

OPSOMMING

Titel: Werksonsekerheid, werkstevredenheid, werk-welsyn en organisasieverbondenheid van werknemers in 'n petroleum/olie maatskappy.

Sleuteltermes: Werksonsekerheid, werkstevredenheid, werk-welsyn, uitbranding, werksbegeestering en organisasieverbondenheid.

Die primêre doelwitte van hierdie studie was om die verhouding tussen werksonsekerheid, werkstevredenheid, werk-welsyn, en organisasieverbondenheid ($N = 66$) te bestudeer by 'n petroleum/olie maatskappy. 'n Dwarssneeopname-ontwerp is gebruik. Konstrukte is gemeet met behulp van die "Job Insecurity Survey Inventory" (JISI), die "Minnesota Job Satisfaction Questionnaire" (MSQ), die "Oldenburg Burnout Inventory" (OLBI), die "Utrecht Work Engagement Scale" (UWES), die "General Health Questionnaire" (GHQ), en die "Organisational Commitment Questionnaire" (OCQ).

Met die veranderinge in die werksplek oor die laaste twee dekades het dit duidelik geword dat werknemers meer en meer onseker begin voel oor die toekoms en bestaan van hulle poste (Hartley, Jacobson, Klandermans & van Vuuren, 1991). Onsekerheid oor poste is nie net 'n probleem vir die werker nie, maar ook vir die werkgever. Greenhalgh en Rosenblatt (1984) het bevind dat die onsekerheid die effektiwiteit van 'n maatskappy beïnvloed. Dit veroorsaak 'n daling in produktiwiteits vlakke wat dan 'n effek op die winste van die maatskappy het wat kan lei tot die vermindering van poste en sodoende die werker laat onseker voel. Die impak op onsekerheid het ook 'n invloed op werkstevredenheid wat daartoe kan lei dat die vertroue in bestuur geïmmuniseer word, toegewydheid teenoor die maatskappy daal, 'n toename in psigo-somatiese simptome en depressie kan laat ontstaan en uiteindelik 'n negatiewe persoon laat ontwikkel wat op sy beurt die maatskappy negatief kan beïnvloed. Dit is vir hierdie redes dat die navorsers besluit het om navorsing te doen omtrent werksonsekerheid.

Alle skale wat gebruik is in hierdie navorsing het aanvaarbare interne konsekwentheid getoon. Werksonsekerheid en werkstevredenheid was nie gekorreleer nie, aangesien daar geen negatiewe korrelasie gevind is tussen werksonsekerheid en intrinsieke werkstevredenheid nie. Affektiewe werksonsekerheid het 'n praktiese betekenisvolle

korrelasie van medium effek getoon met intrinsieke werkstevredenheid. Daar is dus bevind dat hoër vlakke van affektiewe werksonsekerheid verband hou met hoër vlakke van intrinsieke werkstevredenheid. Hierdie bevinding is in teenstelling met literatuur, wat aandui dat werksonsekerheid geassosieer word met verlaagde werkstevredenheid (Probst & Brubaker, 2001). Albei werksonsekerheid subskale, kognitiewe en affektiewe werksonsekerheid, het 'n prakties betekenisvolle positiewe korrelasie van medium effek met albei OLBI subskale getoon, wat impliseer dat verhoogde vlakke van albei werksonsekerheid subskale geassosieer word met verhoogde vlakke van uitbranding soos gemeet deur die OLBI. Werksonsekerheid (veral affektiewe werksonsekerheid) het 'n positiewe verband getoon met betrekking tot die anstigtheid en slapeloosheid subskaal van die GHQ, wat aandui dat hoër vlakke van werksonsekerheid geassosieer word met hoër vlakke van angstigtheid en slapeloosheid.

Deelnemers wat vir langer as 5 jaar binne die organisasie gewerk het, het hoër vlakke van sosiale disfunksie getoon as deelnemers met 'n korter dienstydpark. Deelnemers met tersiêre kwalifikasies, sowel as die wat jonger as 35 jaar is, het laer vlakke van kontinuu verbondenheid getoon as deelnemers sonder tersiêre kwalifikasies of wat ouer as 35 jaar is. Wit werknemers het hoër vlakke van angstigtheid en slapeloosheid, sowel as hoër vlakke van sosiale disfunksie getoon in vergelyking met deelnemers wat binne die Swart/Ander kategorie val.

CHAPTER 1

INTRODUCTION

This mini-dissertation is about job insecurity, job satisfaction, work wellness and organisational commitment of employees at a petroleum / oil company.

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

1.1 PROBLEM STATEMENT

Since the late 1970s, economic recessions, industrial restructuring, technological change, and intensified global competition have dramatically changed the nature of work (Howard, 1995). Organisations in most industrialised countries have been involved in restructuring, layoffs, and 'right sizing' in their attempts to reduce labour costs and improve competitiveness. From the organisational perspective, this has provided many companies with the functional and numerical flexibility necessary to adapt to the changing environment. From the individual perspective, although some individuals may view flexibility positively, the negative consequences are apparent and have dominated the psychological literature. Millions of workers have been displaced while others have become involuntarily part-time unemployed, hired on temporary employment contracts, or experienced an involuntary change in their sets of beliefs about the employing organisation and their place in it (Jacobson, 1991).

For many employees, the changes in working life that we witnessed over the past two decades have caused feelings of insecurity concerning the nature and future existence of their jobs (Hartley, Jacobson, Klandermans, & van Vuuren, 1991). The importance of job security stems from the fact that it is critical for influencing work-related outcomes. For instance, job security is an important determinant of employee health (Kuhnert, Sims, & Lahey, 1989); for physical and psychological well-being of employees (Kuhnert & Palmer, 1991); for job satisfaction (Ashford, Lee, & Bobko, 1989; Burke, 1991); as well as for employee retention (Ashford, Lee & Bobko, 1989). In addition, employees with perceptions of low job security are more likely to engage in work withdrawal behaviours and report lower organisational commitment (Davy, Kinicki & Scheck, 1991). Companies in South Africa are not immune to these global changes in industry, especially since they are also rushing to be globally competitive.

Job Insecurity

In this study, job insecurity reflects the degree to which employees perceive their jobs to be threatened and feel powerless to do anything about it (Ashford, Lee, & Bobko, 1989). The researcher adopted this multidimensional definition, in which job insecurity is seen to be caused not only by the threat of job loss but also by the loss of any dimensions of the job.

In addition, as Jacobson and Hartley (1991) have stated, job insecurity can be seen as a discrepancy between the level of security a person experiences and the level he/she might prefer. It may also appear in seemingly 'safe' environment arrangements (Kinnunen, Mauno, Natti, & Happonen, 2000), which is another starting point for this study.

In a recent Australian study, Dekker and Schaufeli (1995) found that job insecurity resulted in a deterioration of well-being among employees of a public transport organisation. Similar results have been found by Barling and Kelloway (1996). For the purposes of this research, job insecurity is viewed as a stressor, which may have a negative influence on the individual, therefore having unhealthy effects on the individual's health at work. Consequently, job insecurity may therefore threaten basic attachments to the organisation such as commitment as well as satisfaction.

Job Satisfaction

The term job satisfaction refers to an individual's general attitude toward his/her job (Robbins, 1998). A person with a high level of job satisfaction holds positive attitudes toward the job, while a person who is dissatisfied with his/her job holds negative attitudes about the job. Dissatisfaction can be expressed in a number of ways. It can be expressed through behaviour directed toward leaving the organisation within which the individual is employed. It can also be expressed through active and constructive attempts to improve conditions, including suggesting improvements, discussing problems with superiors, and some forms of union activity. Other ways of expressing dissatisfaction are through allowing conditions to worsen (including chronic absenteeism or lateness, reduced effort, and increased error rate), as well as by passively waiting for conditions to improve and so trusting the organisation and its management to "do the right thing".

Locke (1976) describes one of the most common consequences of job satisfaction in terms of its effects on the physical health. Coster (1992) also supports the fact that satisfaction or dissatisfaction at work can have an important effect on the total quality of life of the employee.

Work Wellness

The Person-Environment Fit model was developed in order to explain the causal pattern or relationship between occupational stresses and the outcomes thereof. This model views stress as arising from a misfit between the requirements of the job (e.g. demands, resources) and the values, skills and traits of the individual (Cooper, Dewe & O'Driscoll, 2001). Implicit in the notion of the misfit, is the person's ability to handle or cope with the encounter, while aspects such as values, resources, demands and available skills will help to determine the perceived misfit. Subjectivity of the person (how the individual perceives the encounter) will furthermore increase the likelihood that strain will occur.

In this study, work wellness will be identified by looking at the following facets of the employees' functioning: their levels of burnout, work engagement, as well as their general health.

Organisational Commitment

Organisational commitment is a psychological state characterising the employee's relationship with the organisation and affecting his/her decision to remain with the organisation (Meyer & Allen, 1997). Over the years, it has emerged as the most recognised and investigated construct of employee attachment or loyalty to organisations. Noting variation in definitions of commitment among the studies, Meyer and Allen (1997) identify three broad types they term affective (employees stay because they want to), continuance (employees stay because they need to), and normative commitments (employees stay because they feel they should). Previous research indicated that affective commitment is the most desirable form of organisational commitment, as well as the one that organisations generally want to instil in employees. When commitment is a matter of affective choice, rather than of perceived continuance or normative necessity, positive effects on performance are more likely (Meyer & Allen, 1997).

To summarise, and as stated before, job insecurity is seen as a stressor in this research study. Some of the symptoms of stress can be seen as burnout, engagement, work intensification and physical wellness (Mohren, Swaen, Van Amelsvoort, Borm & Galama, 2003). Depending on the moderating factors such as work locus of control (O'Quin, 1998) and organisational commitment (Ashford, Lee & Bobko, 1989), the individual will present the propensity to leave (Hom & Griffeth, 1991).

The organisation in which this research will be conducted has been engaging in a transformation drive. This means that they have been promoting Employment Equity within the company (particularly in Management, Professional and Technical staff – i.e. middle and higher management). Figures as at the end of May 2003 reflected that 44% of the company's key population of staff came from previously disadvantaged groups. The company's current EE target stipulated that its 5-Year Strategic Plan is to have 65% of its key population of staff from previously disadvantaged groups by the end of the 2008, in an attempt to be reflective of the countries' demographics.

The company has also been engaging in Affirmative Action in terms of goods and services being sourced from AA suppliers. Finally, the company recently implemented a Black Economic Empowerment (BEE) transaction where BEE partners have a 25% stake of the company, and so forcing the company to fully adapt to a multi-racial and multicultural environment.

In light of above mentioned facts presented, it is evident that there are some strong winds of change heading this company, which are bound to cause some discomfort to some employees. No programmes have been implemented in the past to address this problem. Based on the problem stated above, this research will attempt to answer the following questions:

- How are job insecurity, job satisfaction, work wellness and organisational commitment conceptualised in literature?
- What are the levels of job insecurity, job satisfaction, work wellness (i.e. burnout, work engagement and general health), as well as organisational commitment of personnel at a Petroleum / Oil organisation?
- What are the relationships between job insecurity and job satisfaction, work wellness and organisational commitment?

- Do demographic groups differ in their levels of job insecurity, job satisfaction, work wellness and organisational commitment?

1.2 RESEARCH OBJECTIVES

The objectives of this research will be divided into general and specific objectives.

1.2.1 General Objectives

With reference to the above formulation of the problem, the general objective of this research is to determine the relationship between the levels of job insecurity, job satisfaction, work wellness (burnout, work engagement and general health) and organisational commitment of personnel at a Petroleum / Oil organisation.

1.2.2 Specific Objectives

The specific research objectives are to:

- conceptualise job insecurity, job satisfaction, work wellness and organisational commitment from literature;
- determine the levels of job insecurity, job satisfaction, work wellness and organisational commitment of personnel;
- determine the relationship between job insecurity and job satisfaction, work wellness and organisational commitment; and
- determine whether demographic groups differ in terms of their levels of job insecurity, job satisfaction, work wellness and organisational commitment.

1.3 RESEARCH METHOD

The aim of this study will be achieved through both a literature study as well as empirical research.

1.3.1 Research Design

A cross-sectional survey design is utilised to describe the information on the population collected at that time. This design (Shaughnessy & Zechmeister, 1997) can also be used to evaluate interrelationships among variables within a population. According to Shaughnessy and Zechmeister (1997), this design is also ideal to describe and predict functions associated with correlative research.

1.3.2 Study Population

The study population consists of all employees working in the Logistics department at a petroleum / oil company ($N = 202$), and is dependent on the availability of the respondents. The sample will be representative of the different age groups, departments, racial groups, as well as the different grades within the company.

1.3.3 Measuring Battery

The following standardised measuring instruments will be used for the purposes of this research:

The Job Insecurity Survey Inventory (JISI) (De Witte, 1999):

The Job Insecurity Survey Questionnaire (JISQ) will be used as a measure of job insecurity. This 11-item questionnaire will be used to measure the perceived job insecurity of the participants. It encapsulates both cognitive and affective dimensions of job insecurity and is arranged along a 5-point scale with 1 = strongly disagree and 5 = strongly agree. De Witte (2000) reported a Cronbach alpha coefficient of 0,92 from this questionnaire, and both scales (cognitive and affective) were shown to be highly reliable with six items measuring cognitive job insecurity, displaying a Cronbach alpha coefficient of 0,90; and the five items of the affective job insecurity having a Cronbach alpha coefficient of 0,85 (De Witte, 1999).

The Minnesota Job Satisfaction Questionnaire:

This measure will be used to assess the level of Job Satisfaction of the participants. It taps affective responses to various aspects of one's job (Foxcroft & Roodt, 2001). A person can therefore be relatively satisfied with one facet of his/her job, and be dissatisfied with

one/more of the other facets. The three main facets of job satisfaction can be assessed with the 20 items of the MSQ (shortened version). The response format varies on a 5-point intensity scale between 'very dissatisfied' to 'very satisfied'. It contains three subscales, namely intrinsic satisfaction, extrinsic satisfaction and general satisfaction. The item content is of such a nature that it can be applied in a variety of organisations and for a variety of occupational positions (Foxcroft & Roodt, 2001).

Hirschfeld (2000) found that a two-factor model (intrinsic and extrinsic job satisfaction) is superior to a one-factor model (total job satisfaction). Alpha coefficients were found to be ranging from 0,87 to 0,95, which support the internal consistency of the scale (Hirschfeld, 2000).

The *Oldenburg Burnout Inventory (OLBI)* (Demerouti, Bakker, Nachreiner & Schaufeli, 2001).

The Oldenburg Burnout Inventory will be used to measure the participants' level of burnout. This measure was developed for use in different kinds of occupations, including non-service work (Demerouti, Bakker, Nachreiner & Schaufeli, 2001). As opposed to the three-dimensional MBI, the OLBI only includes two subscales, namely exhaustion and disengagement. The OLBI does not refer directly to working with people, and includes both negative and positive worded items.

The seven items of the Exhaustion sub-scale are generic, and refer to general feelings of emptiness, overtaxing from work, a strong need for rest, and a state of physical exhaustion. Examples are: 'After my work, I regularly feel totally fit for my free time activities' (1 = totally disagree; 4 = totally agree). In the study conducted by Demerouti, Bakker, Nachreiner and Schaufeli (2001) Cronbach alpha of the exhaustion scale was reported as 0,84. The Disengagement refers to distancing oneself from one's work (work object and content), and to negative, cynical attitudes and behaviours towards one's work in general. This sub-scale encompasses 18 items, including: 'I frequently talk about my work in a negative way', and 'I get more and more engaged in my work' (reversed). The same answer categories as for exhaustion were used, and the Cronbach alpha co-efficient was reported as 0,92.

The Utrecht Work Engagement Scale (UWES):

The Utrecht Work Engagement Scale will be used to measure the levels of engagement of the participants (Schaufeli, Martinez, Pinto, Salanova & Bakker, 2002). The UWES includes three dimensions, namely vigour, dedication and absorption, which is conceptually seen as the opposite of burnout and is scored on a 7-point frequency rating scale varying from 0 ("never") to 6 ("every day"). High levels of these three dimensions therefore point to an individual who experiences a high level of job engagement. The questionnaire consists of 17 questions and includes questions like "I am bursting with energy every day in my work"; "Time flies when I am at work" and "My job inspires me".

In terms of internal consistency, the Alpha co-efficient for the three sub-scales varied between 0,68 and 0,91. Storm (2002) obtained Alpha coefficients of 0,78 for vigour, 0,89 for dedication and 0,78 for absorption for the UWES in a sample of 2 396 members of the South African Police Services.

The General Health Questionnaire (GHQ-28) (Goldberg & Hillier, 1979):

The General Health Questionnaire will be used to assess the participants' general health. For the purpose of this study, the 28-item version will be used. The GHQ-28 consists of four 7-item scales: somatic symptoms, anxiety and insomnia, social dysfunction and severe depression. It allows for mental health assessment on four dimensions corresponding with these four scales. The participants are asked to assess changes in their mood, feelings and behaviours in the period of recent weeks. They then evaluate their occurrence on a 4-point response scale. A high value on the GHQ is indicative of a high level of psychological distress, where as a low score implies a low level of psychological distress, in other words indicating a high level of psychological well-being. The scale points are described as follow: 'less than usual', 'no more than usual', 'rather more than usual', 'much more than usual'. The scores for the first two types of answers are '0' (positive) and for the two other – '1' (negative). Reliability was high (Cronbach alpha varied between 0,81 and 0,89 for subscales, and for the total scale the alpha was 0,93) (Mooren, Jong, Kleber & Ruvic, 2003).

The Organisational Commitment Questionnaire (OCQ) (Meyer & Allen, 1997):

The Organisational Commitment Questionnaire will be used to measure the organisational commitment levels of the employees at a petroleum / oil company. This questionnaire consists of 18 items and is based on the premise that organisational commitment is a multi-dimensional construct consisting of three scales namely affective commitment, continuance commitment, and normative commitment. The internal consistency for each of the subscales of the questionnaire has been confirmed at the 0,80 level (Suliman & Iles, 2000).

1.3.4 Statistical Analysis

The statistical analysis will be carried out with the help of the SAS-programme (SAS Institute, 2000).

Statistical techniques such as Alpha coefficients and inter-item correlation will be used to determine the internal consistency and validity of the questionnaires. Descriptive statistics including means, standard deviations and frequencies will be determined. Pearson product-moment correlation coefficient will also be used to specify the relationship between variables. A cut-off point of 0,30, which represents a medium effect (Cohen, 1988), is set for the practical significance of correlation coefficients. T-test will be used to determine whether significant differences exist between demographic groups in terms of their scores on the various measuring instruments.

1.4 OVERVIEW OF CHAPTERS

Chapter 1 comprises of 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 a literature overview, also presenting 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.

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

JOB INSECURITY, JOB SATISFACTION, WORK WELLNESS AND ORGANISATIONAL COMMITMENT AT A PETROLEUM / OIL COMPANY*

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ABSTRACT

The objective of this study was to investigate the relationship between job insecurity, job satisfaction, work wellness and organisational commitment, as well as to determine whether differences exist in the levels of job insecurity, job satisfaction, work wellness and organisational commitment of demographic groups. The Job Insecurity Survey Inventory (JISI), the Minnesota Job Satisfaction Questionnaire (MSQ), the Oldenburg Burnout Inventory (OLBI), the Utrecht Work Engagement Scale (UWES), the General Health Questionnaire (GHQ-28), the Organisational Commitment Questionnaire (OCQ) and a biographical questionnaire were administered for employees ($N = 66$) at a petroleum / oil company. A cross-sectional survey design was used. The scales demonstrated acceptable levels of internal consistencies. Increased levels of affective job insecurity were found to be associated with decreased levels of extrinsic job satisfaction and affective organisational commitment and increased levels of exhaustion and disengagement and anxiety and insomnia. Also, increased levels of cognitive job insecurity were found to be associated with increased levels of exhaustion and disengagement and decreased levels of extrinsic job satisfaction, vigour and dedication, and affective and continuance commitment. Continuance commitment was higher among those with Grade 10 to 12 levels of education and those younger than 35 years. It was found that participants with tenure longer than 5 years and white participants presented with higher levels of social dysfunction. White participants also presented with higher levels of anxiety and insomnia.

OPSOMMING

Die doelwit van hierdie studie was om die verhouding tussen werksonsekerheid, werkstevredenheid, werk welsyn en organisasieverbondenheid te ondersoek, sowel as om te bepaal of demografiese groepe verskil in terme van hul vlakke van werksonsekerheid, werkstevredenheid, werk welsyn en organisasieverbondenheid. Die "Job Insecurity Survey Inventory" (JISI), die "Minnesota Job Satisfaction Questionnaire" (MSQ), die "Oldenburg Burnout Inventory" (OLBI), die "Utrecht Work Engagement Scale" (UWES), die "General Health Questionnaire" (GHQ-28), die "Organisational Commitment Questionnaire" (OCQ) en 'n biografiese vraelys is afgeneem vir werknemers ($N = 66$) in 'n petroleum/olie maatskappy. 'n Dwarssneeopname-ontwerp is gebruik. Verhoogde vlakke van affektiewe werksonsekerheid het 'n verband getoon met verlaagde vlakke van eksintrieke werkstevredenheid en affektiewe organisasieverbondenheid en verhoogde vlakke van uitputting en sinisme, sowel as angstigheid en slapeloosheid. Verder het verhoogde vlakke van kognitiewe werksonsekerheid 'n verband getoon met verhoogde vlakke van uitbranding en sinisme en verlaagde vlakke van eksintrieke werkstevredenheid, lewenskragtigheid en toewyding, en affektiewe en kontinu verbondenheid. Kontinu verbondenheid was hoër onder deelnemers met Graad 10 tot 12 kwalifikasies en deelnemers jonger as 35 jaar. Daar is gevind dat deelnemers met 'n dienstydperk langer as 5 jaar, sowel as blanke deelnemers hoër vlakke van sosiale disfunksie getoon het. Blanke deelnemers het ook hoër vlakke van angstigheid en slapeloosheid getoon.

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Since the late 1970s, economic recessions, industrial restructuring, technological change, and intensified global competition have dramatically changed the nature of work (Howard, 1995). Organisations in most industrialised countries have been involved in restructuring, layoffs, and 'right sizing' in their attempts to reduce labour costs and improve global competitiveness. From the organisational perspective, this has provided many companies with the functional and numerical flexibility necessary to adapt to a changing environment. From the individual perspective, although some individuals may view flexibility positively, the negative consequences are apparent and have dominated the psychological literature. Millions of workers have been displaced while others have become involuntarily part-time unemployed, hired on temporary employment contracts, or experienced 'a fundamental and involuntary change in their sets of beliefs about the employing organisation and their place in it' (Jacobson, 1991). For many employees, the changes in working life we have witnessed over the past two decades have caused feelings of insecurity concerning the nature and future existence of their jobs (Hartley, Jacobson, Klandermans, & van Vuuren, 1991).

This research has been approached from a positive psychology point of view. According to Seligman and Csikszentmihalyi (2000), this perspective considers the idea that the major developments in prevention come largely from a perspective focused on systematically building proficiency, not on correcting weakness, and further that, psychology is not just the study of pathology and weakness; but it is also the study of strength and virtue. Treatment is not just fixing what is broke; it is also nurturing what is best, and so believing that nurturing what is best implicates diverse proactive approaches to enhance wellness, rather than treating'.

The primary aim of this research was to investigate the relationship between the levels of job insecurity, job satisfaction, work wellness and organisational commitment of personnel at a petroleum organisation. Previous empirical research has linked these concepts suggesting that high levels of job insecurity lead to dissatisfaction with one's job. Abu-Bader (1998) found strong relationships between job satisfaction and burnout suggesting that burnout is an evidence of job dissatisfaction. Sverke and Hellgren (2002) also found that the perceived level of job insecurity predicts job satisfaction and organisational commitment.

Job Insecurity

In this study, job insecurity reflects the degree to which employees perceive their jobs to be threatened and feel powerless to do anything about it (Ashford, Lee & Bobko, 1989).

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). Generally, this definition has been applied in the context of organisational crisis or change, in which job insecurity is considered as a first phase of the process of job loss (Ferrie, 1997).

Jacobson and Hartley (1991) also state that job insecurity can be seen as a discrepancy between the level of security a person experiences and the level he/she might prefer. Consequently, job insecurity may also appear in seemingly 'safe' environment arrangements (Kinnunen, Mauno, Natti, & Happonen, 2000), which is another starting point for this study, and so ultimately threaten basic attachments to the organisation such as commitment as well as satisfaction.

Researchers who have adopted the multidimensional definition of job insecurity, argue that job insecurity refers not only to the degree of uncertainty, but also to the continuity of certain dimensions, such as opportunities for promotion (Ashford, Lee & Bobko, 1989; Borg & Elizur, 1992; Rosenblatt & Ruvio, 1996). De Witte (1999) indicates that from a multifaceted perspective, job insecurity is viewed as encompassing aspects such as the perceived threat to various job features, as well as the individual's ability to counteract these threats.

According to De Witte (1999), job insecurity consistently presents itself as a stressor. With regard to consequences, a distinction is made between stress reactions and coping behaviour. According to Van Vuuren (1990), stress reactions refer to the consequences of the stressor for psychological well-being, while coping refers to the way in which the person deals with stress. Within the context of the stress theories, a stressor leads to some type of strain reaction, which holds consequences for the health and well-being of the individual, as well as the individual's work-related attitudes and behaviour (Sverke, Hellgren, Näswall, Chirumbolo, De Witte & Goslinga, 2004).

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

The importance of job security stems from the fact that it is critical for influencing work-related outcomes. For instance, job security is an important determinant of employee health (Kuhnert, Sims & Lahey, 1989); physical and psychological well-being of employees (Kuhnert & Palmer, 1991); job satisfaction (Burke, 1991; Ashford Lee, & Bobko, 1989); as well as for employee retention (Ashford, Lee & Bobko, 1989). In addition, employees with perceptions of low job security are more likely to engage in work withdrawal behaviours (Probst, 1999) and report reduced organisational commitment (Davy, Kinicki & Scheck, 1991). Companies in South Africa are not immune to these global changes in industry, particularly because they are also attempting to become global competitors / or players.

Job Satisfaction

According to Hirschfeld (2000), job satisfaction is the extent to which people like their jobs. Job satisfaction can be described as an affective or emotional reaction to the job, resulting from the incumbent's comparison of actual outcomes with the required outcomes. The term job satisfaction also refers to an individual's general attitude toward his/her job (Robbins, 1998). A person with a high level of job satisfaction holds positive attitudes toward the job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. Dissatisfaction can be expressed in a number of ways. It can be expressed through behaviour directed toward leaving the organisation within which the individual is working (Robbins, 1998). It can also be expressed through active and constructive attempts to improve conditions, including suggesting improvements, discussing problems with superiors, and some forms of union activity. Other ways of expressing dissatisfaction are through allowing conditions to worsen (including chronic absenteeism or lateness, reduced effort, and increased error rate), as well as by passively waiting for conditions to improve and so trusting the organisation and its management to "do the right thing" (Robbins, 1998).

Weiss, Dawis, England and Lofquist (1967) state that employees seek to achieve and maintain correspondence with their environment. Correspondence with the environment can be

described in terms of the individual fulfilling the requirements of the environment, and the environment fulfilling the requirements of the individual. This means that employees will experience job satisfaction if they feel that their individual capacities, experience and values can be utilised in their work environment and that their work environment offers them opportunities and rewards (Dawis, 1992).

Job satisfaction thus, has to do with an individual's perceptions and evaluation of his job, and this perception is influenced by the person's unique circumstances such as their needs and expectations. People will therefore evaluate their jobs on the basis of factors, which they regard as being important to them (Sempane, Rieger & Roodt, 2002).

Job satisfaction has many facets (e.g. satisfaction in work, pay, promotional opportunities, supervision, and co-workers). In addition, more recent work has found that a sixth facet of job satisfaction, namely job security satisfaction (Probst, 1999), is also important to consider in today's work environment. Recent research also suggests that many of the effects of job insecurity on individual and organisational outcomes are mediated by employee levels of job satisfaction (Probst & Brubaker, 2001).

Work Wellness

In a recent Australian study, Dekker and Schaufeli (1995) found that job insecurity resulted in a deterioration of well-being among employees of a public transport organisation. Similar results have been found by Barling and Kelloway (1996). For the purposes of this research, job insecurity was viewed as a stressor, which may have a negative influence on the individual, therefore having unhealthy effects on the individual's health at work.

Probst (2002) is of the opinion that from an affective events theory perspective, work environment features and events are subject to cognitive appraisal of whether and to what extent they will aid or obstruct the attainment of goals. If goal obstruction is identified and there is a perceived imbalance between the environmental demands and the employee's ability to cope with those demands, based on aspects such as dispositions and available resources, stress results. Resultant strain may become evident at a physiological, behavioural or psychological level, or any combination of these. Probst (2002) explains that for this reason, when stress exists, work attitudes and affective reactions are expected to be negative.

In order to explain the causal pattern or relationship between occupational stresses and the outcomes thereof, the Person-Environment Fit model was developed. This model views stress as arising from a misfit between the requirements of the job (e.g. demands, resources) and the values, skills and traits of the individual (Cooper, Dewe & O'Driscoll, 2001). Implicit in the notion of the misfit, is the person's ability to handle or cope with the encounter, while aspects such as values, resources, demands and skills available will help to determine the perceived misfit. Subjectivity of the person (how the individual perceives the encounter) will furthermore increase the likelihood that strain will occur.

The researcher used this model as a referral in an attempt to study consequences of job insecurity. It is therefore from this perspective that this study attempted to determine whether or not a relationship exists between job insecurity and work wellness.

Work wellness was identified by looking at the following facets of the employees' functioning in this study: their levels of burnout, engagement as well as their health.

Burnout

Burnout is a metaphor that is commonly used to describe a state or process of mental exhaustion (Schaufeli & Enzmann, 1998). Burnout first emerged as a social problem, not as a scholarly construct (Storm & Rothmann, 2003). During the pioneering phase, therefore, the initial concept of burnout was shaped by pragmatic rather than academic concerns, the work was exploratory, and the goal was to articulate the burnout phenomenon (Maslach, Schaufeli & Leiter, 2001). In the second empirical phase, burnout research became more systematic and quantitative in nature. Larger study samples were used and the focus shifted to the assessment of burnout, and questionnaire and survey methodology was used in the studies undertaken. Furthermore, the concept of burnout, which was initially closely linked to the service professions (i.e. where individuals do 'people' work of some kind), has now been extended to all other professions and occupational groups.

Schaufeli and Enzmann (1998) state three general symptoms of burnout namely: distress (affective cognitive, physical and behavioural), decreased motivation, and dysfunctional attitudes and behaviours at work. They defined burnout as a "persistent, negative, work-related state of mind in 'normal' individuals that is primarily characterised by exhaustion, which is accompanied by distress, a sense of reduced effectiveness, decreased motivation, and the development of dysfunctional attitudes and behaviours at work".

Research over the past two decades has shown that burnout has detrimental effects (including depression, a sense of failure, fatigue, and loss of motivation), not only on individuals but also on organisations. For the organisation, these detrimental effects include absenteeism, high staff turnover rates and decreased productivity (Schaufeli & Enzmann, 1998).

Engagement

The focus on engagement promises to yield new perspectives on interventions to alleviate burnout. According to Schaufeli and Bakker (2002), work engagement refers to a positive, fulfilling, work-related state of mind, which is characterised by vigour, dedication and absorption. Maslach and Leiter (1997) redefined burnout as an erosion of engagement with the job. Maslach, Schaufeli & Leiter (2001) explain that in the case of burnout what started out as important, meaningful, and challenging work becomes unpleasant, unfulfilling, and meaningless.

Schaufeli, Taris, Le Blanc, Peeters, Bakker and de Jonge (2001) describe eight characteristics of engaged employees being that they take initiative and actively give direction to their lives, they generate their own positive feedback as encouragement, they are also engaged outside their work life, they have values and norms consistent with those of their employing organisation, they too become fatigued, but experience a positive (tired but satisfied), they too have sometimes been burnt out or have potential to become burnt out, but remedy this themselves, they too on occasion want to do something else besides work and lastly they do not suffer from enslavement to work.

It is important that burnout and engagement are conceptualised as opposite, yet related constructs. According to Schaufeli, Salanova, Gonzales-Roma and Bakker (2002) engagement is conceptualised in its own right and burnout and engagement must be measured independently, with different instruments.

General Health

Recent studies have found that perceived job insecurity impacts negatively on employee well-being. McDonough (2000), for example, found perceived job insecurity to be associated with lower scores in self-rated general health and increases in both distress and the use of medications among a national sample of Canadian workers. Borg, Kristensen and Burr (2000) analysed data from 5001 Danish employees over a 5-year period and found that high levels of

perceived job insecurity were significantly related to lowered self-rated general health. A study of over 2000 Swiss employees conducted by Domenighetti, D'Avanzo, and Bisig (2000) found that psychosocial stress induced by perceived job insecurity had negative effects on 10 different self-reported indicators of health and health-related behaviours. Organisations may ultimately suffer financially from heightened employee perceptions of job insecurity due to the associated costs of increased absenteeism and sickness resulting from lowered employee well-being.

Organisational Commitment

As indicated before, employees with perceptions of low job security are more likely to engage in work withdrawal behaviours (Probst, 1999) and report reduced organisational commitment (Davy, Kinicki & Scheck, 1991). Organisational commitment is a psychological state characterising the employee's relationship with the organisation and affecting his/her decision to remain with the organisation (Meyer & Allen, 1997). Over the years, it has emerged as the most recognised and investigated construct of employee attachment or loyalty to organisations. Noting variation in definitions of commitment among the studies, Meyer and Allen (1997) identify three broad types of organisational commitment, which they term affective (employees stay because they want to), continuance (employees stay because they need to), and normative commitments (employees stay because they feel they should). Most research focuses on affective commitment because it is the most desirable form and the one that firms are most likely wanting to instil in employees (Bartlett, 2001). When commitment is a matter of affective choice, rather than of perceived continuance or normative necessity, positive effects on performance are more likely.

To summarise, for the purposes of this research, job insecurity was seen as a stressor (De Witte, 1999). The symptoms of stress can be seen as burnout, engagement, work intensification and physical wellness (Mohren, Swaen, Van Amelsvoort Borm & Galama, 2003).

As suggested by Sverke et al. (2004), job insecurity is a subjective experience, which is likely to be interpreted in different ways by different people. Previous research has indicated a strong positive relationship between age and job insecurity, that males demonstrate a stronger relationship between job insecurity and the negative outcomes thereof than women, and that more highly educated employees tend to experience lower levels of job insecurity (Näswall, Sverke & Hellgren, 2001).

Little consensus regarding demographic variables that relate to burnout can be found in the literature. Maslach et al. (2001) note that younger employees report higher levels of burnout than employees over the age of 30 and 40 years and that some studies have found that more highly educated employees report higher levels of burnout compared to those without degrees. Related to general health, Wissing and van Eeden (2002) found significant differences between the scores of black and white groups on indices of psychological well-being, with the black group presenting with lower levels of psychological well-being. Regarding job satisfaction, Oshagbemi (2003) notes that theories of job satisfaction take little account of differences between people and that a lack of research examining the impact of aspects such as gender, race and length of service on job satisfaction levels exists. Both job satisfaction and organisational commitment relate to individual perceptions, and are thus likely to differ according to people's unique circumstances.

The organisation in which this research was conducted has been engaging in a transformation drive. This means that they have been promoting Employment Equity within the company (particularly in Management, Professional and Technical staff – i.e. middle and higher management). At the end of May 2003, 44% of the company's key population of staff came from previously disadvantaged groups. The company's current employment equity target, as stipulated in its five-year strategic plan, aims to have 65% of its key population of staff from previously disadvantaged groups, as this will be a true reflection of the country's demographics.

The company has also been engaging in Affirmative Action in terms of goods and services being sourced from Affirmative Action suppliers. Finally, the company recently implemented a Black Economic Empowerment (BEE) transaction where BEE partners have a 25% stake of the company, forcing the company to fully adapt to a multi-racial and multicultural environment. In light of all this information, it is evident that there are some strong winds of change heading this company, which are bound to cause some discomfort to some employees.

Based upon the above problem-statement, the following hypotheses are proposed for this research:

- H1: A negative relationship exists between both job insecurity scales and intrinsic and extrinsic job satisfaction.
- H2: Job insecurity is associated with higher levels of burnout and lower levels of engagement and general health.

- H3: A negative relationship exists between job insecurity and organisational commitment and job insecurity holds predictive value with regard to organisational commitment.
- H4: Differences exist in the levels of job insecurity, job satisfaction, work wellness, and organisational commitment of various demographic groups.

METHOD

Research Design

A Survey (Cross-Sectional) Design was used to achieve the objectives of this research. Information collected was used to describe the population at that time causing this study to therefore be descriptive. This study is also explanatory in terms of investigating the possible relationship between job insecurity, job satisfaction, work wellness and organisational commitment.

Study Population

The entire population of 202 employees working in the Logistics department in the organisation was targeted, although a response rate of only 66 participants was obtained. Some of the characteristics of the participants are shown in Table 1.

Table 1

Compilation of the Sample (N = 66)

Item	Category	Frequency	Percentage
Cultural Group	Black (1)	24	36,4
	White (2)	28	42,4
	Other (3)	14	21,2
	Total	66	100
Gender	Male (1)	41	62,1
	Female (2)	25	37,9
	Total	66	100
Age	24 years and younger (1)	4	6,1
	25 – 35 years (2)	25	37,9
	36 – 45 years (3)	26	39,4
	46 – 55 years (4)	9	13,6
	56 years and older (5)	1	1,5
	Total	65	98,5
Qualification	Std 8 – 10 (1)	27	40,9
	Diploma (2)	19	28,8
	Degree (3)	13	19,7
	Post-graduate Degree (4)	7	10,6
	Total	66	100
Tenure	Less than 1 year (1)	9	13,6
	2 – 5 years (2)	25	37,9
	6 – 10 years (3)	14	21,2
	11 – 20 years (4)	11	16,7
	Longer than 20 years (5)	7	10,6
	Total	66	100
Job Category	HG 12 – 14 (1)	13	19,7
	HG 10 – 11 (2)	22	33,3
	HG 08 – 09 (3)	20	30,3
	HG 06 – 07 (4)	7	10,6
	JG – 16 (5)	0	0
	Total	62	93,9

In summary, it can be said that the majority of the participants were male, and that Black and White participants represented 78% of the total study population together (with the majority of 42% being White). The majority of the participants fell within the 36 – 45 (39,4%), as well as the 26 – 35 (37,9%), year age group, and 40,9% had Grade 10 (Std 8) – Grade 12 (Std 10) level of education. The majority of participants had been working in the organisation between 2 – 5 years, and were within the Hay Grade 08 – 09 (30,3%) and Hay Grade 10 – 11 (33,3%) job categories.

Measuring Battery

The following standardised measuring instruments were used for the purposes of this research:

The *Job Insecurity Survey Inventory (JISI)* (De Witte, 1999) was used as a measure of job insecurity. This 11-item questionnaire was therefore used to measure the perceived job insecurity of the participants. It encapsulates both cognitive and affective dimensions of job insecurity and is arranged along a 5-point scale with 1 = strongly disagree and 5 = strongly agree. De Witte (2000) reported a Cronbach alpha coefficient of 0,92 from this questionnaire, and both scales (cognitive and affective) were shown to be highly reliable with six items measuring cognitive job insecurity, displaying a Cronbach coefficient of 0,90; and the five items of the affective job insecurity having a Cronbach alpha coefficient of 0,85 (De Witte, 1999).

The *Minnesota Job Satisfaction Questionnaire (MSQ)* (Weiss, Dawis, England & Lofquist, 1967) was used to assess the level of job satisfaction of the participants. It taps affective responses to various aspects of one's job (Foxcroft & Roodt, 2001). A person can therefore be relatively satisfied with one facet of his/her job, and be dissatisfied with one/more of the other facets. The three main facets of job satisfaction can be assessed with the 20 items of the MSQ (shortened version). The response format varies on a 5-point intensity scale between 'very dissatisfied' to 'very satisfied'. It contains three subscales, namely intrinsic satisfaction, extrinsic satisfaction and general satisfaction. The item content is of such a nature that it can be applied in a variety of organisations and for a variety of occupational positions (Foxcroft & Roodt, 2001). Hirschfeld (2000) found that a 2-factor model (intrinsic and extrinsic job satisfaction) is superior to a 1-factor model (total job satisfaction). Alpha coefficients were found to be rating from 0,87 to 0,95, which support the internal consistency of the scale (Hirschfeld, 2000).

The *Oldenburg Burnout Inventory (OLBI)* (Demerouti, Bakker, Nachreiner & Schaufeli, 2001) was used to measure the participants' level of burnout. This measure was developed for use in different kinds of occupations, including non-service work (Demerouti, Bakker, Nachreiner & Schaufeli, 2001). As opposed to the three-dimensional MBI, the OLBI only includes two subscales, namely exhaustion and disengagement. The OLBI does not refer directly to working with people, and includes both negative and positive worded items.

The seven items of the Exhaustion sub-scale are generic, and refer to general feelings of emptiness, overtaxing from work, a strong need for rest, and a state of physical exhaustion. Examples are: 'After my work, I regularly feel totally fit for my free time activities' (1 = totally disagree; 4 = totally agree). In the study conducted by Demerouti, Bakker, Nachreiner

and Schaufeli (2001), a Cronbach alpha of the exhaustion scale was reported as 0,84. The Disengagement refers to distancing oneself from one's work (work object and content), and to negative, cynical attitudes and behaviours towards one's work in general. This sub-scale encompasses 18 items, including: 'I frequently talk about my work in a negative way', and 'I get more and more engaged in my work' (reversed). The same answer categories as for exhaustion were used, and the Cronbach alpha co-efficient was reported as 0,92.

The *Utrecht Work Engagement Scale (UWES)* (Schaufeli, Martinez, Pinto, Salanova & Bakker, 2002) was used to measure the levels of engagement of the participants. The UWES includes three dimensions, namely vigour, dedication and absorption, which is conceptually seen as the opposite of burnout and is scored on a 7-point frequency-rating scale varying from 0 ("never") to 6 ("every day"). High levels of these three dimensions therefore point to an individual who experiences a high level of job engagement. The questionnaire consists of 17 questions and includes questions like "I am busting with energy every day in my work"; "Time flies when I am at work" and "My job inspires me".

In terms of the internal consistency, the alpha co-efficient for the subscales varied between 0,68 and 0,91. Storm (2002) obtained alpha coefficients of 0,78 for vigour, 0,89 for dedication and 0,78 for absorption for the UWES in a sample of 2396 members of the South African Police Services.

The *General Health Questionnaire (GHQ-28)* (Goldberg & Hillier, 1979) was used to assess the participants' general health. For the purpose of this study, the 28- item version was used. The GHQ-28 consists of four 7-item scales: somatic symptoms, anxiety and insomnia, social dysfunction and severe depression (Makowska, Merecz, Moscicka & Kolasa, 2002). It allows for mental health assessment on four dimensions corresponding with these four scales. The participants are asked to assess changes in their mood, feelings and behaviours in the period of the recent weeks. They then evaluate their occurrence on a 4-point response scale. A high value on the GHQ is indicative of a high level of psychological distress, whereas a low score implies a low level of psychological distress, in other words indicating a high level of psychological well-being. The scale points are described as follow: 'less than usual', 'no more than usual', 'rather more than usual', 'much more than usual'. The scores for the first two types of answers are '0' (positive) and for the two other – '1' (negative). Reliability was high (Cronbach alpha varied between 0,81 and 0,89 for subscales, and for the total scale the alpha was 0,93) (Mooren, de Jong, Kleber, & Ruvic, 2003).

The *Organisational Commitment Questionnaire (OCQ)* (Allen & Meyer, 1990) was used to measure the organisational commitment levels of the employees in the Logistics department. This questionnaire consists of 18 items and is based on the premise that organisational commitment is a multi-dimensional construct of three scales namely affective commitment, continuance commitment, and normative commitment. The multi-dimensionality of the construct has been confirmed in different populations in that inter-correlations between populations were often found to be above 0,90 (Allen & Meyer, 1990). The internal consistency for each of the subscales of the questionnaire has been confirmed at the 0,80 level (Suliman & Iles, 2000).

Statistical Analysis

The statistical analysis was carried out with the help of the SAS-programme (SAS Institute, 2000). Statistical techniques such as Cronbach's alpha coefficients and inter-item correlations were used to determine the internal consistency and validity of all the questionnaires.

Descriptive statistics including means, standard deviations and frequencies were determined. Pearson product-moment correlation coefficient was used to specify the relationship between variables. A cut-off point of 0,30, which represents a medium effect (Cohen, 1988), is set for the practical significance of correlation coefficients. T-tests are used to determine differences between demographic groups in terms of their mean scores of the various measuring instruments.

Results

Descriptive Statistics

Descriptive statistics, Cronbach alpha coefficients and inter-item correlation coefficients of the JISI, MSQ, OLBI, UWES, GHQ and OCQ were determined for employees ($N = 66$) working in a Petroleum / Oil company.

Table 2

Descriptive Statistics, Cronbach Alpha Coefficients and Inter-item Correlation Coefficients of the Measuring Instruments

Item	N	Mean	SD	Skewness	Kurtosis	Inter-item <i>r</i>	α
JISI (Affective)	66	2,50	0,86	0,11	-0,68	0,40	0,76
JISI (Cognitive)	66	2,18	0,74	0,35	-0,12	0,44	0,82
MSQ (Intrinsic)	66	3,92	0,69	-0,95	0,95	0,50	0,92
MSQ (Extrinsic)	66	3,53	0,76	-0,85	0,95	0,46	0,86
OLBI (Exhaustion)	66	2,18	0,50	-0,11	0,07	0,34	0,79
OLBI (Disengagement)	66	2,14	0,53	0,60	1,30	0,38	0,82
UWES (Vigour)	66	4,97	1,06	-1,64	2,51	0,48	0,84
UWES (Dedication)	66	5,04	1,38	-1,86	2,98	0,72	0,92
UWES (Absorption)	66	4,63	1,13	-1,27	1,52	0,40	0,75
GHQ (A)	66	1,64	0,56	1,17	0,88	0,51	0,88
GHQ (B)	66	1,57	0,63	1,62	2,75	0,61	0,91
GHQ (C)	66	1,68	0,48	0,45	-0,14	0,44	0,84
GHQ (D)	66	1,11	0,29	0,69	4,61	0,72	0,82
OCQ (Affective)	65	3,77	0,75	-0,44	0,44	0,36	0,75
OCQ (Continuance)	65	3,24	0,79	-0,16	-0,36	0,26	0,66
OCQ (Normative)	65	3,53	0,87	-0,33	-0,10	0,45	0,82

Table 2 shows that acceptable Cronbach alpha coefficients were obtained on all the measuring scales, with exception of the OCQ Continuance subscale, which fell slightly below the 0,70 cut-off point (see Nunnally & Bernstein, 1994). Most of the inter-item correlation coefficients were acceptable, although values higher than the cut-off point of 0,50 (Clark & Watson, 1995) were obtained for the UWES Dedication subscale, the GHQ Anxiety and Insomnia (B) subscale, as well as the GHQ Severe Depression (D) subscale. Scores on most of the dimensions seem to be distributed normally as skewness and kurtosis values were smaller than one (with the exception of the three UWES subscales, where the kurtosis value is larger than one, as well as some of the GHQ subscales, where both the skewness and the kurtosis values were larger than one and the kurtosis of the OLBI disengagement subscale, with a kurtosis slightly larger than 1).

Regarding the mean scores of the measuring instruments, a score for the JISI falling in the region of 3 is considered average, falling within the “neither disagree nor agree” range. Scores obtained by the participants on the total job insecurity scale, as well as its subscales fall

slightly below what is considered as average. A high score on the JISI suggests high levels of job insecurity, with the converse being true for a low score. Participants thus do not appear to experience significant levels of job insecurity.

With regard to the MSQ, scores also falling within the region of 3 are considered to be “average”. Scores obtained by the participants on the total job satisfaction scale, as well as its subscales were above the average score of 3, falling quite close to 4, which is the “satisfied” category. This therefore suggests that participants were mostly satisfied with their jobs during the period in which this study was conducted.

Regarding the OLBI, a score varying between 2 and 3 is considered as an average score. Scores obtained by the participants on the OLBI Exhaustion and Disengagement subscales as well as the total OLBI score fall within the average ranges, suggesting that burnout levels are not very high nor are they low.

Regarding the UWES, participants obtained scores falling close to the region of 5, suggesting that participants mostly experience feelings of work engagement “a few times a week”.

In terms of the GHQ, scores ranging between 2 and 3 are considered as average scores on this 4-point scale. A high value on the GHQ is indicative of a high level of “dis-health”, whereas a low score implies a good level of health / well-being. Participants obtained scores that fall below the average range on all dimensions of the GHQ, suggesting that the participants, generally speaking, experience better health as opposed to poorer health.

Regarding the OCQ, scores that fall in the region of 3 are considered as average. Participants obtained scores slightly above the average range, indicating that their levels of organisational commitment were adequate at the time of the completion of the questionnaire. It should also be noted that out of the three subscales of the OCQ, participants scored the highest on the Affective subscale, suggesting that most of the participants have an emotional attachment to, identification with, and involvement in the organisation. This means that they are therefore in the organisation because they choose to be, and not because they are forced by external factors influencing their decisions to stay.

The correlation coefficients between the JISI, MSQ, OLBI, UWES, GHQ and OCQ are reported in Table 2.

Table 3

Correlation Coefficients between the JII, MSQ, OLBI, UWES, GHQ, and OCQ

Item	JISI (Affective)	JISI (Cognitive)
1. MSQ (Intrinsic)	0,36*	0,22
2. MSQ (Extrinsic)	-0,35*	-0,40*
3. OLBI (Exhaustion)	0,42*	0,47*
4. OLBI (Disengagement)	0,30*	0,44*
5. UWES (Vigour)	-0,25	-0,40*
6. UWES (Dedication)	-0,27	-0,40*
7. UWES (Absorption)	-0,16	-0,28
8. GHQ (Somatic Symptoms)	0,20	0,11
9. GHQ (Anxiety & Insomnia)	0,40*	0,24
10. GHQ (Social Dysfunction)	0,25	0,20
11. GHQ (Severe Depression)	0,21	0,07
12. OCQ (Affective)	-0,42*	-0,51**
13. OCQ (Continuance)	-0,18	-0,45*
14. OCQ (Normative)	0,10	0,04

* Correlation is practically significant $r > 0,30$ (medium effect)** Correlation is practically significant $r > 0,50$ (large effect)

Table 3 shows that both cognitive and affective job insecurity subscales demonstrate a practically significant positive correlation of medium effect with both of the OLBI subscales, implying that increased levels of both job insecurity subscales are associated with increased levels of burnout (as evidenced in participants' levels of exhaustion and disengagement) as measured by the OLBI.

Affective job insecurity demonstrated a practically significant positive correlation of medium effect with intrinsic job satisfaction. This therefore suggests that the higher the levels of affective job insecurity, the higher the levels of intrinsic job satisfaction. This however, was not the expected outcome as higher levels of job insecurity are expected to cause lower levels of job satisfaction. These findings are contrary to literature, which suggests that job insecurity has been associated with lowered job satisfaction (Probst & Brubaker, 2001). This outcome could be as a result of the small sample size used for this study.

Both the affective and cognitive job insecurity subscales also demonstrated a practically significant negative correlation of a medium effect with extrinsic job satisfaction. This therefore suggests that the higher the levels of job insecurity, the lower the levels of extrinsic job satisfaction.

Cognitive job insecurity demonstrated a practically significant negative correlation of a medium effect with two engagement subscales of vigour and dedication as measured by the UWES. This is indicative of the idea that the higher the levels of cognitive job insecurity experienced by the participants, the lower their levels of engagement will be. This idea can also be linked to the negative correlation of large effect between cognitive job insecurity and affective organisational commitment indicating that the higher the level of job insecurity, the lower the levels of affective organisational commitment.

As expected, affective job insecurity demonstrated a practically significant positive correlation of a medium effect with the anxiety and insomnia subscale as measured by the GHQ. This therefore suggests that the higher the levels of job insecurity, the higher the levels of anxiety and insomnia experienced by the participants.

In summary, increased levels of affective job insecurity is associated with decreased levels of extrinsic job satisfaction and affective organisational commitment and increased levels of exhaustion and disengagement, as well as anxiety and insomnia. Also, increased levels of cognitive job insecurity was found to be associated with decreased levels of extrinsic job satisfaction, vigour, dedication and affective and continuance commitment, and increased levels of exhaustion and disengagement.

Next, T-tests were conducted so as to determine whether significant differences exist between the mean scores of participants of different genders, with different qualifications and levels of tenure, of different ages and from different cultural groups. Significant differences, as demonstrated in Table 4, were obtained with regard to the following:

Table 4

Differences between Demographic Groups

ITEM	Mean (tenure less than 5 years)	Mean (tenure longer than 5 years)	T-value	p	Cohen's d
General Health – Social dysfunction	1,49	1,88	-3,47	0,000*	0,84††
	Mean (Grade 10 to 12 level of education)	Mean (tertiary education)			
Continuance commitment	3,62	2,95	4,02	0,000*	1,00††
	Mean (younger than 35 years)	Mean (older than 35 years)			
Continuance commitment	2,82	3,56	-4,20	0,000*	0,99††
	Mean (Black/Other)	Mean (White)			
Anxiety and insomnia	1,39	1,82	-2,95	0,004*	0,59†
Social dysfunction	1,49	1,93	-4,02	0,000*	0,91††

* Statistically significant difference: $p < 0,01$ † Practically significant difference of medium effect $d \geq 0,5$ (medium effect)†† Practically significant difference of large effect $d \geq 0,8$ (large effect)

From the above table it is evident that significant differences were obtained between the social dysfunction subscale mean scores of the GHQ for participants working in the organisation less than 5 years and those working in the organisation for more than 5 years, with those with increased levels of tenure presented with higher levels of social dysfunction. Significant differences were obtained between the continuance commitment mean scores of participants with a Grade 10 to 12 level of education and those with a tertiary level of education, with the more highly qualified employees displaying lower levels of continuance commitment. Participants younger than 35 years displayed lower levels of continuance commitment as compared to participants older than 35 years. With regard to culture, the above results indicate that significant differences were obtained on the anxiety and insomnia, and social dysfunction subscales of the GHQ when compared Black/Other and White employees, with the White employees presented with higher levels of anxiety and insomnia, as well as higher levels of social dysfunction.

Discussion

The aim of the study was to investigate the relationship between job insecurity, job satisfaction, work wellness, and organisational commitment, as well as any differences between demographic groups in terms of their levels of job insecurity, job satisfaction, work wellness and organisational commitment as experienced by the employees at a petroleum / oil company.

Increased levels of affective job insecurity were found to be associated with decreased levels of extrinsic job satisfaction and affective organisational commitment and increased levels of exhaustion and disengagement and anxiety and insomnia. Also, increased levels of cognitive job insecurity were found to be associated with increased levels of exhaustion and disengagement and decreased levels of extrinsic job satisfaction, vigour and dedication, and affective and continuance commitment. However, in contrast to previous research findings, affective and cognitive job insecurity demonstrated an association with increased levels of intrinsic job satisfaction.

Based on the above results, Hypothesis 1 stating that both job insecurity scales will be negatively correlated with both job satisfaction scales, can only be partially accepted. Hypothesis 2, stating that job insecurity is associated with higher levels of burnout and decreased work engagement and general health, can also only be partially accepted, given that all subscales were not found to be correlated. Hypothesis 3, stating that both job insecurity scales will demonstrate a negative relationship with organisational commitment, can only be partially accepted, given that normative commitment did not correlate with job insecurity.

Participants working in the organisation less than 5 years demonstrated lower levels of social dysfunction as compared to participants working in the organisation for longer than 5 years. Participants with longer tenure thus typically indicated more difficulties in terms of, for example, doing things well, playing a useful part and making good decisions. Such differences could possibly be related to those employees working in the organisation for longer than 5 years doing more complex work (in terms of their respective capabilities) than those who have only recently joined the organisation and feeling less enthusiastic. Significant differences were obtained between the continuance commitment mean scores of participants with a Grade 10 to 12 level of education and those with a tertiary level of education, with the more highly qualified employees displaying lower levels of continuance commitment. This can possibly be related to the fact that more highly qualified staff members may feel that they

have many employment options beyond their current place of employ, hence they don't feel they should stay because they need to, as opposed to participants without tertiary qualifications who may feel that they stay with the organisation because they need to, as they may battle to secure employment elsewhere. Participants younger than 35 years displayed lower levels of continuance commitment as compared to participants older than 35 years. Similarly, younger employees may have more confidence with regard to their ability to secure alternative employment as opposed to older employees, hence not feeling that they have to stay with their current organisation because they have no choice, but rather doing so because they want to. With regard to culture, the above results indicate that significant differences were obtained on the anxiety and insomnia, and social dysfunction subscales of the GHQ when comparing Black/Other and White employees, with the White employees presented with higher levels of anxiety and insomnia, as well as higher levels of social dysfunction. This is contrary to the opinions of Wissing and Van Eeden (2002), who put forward that black participants will score lower on measures of psychological well-being given that they are expected to present with lower levels of resistance resources. Hypothesis 4, which states that differences exist in the job insecurity, job satisfaction, work wellness and organisational commitment levels of demographic groups, can be partially accepted, given that differences were obtained between demographic groups in terms of their levels of continuance commitment and general health (anxiety and sleeplessness, as well as social dysfunction).

Recommendations

The results of this study indicate that there is a negative relationship between job insecurity and extrinsic job satisfaction. Also, although burnout levels at this petroleum / oil company did not appear to be problematic, it would be ideal if it could be reduced. Managers and employees should become aware of the causes and symptoms of burnout. This could help them become aware of their own and others' emotional exhaustion and disengagement, and so help them intervene before the effects of burnout are too serious. The implementation of programmes directed at the stimulation of personal growth and effective stress management can help reduce burnout and poor general health. Good communication strategies at all levels of the organisation can also limit the experience of job insecurity.

Regarding the measuring instruments used in this study, more validation studies are needed in different organisations and professions in South Africa.

It is anticipated that this study will contribute to future research and management insight regarding the job insecurity, job satisfaction, work wellness and organisational commitment levels experienced by employees. As mentioned before from a positive psychology perspective, treatment is not just fixing what is broken; it is also nurturing what is best, and so believing that nurturing what is best implicates diverse proactive approaches to enhance wellness. Therefore on a more positive note, this organisation should therefore continue to ensure that the levels of work wellness are optimised and job insecurity is kept to a minimum.

Limitations

Several limitations can be reported regarding this study. Firstly, the sample was not representative of all the job categories in the logistics department at this petroleum / oil company as there were no responses from employees in the JG – 16 category. Stratified random sampling could have ensured better representation of the different job categories. The sample size could have been extended to include different organisational job grades.

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, LIMITATIONS 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 the organisation and future research will be provided.

3.1 CONCLUSIONS

3.1.1 Conclusions regarding the specific theoretical objectives

In line with the first specific objective stated in chapter 1, job insecurity, job satisfaction, work wellness and organisational commitment, as well as the relationships between these constructs, were conceptualised from literature.

Job insecurity was conceptualised from literature as reflecting the degree to which employees perceive their jobs to be threatened and feel powerless to do anything about it (Ashford, Lee & Bobko, 1989). It was also found that researchers who have adopted a multidimensional definition of job insecurity, argue that job insecurity refers not only to the degree of uncertainty, but also to the continuity of certain dimensions, such as opportunities for promotion (Ashford, Lee & Bobko, 1989; Borg & Elizur, 1992; Rosenblatt & Ruvio, 1996). It was also found that job insecurity can be seen as a discrepancy between the level of security a person experiences and the level he/she might prefer (Jacobson & Hartley, 1991), and that consequently, job insecurity may also appear as in seemingly 'safe' environment arrangements (Kinnunen, Mauno, Natti, & Happonen, 2000), where it may ultimately threaten basic attachments to the organisation such as commitment as well as satisfaction.

Job satisfaction was conceptualised as having to do with an individual's perceptions and evaluation of his job, and this perception being influenced by the person's unique circumstances such as their needs and expectations. It was said that people will therefore evaluate their jobs on the basis of factors, which they regard as being important to them (Sempane, Rieger & Roodt, 2002). Job satisfaction was also said to have many facets (e.g. satisfaction in work, pay, promotion opportunities, supervision, and co-workers). In addition, more recent work has found that a sixth facet of job satisfaction, namely job security satisfaction (Probst, 1999), as also being important to consider in today's work environment.

Recent research also suggested that many of the effects of job insecurity on individual and organisational outcomes are mediated by employee levels of job satisfaction (Probst & Brubaker, 2001).

In this study, work wellness was identified by looking at the following facets of the employees' functioning: their levels of burnout, engagement, as well as their health. Burnout was conceptualised as a "persistent, negative, work-related state of mind in 'normal' individuals that is primarily characterised by exhaustion, which is accompanied by distress, a sense of reduced effectiveness, decreased motivation, and the development of dysfunctional attitudes and behaviours at work". (Schaufeli & Enzmann, 1998). Work engagement was referred to as a positive, fulfilling, work-related state of mind, which is characterised by vigour, dedication and absorption by Schaufeli and Bakker (2002). It was noted that burnout and engagement are conceptualised as opposite, yet related constructs. Therefore, according to Schaufeli, Salanova, Gonzales-Roma and Bakker (2002), engagement was conceptualised in its own right and burnout and engagement were to be measured independently, with different instruments.

In terms of general health, recent studies were said to have found that perceived job insecurity impacts negatively on employee well-being (McDonough, 2000; Borg, Kristensen & Burr, 2000). It was said that organisations may ultimately suffer financially from heightened employee perceptions of job insecurity due to the associated costs of increased absenteeism and sickness resulting from lowered employee well-being.

Organisational commitment was conceptualised as a psychological state characterising the employee's relationship with the organisation and affecting his/her decision to remain with the organisation (Meyer & Allen, 1997). Meyer and Allen (1997) identified three broad types of organisational commitment, which they term affective (employees stay because they want to), continuance (employees stay because they need to), and normative commitments (employees stay because they feel they should). It was noted that most research focuses on affective commitment because it is the most desirable form and the one that organisations are most likely wanting to instil in employees (Bartlett, 2001) because when commitment is a matter of affective choice, rather than of perceived continuance or normative necessity, positive effects on performance are more likely.

3.1.2 Conclusions regarding the specific empirical objectives

The first specific empirical objective was to determine the levels of job insecurity, job satisfaction, work wellness and organisational commitment of employees at a petroleum/oil company. Positive results were obtained as job insecurity and burnout levels did not appear to be particularly high and job satisfaction, work engagement, general health and organisational commitment levels did not appear to be problematic.

The second specific empirical objective was to determine the relationship between job insecurity and extrinsic job satisfaction. A practically significant negative relationship was found to exist between job insecurity (affective and cognitive) and extrinsic job satisfaction suggesting that the higher the levels of job insecurity, the lower the levels of extrinsic job satisfaction. Affective job insecurity on the other hand demonstrated a practically significant positive correlation of medium effect with intrinsic job satisfaction. This therefore suggested that the higher the levels of affective job insecurity, the higher the levels of intrinsic job satisfaction. These findings are contrary to literature, which suggests that job insecurity has been associated with lowered job satisfaction (Probst & Brubaker, 2001; Davy, Kinicki & Scheck, 1997; Ashford, Lee & Bobko, 1989). It was concluded that this outcome could be as a result of the small sample size used for this study, and it was therefore rejected.

The third specific empirical objective was to determine the relationship between job insecurity and the different facets of work wellness. It was found that increased cognitive or affective job insecurity is associated with increased levels of burnout (exhaustion and disengagement as measured by the OLBI). Affective job insecurity demonstrated an association with increased levels of anxiety and insomnia (as measured by the GHQ) and cognitive job insecurity demonstrated an association with lowered levels of vigour and dedication (as measured by the UWES). These results therefore confirmed the findings of Roskies and Louis-Guerin (1990) that job insecurity is consistently associated with higher levels of psychological distress, anxiety and depression. They also confirmed findings by Westman, Etzion and Danon (2001) that there is a positive correlation between job insecurity and burnout, with regard to both the males and females. These researchers concluded that, *“Our findings corroborate the results of Dekker and Schaufeli (1995) and Landsbergis (1988) that the prolonged chronic exposure to job insecurity can lead to a wearing out of resources and a feeling of exhaustion”*.

The fourth specific empirical objective was to determine whether a relationship exists between job insecurity and organisational commitment. A negative correlation of a large effect was obtained with regard to both job insecurity scales and affective organisational commitment, indicating that the higher the level of job insecurity, the lower the level of affective organisational commitment. Furthermore, cognitive job insecurity was found to be associated with lower levels of continuance commitment. These results confirmed the findings of Greenhalgh and Rosenblatt (1984) who reported that the higher levels of job insecurity there are, the lower the employees' organisational commitment and the greater the tendency to leave the organisation.

The final empirical objective was to determine whether differences exist in the levels of job insecurity, job satisfaction, work wellness and organisational commitment of different demographic groups. Participants working in the organisation less than 5 years demonstrated lower levels of social dysfunction as compared to participants working in the organisation for longer than 5 years. Participants with longer tenure thus typically indicated more difficulties in terms of, for example, doing things well, playing a useful part and making good decisions. Differences were obtained between the continuance commitment mean scores of participants with a Grade 10 to 12 level of education and those with a tertiary level of education, with the more highly qualified employees displaying lower levels of continuance commitment. Participants younger than 35 years displayed lower levels of continuance commitment as compared to participants older than 35 years. With regard to culture, the results indicated that White employees presented with higher levels of anxiety and insomnia, as well as higher levels of social dysfunction when compared to the participants in the Black/Other category.

3.2 LIMITATIONS OF THE RESEARCH

The following limitations can be identified in this study:

- The entire population did not complete the measuring battery and therefore was not used in this study. Participants were not required to identify themselves and consequently not all questionnaires were returned, which means it could not be determined which questionnaires were outstanding. The total population in this study was 202, but only 66 questionnaires were received.

- Another limitation of this study is the distribution of cultural groups and the sampling method. Future studies could benefit by making use of random, stratified sampling with the proportionate inclusion of all cultural groups. The lack of diversity among the respondents could have therefore influenced the results.
- The research group consisted of the logistics department employees only and therefore the possibility of a specific sub-culture within the organisation influencing responses is a possibility.
- In addition, only one company was used in this research, which raised the possibility of a specific organisational culture influencing responses.
- The questionnaires were distributed electronically. Therefore due to generally low levels of literacy as well as their inaccessibility to computers, employees in the JG – 16 category (plant assistants) did not complete the questionnaires. Their views were thus not represented.
- As previously mentioned in the study, job insecurity does not only stem from actual fear or worry about losing one's job, but also from other possible sources, *inter alia* inequalities in reward distribution, loss of promotional prospects, pay, autonomy, recognition and poor communication. The Job Insecurity Survey Inventory is insufficient in this regard, as it focuses only on the prospect of losing one's job and disregards other sources of job insecurity, as proposed by the multi-dimensional view of job insecurity.

3.3 RECOMMENDATIONS

3.3.1 Recommendations for the organisation

The mean score obtained by the participants in this study indicates a slightly below average level of job insecurity. This implies that while the level of job insecurity experienced by the employees in this company is not problematic, 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 job insecure employees. The recent proliferation of employee assistance programmes (Reddy, 1994) is evidence of how organisations develop programmes to respond to critical incidents such as downsizing and retrenchments. Essentially, employee assistance programmes focus on a broad range of intervention from financial advice to marriage counselling and work counselling aimed at improving overall employee well-being.

Good communication strategies at all levels of the organisation can also limit the experience of job insecurity.

A relationship between job insecurity and intrinsic job satisfaction, and consequently the organisation may find it beneficial to stimulate participants' intrinsic as well as extrinsic job satisfaction. It was also found that the higher the levels of cognitive job insecurity experienced by the participants the lower their levels of engagement will be. In their research into academics' experience of the quality of their academic work life in Australia, Winter, Taylor and Sarros (2000) found that high levels of task identity, autonomy, skill variety and job challenge satisfied the need of academics to engage in meaningful work activities. These factors were found related to work outcomes such as job satisfaction, intrinsic motivation and work effectiveness (Kiggundu, 1990).

A practically significant relationship was established between job insecurity and burnout (as measured by the OLBI), as well as with anxiety and insomnia (as measured by the GHQ). It is therefore recommended that managers and employees be aware of the causes and symptoms of burnout. This could help them become aware of their own and others' emotional exhaustion and disengagement, and so help them intervene before the effects of burnout are too serious. The implementation of programmes directed at the stimulation of personal growth and effective stress management can help reduce anxiety and insomnia levels, and thus reduce levels of burnout.

3.3.2 Recommendations for future research

The relationship between job insecurity, job satisfaction, work wellness and organisational commitment must be researched further. Research on these constructs must also take place within a wide range of organisations, as well as make use of more developed measures of job insecurity, work wellness and organisational commitment. Further refinement to the scales used in this study to measure the job insecurity, work wellness and organisational commitment will also be necessary. Larger research groups must be used and qualitative research into job insecurity might deliver a more representative depiction of the presence of job insecurity.

Regarding research design, future studies should focus on longitudinal designs where causal inferences can be made. Also the sample should be extended to include employees working in various other government organisations, as well as other sectors of the labour market.

Management researchers will perhaps now feel challenged to commence research concerning the antecedents of job insecurity and to develop a causal model of job insecurity.

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 was conducted, as well as for future research. All theoretical and empirical objectives formulated for this research, have been attained.

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